



Implementation of the Policy In Establishment of the Poverty Reduction Coordination Team (TKPK) On Handling Poverty in Bandung City: An Analysis through the Lens of Dynamic Governance

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Poverty, Poverty Reduction Coordination Team, Dynamic Governance, Poverty Reduction, Bandung City.



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ABSTRACT

Poverty remains one of the most urgent and multidimensional policy challenges in Bandung City, requiring systematic and coordinated interventions across governmental institutions. This study examines the implementation of the policy on the establishment of the Poverty Reduction Coordination Team in Bandung City through the analytical lens of Dynamic Governance. The purpose of this research is to assess how the Poverty Reduction Coordination Team performs within the dimensions of Think Ahead, Think Again, and Think Across in ensuring effective poverty reduction governance. This study employs a qualitative method using NVivo 12, utilizing data from interviews with the Regional Development Planning, Research, and Development Agency of Bandung City, the Social Affairs Office of Bandung City, the Cooperatives and Small and Medium Enterprises Office of Bandung City, and Statistics Indonesia of Bandung City, along with secondary documents such as the official draft of the Poverty Reduction Coordination Team policy. The Project Map and Hierarchy Chart analyses demonstrate that all data sources are strongly interconnected, confirming the coherence between policy design and field implementation. This findings show that anticipatory planning, reflective evaluation, and cross sectoral collaboration significantly shape the effectiveness of poverty reduction initiatives. However, challenges persist regarding data accuracy, resource limitations, and complex coordination. The study concludes that strengthening integration, updating data quality, and enhancing institutional collaboration are essential to improving poverty reduction governance in Bandung City.

Key Messages:

- TKPK Bandung demonstrates an adaptive governance model through the dimensions of Think Ahead, Think Again, and Think Across.
- Integrated data, continuous evaluation, and strategic planning are essential in strengthening poverty reduction policies.
- Cross-sector collaboration among government agencies and external stakeholders plays a key role in addressing poverty effectively.)

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INTRODUCTION

Indonesia is a nation endowed with a thousand natural and cultural wonders. Its rich and diverse landscapes, geographically dispersed across the archipelago, hold immense potential to bring beauty and prosperity to every individual who inhabits it. As a developing country with a dynamic economy, Indonesia faces various challenges and opportunities in maintaining economic stability, particularly in response to the significant transformations driven by globalization over the past few decades (Rohmah et al., 2024). According to Stiglitz (2006), that the globalization alongside the passage of time has become a major catalyst for social, cultural, and economic change within nations. Advances in transportation infrastructure and communication technologies, such as the invention of the telegraph and the emergence of the internet, have been among the primary drivers of globalization, fostering greater interdependence in both economic and cultural spheres (Robertson, 1992).

In this regard, globalization plays a dual role: on one hand, it serves as a crucial driver of economic growth and innovation; on the other hand, it contributes to widening social and economic disparities between regions and exacerbates poverty among certain segments of society (Todaro & Smith, 2020). Although various poverty alleviation programs have been implemented, poverty remains a critical issue in Indonesia. The persistence of high poverty levels is influenced by several factors, including unequal income distribution, limited access to education and healthcare services, and economic policies that have not yet fully favored low-income communities (Badan Pusat Statistik, 2023). The government has indeed implemented a range of fiscal and monetary policies to maintain economic stability and control inflation; however, inequality in the distribution of economic resources remains a fundamental issue requiring comprehensive and sustainable solutions (Bank Indonesia, 2023). Therefore, the government's role in formulating effective public policies aimed at poverty reduction is essential to promoting societal welfare within the framework of national governance. The creation of public policy by the government, as a key instrument of state power, is fundamentally designed to sustain the functioning and progress of national and societal life (Rahardian, 2022).

Public policy, as defined by B. Guy Peters (2016), refers to a series of actions undertaken by the government either directly or through its agents that ultimately produce policies influencing the lives of citizens. The significance of public policy lies not only in understanding theoretical frameworks but also in the ability to actively apply theoretical insights to real-world cases in the formulation of effective policies (Birkland, 2016). Essentially, public policy represents both a decision and a strategic instrument through which state authorities exercise their responsibilities. In this regard, both the government and the public must work collaboratively to design and implement well-functioning policies that serve the common good.

Poverty remains one of the most pressing challenges faced by Indonesia. This issue is inherently complex and multidimensional, positioning it as a strategic priority within the national development agenda (Ferezigia, 2018). The Indonesian government has undertaken a wide range of poverty reduction programs aimed at improving the overall welfare of its citizens. These efforts encompass the protection of poor families and vulnerable groups through the fulfillment of basic needs across multiple sectors, such as education, health, and housing while also promoting capacity-building initiatives to enhance their economic resilience and prevent the emergence of new poverty cycles. Such measures reflect the nation's broader aspiration to realize a just, prosperous, and equitable society that ensures the well-being of all its people (Royat, 2015).

Poverty reflects a condition of income deprivation that directly affects the quality of life of low-income communities. Insufficient income restricts their ability to access essential public services that could improve their well-being, forcing them to survive by relying on limited resources (Rohmi et al., 2023). In Indonesia, the measurement of poverty is conducted by the Statistics Indonesia or known as Badan Pusat Statistik/BPS using a minimum standard of basic needs, encompassing both food and non-food components. This standard serves as the foundation for determining the poverty line, which distinguishes between poor and non-poor populations (Arifin, 2020). According to data from Statistics Indonesia, the national poverty line in March 2025 was recorded at IDR 609,160 per capita per month. Households with an average of 4.72 members are categorized as poor if their total monthly expenditure falls below IDR 2,875,235. Furthermore, the poverty rate in rural areas reached 11.03 percent, and it's significantly higher

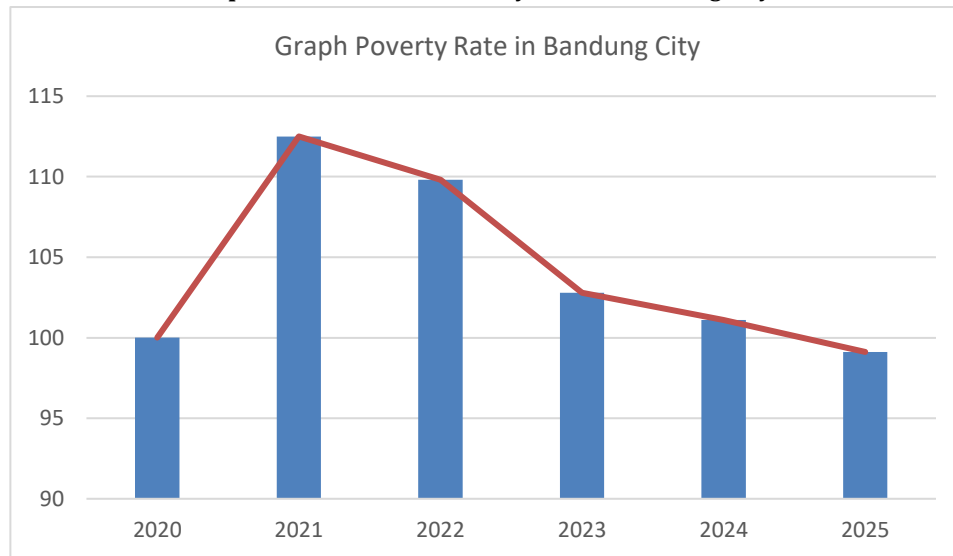
than the urban poverty rate of 6.73 percent, illustrating the persistent disparity in welfare and economic access between regions in Indonesia. One of the major factors exacerbating poverty conditions is the imbalance between the availability of employment opportunities and the growing population, coupled with the increasingly demanding job qualifications that are difficult to meet by those with low educational attainment. Limited access to education and a lack of work experience further constrain their chances of obtaining decent and sustainable employment (Septiadi & Nursan, 2020).

