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POVERTY ALLEVIATION STRATEGY FROM PUBLIC POLICY PERSPECTIVE WITH PENTAHELIX APPROACH IN WEST SERAM DISTRICT

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Abstract

This study aims to develop a poverty alleviation strategy model in public policy perspective with pentahelix approach in West Seram Regency. This study was designed in quantitative form and used survey method. The informants of this study consisted of officers involved in poverty alleviation strategy in public policy perspective with pentahelix approach in West Seram Regency as many as 4 academics from social welfare science and public administration science as many as 4 people, poverty observer community as many as 2 people, government (Social Service 1 person and Bappeda 1 person) and information media as many as 2 people. The data analysis used is AHP analysis which is an analysis method used to determine the priority order of a plan. The results of the study concluded that (1) internal factors of poverty alleviation strategies in the perspective of public policy in West Seram Regency consist of strength and weakness variables, (2) external factors of poverty alleviation strategies in the perspective of public policy in West Seram Regency consist of opportunity and threat variables, (3) poverty alleviation strategies in the perspective of public policy in West Seram Regency are aggressive strategies, namely trying to improve internal conditions of weaknesses and external threats by utilizing a number of internal strengths and existing external opportunities.

Keywords: strategy, poverty alleviation, pentahelix

Introduction

Poverty alleviation is an important issue that has an impact on the social, economic, and political stability of a country. Poverty reflects the inability of individuals to meet basic needs and inequality in the distribution of resources and opportunities (Bray et al., 2020; Gweshengwe & Hassan, 2020; Wade, 2020). Poverty alleviation efforts must be a priority in development policies to improve the quality of life, productivity, and competitiveness of the nation. In addition, reducing poverty can prevent social and political instability and attract investment that supports economic growth. Poverty alleviation also plays a role in reducing social disparities, promoting equality, and maintaining social cohesion.

In general, in the last five years the number of poor people in West Seram Regency has increased. In 2019 there were 43.14 thousand poor people. This number has increased from 43.14 thousand in 2020 to 43.72 thousand in 2021 except in 2022 it fell to 38.57 thousand people. In 2023 the number of poor people in West Seram Regency increased to 38.87 thousand people. In other words, in the last year there has been an increase in the poor population by 0.3 thousand people. Likewise, the poverty line in West Seram Regency continues to increase every year. In 2019, the poverty line in West Seram

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Regency was IDR 394,628 per capita per month. This figure has increased every year to reach IDR 486,747 per capita per month in 2023. This means that in 2023, residents of West Seram Regency who have a per capita monthly expenditure of less than IDR 582,932 are included in the poor population.

Studies on poverty have been conducted by several researchers. Soegijono (2014) reported that one of the main targets of the Ambon City Government is to reduce poverty rates, which requires hard work and support from various parties. Synergy between the government, community, NGOs, private sector, universities, and other groups is very important in achieving this goal. Continuous evaluation is needed to ensure the effectiveness of the programs that have been implemented. Although efforts have been made, poverty alleviation programs still require improved mechanisms. Therefore, appropriate steps must continue to be taken to ensure the success of this program. The same thing was also studied by (Aripin et al., 2020; Khasanah et al., 2018; Zuhri, 2020).

Likewise Tahitu and Lawalata (2017) reported that although many programs for the poor have been implemented in Ambon City, the poverty rate has not decreased significantly because poverty alleviation is still understood as a purely economic problem. The importance of implementing comprehensive and comprehensive public policies, covering social and structural aspects, needs to be considered to achieve more effective results.

The objectives of public policy will be achieved primarily through implementation. The success of policy or program implementation according to Akib (2013), can be seen from two perspectives: process and results. A program is considered successful if its implementation is in accordance with established procedures and provides the desired impact, but the success of the process does not always guarantee the success of the results, so consistency between the two is very important.

