



TECHNIUM
SOCIAL SCIENCES JOURNAL

www.techniumscience.com



Vol. 68/2025
A New Decade for Social Changes

PLUS
COMMUNICATION P



International
Communication & PR

Implementation of Poverty Reduction Policies in the Province of North Sulawesi

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Abstract. The purpose of the research was to find out, analyze and describe the coordination function mechanism in the Poverty Reduction Coordination Team (TKPK) of North Sulawesi Province in accelerating poverty alleviation in North Sulawesi and the determinant factors. This research used descriptive qualitative research methods. Data collection techniques used by researchers are observation, interviews and document studies. The informants in this study amounted to 16 people who were determined by purposive sampling technique. The indicators used in the coordination function mechanism are Organizational Structure, Coordination Process, Stakeholder Involvement, Program Implementation, and Monitoring and Evaluation. Meanwhile, the indicator for the determinant factor is Funding. The results showed that 1) The implementation mechanism of the poverty reduction coordination policy in North Sulawesi Province has not run optimally. Inappropriate program implementation was caused by the organizational structure, the involvement of relevant stakeholders, and the coordination process between team members that was not well established. Ineffective monitoring and evaluation resulted in obstacles that could not be anticipated and overcome; 2) Funding is one of the inhibiting factors in the implementation of poverty reduction coordination policies in North Sulawesi Province. There is a limited budget as a support system for the implementation of tasks that are not budgeted in the North Sulawesi Province Regional Budget (APBD).

Keywords. Implementation Mechanism, Policy, Poverty Reduction Coordination Team

A. Introduction

Poverty is still a major problem in many countries around the world. For this reason, the “elimination of poverty and hunger” program by 2030 is still the “backbone” of the sustainable development agenda goals. The first of the 17 SDGs goals is “End poverty in all its forms everywhere”. This main goal is the theme of development, the main and sustainable agenda that underlies various other development goals such as infrastructure, tourism, food and energy and others (Source: Development Indicators of North Sulawesi Province Volume 04 in 2023, BPS North Sulawesi page 13) [1].

According to Global Finance, Indonesia is among the 100 poorest countries in the world. It's just that in 2023, Indonesia's ranking fell below Vietnam and the Philippines. In 2020, Indonesia was recorded as the 73rd poorest country in the world with a GNP of 3,870 US

dollars. Meanwhile, in 2022, Global Finance noted that Indonesia became the 91st poorest country in the world with a GDP and PPP of US\$15,855 (Handayani et al., 2023) [2].

The poverty profile in Indonesia in March 2023 the poor population amounted to 25,90 million people or 9.36%. From the poverty profile issued by BPS in 2023, it can be seen that the majority of poor people are in rural areas, except on the island of Java where the number of poor people is more in urban areas, namely 7.85 million people or 7.40%. The Poverty Line in March 2023 was recorded at IDR. 550,458, - / person / month with the composition of the food Poverty Line of IDR. 408,522, - (74.21%) and the non-food Poverty Line of IDR. 141,936, - (25.79%). (Source: Central Bureau of Statistics, July 17, 2023) [3].

In the RPJPN 2005-2025, the problem of poverty is seen in a multidimensional framework, therefore poverty is not only about the size of income, but also about several other things, including: (1) the vulnerability and susceptibility of people or communities to become poor; (2) concerning the presence/absence of the fulfillment of basic rights of citizens and the presence/absence of differences in the treatment of a person or group of people in living a life with dignity. (Source: Development Indicators of North Sulawesi Province Volume 04 year 2023, BPS North Sulawesi) [1].

The poor are defined as people whose average monthly per capita expenditure is below the poverty line. The poverty line is a representation of the minimum amount of rupiah needed to meet the minimum basic food needs equivalent to 2100 kilocalories per capita per day and basic non-food needs (Aminudin, 2019) [4]. The poverty line is the income limit required to meet the minimum calorie needs necessary for the body to move, plus non-food needs, such as housing, clothing, education, health, transportation, and other basic needs. The poverty line is calculated as follows: (1) calculating the weighted average price of calories needed from 52 food commodities; (2) multiplying this price by 2100, which is the daily per capita food poverty limit; (3) calculating the value of food and non-food expenditure per capita, which is called the poverty line; (4) calculating the proportion of poor people by dividing the number of poor people by the total population (expressed as a percentage). (source: Development Indicators for North Sulawesi Province Volume 04, 2023, Central Bureau of Statistics) [1].