The regulatory framework for poverty alleviation in Indonesia is established through a series of legal instruments designed to strengthen coordination, enhance effectiveness, and ensure the sustainability of national poverty reduction initiatives. One of the primary legal foundations is Law No. 13 of 2011 on the Handling of the Poor, which underscores the state's responsibility to guarantee the fulfillment of the fundamental rights of impoverished citizens through the provision of basic needs, social protection, and economic empowerment. The law also highlights the importance of community participation and private sector involvement in supporting poverty reduction efforts. In addition, several Presidential Regulations (Perpres) have been enacted to reinforce the institutional and policy coordination framework. Presidential Regulation No. 15 of 2010 on the Acceleration of Poverty Reduction established a comprehensive and integrated policy mechanism to synchronize poverty alleviation programs across different sectors and levels of government. Subsequently, Presidential Regulation No. 166 of 2014 elaborated on the National Poverty Reduction Program, emphasizing the integration of social protection, community empowerment, and the development of productive economic enterprises as the three main pillars of poverty reduction. Most recently, Presidential Regulation No. 163 of 2024 renewed and refined Indonesia's poverty alleviation policy direction, placing a stronger focus on the provision of essential needs, the expansion of inclusive social security coverage, and the reinforcement of community-based economic empowerment. This regulatory evolution reflects the government's continuous commitment to addressing poverty through a holistic, participatory, and sustainable governance approach that aligns with Indonesia's broader development goals.

Bandung City, one of Indonesia's major metropolitan areas, has experienced rapid economic transformation, shifting from an economy once rooted in agriculture and manufacturing to one increasingly driven by the service and modern technology sectors. This transition has significantly contributed to economic growth and social change within the community (Prasetya & Sumanto, 2022). However, alongside these developments, globalization and technological advancement have also brought challenges, particularly in the form of widening social disparities among the population. Rapid urbanization and accelerated economic growth have not been evenly distributed across all social strata, leaving vulnerable groups with limited access to economic resources, public services, and employment opportunities. In this context, poverty in Bandung cannot be understood solely in terms of low income but must also be viewed through the lens of inadequate access to education, housing, and healthcare especially in the city's peripheral areas and urban slums, where living conditions remain far from optimal (Ikaputera, 2007).

Given of those circumstances, the local government must strengthen intersectoral coordination and enhance the effectiveness of social programs to ensure more accurate targeting of beneficiaries. In addition, regular evaluations of social protection programs are essential to enable policy improvements based on data-driven analysis and feedback from affected communities. The fluctuating poverty rate in Bandung City serves as an important reference point for developing preventive measures and strategic interventions to reduce poverty levels each year. The trend in Bandung's poverty rate from 2019 to 2024 is illustrated in Graph 1 below.

Graph 1. Trend of the Poverty Rate in Bandung City



Source: Statistics Indonesia (BPS), Processed by the Researcher (2026)

Based on Graph 2, derived from official data provided by the Statistics Indonesia (BPS) Bandung City, the poverty rate from 2020 to 2025 exhibits a fluctuating trend, with a gradual decline observed in the more recent years. In 2020, the number of people living in poverty was recorded at 100.02 thousand individuals. This figure rose significantly in 2021 with 112.50 thousand individuals categorized as poor. As the economy entered a period of recovery, the number of people living below the poverty line began to decrease, falling to 109.82 thousand in 2022, then further to 102.80 thousand in 2023, and finally to 101.10 thousand in 2024 and by the end of 2025 it calculated as 99.12 thousand. These trends indicate that while Bandung City has made progress in reducing poverty, the issue remains a persistent challenge that requires continuous and systematic policy intervention to achieve sustainable poverty alleviation.

In aligning government programs with existing socio-economic issues, the Bandung City Government has made continuous efforts to monitor and evaluate initiatives aimed at reducing poverty levels within the city. This commitment is consistent with the government's objective in establishing the Poverty Reduction Coordination Team (Tim Koordinasi Penanggulangan Kemiskinan/TKPK), which plays a central role in coordinating and strategizing poverty alleviation efforts. The TKPK was established under Presidential Regulation No. 15 of 2010 and later updated through Presidential Regulation No. 96 of 2015, with the mandate to coordinate and integrate various cross-sectoral programs to accelerate poverty reduction. Within its operational framework, TKPK's programs are structured around three core pillars: (1) integrated family-based social assistance, (2) community empowerment, and (3) the development of micro and small-scale economic enterprises. Through these pillars, TKPK seeks to strengthen the economic resilience of low-income communities and enhance their access to productive resources (Azhari & Manshur, 2022). The effectiveness of TKPK's programs largely depends on robust intersectoral coordination, the optimization of local government roles, and active community participation in program implementation. With sufficient resource support, accurate data utilization, and adaptive as well as sustainable policy strategies, TKPK has the potential to serve as a driving force in significantly reducing regional poverty rate.

Based on the analysis presented by the researcher regarding the persistence of poverty-related issues in Bandung City, this study focuses on examining the government's policy response through the formulation of public policies that emphasize dynamic governance as a framework for fostering sustainable economic and social development amid a rapidly changing and uncertain environment. Specifically, the research explores the role of the Poverty Reduction Coordination Team (TKPK) in Bandung City as a strategic mechanism to address poverty through coordinated and adaptive governance practices. In addition, a bibliographic analysis related to poverty is conducted to further investigate the network

dynamics and structural implications arising from poverty-related conditions. These interconnections and their policy relevance are illustrated in Figure 1 below.