The West Seram Regency Government has made various poverty alleviation efforts, but the reduction in poverty rates has not shown significant results. Therefore, a poverty alleviation strategy needs to be formulated with a pentahelix approach involving the synergy of five main elements: government, academics, business, society, and media. This approach encourages collaboration to create comprehensive and sustainable policies. The government as the main driver, supported by academic research, private sector contributions, and active participation of the community and media, is expected to be able to create inclusive and effective solutions in reducing poverty rates. This study aims to develop a poverty alleviation strategy model in public policy perspective with pentahelix approach in West Seram Regency.

Research Method

The research approach used is a qualitative approach (Creswell & Creswell, 2018). This approach is used because the researcher intends to obtain an in-depth picture of poverty alleviation strategies in the perspective of public policy with a pentahelix approach in West Seram Regency. In conducting research, researchers are not only expressed explicitly but also the meaning contained in the expression. Likewise, what is in the thoughts or views of respondents. Thus, researchers will be able to obtain a deep and comprehensive explanation and understanding of social phenomena and can provide a holistic (whole) description. In connection with the pentahelix model approach, the informants of this study consisted of officials involved in poverty alleviation strategies in the perspective of public policy with a pentahelix approach in West Seram Regency as many as 4 academics from the field of social welfare science and the field of public

administration as many as 4 people, poverty observer communities as many as 2 people, the government (1 person from the Social Service and 1 person from Bappeda) and 2 people from the information media. The data analysis used is AHP analysis which is an analysis method used to determine the priority order of a plan.

Result and Discussion

Result

The purpose of poverty alleviation from a public policy perspective with the Pentahelix approach in West Seram Regency is to create synergy between five main elements, namely government, academics, business actors, communities, and media, in order to formulate comprehensive and sustainable policies in overcoming poverty. The Pentahelix approach allows active participation from various parties to jointly formulate solutions based on data and local needs, ensuring transparency and accountability in program implementation (Rahadian, 2023; Wiranata et al., 2022). Through this cross-sector collaboration, the resulting policies are expected to empower poor communities more effectively and encourage improvements in the quality of life in West Seram Regency. To obtain a more flexible picture of the SWOT analysis that has been carried out, it is necessary to use a table of internal and external factors. This is so that the position of poverty alleviation from a public policy perspective in West Seram Regency can be known.

Table 1. Calculation of Internal Factor Weights and Ratings

Number	Statement	Weight	Rating	Score
	Strengths			
1.	Availability of skilled and educated workforce in sufficient numbers	0,1369	3,750	0,5133
2.	Diverse sources of income and types of businesses	0,1305	3,417	0,4459
3.	Support for small and medium enterprises (SMEs)	0,1433	3,417	0,4896
4.	Strong social networks and solidarity among citizens	0,1528	3,667	0,5603
5.	Pro-people policies that support social inclusion	0,1464	3,917	0,5734
6.	Adequate infrastructure	0,1401	3,917	0,5487
7.	Access to education and training	0,1496	3,583	0,5360
	Total	**1**	**-**	**3,667**
	Weakness			
1.	The quality of education is still low	0,1506	-3,1670	-0,4769
2.	Limited access to health	0,1464	-2,7500	-0,4206
3.	Limited basic infrastructure	0,1924	-3,0000	-0,5772
4.	High bureaucratic complexity	0,2000	-3,5000	-0,7000
5.	Low level of trust among citizens	0,1589	-2,0000	-0,3178
6.	Unequal distribution of resources	0,1506	-2,5000	-0,3765
	Total	**1**	**-**	**-2,978**

Based on the data in Table 1 above, it shows that the total score for the internal strength factor is 3.667. This number is needed as a process to find out where the intersection point (E) is in the SWOT Diagram. The table above also shows that the total score for the internal weakness factor is -2.869. This number is also needed as a process

to find out where the intersection point (E) is in the SWOT Diagram. To find out in which quadrant the internal environmental factor is located in the SWOT Diagram, an analysis called internal factor analysis is used. The results of this analysis can be found using the Strength minus Weakness formula (Strength-Weakness). For more details, see the analysis below:

Internal factor analysis = Strength - Weakness
= (3.667/7) - (-2.978/6)
= 0.523 - (-0.478)
= 1.001 (positive number)