The Poverty Line in March 2023 was recorded at IDR 550,458 per capita/month with a composition of the Food Poverty Line of IDR 408,522 (74.21 percent) and the Non-Food Poverty Line of IDR 141,936 (25.79 percent). A person is categorized as poor if their expenditure is below IDR 550,458/person/month and extreme poor if their expenditure is below IDR 10,739/person/day or IDR 322,170/person/month. So for example in 1 family consisting of 4 people (father, mother, and 2 children), have the ability to meet their expenses equal to or below IDR.1,288,680 per family per month.

The poverty profile in North Sulawesi in March 2023 contained 189 thousand poor people or 7.38%. The number of poor people in March 2023 increased by 3.86 thousand people against March 2022. The poverty line in March 2023 was recorded at IDR. 463,432, - / person / month with the composition of the food poverty line of IDR. 360,891, - (77.87%) and the non-food poverty line of IDR. 102,541, - (22.13%).

Poverty does not only affect individuals, but it can also affect countries. The following impacts are caused by poverty: (1) High crime rate; (2) Closed access to education; (3) High unemployment rate; (4) Deteriorating health services; (5) High mortality rate; (6) Chaos; (7) State bankruptcy (Haya et al., 2022) [5].

To overcome this poverty problem, the government has issued Presidential Instruction of the Republic of Indonesia Number 4 of 2022 concerning the Elimination of Extreme Poverty to zero percent by 2024. Through this Presidential Instruction, the necessary steps have been

regulated in accordance with the duties, functions and authorities to accelerate the elimination of extreme poverty. This is to ensure the accuracy of targeting and program integration between ministries/agencies. The role of the community is also included and focused on priority locations of extreme poverty in a targeted manner (Anindita, 2024) [6].

The strategies and policies set out in this Inpres are: (1) Reducing the burden of community expenditure; (2) Increasing community income; (3) Reducing the number of poverty pockets. The success indicator of this strategy in accordance with the 2020-2024 National Medium-Term Development Plan (RPJMN) is a poverty rate of 6.5 - 7.5 percent.

In order to accelerate the achievement of the poverty rate target of close to 7.5 percent and extreme poverty of 0 percent by 2024, Vice President K.H. Ma'ruf Amin as Chair of the National Team for the Acceleration of Poverty Reduction (TNP2K) instructed relevant ministries and institutions, including local governments, to improve the quality of the implementation of various programs and the use of the poverty reduction budget.

Article 4 paragraph (1), Article 28 C paragraph (1), and Article 34 of the 1945 Constitution of the Republic of Indonesia regulate the state's responsibility to care for the poor. Furthermore, Presidential Regulation No. 15/2010 on the Acceleration of Poverty Reduction, as amended by Presidential Regulation No. 96/2015, states that efforts to accelerate poverty reduction require integrated coordination measures across actors in the preparation of poverty reduction policy formulation and implementation (Zahra, 2015) [7].

The embodiment of the above Perpres is the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 53 of 2020 concerning Work Procedures and Work Alignment as well as Institutional Development and Human Resources of Provincial Poverty Reduction Coordination Teams and Coordination Teams. This is specifically regulated in Article 3 paragraph (1) on Regency/City Poverty Reduction.

Following up on the regulation of the Minister of Home Affairs, the North Sulawesi regional government established the North Sulawesi Regional Poverty Reduction Coordination Team (TKPK) by Decree of the Governor of North Sulawesi Number 208 of 2022. The duties of the Poverty Reduction Coordination Team (TKPK) of North Sulawesi Province based on the Decree of the Governor of North Sulawesi Number 208 of 2022, are to coordinate, facilitate, plan and harmonize programs as well as monitor and evaluate programs.

