Dynamic Governance Model: An Approach to Sustainable Poverty Alleviation in Indonesia

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Abstract. This study aims to analyze dynamic governance utilized to alleviate poverty in many governments in various nations. This study is expected to fill a research gap and contribute to the literature on the use of dynamic governance for poverty alleviation. This study uses a qualitative research design. A purposive sampling approach was employed in this study. In-depth interviews, observation, and document studies are the data collection approaches used in this study. The data obtained from this research include documents/archives, notes from observations, and documents from interviews. The result of this research show Indonesia is currently in the process of transitioning from a rule-based bureaucracy as the first five-year goal to a performance-based bureaucracy as the second five-year goal and followed by dynamic governance as the third five-year goal outlined in Presidential Regulation 81 of 2010 on the Grand Design of Bureaucratic Reform 2010–2025, which aims to realize the vision of a World Class Bureaucracy by 2024.

Keywords: bappenas · dynamic governance · Indonesia · sustainable alleviation

1 Introduction

The Sustainable Development Goals (SDGs) are implemented by fulfilling the 17 goals that make up the SDGs, which are new benchmarks that apply to Indonesia and the global community. The first of the SDGs is to achieve a world without poverty, which is a significant issue that requires the attention of all governments because poverty has many dimensions and challenges at the local, national, and global levels. Goal 1 without poverty is the ultimate goal of all SDGs, but it is also a prerequisite for the efficient implementation of sustainable development [1]. Put another way, implementing the SDGs will need a transformation in the current development paradigm.

Poverty and improving the quality of services to the poor throughout Indonesia [2, 3]. Poverty alleviation is a top priority for the Indonesian government, including local administrations at the provincial, regency, and municipal levels. The implementation of regional autonomy, which began in 2001, necessitates structured, systematic, and massive efforts to overcome problems.

The success of the SDGs cannot be separated from the critical role of local governments, which: (a) are closer to their citizens; (b) have the authority and funds; (c)

can implement various innovations, and (d) spearhead public service providers and various government policies and programs [4]. Many of the problems that local governments encounter will be handled, decided, and implemented promptly and effectively without waiting for and relying on central government directives. As a result of this increased regional authority, regional governments and other stakeholders now have more responsibility and flexibility in making vital and strategic decisions connected to poverty alleviation activities.

In most developing countries, including Indonesia, poverty is a prominent element. "The state cares for poor people and neglected children", and "the state develops a social security system for all people and empowers people who are not capable and incapable in society under human dignity" [5]. The government is constitutionally obligated to address the problem of poverty.

Poverty alleviation policies are still being adopted with substantial sums of money. "The State is responsible for caring for the poor in order to fulfil their basic needs for humanity," the Preamble to the Law states, "and it is vital to have a national development policy that is planned, directed, sustained, and pro-poor to carry out the State's responsibilities" [6].

Despite the government's anti-poverty initiatives, Indonesia still has many poor people. The number of poor people in Indonesia was 25.95 million in 2018, 25.14 million in 2019, and 26.42 million in 2020 due to the COVID-19 pandemic [7]. Here is a breakdown of Indonesia's poverty data from 2015 to 2020 SHOW BY Fig. 1.

The complexity of any country's problems, especially poverty, demonstrates that excellent governance and policies are insufficient. Furthermore, the most significant millennial challenges are "dynamic, cut across numerous decisions, need ongoing learning, and rely on effective and speedy execution" [8]. As a result, a government capable of reacting to these issues is required. In this context, the concept of dynamic governance has emerged as a popular response to the problems that governments worldwide face. Dynamic governance is the key to Singapore's current success [8].

As a result of the rapid growth of information technology, the concept of dynamic governance has become increasingly popular in the millennial era, which is rapidly changing in numerous aspects of life, including government. The millennial generation,
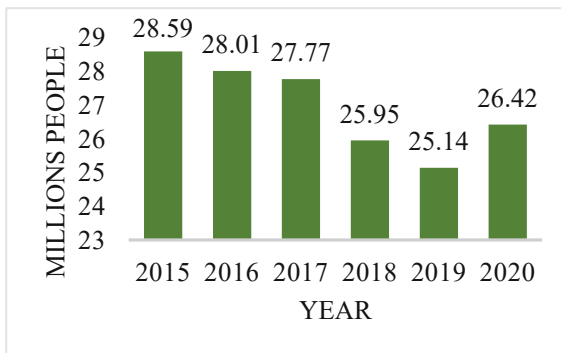
Fig. 1. Number of poor people in Indonesia in 2015–2020

distinguished by rapid change, shifted the focus from the government's ability to design, implement, and control policies to the efficacy and efficiency of government administration. The needs of the process, which must be effective and efficient, do not change the basics of governance.