Table 2. Calculation of External Factor Weight and Rating

Number	Statement	Weight	Rating	Score
	Opportunity			
1.	Wider international market access	0,0909	3,0000	0,2727
2.	Utilization of digital technology	0,0867	3,4167	0,2962
3.	Influx of foreign investment	0,0761	3,5833	0,2726
4.	Aid programs from donor countries and international organizations	0,0761	3,8333	0,2917
5.	Cooperation with private companies in CSR programs	0,0867	3,1667	0,2745
6.	Development of the tourism sector	0,0867	3,4167	0,2962
7.	Free trade agreements	0,0846	3,5000	0,2961
8.	Migration and remittances	0,0867	3,5833	0,3106
9.	Participation in international programs	0,0761	3,6667	0,2790
10.	Access to microfinance	0,0761	3,1667	0,2400
11.	High NGO initiative	0,0867	3,4167	0,2962
12.	Support for global pro-development policies	0,0867	3,5000	0,3030
	Total	**1**	**-**	**3,429**
	Threat			
1.	Global economic instability	0,1885	-2,7500	-0,5183
2.	Climate change and natural disasters	0,1832	-2,5000	-0,4580
3.	Political instability, conflict and violence Unfair trade policies	0,1885	-3,0000	-0,5655
4.	Global disease outbreaks and pandemics	0,2513	-2,0000	-0,5026
5.		0,1885	-2,5000	-0,4712
	Total	**1**	**-**	**-2,515**

Based on Table 2 above, it shows that the total score for the external opportunity factor is 3.429. This number is needed as a process to find out where the intersection point (E) in the SWOT Diagram is located. Table 2 also shows that the total score for the external threat factor is -2.515. This number is also needed as a process to find out where the intersection point (E) in the SWOT Diagram is located.

To find out in which quadrant the external environmental factor is located in the SWOT Diagram, an analysis called external factor analysis is used. The results of this analysis can be found using the formula Opportunities minus Threats (Opportunities-Threats). For more details, see the analysis below:

External factor analysis = Opportunities - Threats
= (3.429/12) - (-2.515/5)
= 0.285 – (- 0.503)

= 0.788 (positive number)

The SWOT matrix is a strategy that combines opportunities and threats with strengths and weaknesses. In the SWOT matrix, there are main strategies and alternative strategies. To find out, it can be seen in the processed SWOT diagram. Based on the determination of the area, the largest quadrant I, as well as the location of the intersection point is in quadrant I, so the main strategy for poverty alleviation in the perspective of public policy in West Seram Regency is the SO strategy. While the alternative strategies for poverty alleviation in the perspective of public policy in West Seram Regency are the ST, WO and WT strategies.

Based on the analysis of internal and external factors above, a SWOT/TOWS matrix is compiled for various alternative strategies as shown in the following table. The preparation of this strategy is the fruit of the researcher's thoughts which are the results of thought processes that will be contributed to poverty alleviation strategies from a public policy perspective in West Seram Regency.

Table 3. SWOT Analysis Matrix

	Strengt (S)	**Weakness (W)**
	• Availability of skilled and educated workforce in sufficient numbers • Diverse sources of income and types of businesses • Support for small and medium enterprises (SMEs) • Strong social networks and solidarity among citizens • Pro-people policies that support social inclusion • Adequate infrastructure • Access to education and training	• The quality of education is still low • Limited access to health • Limited basic infrastructure • High bureaucratic complexity • Low level of trust among citizens • Unequal distribution of resources
Opportunity (O) • Wider international market access • Utilization of digital technology • Influx of foreign investment • Aid programs from donor countries and international organizations • Cooperation with private companies in CSR programs • Development of the tourism sector • Free trade agreements • Migration and remittances • Participation in international programs • Access to microfinance • High NGO initiative • Support for global pro-development policies	**SO Strategy** 1. Increasing Access to Microfinance 2. Provision of Direct Assistance for Small and Medium Enterprises (SMEs) 3. Basic Skills and Work Training 4. Improving Health Infrastructure 5. Distribution of Emergency Assistance for Victims of Natural Disasters 6. Development of Community-Based Tourism 7. Improvement of Basic Infrastructure 8. Sustainable Infrastructure Development 9. Development of Vocational Education and Training	**WO Strategy** 1. Diversification of Local Income Sources 2. Cooperation with Donor Countries and International Organizations 3. Sustainable Natural Resource Management 4. Diversification of Regional Economy 5. Increasing Access to International Markets
Threats (T) • Global economic instability • Climate change and natural disasters • Political instability, conflict and violence • Unfair trade policies • Global disease outbreaks and pandemics	**ST Strategy** 1. Strengthening Social Solidarity 2. Accelerating Access to Online Education and Training 3. Strengthening CSR Programs with the Private Sector 4. Improving the Education System to Improve Quality	**WT Strategy** 1. Structuring Trade Policy for Economic Justice 2. Increasing Resilience to Climate Change and Natural Disasters 3. Building Transparent and Inclusive Governance