One of the tasks and functions of the TKPK of North Sulawesi Province is the coordination function, namely coordinating poverty reduction programs from each regional apparatus, coordinating the harmonization of provincial poverty reduction programs with city districts, coordinating the preparation of the Regional Poverty Reduction Plan (RPKD) document, the Regional Action Plan (RAD) document, coordinating the provision of data on the shelf that is the target of recipients of assistance or poverty reduction programs in North Sulawesi Province. Based on the report on the implementation of regional poverty reduction in North Sulawesi Province in 2023, it is known that until now there are still differences in data on the poor between the three available sources (BPS, DTKS, Kemenko PMK). This difference is due to the different approaches and objectives of using data from each of these institutions. BPS assesses poverty only in economic terms, namely the inability to fulfill basic needs from the expenditure side. However, this can be ambiguous because the numbers appear low but in fact there are still many factors that are not considered, for example, when the percentage of the poverty rate decreases because it is affected by a decrease in the poverty limit, in reality the poor population increases because even though their income has increased slightly they are unable to buy basic necessities due to inflation in the price of basic necessities. Meanwhile, the Integrated Social Welfare Data (DTKS) from the Indonesian Ministry of Social Affairs is a

reference data for providing social assistance which contains data on Social Welfare Service Providers (PPKS), Social Assistance and Empowerment Recipients (PSKS), and Potential and Sources of Social Welfare (PSKS). Meanwhile, the Targeting Data for the Acceleration of the Elimination of Extreme Poverty (P3KE) from the Coordinating Ministry for PMK is a collection of information and data on families and individuals as a result of updating the Indonesian Family Database. From these three data sources, synchronization, verification and validation of data are needed, in order to determine the final data, to be used as baseline data for poverty reduction programs in North Sulawesi Province.

The existing coordination is not optimal, so everything that is done is not as expected. Non-optimal coordination causes problems in the implementation of tasks such as differences in perceptions, differences in goals, and a lack of unity in the direction of steps and movements in formulating and making policies to reduce poverty. In the Action Plan for the Follow-up of BPK RI Recommendations in the Performance Audit Report on Local Government Efforts to Reduce Poverty in the North Sulawesi Provincial Government, several findings related to coordination issues are presented, namely 1) The North Sulawesi Provincial Government has not harmonized all poverty reduction efforts with Central Government policies; 2) The North Sulawesi Provincial Government has not harmonized all poverty reduction efforts with Regency / City Government policies, with one of the follow-up documents in the form of a formally established mechanism related to coordination between the North Sulawesi Provincial Government and Regency / City Governments; 3) Poverty Reduction Policies owned by the North Sulawesi Provincial Government have not been fully integrated between Work Units / OPDs under it, with one of the follow-up documents in the form of regulations and / or the results of an agreement on a formally established mechanism related to coordination between work units; 4) The Provincial Government has not accommodated the aspirations, expectations, and needs of the community in its policies with one of the follow-up documents in the form of SOPs / Implementation Guidelines / Technical Guidelines in the form of formally established mechanisms related to the absorption of aspirations, expectations, and needs of the community; 5) The North Sulawesi Provincial Government has not designed clear benefits for poverty reduction in each of its policies and has not been able to develop regional potential that involves the surrounding community in general; 6) Poverty Reduction policy designers have not utilized relevant and accurate population data for the poor; 7) The cascading process of Poverty Reduction policies has not been carried out in accordance with the provisions, measured, and systematically; 8) The North Sulawesi Provincial Government does not yet have controls to ensure that Poverty Reduction Programs/Activities have a contribution or leverage to reduce the poverty rate according to the RPJMD target; 9) The timing of the implementation of activities is late so that they cannot be immediately utilized; 10) The implementation of activities is not in accordance with the stipulated target designation; 11) The results of the activities have not fully provided tangible benefits and/or have not been utilized by the beneficiaries.