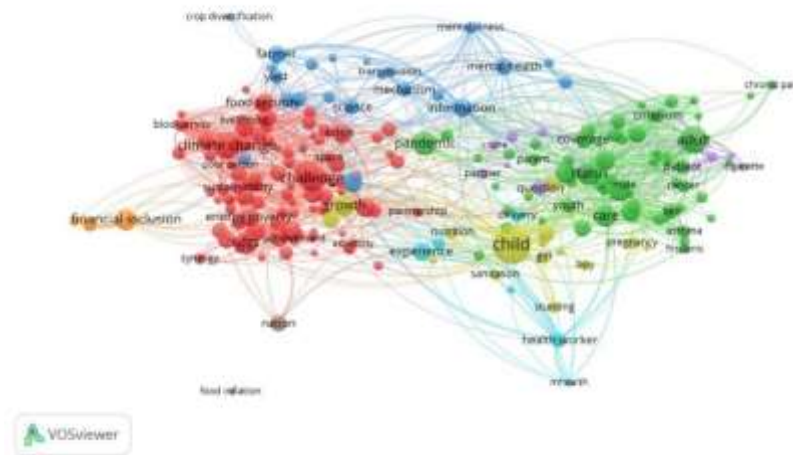


Figure 1. Bibliographic Mapping of Poverty
Source: VOSviewer, Processed by the Researcher (2026)

Based on Figure 1, which presents the results of the VOSviewer analysis conducted by the researcher, poverty remains a highly significant and compelling issue for academic inquiry, as this phenomenon has profound implications for the lives and well-being of both individuals and communities affected by its conditions. The bibliometric data used in this analysis were obtained from Semantic Scholar, encompassing 1,000 journal publications from 2016 to 2026 that focus on the topic of “poverty”. From this analysis, the researcher identifies existing gaps in the literature and seeks to contribute novelty or a state of the art perspective by employing the Dynamic Governance approach as an analytical framework to assess the effectiveness of public policy governance particularly in an era characterized by rapid globalization and technological advancement. This approach emphasizes the importance of new ideas, evolving assumptions, continuous improvement, agile decision making, adaptive flexibility, and innovative problem-solving. Within this context, the Poverty Reduction Coordination Team (TKPK) in Bandung City serves as a concrete example of how dynamic governance principles can be applied to formulate policies and coordinate poverty alleviation programs that are more effective, synergistic, and precisely targeted.

Neo Boon Siong and Geraldine Chen (2007) conceptualize Dynamic Governance as a performance framework resulting from deliberate intent and directed leadership to shape social and economic interactions in pursuit of desired national objectives. This perspective emphasizes that dynamic governance is a product of conscious and strategic efforts by leaders to design the future through the cultivation of adaptive human interaction patterns in response to ongoing change. Similarly, Ansell and Torfing (2016) argue that in the contemporary era, every dimension of public administration and policy formulation requires a governance-oriented approach. This necessity arises from the fact that government actors alone cannot effectively resolve complex and evolving public problems without collaboration across multiple sectors and stakeholders. Moreover, Neo and Chen (2007) highlight the crucial role of institutional culture as a foundational element for the success of dynamic governance. The values, beliefs, norms, and social habits embedded within an institution significantly influence the behavior of actors operating within it. In this regard, both formal rules and informal conventions serve as cultural elements that shape thinking patterns and decision-making processes. As further emphasized by Rahmatunnisa (2019), achieving the full potential of dynamic governance requires two essential components: competent human resources and a governance process that is agile and responsive. These elements are vital because governmental systems continuously operate amid uncertainties of the future and the evolving landscape of global practices within the external environment.

Several previous studies identified by the researcher concerning poverty issues reveal important insights and gaps in the policy landscape. First, the study conducted by Rassanjani (2018) emphasizes the

importance of sustainable housing policies as a strategic instrument to reduce poverty levels in Indonesia. The research highlights that the One Million Houses Program targeting low income communities serves as a key effort to alleviate poverty and enhance social welfare, representing a tangible implementation of the Sustainable Development Goals (SDGs). Second, a study by Magombeyi and Odhiambo (2017) shows that while economic growth may remain stable, poverty persists as a fundamental challenge when not accompanied by inclusive and cross-sectoral social policies. Their findings indicate that poverty remains a serious issue, particularly in rural areas with significant social stratification. The study also underscores that poverty is multidimensional in nature, requiring adaptive policymaking and cross-sectoral synergy to achieve sustainable development outcomes.

Third, research by Johnson et al. (2024) contributes methodologically by developing a more comprehensive measure of poverty that reflects welfare conditions more realistically. This approach considers non-income factors such as household expenditures and social assistance. The study further argues that poverty cannot be understood solely through income levels but must also account for living costs, including healthcare, housing, and childcare expenses. And the last one, the study by Rusmaniah (2025) reveals that poverty in Natuna Regency remains fluctuating with a relatively slow rate of reduction. The implementation of poverty reduction programs has been suboptimal, largely due to weak inter-agency coordination and limited budgetary resources. This research specifically examines the institutional aspects of poverty alleviation at the regional level, highlighting the need to strengthen the role of the Poverty Reduction Coordination Team (TKPK) as the driving force for cross-actor synergy in addressing poverty challenges

Based on the review of the four previous studies identified by the researcher, several gaps or theoretical voids were also found. To address these, the researcher introduces the Dynamic Governance framework as the state of the art and primary analytical lens of this study. Additionally, this research contributes methodological novelty through the integration of VOSviewer as a bibliometric analysis tool and the application of NVivo 12 for qualitative data analysis. The Dynamic Governance Theory positions culture and capabilities as two core, interrelated components in shaping a governance system that is adaptive and resilient. Institutional culture that fosters continuous learning and openness to change must be aligned with organizational capabilities that emphasize proactivity and innovation. The synergy between these two dimensions creates an adaptive pathway that enables ongoing learning processes and the evolution of policies, structures, and incentives. This dynamic interaction allows governance systems to effectively respond to emerging challenges in an environment characterized by rapid transformation and uncertainty. The conceptual framework of Dynamic Governance is illustrated in the following Figure 2. below

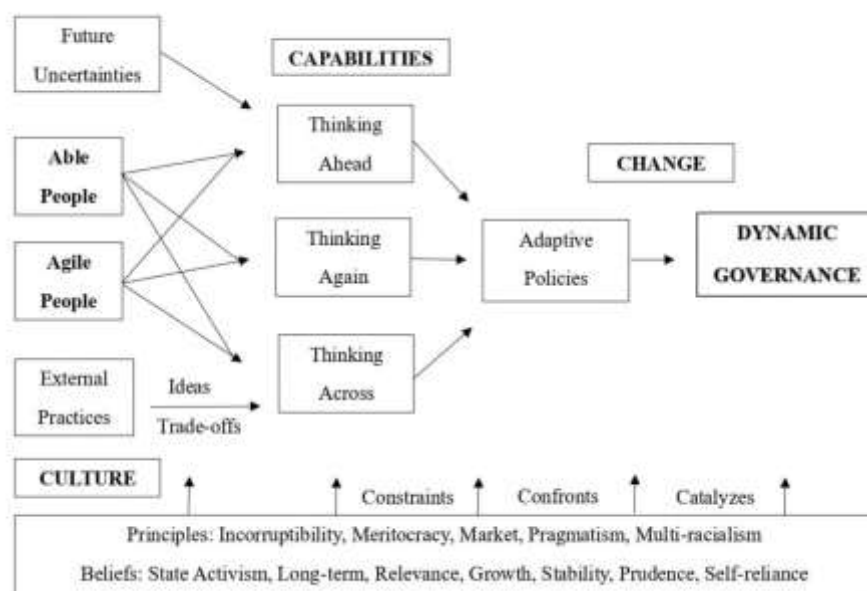


Figure 2. Dynamic Governance Framework

Source: Neo and Chen (2007)