Dynamic governance is one of the governance models utilised by many local governments in various nations. Still, there has been very little research on how active command is used to alleviate poverty, so more research is needed on this topic. This study is expected to fill a research gap and contribute to the literature on the use of dynamic governance for poverty alleviation.

Sustainable development is an organisational principle for achieving population development goals while sustaining natural systems' ability to deliver natural resources and ecosystems on which the economy and society rely [9]. There are two key concepts in sustainable development. First, the idea of needs, particularly the most basic requirements of the world's impoverished, must be prioritised. Second is the concept of constraints, which derives from the impact of technology and social structure on the environment's ability to meet current and future requirements [10].

The target to accomplish goal 1 of the SDGs to end poverty is based on income and access to essential services and other productive resources. The extreme poverty, the percentage of the population living below the poverty line, and the proportion of people getting health insurance, education, and social protection are all indices of poverty [1].

Dynamism is defined by the presence of new ideas, new perspectives, continual improvement, quick responses, flexible adaptations, and innovative innovations [8]. In other words, life refers to a constant, rapid, and effective learning process and continual change. When it comes to government institutions, the dynamic condition refers to the process of institutions that are constantly or consistently improving and adjusting the socioeconomic environment in which society interacts with the government and private sector. Through policies, laws, and structures that generate incentives and constraints for diverse activities, these dynamic government institutions impact the ongoing process of economic development and other social behaviors. As a result, this capability will be able to sustain and strengthen the country's development and welfare [8].

Meanwhile, scholars have interpreted the concept of governance in a variety of ways. In reality, the concept of governance has been placed in with a group of concepts that aren't precisely defined [11], making it a "notoriously slippery" term. The lack of clarity is the "secret of its success" in becoming a global notion [12]. Governance is a "means of ruling" in the most basic sense [13]. The principles of collective decision-making in circumstances where there are a plurality of players or organizations and no formal control mechanism may dictate the parameters of their connection [11].

The concept of governance provides an important point in relation to four basic concepts or elements. The first is about "the rules," which refers to numerous official and informal norms in the decision-making process, such as customs and other habits (what to decide, how to decide, and who shall decide). The second aspect is the definition of "collective," which incorporates "problems of mutual influence and control" and involves "a collection of persons" making various decisions. Third, in terms of the definition of "decision-making," the process of determining anything collectively can be done on a big scale involving the wider community, or on a small scale involving

the organization's internal processes, as defined by the idea of governance. Fourth, the term "no formal control system can command" refers to situations in which governance emphasizes communal governance rather than the monocratic rule.

Governance is "the interaction between governments and citizens that enables the formulation, implementation, and evaluation of public policies and programs." It refers to the norms, institutions, and networks that determine how a country or organization performs in a larger perspective" [14].

Governance becomes dynamic when policy decisions can be modified to current events in an uncertain and fast-changing environment, ensuring that various government policies and institutions stay relevant and successful in achieving long-term objectives [8]. Adaptation entails more than a one-time shift or overcoming a setback. Furthermore, "ongoing sustained change for long-term survival and prosperity" is a more meaningful definition of dynamic.

Dynamic governance necessitates a continuous learning process in order to gain a deep understanding of the future that may affect the state, a willingness to reassess policies that have become obsolete due to changing circumstances, and an openness to adapt to global knowledge tailored to the country's unique context. As a result, dynamic governance can be defined as the "government's ability to continuously adapt its public policies and programs, as well as changing the manner they are formed and implemented, in order to achieve the nations' long-term objectives."