As a result of this, the achievement of poverty reduction programs in North Sulawesi has not been optimal. The poverty rate stood at 7.38 percent in March 2023, an increase of 0.10 percent from March 2022, far from the target of reducing the poverty rate to 5.93 percent by 2023.

Table 1. Macro Indicators Target of North Sulawesi Development in 2021 - 2026

No.	Macro Indicators	Year				
		2022	2023	2024	2025	2026
1	Economic growth (%)	4,5 -5,5	5,0-5,7	5,7-6,0	6,0-6,5	6,5-7,0
2	Open unemployment rate (%)	6,47-7,18	6,0-6,5	5,5-6,0	5,0-5,5	4,5-5,0
3	Poverty rate (%)	7,5-6,9	5,93	5,65	5,37	5,09
4	Inflation (%)	3 ± 1	3 ± 1	3 ± 1	3 ± 1	3 ± 1
5	Human development index	73	74	75	76	77
6	Gross Regional Domestic Product Per Capita (in million)	56	60	65	70	76
7	Gross Regional Domestic Product at Constant Prices (in trillion)	95,1	103,1	112,2	122,6	134,5
8	Gross Regional Domestic Product at Current Prices (in trillion)	142,8	154,8	168,5	184,1	202,1
9	Gini ratio	0,37	0,37	0,37	0,37	0,37

Source: North Sulawesi Regional Medium-Term Development Plan (RPJMD) 2021-2026

The team's work time is getting shorter, according to the Decree of the Governor of North Sulawesi Number 208 of 2022, which is valid from 2022 to 2026. In 2023 the poverty rate was still at 7.38 percent, still far from the target set. To achieve the target set, of course, requires great effort and even leaps so that the target can be achieved.

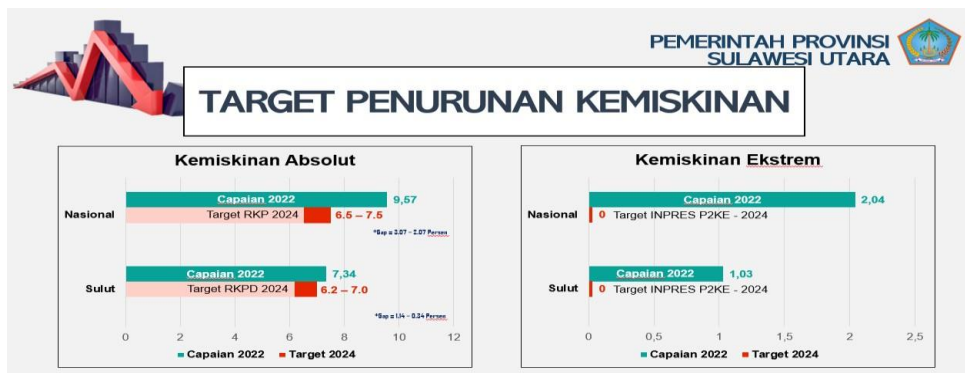


Figure 1. Poverty Reduction Target for North Sulawesi Province (Source: North Sulawesi Development Planning Material by the Head of North Sulawesi Regional Development Planning Agency)

The tasks and functions of the Poverty Reduction Coordination Team (TKPK) of North Sulawesi Province are important to study for improvement. The achievement of poverty reduction targets depends on the performance of this team. Therefore, based on the description above, it is important to conduct research on the Implementation of Poverty Reduction Policies in North Sulawesi Province. The purpose of this research is to find out, analyze and describe the coordination function mechanism in the Poverty Reduction Coordination Team (TKPK) of North Sulawesi Province in accelerating poverty alleviation in North Sulawesi as well as the determinant factors.

B. Method

This research uses descriptive qualitative research methods. This approach is a process of systematic and intensive data collection to obtain a description of the object under study

(Moleong, 2013) [8]. The research objective presents descriptive data in the form of written or spoken words from the people or actors observed. The research results illustrate and provide data that includes interview transcripts, field notes, photography, personal documents, memos and official recordings. This research is an effort to answer the problem by describing the Implementation of the Poverty Reduction Coordination Policy in North Sulawesi Province as it is, which is found in the field.