In the perspective of Neo and Chen (2007), the concept of Dynamic Governance is explained through three forms of dynamic capabilities that serve as the fundamental pillars of adaptive and future-oriented public governance. The first capability, Think Ahead, that represents to an institution's ability to anticipate both current and future opportunities and threats. This capability enables governments to project the trajectory of their strategic environment and to formulate policies that are responsive to emerging changes. It ensures that every public policy designed contributes effectively to the achievement of sustainable development goals. The second capability, Think Again, that represents the institution's reflective capacity to reassess existing policies in order to enhance their effectiveness and overall outcomes. Through this evaluative process, public organizations can identify weaknesses, obstacles, and areas for improvement, thereby enhancing policy performance and ensuring adaptability to socio-economic dynamics. As such, Think Again serves as an essential mechanism for institutional learning and continuous improvement in public governance quality.

The third capability is Think Across, that emphasizes the importance of cross-boundary thinking and learning from external experiences. Governments are expected to adopt ideas, practices, or policies that have proven successful in other contexts and adapt them to local conditions through contextually innovative policy designs. This capability not only broadens institutional perspectives but also enriches adaptive capacity through inter organizational and cross-national learning. By understanding how innovations can be appropriately localized within different policy environments, public institutions can strengthen the competitiveness and resilience of governance systems amid rapid and complex changes. This continuous process allows for the integration of new perceptions, critical reflection, and external knowledge into existing belief systems, rules, and policies resulting in governance that is more responsive, adaptive, and aligned with the evolving dynamics of its environment (Colm et al., 2019).

Based on the aforementioned phenomena, the researcher is interested in examining the adaptive processes undertaken by the government in controlling and optimizing programs aimed at alleviating poverty in the City of Bandung through the establishment of the Poverty Reduction Coordination Team (Tim Koordinasi Penanggulangan Kemiskinan—TKPK). This study employs the Dynamic Governance Theory as its analytical framework to explore how adaptive governance mechanisms operate within local policy implementation. Therefore, the researcher formulates the study entitled: **"Implementation of the Policy In Establishment of the Poverty Reduction Coordination Team (TKPK) On Handling Poverty in Bandung City: An Analysis through the Lens of Dynamic Governance."**

METHODS

The research method employed in this study is a qualitative approach. According to Creswell (2018), qualitative research is an approach designed to explore and understand the meaning individuals or groups ascribe to a social or human problem. This process involves flexible and evolving procedures that adapt to findings emerging from the field. Data are collected in a natural setting and analyzed inductively, beginning with specific information and progressing toward broader themes, allowing the researcher to interpret the underlying meanings within the data. The data collection techniques used in this study include in-depth interviews and documentary studies. The research involved four key informants, consisting of actors directly engaged in the implementation of the Poverty Reduction Coordination Team (Tim Koordinasi Penanggulangan Kemiskinan—TKPK) program. The selection of these informants aims to ensure the validity and accuracy of the data obtained throughout the research process. The interview data are classified as primary data in this study, collected from various relevant parties, which are detailed in Table 1. below

Table 1. List of Research Informants

No	Name Of The Informats	Position/ Role In The Job	Institution	Type Of The Interview
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1.	Raden Acep Wasia Sutrisna. S.E	Functional Position of Associate Cooperative Supervisor	Dinas Koperasi Usaha Mikro Kecil dan Menengah Bandung City	Unstructured Interview
2.	Lukman Surya	Head Of Regional Development Planning	Badan Perencanaan Pembangunan Daerah Bandung City	Unstructured Interview
3.	Zain Iskandar	Staff Of Social Counselor (Field of social protection and security)	Dinas Sosial Bandung City	Unstructured Interview
4.	Susanti	Staff Of Poverty Data Management Team	Badan Pusat Statistik (BPS) Bandung City	Unstructured Interview

Source: Processed by the Researcher (2026)

Alongside, the secondary data in this study were obtained through documentary analysis. Data collection was conducted by examining various official and relevant written documents related to the research topic. The secondary data collection focused on reviewing documents that regulate and support the implementation of the Poverty Reduction Coordination Team (TKPK) or the Poverty Reduction Coordination Team in Bandung City. The sources of secondary data include: regional legal instruments governing the establishment, duties, and operational mechanisms of TKPK particularly the Mayor's Decree No. 188.32.Kep.040-Bappeda Year 2010 and follow up implementation documents such as the "Rencana Penanggulangan Kemiskinan Daerah (RPKD)" of Bandung City for 2021–2025 and the "Rencana Kerja Pemerintah Daerah (RKPD)" for 2022–2027. Additional documents were obtained from local regulations, implementing policies concerning poverty alleviation in Bandung City, and relevant academic articles that align with the focus of this research. During the documentation process, the researcher conducted systematic inventorying, authenticity verification through cross-checking with official sources, and data extraction relevant to the study's objectives. The use of official documents as secondary data aims to complement the findings from in-depth interviews, verify the consistency of field statements with formal regulations and work plans, and provide both empirical and normative policy contexts for analyzing the implementation of the Poverty Reduction Coordination Team (TKPK) in Bandung City.

The data analysis technique employed in this study follows the model proposed by Miles, Huberman, and Saldana (2014), which consists of several key stages: data collection, data condensation, data reduction, conclusion drawing, and verification. The primary analytical tool utilized in this process is NVivo 12, a qualitative data analysis software originally developed by programmer Tom Richards in 1981. NVivo 12 enhances the effectiveness of qualitative analysis by offering systematic procedures for organizing, coding, and interpreting large volumes of textual data (Dalkin et al., 2021). In this research, the analytical process involved "coding" and the development of "nodes". According to Bandur (2019), data analysis using Nvivo involves the following steps: (1) Importing data; (2) Creating codes and themes; (3) Exploring data; (4) Visualizing data; and (5) Presenting data. This software is also used to ensure data validity for more in-depth analysis. which were subsequently visualized using Hierarchy Charts, and Project Maps to identify thematic relationships and conceptual patterns within the data. Furthermore, to ensure the validity and reliability of the findings, this study applied data validation through triangulation techniques.