Discussion

Poverty alleviation in the perspective of public policy in West Seram Regency (SBB) refers to a series of interventions carried out by the government to reduce poverty levels in the region. In the context of public policy, poverty alleviation involves the preparation and implementation of programs aimed at improving people's standard of living, providing access to basic services, and encouraging economic empowerment.

Based on the calculation results in Tables 1 and 2, it can be seen that the largest area is in the first quadrant with an area of 12,574, which means that poverty alleviation in the perspective of public policy in West Seram Regency has a number of internal strength factors and a number of external opportunity factors to overcome internal

weakness factors and external threat factors, so that the most appropriate strategy is an aggressive strategy, namely trying to improve internal weakness and external threat conditions by utilizing a number of internal strengths and existing external opportunities. An aggressive strategy is a strategy that supports an aggressive growth policy (growth oriented strategy). The determination of an aggressive strategy is based on the empirical conditions of poverty alleviation in the perspective of public policy in West Seram Regency facing external threats and internal weaknesses, so it needs to be immediately anticipated and improved through more aggressive synergy between external opportunities and internal strengths. This aggressive strategy is intended that interested parties and policy makers must take more concrete and rapid strategic steps so that the poverty alleviation strategy in the perspective of public policy in West Seram Regency can be carried out immediately while still taking into account the empirical conditions faced.

This study is also in line with the results of Taufik and Sugiarto (2019) study which explains that the success and effectiveness of implementing poverty alleviation program policies are determined by the integration of data in the planning and implementation of poverty alleviation programs between agencies related to poverty alleviation programs. Poverty alleviation programs that rely on a community empowerment approach actually provide more effective results and a much better level of sustainability than those implemented by conventional projects. The sense of ownership of the program will be stronger and there is a feeling that they are valued for determining themselves (Liwiya, Pangkey & Tampi, 2018).

This study is also in line with research Sopah et al. (2020) that poverty alleviation based on micro-economic business empowerment is carried out by providing business capital assistance which includes: (a) increasing capital for the poor; (b) expanding access to cheap capital loan programs; (c) increasing the provision of revolving fund loans; and (d) improving business facilities and infrastructure. The KUBE program is one of the strategies of the Ministry of Social Affairs to empower poor families to increase their family income through productive economic activities and the establishment of microfinance institutions. The program is carried out by providing business capital, business training, skills improvement, business motivation guidance and mentoring. This KUBE is accompanied by mentoring, so that the business that KUBE is engaged in can develop optimally and the welfare of its members will increase (Wulan et al., 2019). This strategic planning is based on the internal and external conditions faced by the West Seram Regency Government as stated by Zimmerer and Scarborough (2002) that strategic planning is not a result or output but rather an ongoing process. Strategic thinking has no end point and as a result the planning process continues. One of the strategic management processes is recognizing the internal environment of the organization (Strength-Weakness) and the external environment of the company (Opportunity-Threat). Based on the analysis of internal and external factors in Table 3, a poverty alleviation strategy can be formulated from a public policy perspective in West Seram Regency as follows:

a) SO (Strength-Opportunity) Strategy

SO (Strengths-Opportunities) Strategy in Poverty Alleviation from the perspective of public policy in West Seram Regency refers to an approach that uses the company's internal strengths (strengths) to take advantage of existing external opportunities (opportunities). In the SO sense, this strategy focuses on utilizing existing internal strengths to take advantage of existing external opportunities. The SO strategies in question are:

(1) Increasing Access to Microfinance
(2) Provision of Direct Assistance for Small and Medium Enterprises (SMEs)
(3) Basic Skills and Work Training
(4) Improving Health Infrastructure
(5) Distribution of Emergency Assistance for Victims of Natural Disasters
(6) Development of Community-Based Tourism
(7) Improvement of Basic Infrastructure
(8) Development of Sustainable Infrastructure
(9) Development of Vocational Education and Training

b) WO (Weakness-Opportunity) Strategy

The WO (Weaknesses-Opportunities) strategy in poverty alleviation from a public policy perspective in West Seram Regency is about utilizing external opportunities (opportunities) to overcome or reduce internal weaknesses (weaknesses) that exist. In the context of poverty alleviation from a public policy perspective in West Seram Regency, the WO strategy focuses on how to overcome internal weaknesses by utilizing existing external opportunities. The WO strategies in question are:

(1) Diversification of Local Income Sources
(2) Cooperation with Donor Countries and International Organizations
(3) Sustainable Management of Natural Resources
(4) Diversification of the Regional Economy
(5) Increasing Access to International Markets

c) ST (Strength-Threat) Strategy

The ST (Strengths-Threats) strategy in the context of poverty alleviation in the perspective of public policy in West Seram Regency is about how to utilize internal strengths (strengths) to face or handle existing external threats (threats). In the ST sense, this strategy focuses on how to utilize internal strengths to overcome or handle threats that come from outside. The ST strategies in question are:

(1) Strengthening Social Solidarity
(2) Accelerating Access to Online Education and Training
(3) Strengthening CSR Programs with the Private Sector
(4) Improving the Education System to Improve Quality

d) WT (Weakness-Threat) Strategy

The WT (Weaknesses-Threats) strategy in the context of poverty alleviation in the perspective of public policy in West Seram Regency is about how to overcome or reduce internal weaknesses (weaknesses) by facing existing external threats (threats). In the context of poverty alleviation in the perspective of public policy in West Seram Regency, the WT strategy focuses on how to overcome internal weaknesses by facing existing external threats. The WT strategies in question are:

(1) Arranging Trade Policies for Economic Justice
(2) Increasing Resilience to Climate Change and Natural Disasters
(3) Building Transparent and Inclusive Governance

The results of the study above indicate that poverty alleviation strategies from a public policy perspective in West Seram Regency must be carried out immediately to anticipate external threats and overcome internal weaknesses by utilizing existing strengths and opportunities from outside. Determination of the main strategy, namely the

SO strategy, which is a strategy that seeks to seize opportunities by utilizing existing strengths, is in line with Umar's opinion (2002) which states that the SO strategy is a strategy that uses the internal strengths of an organization to seize opportunities that exist outside. If an organization has many weaknesses, then the organization must overcome those weaknesses in order to become strong. Meanwhile, if an organization has many threats, then the organization must try to avoid them and concentrate on the existing opportunities.

Conclusion

The poverty alleviation strategy in West Seram Regency from a public policy perspective includes internal factors in the form of strengths and weaknesses, as well as external factors in the form of opportunities and threats. The approach used is an aggressive strategy, where the government tries to improve internal weaknesses and face external threats by utilizing existing strengths and opportunities. This strategy aims to create more effective and sustainable solutions to overcoming poverty in the area.

The practical implication of the above conclusion is that the West Seram Regency Government needs to focus on strengthening internal resources such as policies, programs, and infrastructure that support poverty alleviation. At the same time, the government must take advantage of external opportunities, such as support from the private sector and external assistance, to overcome internal weaknesses and ward off threats that can hinder these efforts. This means that there is a need to increase government capacity in policy implementation, collaboration with various stakeholders, and adjustments to strategies to be more responsive to changes in the external environment.

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