The focus of this research is the mechanism of coordination implementation of TKPK Regional of North Sulawesi Province and the determinant factors of coordination implementation of TKPK Regional of North Sulawesi Province. To analyze the coordination mechanism and factors determining the implementation of coordination of the TKPK of North Sulawesi Province using the rules of the Decree of the Governor of North Sulawesi Number 208 of 2022, several indicators were used, as follows:

Table 2. Research Focus and Indicators

No	Fokus	Indikator
1	Coordination mechanism of the Regional Poverty Reduction Coordination Team (TKPK) of North Sulawesi Province	Organization Structure Coordination Process Stakeholder Engagement Program Implementation Monitoring and evaluation
2	Determinant factors	Funding

The data collection techniques used by researchers are observation, interviews and document studies. The informants in this study amounted to 16 people who were determined by purposive sampling technique. The steps of data analysis were carried out using the interactive model of Miles and Huberman (1984) in Pangkey et al. (2023) i.e : data collection, data reduction, data display, and conclusion drawing/verification [9]. Data validity tests in qualitative research include tests: credibility, transferability, dependability, and confirmability. (Tarore et al., 2023) [10].

C. Result and discussion

Coordination mechanism of the Regional Poverty Reduction Coordination Team (TKPK) of North Sulawesi Province

Based on the research objectives, namely to describe, analyze and interpret the coordination mechanism and determinant factors of the Poverty Reduction Coordination Team (TKPK) of North Sulawesi Province in accelerating poverty alleviation in North Sulawesi, the researchers collected data through related information through interviews and observations to informants related to this research, and then explained in the results of the research and discussion as follows.

Organization Structure

An organizational structure is a system used to define the hierarchy within an organization with the aim of establishing the way an organization can operate, and assisting the organization in achieving its set goals in the future. Such as how work is divided, categorized, and formally communicated (Andhika, 2018) [11].

Organizational structure influences organizational action and provides the basis for standard operating procedures and routines. This includes determining which individuals can participate in the decision-making process, and thus the extent to which their views shape organizational actions. Organizational structure can also be thought of as a magnifying glass or perspective through which individuals can view the organization and its environment.

Organizational structure has an important function, especially for leaders. In general, there are three functions of organizational structure, namely: 1) Chain of Command: Organizational structure helps leaders in assigning tasks to their employees. Organizational structure allows leaders to determine how many employees a particular department or line of business should have; 2) Span of Control: Leaders can give directions and orders related to assignments. Leaders can also determine who is eligible for promotion or promotion. In addition, leaders can control the duties and authority of a position; 3) Decision Making (Centralization): Organizations need a directed system to facilitate decision-making. After establishing the chain of command, leaders should consider which people and departments have a say in each decision (Altin, 2022) [12].

The functions and benefits of the company's organizational structure broadly include several things including: 1) Clarify the working relationship between teams or departments or sections in the company The organizational structure contains a diagram or scheme that clarifies the working relationship of each part or department. So that each part does not have overlapping tasks, but instead creates collaboration between teams; 2) Provide a description of the duties and roles of each employee in the company. The company's organizational structure makes it easier for leaders to assign individual tasks and roles within the team or company; 3) Affirm the explanation of the main duties and functions of each employee. No less important, the organizational structure can explain the job description of employees in detail; 4) The organizational structure helps companies to place potential and competent individuals according to their fields and expertise. Every individual in a company, in this case employees, must have roles and responsibilities that must be done.

The Organizational Structure of the Poverty Reduction Coordination Team (TKPK) consists of stakeholders and various elements, namely government elements, communities, academics, BUMN, BUMD, religious elements FKUB, PKK, Dharma Wanita, journalists, entrepreneurs and a team of experts. The organizational structure of the TKPK is large, where the Governor of North Sulawesi is in charge and the chairperson is the Deputy Governor of North Sulawesi, the Deputy Chairperson is the Regional Secretary of North Sulawesi Province and the Secretary is the Head of the Regional Planning and Development Agency of North Sulawesi Province.