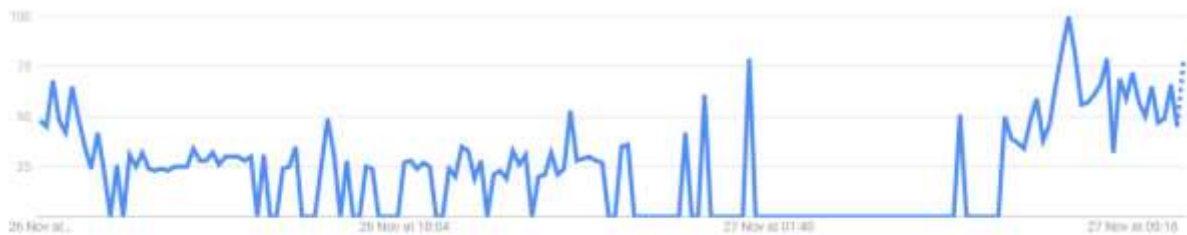
According to Neuman (2006), triangulation aims to increase the accuracy and credibility of research results by examining a phenomenon from multiple perspectives or sources. This study specifically employed both source triangulation and method triangulation. Source triangulation was conducted by comparing and cross-checking information obtained from various key informants involved in the implementation of the Poverty Reduction Coordination Team (TKPK) in Bandung City. Meanwhile, method triangulation combined in-depth interviews and documentary analysis where interviews provided firsthand insights from policy implementers, while documentation offered empirical grounding through

the examination of formal regulations, strategic plans, and official reports related to TKPK's governance and performance.

RESULTS

In the exploration of the issue of poverty, it was found that this issue is still gradually gaining media attention. We also analyzed media reporting trends using Google Trends. The results of the Google Trends search show that the development of poverty issues continues to be an issue that attracts media attention at this time, as can be seen in the following Google Trends graph (Figure 3).

Graph 2. Google Trends Data on Poverty Issues



Source : Google Trends (2026)

Based on the data presented, public interest in the issue of poverty in Indonesia demonstrates a highly dynamic and fluctuating pattern over time. At the beginning of the observed period, the search intensity related to poverty was relatively moderate, indicating a certain degree of public awareness and concern toward socioeconomic inequalities. However, this attention subsequently experienced a sharp decline, with search frequencies dropping to nearly zero. Such fluctuations suggest that public discourse surrounding poverty tends to emerge intermittently and is heavily influenced by the broader socio-political and economic climate, including government policy debates, economic instability, inflationary pressures, unemployment issues, or heightened media exposure concerning welfare conditions. This phenomenon reflects how poverty, although structurally persistent, often becomes a reactive public concern that gains visibility primarily during periods of crisis or significant national events.

Toward the latter part of the observation period, the graph illustrates a more consistent and substantial increase in search activity, with values approaching their highest recorded point. This upward trend indicates that poverty has once again re-emerged as a major issue within public discourse and societal attention. The resurgence of concern may be associated with intensifying economic pressures, post-pandemic recovery challenges, rising living costs, or the introduction of new government poverty alleviation policies that attracted widespread public and media scrutiny. In a broader context, this pattern demonstrates that poverty remains a highly sensitive and multidimensional issue in Indonesia, capable of continuously drawing collective attention whenever social and economic conditions directly affect public welfare. Therefore, the fluctuating search trends not only represent shifts in public curiosity but also reflect the evolving societal perception of poverty as an enduring national challenge requiring sustained policy intervention and adaptive governance strategies.

Aligned with the increasing national attention toward poverty-related issues, the condition in Bandung City likewise reflects a complex and multidimensional reality that demands structured, integrated, and adaptive policy responses. As discussed in the introduction of this study, the researcher seeks to examine the implementation of the Policy on the Establishment of the Poverty Reduction Coordination Team (TKPK) in addressing poverty in Bandung City through the analytical perspective of Dynamic Governance. This framework is particularly employed to explore the dimensions of Think Ahead, Think Again, and Think Across, which collectively serve as the foundation for understanding institutional adaptability, strategic responsiveness, and collaborative governance capacity in poverty alleviation efforts.

Through qualitative data processing using NVivo 12, the researcher identified patterns of interaction, interdependence, and relational dynamics among institutional actors, policy issues, and governance mechanisms. These interconnected patterns were further visualized through the Hierarchy Chart analysis, which illustrates how the dimensions of Dynamic Governance are operationalized within the implementation of TKPK policies in Bandung City, as presented in Figure 3 below.



Figure 3. *Hierarchy Charts of Dynamic Governance on the Implementation of the Policy to Establish the Poverty Reduction Coordination Team in Handling Poverty in Bandung City.*
Source : *Processed by the Researcher Using Nvivo 12 Plus (2026).*

Based on the results of the Hierarchy Chart analysis, the researcher identified several key classifications related to the Implementation of the Policy in Establishing the Poverty Reduction Coordination Team (TKPK) for Addressing Poverty in Bandung City, using the Dynamic Governance analytical lens. The findings provide a structured overview of how TKPK's implementation aligns with the core dimensions of Dynamic Governance and highlight the patterns, relationships, and thematic categories that emerged from the data. In the Think Ahead dimension, the analysis indicates that the Poverty Reduction Coordination Team (TKPK) of Bandung City holds a crucial role in anticipating future developments related to poverty. Through cross-sectoral coordination, TKPK ensures that poverty reduction programs and budget allocations are properly targeted and aligned with the goals outlined in the RPJPD, RPJMN, and RPJMD. This effort is supported by regular monitoring of poverty indicators and the preparation of the Regional Poverty Reduction Implementation Report, which serves as a basis for continuous evaluation. TKPK also uses updated data to identify emerging trends and potential future challenges, enabling the long-term graduation of poor households from poverty. The informants emphasized the importance of improving the single poverty database, strengthening Bapperida's role as the lead coordinating institution, establishing formal partnerships with external actors such as Baznas, CSR forums, and civil society organizations, and ensuring active leadership from the Deputy Mayor to guide coordination meetings. Going forward, stronger synchronization between national and local poverty data, as well as enhanced oversight and evaluation mechanisms, is expected to improve policy implementation.

In the aspect of Influencing Each Actor, the findings show that TKPK serves as a strategic platform that links various actors involved in poverty reduction policies. The effectiveness of TKPK largely depends on the commitment of local leaders who act as key decision-makers. When leadership is active and consistent, coordination among government agencies becomes stronger, policy directions become more

integrated, and poverty reduction outcomes become more optimal. Conversely, weak leadership often results in fragmented implementation and ineffective programs. Bapperida plays a central role in coordinating local government agencies, universities, CSR forums, and the private sector, particularly in program formulation and budget planning. TKPK also facilitates the use of integrated poverty data managed by the Social Affairs Office, ensuring that interventions in education, health, housing, and other sectors are based on a common data source. Collaboration also involves private actors and community groups who support poverty reduction through CSR initiatives, training, and other partnership activities.