2   Methods

2.1   Research Design

This study uses a qualitative research design. Qualitative research is in a natural setting where the researcher is an instrument of data collection [15]. This research uses the constructivism paradigm which is one of the four main paradigms in research [16]. Ontologically, this paradigm states that reality exists in the form of mental construction, based on social experience, is local, and specific, and depends on the person doing it.

2.2   Sample

Purposive sampling is the sampling approach used in this study. Purposive sampling is a type of sampling that isn't based on probability. In this study, the subject is determined via non-probability sampling in a deliberate manner. The majority of qualitative research sampling involves some form of purposive sampling [17]. A purposive sample is one that concentrates on specific informants for a deeper investigation. The chosen informants in this study are those who have the knowledge and ability to provide clear and thorough information and data regarding the research topic.

2.3   Data Collection Technique

In-depth interviews, observation, and document studies are among the data collection approaches used in this study. The chosen informants are policymakers who work for the National Planning Agency (Bappenas), Indonesia's key policy-making body for poverty alleviation.

2.4 Data Analysis Technique

The data obtained from this research are in the form of documents/archives, notes from observations, and documents from interviews. The results of this study were then analyzed, using the Miles and Huberman data analysis flow model. The analysis as consisting of three concurrent flows of activity: data reduction, data display, and conclusion drawing and verification [18].

In-depth, initial coding, focused coding, axial coding, and theoretical coding are four forms of coding used in data analysis, especially in interviews [19]. The researcher completed the first coding manually, word by word, line by line, sentence by sentence, or incident by incident, to clarify what happened and what it meant. Researchers attempt to capture numerous codes, abstract ideas, or notions that develop at this stage [19].

The next stage is focused coding, which is done "more concentrated, selected, and conceptually," [19]. The researcher then connects the categories and subcategories, details the dimensions or attributes of a theme or category, and synthesizes various narratives or quotes from the data to see their suitability or coherence with the emerging analytical framework in the axial coding stage [19]. Finally, the theoretical coding stage tries to make more concrete the different possible links between categories discovered during the focused coding stage [19].

3 Result and Discussion

Dynamic Governance is the third five-year goal outlined in the Grand Design of Bureaucratic Reform 2010–2025 [20], which aims to realize the vision of a World Class Bureaucracy by 2024. The attainment of the foregoing goals is predicted to result in competent governance by 2025. The higher the governance quality, the better the development outcomes, as evidenced by:

1 No corruption;
2 No violation;
3 Good state budget and region budget;
4 All programs are well completed;
5 All permits are completed quickly and accurately;
6 Good communication with the public;
7 Effective and productive use of time (working hours);
8 The application of rewards and punishments consistently and continuously;
9 Real development results (pro-growth, pro-employment, and pro-poverty alleviation; that is, creating jobs, reducing poverty, and improving people's welfare).

3.1 Strategic Measures Analysis

1. Improving the performance of the apparatus Culture's role in long-term poverty alleviation

There is a culture that might stymie the apparatus's performance, including pragmatic, bureaucratic, rigidity, non-participation, and a focus on the short term. As a result,

actions must be taken to create a bureaucratic culture. In this situation, the local government must develop the system's attitude and conduct, which the culprits must then follow continuously in order to achieve good governance. Creating a bureaucratic culture entails developing habits that embody beliefs and values that are held to be true in the government bureaucracy's daily operations [21].

The evaluation of the implementation of bureaucratic reform, particularly at the local government level, found that various bureaucratic reform programs had minimal value because the Regional Government apparatus did not understand the philosophy of the program in question [22]. As a result, increased contextual adaptation in each agency is required, as well as the creation of new values inside the individual agencies to enable the internalization of mindset and culture-set changes.

2. Improving Apparatus Work Patterns in sustainable poverty alleviation

A closed bureaucracy has a low level of control and public participation. This is due to a lack of connection between the bureaucracy and the external environment, which includes the public as service recipients. As a result, the bureaucracy becomes indifferent to the community's numerous requirements. In order to become a world-class bureaucracy, it must be able to interact with a wide range of actors and sectors in policymaking and public services.

The apparatus's work pattern reveals a normative attitude that can be utilized to guide decision-making. The apparatus is always putting out laws and regulations, implying a strict approach to decision-making. Indonesia is currently in the process of transitioning from a rule-based bureaucracy to a performance-based bureaucracy. Indonesia should be able to establish a dynamic bureaucracy at the next level in 2025 [23].