The results of this study show that the large organizational structure of TKPK affects the effectiveness of poverty reduction coordination. The long span of control affects the way team members coordinate. Through interviews, it was found that the TKPK organizational structure does not clearly regulate who does what in detail, causing confusion among agencies and institutions that are included in the TKPK team. From the interviews, it was found that TKPK team members did not fully understand what their duties were. Team members implement poverty reduction programs according to the regulations of each agency and institution, not based on the tasks listed in Governor Decree Number 208 of 2022. Only Regional Planning Agency (Bappeda), as the secretariat of the TKPK, carries out its duties in accordance with the Governor's Decree.

Coordination Process

The meaning of coordination according to KBBI is the organization of activities so that actions and regulations do not conflict with each other. Another meaning of coordination is the process of combining different activities and elements. The goal is that the activities being carried out can run efficiently and harmoniously. In the world of work, the definition of coordination refers to the process of harmonizing the various activities carried out by team members in the company. With the application of coordination, each activity can be aligned to achieve a common goal (Wijaya & Rifa'i, 2016) [13].

Team coordination is the process by which individuals or groups belonging to a team work together to achieve a common goal. In this context, coordination involves various aspects such as communication, role understanding, decision-making and conflict resolution. The process of team coordination is the process of aligning the activities of team members to achieve a common goal (Hasibuan, 2002) [14].

Poverty coordination in the regions refers to the Regulation of the Minister of Home Affairs Number 53 of 2020 on the Work Procedure and Work Alignment as well as Institutional Development and Human Resources of the Provincial Poverty Reduction Coordination Team and Regency/City Poverty Reduction Coordination Team.

In the Decree of the Governor of North Sulawesi Number 208 of 2022 concerning the Establishment of the Regional Poverty Reduction Coordination Team for the Province of 2022 - 2026, one of the main tasks of TKPK is to coordinate the preparation of the draft provincial PRSP in the field of poverty reduction as well as coordination, harmonization, facilitation of the implementation of poverty reduction programs so that TKPK members are expected to be able to coordinate and monitor poverty reduction programs in the region.

Based on the results of the interviews, poverty reduction in North Sulawesi is already in line between the central government, the regions, and the districts and cities. However, the internal coordination process of the Poverty Reduction Coordination Team (TKPK) of North Sulawesi Province has not been maximized, this is related to the dissemination of information on priority city districts that must be assisted because they are pockets of poverty and the dissemination of data on the poor to members of the TKPK team as a result of which some regional apparatus provide assistance and the implementation of poverty reduction activities not in priority districts and cities or those that have been determined together. So that poverty reduction assistance and activities are not right on target.

Although coordination with the city districts is in line, there needs to be increased coordination with regional heads in the city districts through direction by the TKPK team leader, in this case the deputy governor, to allocate a budget for refining feedback data so that all city districts create and update poverty data so that North Sulawesi Province has baseline data on the poor that is used as the basis for providing assistance.

Stakeholder Engagement

Stakeholders are all parties in society, be it individuals, communities or groups of people who have a relationship and interest in the organization, company and the issues being discussed. In Indonesian translation, the meaning of stakeholder is a stakeholder or an interested party. Stakeholders are an important part of an organization that has an active and passive role in carrying out its goals. With the presence of stakeholders in activities to provide assistance to develop a goal (Hatta, 2002) [15].

The involvement of stakeholders in the Poverty Reduction Coordination Team (TKPK) of North Sulawesi Province has been stated in the Decree of the Governor of North Sulawesi

Number 208 of 2022 concerning the Establishment of the Regional Poverty Reduction Coordination Team of the Province of 2022 - 2026 in the duties of the TKPK members of North Sulawesi Province, namely facilitating the development of partnerships in the field of poverty.

The results of this study show that all stakeholders in the Poverty Reduction Coordination Team (TKPK) of North Sulawesi Province have not been united in the implementation of poverty reduction together. For example, regional apparatus in the province, state-owned enterprises, and vertical institutions have been tackling poverty individually according to their duties and functions. There has not been good coordination between stakeholders.