The Policy Impact aspect shows that TKPK performs coordination, supervision, and monitoring functions in accordance with Ministerial Regulation No. 53 of 2020. Through these functions, TKPK ensures policy coherence across local government agencies and the effective implementation of poverty reduction programs. The use of a unified socioeconomic database guides program targeting and budget allocation, while the graduation mechanism helps assess the extent to which poor households can exit poverty independently. This anticipatory approach leads to more measurable and structured long-term planning and contributes to the gradual decline in Bandung City's poverty rate, from 3.87 percent to 3.78 percent. TKPK also coordinates strategies to reduce the financial burden of poor households, increase their income, support the development of micro and small enterprises, and strengthen policy synergy across institutions, thereby improving the efficiency and effectiveness of public spending.

The final aspect, Strategic Choices, highlights TKPK's strategic role in ensuring that development planning and budgeting processes remain aligned with poverty reduction priorities. TKPK was established through a Mayor's Decree, which defines its organizational structure and follows the national framework for poverty reduction teams. The adoption of the national single socioeconomic database provides a solid foundation for determining program beneficiaries, particularly households in the lowest income deciles. Through coordination forums led by Bapperida, programs and activities are incorporated into the annual RKPD planning process. TKPK focuses on three main strategies: reducing the financial burden on poor households, increasing their income, and lowering the concentration of poverty in specific areas. These strategies help prevent the emergence of new poverty, foster economic self-reliance among the poor, and support cross-sectoral collaboration, allowing policies to remain adaptive to changing socioeconomic conditions and ensuring more efficient, data-driven public spending.

Furthermore. In the Think Again dimension, the implementation of the Poverty Reduction Coordination Team (TKPK) in Bandung City is examined through three main aspects, namely identifying the main problem, evaluating performance and feedback mechanisms, and reviewing the relevance of existing policies. The analysis based on interviews with Bapperida, the Social Office, the Cooperative Office, BPS Bandung City, and supporting secondary documents highlights how TKPK reflects the adaptive capacity required in the Dynamic Governance framework. In identifying the main problem, poverty is understood as an urgent issue that requires systematic, integrated, and comprehensive action by the government, the private sector, and the community. TKPK was established to improve coordination in poverty reduction by ensuring synergy between programs and policies across sectors at both provincial and city levels. For Bandung City, TKPK plays a central role not only in synchronizing programs but also in supervising, monitoring, and evaluating poverty reduction efforts to ensure they remain on target. The coordination mechanism is strengthened through mayoral decrees that define the team's structure, duties, and membership based on consultations among government offices. However, poverty conditions continue to change due to economic dynamics, especially after the pandemic, highlighting the need for adaptive strategies. This reinforces the importance of TKPK as a coordinating body that ensures synchronization, harmonization, and integration of programs so that efforts to fulfill basic rights and improve community welfare remain relevant and responsive to emerging challenges.

In terms of performance and feedback, the effectiveness of TKPK is strongly influenced by leadership commitment, particularly from the Deputy Mayor as its chair. TKPK Bandung City operates mainly through Bapperida, which serves as its secretariat and functions as the hub for coordination, data management, and program monitoring. The core activities of TKPK include quarterly monitoring and evaluation through inter-agency forums where each government office reports progress on budget realization and program achievements. These activities enable TKPK to identify whether interventions are

on target and whether the poverty reduction strategies are effective. The results of monitoring are compiled into the Regional Poverty Reduction Plan and the Annual Action Plan, which serve as guiding documents for policy implementation. Each government office carries out programs within its mandate, such as the Social Office managing social protection and empowerment activities. TKPK also facilitates partnerships, develops monitoring instruments, consolidates evaluation findings, and manages public complaints related to poverty programs. At the city level, TKPK functions as a locomotive that drives coordination and provides a platform for cross-sector learning and decision-making, supported by consultation forums and working groups dedicated to monitoring and evaluation.

And the last aspect of think again that we found, policy relevance review shows that the establishment of TKPK at the regional level is mandated by the Ministry of Home Affairs Regulation Number 53 of 2020. This regulation requires each province and city to form TKPK as a cross-sector coordination platform to accelerate poverty reduction. In Bandung City, TKPK's long-term planning is integrated into the Regional Medium-Term Development Plan, ensuring alignment with provincial and national development agendas. The Bandung City Government strengthened this commitment through mayoral decrees that formalized the structure and functions of TKPK and adopted the three-pillar poverty reduction strategy as mandated by national policy. These pillars focus on reducing the expenditure burden of poor households through social assistance, increasing income through empowerment and job creation, and minimizing pockets of poverty through infrastructure improvement and spatial equity. This policy alignment ensures that Bandung City's poverty reduction initiatives remain relevant, coherent, and consistent with national strategic directions.

And the last dimension of dynamic governance, In the Think Across dimension, the implementation of the Policy on the Establishment of the Poverty Reduction Coordination Team (TKPK) in Bandung City is examined through its capacity to adapt to local conditions, evaluate performance, and build synergy and collaboration across sectors. Insights derived from key informants in Bapperida, the Social Affairs Office, the Cooperative Office, and the Bandung City BPS, as well as secondary documents related to TKPK, demonstrate that cross-sectoral integration and adaptive capability are essential for achieving effective poverty reduction. Under the aspect of adaptation to local conditions, TKPK applies the National Socioeconomic Unified Data (DTSN) to map population groups based on welfare deciles, with deciles one to five identified as the primary targets for poverty reduction programs. TKPK coordinates the utilization of these data to guide agencies in determining program priorities, allocating budgets, and monitoring target achievement through a graduation mechanism in which households progressively exit poverty independently. All data, targets, and monitoring outputs are compiled in the Regional Poverty Reduction Plan (RPKD) and the Annual Action Plan (RAT), which are periodically reviewed in coordination meetings chaired by the Deputy Mayor. The analysis also highlights the important role of BPS in producing official macro poverty data through the National SocioEconomic Survey (Susenas), conducted twice annually. These aggregated data are later matched with micro-level data from the Ministry of Social Affairs, BKKBN, and local governments to ensure accurate targeting. Data updating is conducted regularly to reflect changes in socioeconomic conditions. Through this adaptive system, Bandung City's poverty reduction policies become more precise, evidence-based, and responsive to emerging issues.

The aspect of performance evaluation, TKPK conducts quarterly and semiannual monitoring and evaluation in accordance with national regulations. The evaluation process ensures alignment between targets, planning documents, budget realization, and program outcomes. When discrepancies or bottlenecks are identified, clarification and corrective actions are taken to ensure policy consistency with long-term poverty reduction goals. These evaluations are discussed in TKPK coordination meetings led by the Deputy Mayor and attended by government agencies, universities, and private-sector partners. The meetings serve as a platform to reflect on previous outcomes and set improvements for future policy cycles. Evaluation results are also used to monitor the graduation process, which aims to improve the socioeconomic status of poor households within a three- to five-year period. Challenges such as inaccuracies in poverty data, limited budgets and human resources, and rapidly shifting socioeconomic conditions continue to affect the performance of TKPK. To address these constraints, the analysis calls for stronger adherence to unified data standards, enhanced institutional capacity within the TKPK Secretariat,

and the use of technology-based monitoring systems to improve accuracy and responsiveness in evaluation.