Each ministry, institution, and regional government is also being asked to abolish laws and regulations that impede bureaucratic development and service delivery speed. Indeed, efforts to deregulate many policies, particularly those connected to the ease of licensing, reveal Indonesia's legal structure. The deregulation was accomplished by mapping a number of obstructive Government Regulations, Presidential Regulations, Ministerial Regulations, and Ministerial Decrees.

3. Building Able People and Agile Processes for sustainable poverty alleviation
a. Able People

Able people are shown by the commitment of the apparatus to providing services to the poor. This is the attitude of good officials so that the poor can be served. Elite commitment is one of the key factors that encourage regions to promote social protection. A strong, reforming, and pro-welfare elite commitment might inspire regions to improve social protection [24].

Politics and bureaucracy have always been inextricably linked throughout history. The aim to separate politics and administration in governance is also a driving force behind administrative reform. As a result, the establishment of a professional and competent apparatus must begin with the neutrality of the bureaucracy. When the bureaucracy is politicized and political co-opted, it becomes unprofessional, non-neutral, low-performing, and vulnerable to corruption, collusion, and nepotism, especially when it is not accompanied by an underdeveloped national integrity system, ineffective and immature internal government oversight, and poor public ethics. not preserved.

b. Agile Processes

Agile processes are characterized by transparency in employee recruitment. The transition from a closed to an open career system in 2025 will be the most significant lever for Indonesian administrative reform. In addition to qualified people resources, improvements in government administration, organizational/institutional simplicity, and the use of ICT are required to construct agile processes [23].

The State Civil Apparatus' inadequate competency complicates the execution of Bureaucratic Reform; some of them are even resistant and do not understand the meaning of the reform. This is worsened by the silo mentality that stymies efforts to coordinate Bureaucratic Reform agendas and creates the impression that Bureaucratic Reform is solely the responsibility of the agency or a small group of people, or that it is merely administrative in nature.

To obtain good State Civil Apparatus, efforts have been made, beginning with improving the competency-based competitive recruitment system for State Civil Apparatus using Computer Assisted Tests and guided by procurement principles, which include competitive, fair, objective, transparent, and free of collusion and corruption practices. So that recruitment is more objective, transparent, and responsible, there will be no nepotism and it will be free of charge. Because the selection results can be known in real-time without having to wait a long time (the results of the exam will come out immediately after taking the exam).

The implementation of the National Civil Apparatus Talent Pool as a basis for transparent, competitive, and merit-based career growth of the State Civil Apparatus is another endeavor to support the construction of exceptional and highly competitive State Civil Apparatus. The State Civil Apparatus' Talent Pool is projected to be able to create a cadre system for high-ranking officials by implementing an open, transparent, competitive, competency-based, and performance-based promotion system.

4. Improving the Capability of the Apparatus in Poverty Alleviation Sustainable
a. Thinking Ahead

Three criteria will define the future of social safety programs, particularly in low-income nations. First, extensive collaborations with external parties, including collaboration with government agencies to promote social protection measures. Second, consider creative methods to alleviate medium and long-term finance restrictions. Third, the extent of social protection should be expanded [25].

b. Thinking Again

Social policy evaluation plays an essential role in political and organizational culture, as well as the development of public services. The data acquired during the evaluation can be utilized to create a valuable database and to restructure and improve the operations of social work groups [26].

c. Thinking Across

The emergence of the Industrial Revolution 4.0 provides new dynamics and difficulties for governments all around the world, including Indonesia. Along with technological advancements, the way the government operates and the pattern of government

relations/interaction with the public changed dramatically. Mobile internet technologies, cloud computing, artificial intelligence, big data, and the Internet of Things (IoT) will push ministries/agencies/local governments to provide the community with flexible and limitless self-service, mobile, and intelligent services. The government must create a larger platform for citizens to express their desires and criticize parts of the public sector that have hitherto been restricted to the government's exclusive domain.