Program Implementation

Implementation is the carrying out of basic policy decisions, usually in the form of laws, but may also take the form of executive orders or directives or judicial decisions (Mamonto, 2023) [16]. A policy is only a dream or a good plan that remains in the archives if it is not implemented.

A policy that has been recommended to be chosen by a policy maker is not a guarantee that the policy will be successful in its implementation. There are many indicators that affect the success of policy implementation, both individual and group or institutional. Policy implementation is important to pay attention to in order to avoid failure called the implementation gap, which is the difference between what is expected and what is actually achieved. The size of the difference is determined by the implementation capacity of the organization or party assigned to implement the policy. Policy failure consists of two categories, namely non-implementation and imperfect implementation (Tumbel, 2024) [17].

According to Dilapanga et al. (2024), Implementation theory is divided into three models, namely top down, bottom up and hybrid implementation models. Top down means implementation as a hierarchical implementer where policy objectives are defined by the center, this model emphasizes mainly on the ability of decision makers to produce firm objectives and policies as well as on controlling the implementation stage. Critically bottom up means that implementation consists of everyday problem solving strategies by street level bureaucracy, this model sees local bureaucrats as the main actors in policy delivery and understands implementation as a process of negotiation within the implementing network. Hybrid means that implementation emphasizes on defining clear hypotheses, determining appropriate implementation and generating empirical observations, this model tries to overcome the gap between top down and bottom up approaches and other theoretical models [18].

Thus, it can be understood that program implementation is an effort carried out by the government, community, organization, school or pesantren, which is complex because it consists of decision making, strategic and operational steps. Program implementation also contains elements such as the environment, objects and programs and implementers to realize a plan by being influenced by two factors, both driving and inhibiting factors. The results (outcomes) can be seen from the comparison of target achievement with the initial objectives of the program designed.

The program of the Poverty Reduction Coordination Team (TKPK) of North Sulawesi Province listed in the Decree of the Governor of North Sulawesi Number 208 of 2022 concerning the Establishment of the Regional Poverty Reduction Coordination Team of the Province of 2022 - 2026 can be applied in poverty reduction policies consisting of: a) integrated social assistance and social security programs based on households, families, or individuals that aim to fulfill basic rights, reduce the burden of living, and improve the quality of life of the

poor; b) community empowerment programs and strengthening of micro and small business actors, which aim to strengthen the capacity of the poor to engage in and benefit from the development process; and c) other programs that can directly or indirectly improve the economic activities and welfare of the poor, including programs with village funds. The target beneficiaries of the Poverty Reduction Program are based on data based on name, address, and population identification number.

Based on the results of the research, it shows that the three programs listed in the Governor Decree No. 208 Year 2022-2026 have not been properly understood by the members of the Poverty Reduction Coordination Team (TKPK) of North Sulawesi Province. In designing programs, activities, and implementing poverty reduction programs, the technical agencies have to integrate/interlink them with their programs and activities, because they have to be adjusted to the source of funds (each program and activity has its own account), so they have some difficulty because each agency has its own provisions. This causes the implementation of poverty reduction programs to not be implemented, but it can also be implemented but not optimally. The poverty reduction program is located in the regional apparatus that is a member of the TKPK and the budget for this program comes from the relevant regional apparatus. The implementation of the program is carried out by each regional apparatus. If there are obstacles in the implementation of the program, they are resolved by the regional apparatus themselves. Here, it can be seen that coordination between TKPK members has not been optimal. In addition, there are no clear directions and descriptions related to the programs that are the tasks of the TKPK team contained in the governor's decree.

Monitoring and Evaluation

Monitoring is an activity aimed at providing information about the causes and consequences of a policy that is being implemented. Monitoring is carried out when a policy is being implemented. Monitoring is needed so that early mistakes can be recognized immediately and corrective action can be taken, thereby reducing greater risks (Langkai, 2019) [19].