And the aspect of synergy and collaboration, TKPK involves all regional government agencies because poverty is multidimensional and requires holistic interventions. Through the secretariat housed under Bapperida, TKPK oversees data consolidation, program mapping, and policy alignment to prevent overlapping interventions. Cross-sector collaboration is conducted through regular meetings, technical assistance, and monitoring forums that bring together government units, academic institutions, civil society organizations, religious institutions, and private-sector entities as stipulated in the Mayor's Decree on TKPK formation. TKPK also collaborates with external partners, including Baznas, which distributes zakat funds to support low-income households. The Social Affairs Office is responsible for maintaining unified socioeconomic data and directing relevant programs to implementing agencies such as education, health, and housing departments. This integrated teamwork ensures that all program budgets and targets are monitored collectively and consistently. Coordination with provincial and national governments is also maintained and incorporated into the annual planning cycle to ensure policy alignment. With approximately thirty government agencies and multiple non-governmental partners involved, TKPK functions as a central hub for cross-sectoral synergy in poverty reduction policies in Bandung City.

Based on the overall analysis across the three dimensions of Dynamic Governance presented in the Hierarchy Chart, the effectiveness of TKPK implementation in Bandung City is strongly influenced by the institution's capacity to anticipate future developments, evaluate and reassess policy performance, and maintain sustainable cross-sector collaboration. The Think Ahead dimension demonstrates that TKPK plays a strategic role in identifying poverty trends, utilizing integrated and up-to-date socioeconomic data, and formulating long-term policy directions that align with both regional and national development priorities. This dimension reflects the importance of anticipatory governance in ensuring that poverty reduction strategies remain adaptive and responsive to future social and economic challenges.

Meanwhile, the Think Again dimension emphasizes the significance of regular evaluations, continuous feedback mechanisms, and policy relevance assessments to ensure that poverty reduction programs remain effective amid changing socioeconomic conditions. Through periodic monitoring and coordination forums, TKPK is able to review program implementation, identify policy gaps, and improve institutional responsiveness. In addition, the Think Across dimension highlights that the success of poverty reduction efforts depends greatly on TKPK's ability to strengthen interagency coordination, optimize data integration, and foster collaboration with external stakeholders such as community organizations, private-sector actors, and academic institutions. Taken together, these findings indicate that TKPK Bandung is gradually progressing toward a more adaptive, collaborative, and evidence-based governance model, although further improvements are still required in terms of coordination mechanisms, institutional capacity, and integrated data management to achieve sustainable poverty alleviation outcomes..

Following the synthesis of the Hierarchy Chart findings, the analysis proceeds to the second visualization feature in NVivo 12, namely the Project Map, which provides a broader and more relational understanding of how actors, policies, programs, and issues are interconnected within the implementation of the Poverty Reduction Coordination Team (TKPK) in Bandung City. While the Hierarchy Chart allowed the categorization of themes within the dimensions of Dynamic Governance, the Project Map offers a complementary perspective by illustrating the structural linkages and interaction pathways among stakeholders such as Bapperida, Of Bandung City Dinas Sosial Of Bandung City, Dinas Koperasi of Bandung City, and BPS Bandung City, This mapping helps reveal how coordination flows are formed, how data moves across institutions, and how policy processes are shaped by interdependent roles within the ecosystem of poverty reduction wick can see in this bellow (Figure 4).

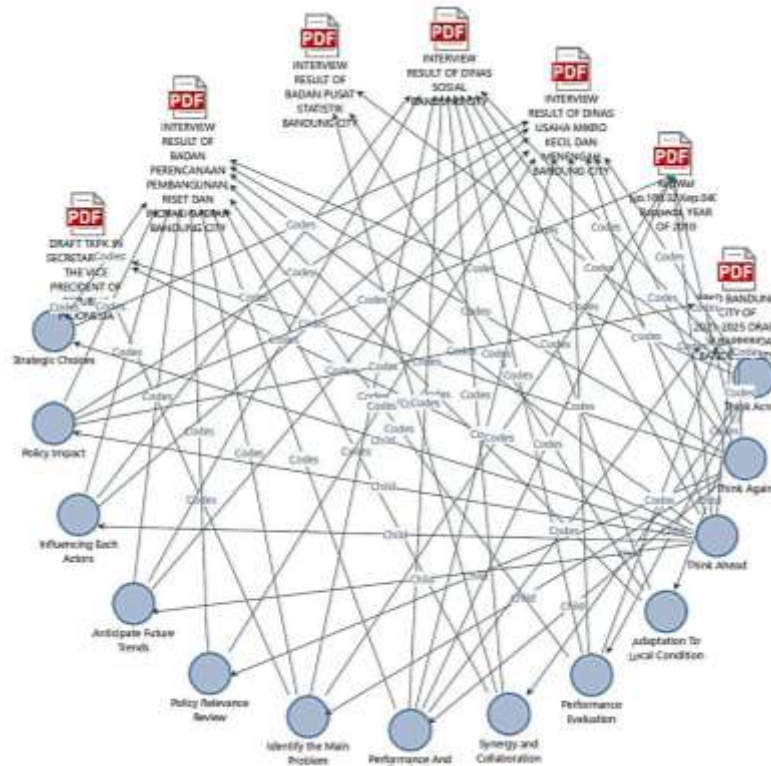


Figure 4. Project Map of Dynamic Governance on the Implementation of the Policy to Establish the Poverty Reduction Coordination Team in Handling Poverty in Bandung City.
Source : Processed by the Researcher Using Nvivo 12 Plus (2026).

The results of the Project Map analysis in NVivo 12 demonstrate that all data sources ranging from interviews with Bappeda, the Social Affairs Office, the Cooperative Office, and the Central Bureau of Statistics (BPS) of Bandung City, to secondary documents such as the draft of the Bandung City TKPK decree show strong interconnections and mutual reinforcement. The mapping reveals consistent linkages between empirical findings and the conceptual framework of Dynamic Governance. Each node representing the dimensions of Think Ahead, Think Again, and Think Across is systematically linked to the collected evidence, indicating that the information obtained does not stand in isolation but instead complements one another in a coherent and continuous manner. The dense relational structure illustrated in the map highlights that the implementation of TKPK in Bandung City is a complex yet organized process in which various actors and policy documents contribute to a comprehensive understanding of poverty alleviation practices at the regional level.