5. Implement Adaptive Policies in sustainable poverty alleviation

The Sustainable Development Goals (SDGs) are a set of 17 goals that governments around the world must achieve by 2030 in order to improve the world's circumstances. The state civil apparatus' participation in the global and regional arena is likely to be aided by a fundamental understanding of the SDGs. Furthermore, a number of challenges including the use of "Big Data," integrated services, services that better accommodate the uniqueness of specific communities, and the use of artificial intelligence in the area of public policy are attracting the attention of countries all over the world. In the era of globalization, the apparatus must also acquire competencies in line with current demands while being grounded and paying attention to local assets.

The rapid growth of technology has an impact on the implementation of government duties and functions. Executives must be knowledgeable and responsive in carrying out digital or electronic-based government service operations in order to meet global problems. This is a critical topic to address while devising strategic initiatives to achieve world-class governance by 2025. In this instance, ministries, institutions, and local governments must develop integrated Electronic-Based Government System (SPBE) governance to facilitate the transition of government business processes into mobile and intelligent services that are self-contained, flexible, and seamless.

6. Free of Political Interests

The political context is inextricably linked to the implementation of bureaucratic reform. The political intervention of political appointees into the bureaucracy is the biggest obstacle in the political environment. It is evident that the leaders' commitment to carrying out the bureaucratic reform program has a significant impact on the effectiveness of the program. Agendas for bureaucratic reform are limited because agency executives do not have a commitment to support it since the bureaucracy is positioned to secure political interests and hence is not neutral. The negative influence of political intervention in the bureaucracy and the neutrality of the state civil apparatus in state administration can enhance policy corruption, such as budget misallocation that is not in line with the original designation objectives, and discriminatory services. When there are no anti-corruption values and public ethics that are absorbed into the state civil apparatus, a usage poor national integrity system, and system stability and maturity of the government's internal supervisory apparatus are still low, this scenario can deteriorate.
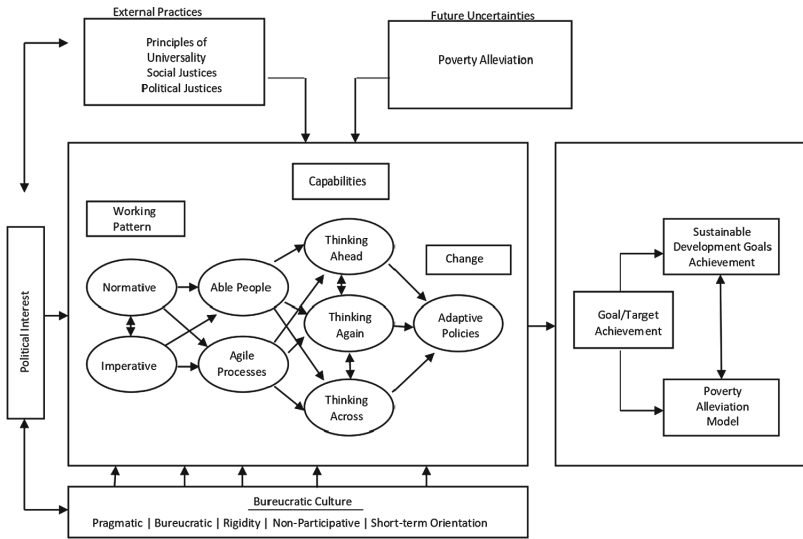
Fig. 2. Policy Model for Sustainable Poverty Alleviation

3.2 Policy Model

See Fig. 2.

4 Conclusion

Dynamic governance has now been adopted in the governance of Bappenas, which is the third five-year aim set out in Presidential Decree 81 of 2010 to accomplish the vision of a World Class Bureaucracy by 2024. Indonesia is currently in the process of transitioning from a rule-based bureaucracy to a performance-based bureaucracy. Indonesia must be able to attain a dynamic bureaucracy at the next stage in 2025. Based on the concept of dynamic governance, Bappenas has implemented improving apparatus performance culture in sustainable poverty alleviation, improving apparatus work patterns in sustainable poverty alleviation, building able people and agile processes in sustainable poverty alleviation, and improving the capability of the apparatus in sustainable poverty alleviation, performing adaptive policies in sustainable poverty alleviation, and free of political interests. Various barriers and obstacles that arise throughout the governance transformation process cannot be avoided, but the bureaucracy is being improved on a continuous basis.

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