Monitoring assists the government in managing and controlling activities at the sector, program and project levels, in identifying problems and difficulties encountered in program implementation. Another important benefit of monitoring is to increase transparency and implement the principle of public accountability. Monitoring information provides the evidence base on how the government manages public resources as accountability to the public.

The monitoring and evaluation of the implementation of the North Sulawesi Province TKPK program is an important activity in an effort to synergize programs and activities that contribute to poverty reduction. Monitoring the implementation of poverty reduction programs by the relevant SKPD. In the control of the TKPK, monitoring carried out by the relevant SKPD is expected to periodically obtain information about the performance of the realization of target achievement, absorption of funds and obstacles faced in the implementation of each program. Thus, TKPK can play a role in helping to improve the process of implementing poverty reduction programs in the regions. In addition, the monitoring results can be useful for the regions concerned in determining regional policy interventions to support the effectiveness of ongoing programs. A good monitoring and evaluation system is a step in maximizing the objectives of the regional poverty reduction strategy. TKPKD members should continue to be active in conducting monitoring and evaluation.

Based on the results of the research that has been carried out, the monitoring and evaluation activities of the Poverty Reduction Coordination Team (TKPK) of North Sulawesi Province are not optimal, so that problems / obstacles faced in the implementation of the

program cannot be anticipated and overcome. This can be seen that in the North Sulawesi poverty trend graph in September 2021 and March 2022 there was a decrease in the poverty rate, but in September 2022 there was an increase in the poverty rate where the percentage of poor people was 7.34 and the number of poor people was 187.33 people and continued to increase until March 2023 the percentage of poor people was 7.38 and the number of poor people was 189.00 people.

Determinant Factor

Funding

Funding is the main foundation in establishing and developing a business. Therefore, it is important to know about the sources of funding that can be obtained to start the program. Program funding is the provision of financial resources to implement a particular program. Sources of program funding funds can come from various sources, such as: State budget, Regional budget, Special allocation fund (DAK) from local government.

The funding of the Provincial Poverty Reduction Coordination Team (TKPK) as stated in Presidential Regulation 15/2010 on the Acceleration of Poverty Reduction is charged to the Provincial APBD.

The results of this study indicate that funding is one of the obstacles in the performance of the Poverty Reduction Coordination Team (TKPK) of North Sulawesi Province. Where the existing budget is limited so that the results obtained are in accordance with the available budget. This is one of the factors inhibiting the running of poverty reduction programs in North Sulawesi Province.

The results of this study are not much different from the research of Dian (2012) from Padang State University with the research title Implementation of the Policy on the Establishment of the Poverty Reduction Coordination Team in Padang City. The results of her research show that the implementation of the policy of forming a Poverty Reduction Coordination Team in Padang City has been running but has not achieved optimal results. The implementation of the policy on the formation of the Poverty Reduction Coordination Team in Padang City was constrained by the SKPD's lack of understanding of the poverty reduction program, the lack of coordination between the secretariat of the Poverty Reduction Coordination Team and the related SKPD, and the lack of budget to implement the policy. Efforts made to overcome the obstacles to the implementation of the TKPK formation policy are to provide an understanding to SKPD about poverty reduction efforts; appoint the name of the person in charge of managing each SKPD; agree on a meeting schedule and hold sudden meetings directly led by the TKPK chairman; increase the poverty reduction budget allocation in each agency each year and cooperate with BAZDA Padang City [20].

D. Conclusion

Based on the results of the research and discussion described above, it can be concluded as follows:

- 1) The implementation mechanism of the poverty reduction coordination policy in North Sulawesi Province has not run optimally. Inappropriate program implementation was caused by the organizational structure, the involvement of relevant stakeholders and the coordination process between team members that was not well established. Ineffective monitoring and evaluation resulted in obstacles that could not be anticipated and overcome;
- 2) Funding is one of the inhibiting factors in the implementation of poverty reduction coordination policies in North Sulawesi Province. There is a limited budget

as a support system for the implementation of tasks that are not budgeted in the North Sulawesi Province Regional Budget (APBD).

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