In the Think Ahead dimension, the Project Map reveals close associations between interview data, supporting documents, and nodes such as Anticipate Future Trends, Influencing Each Actor, Policy Impact, and Strategic Choices. These connections underscore TKPK's anticipatory functions, including identifying poverty trends, promoting the use of integrated data systems, and guiding government agencies in preparing evidence-based strategic plans. The alignment across sources also shows a shared narrative that TKPK must act proactively in recognizing future risks and opportunities while formulating strategic decisions that enhance long-term poverty reduction efforts. This confirms that forward-looking capacity serves as an essential foundation for building adaptive governance in Bandung City. These findings align with prior research by Prianto and Amalia (2019), which demonstrated that Think Ahead practices in Makassar's coastal settlement governance were reflected through future-oriented planning documents and spatial development strategies. Similarly, the TKPK implementation in Bandung City aligns with the normative principles expected within the Think Ahead dimension of Dynamic Governance.

In the Think Again dimension, the Project Map shows strong connections between codes such as Identify the Main Problem, Performance and Feedback, and Policy Relevance Review with both interview

findings and documentary evidence. These linkages indicate that processes of reflection, evaluation, and policy review are consistently embedded across all data sources. Agencies repeatedly emphasize that TKPK operates as a coordination mechanism that reassesses program effectiveness, evaluates performance achievements, and adjusts policy directions based on feedback. The consistency of these narratives demonstrates that periodic evaluations conducted through quarterly monitoring and coordination forums are essential for ensuring that poverty reduction policies remain relevant and responsive to socio-economic changes. This pattern is corroborated by past studies such as Warganegara and Hermawan (2023), which found that Think Again practices in local governments emphasized routine evaluation and continual refinement of public policies. Thus, the Think Again dimension within the Bandung City TKPK implementation aligns well with the expected reflective and corrective functions of Dynamic Governance.

Furthermore, in the Think Across dimension, the Project Map shows significant interconnections between the codes Adaptation to Local Condition, Performance Evaluation, and Synergy and Collaboration with all sources of data. This pattern illustrates that TKPK operates through cross-sectoral mechanisms that prioritize collaboration, both among government agencies and with external actors such as Baznas, universities, and private sector entities. The findings consistently show that policy adaptation is grounded in localized data, particularly through the use of the National Integrated Socio-Economic Data (DTSN). This data is synchronized with periodic evaluations and strengthened cross-sector collaboration to ensure that poverty alleviation programs are context-specific and effectively targeted. The map's relational structure demonstrates that multisectoral collaboration is not merely administrative; rather, it constitutes an integral element of TKPK's approach to addressing the multidimensional nature of poverty. These findings parallel previous research by Sarihati and Fitriany (2025), which showed that cross-sectoral collaboration in West Java's revenue management relied on institutional partnerships and integrated technological systems. Similarly, the Think Across dimension in Bandung City reflects the collaborative, integrative, and adaptive characteristics expected in Dynamic Governance.

Overall, this analysis shows that the implementation of TKPK in Bandung City can be comprehensively understood through the lens of Dynamic Governance. The strong connections across nodes affirm that the three dimensions Think Ahead, Think Again, and Think Across do not operate in isolation but interact as a cohesive system of dynamic policy governance. All data sources indicate that the success of TKPK is highly dependent on multisectoral coordination, accurate and integrated data utilization, and continuous processes of reflection and policy adaptation. The structural relationships depicted in the Project Map reveal that Bandung City's poverty governance framework is progressively moving toward an adaptive, collaborative, and evidence based model of governance.

CONCLUSION

This study concludes that the implementation of the Policy on the Establishment of the Poverty Reduction Coordination Team (TKPK) in Bandung City reflects a governance process that is increasingly adaptive, collaborative, and evidence based. Through the Dynamic Governance framework, the findings demonstrate that TKPK's performance can be understood comprehensively across the dimensions of Think Ahead, Think Again, and Think Across, each contributing essential elements to the overall effectiveness of poverty reduction efforts.

Within the Think Ahead dimension, TKPK shows a strong capacity to anticipate poverty dynamics by utilizing integrated socioeconomic data, identifying emerging trends, and aligning local programs with national development agendas. The team plays an important role in projecting long term challenges, guiding strategic planning, and determining priorities that support sustainable poverty alleviation. The findings also emphasize the need to continuously strengthen the single poverty database and formalize cross sector partnerships in order to enhance anticipatory governance. In the Think Again dimension, TKPK demonstrates the ability to review and refine policies through routine monitoring, evaluation, and feedback mechanisms. Quarterly evaluation forums, performance assessments, and program reviews allow TKPK to adjust strategies in response to shifting socioeconomic conditions. The empirical data show that this reflective process is crucial for maintaining the relevance and responsiveness of poverty reduction interventions, ensuring that program implementation remains consistent with policy objectives.

And the Think Across dimension highlights TKPK's role in fostering synergy and collaboration among government agencies, , community organizations, and private sector partners. Poverty is multidimensional, and the study finds that effective coordination across actors is central to achieving targeted and context specific interventions. The integration of information sources confirms that the implementation of poverty reduction in Bandung City requires synergy across sectors and shared responsibility among government institutions, private stakeholders, and community-based groups. Despite these achievements, several limitations remain. These include complex cross-sector coordination, limited budget and human resources, and the challenge of maintaining data accuracy, as approximately thirty percent of the data still contains errors such as inclusion or exclusion inaccuracies, records of deceased individuals, and miscoding. Community participation is not yet optimal, and rapid socio-economic changes demand policies that are more adaptive and responsive. In addition, partnerships with the Badan Amil Zakat Nasional, civil society organizations, and private sector stakeholders are not yet fully structured, which affects the certainty of target beneficiaries and budget allocation.

Moving forward, it is hoped that all institutions involved, including the Badan Perencanaan Pembangunan, Penelitian, dan Pengembangan Daerah; the Dinas Sosial Kota Bandung; the Dinas Koperasi Kota Bandung; and the Badan Pusat Statistik Kota Bandung, can strengthen coordination, improve data governance, and expand multi-sector collaboration. Enhanced capacity, continuous policy innovation, and evidence-based decision-making are essential to ensure that poverty reduction efforts in Bandung City become more effective and sustainable. Ultimately, this research hopes that poverty alleviation in Bandung City will progress toward a more integrated, inclusive, and resilient governance system capable of adapting to future challenges. This study recommends strengthening collaboration among government institutions, academic institutions, private sector organizations, civil society organizations, media, and community groups to support a more integrated poverty reduction strategy. Greater stakeholder involvement can improve program coordination, expand resource mobilization, enhance public awareness, and strengthen evidence based policymaking. In addition, improving data quality, institutional capacity, and monitoring mechanisms will be essential to ensure that poverty reduction policies in Bandung City remain effective, adaptive, and sustainable in addressing future challenges.

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