



Research Article

Synchronizing Poverty Alleviation Strategy: Lesson Learned From Central Java, Indonesia

*Received: 21th October 2022; Revised: 25th February 2023;
Accepted: 26th February 2023; Available online: 27th February 2023*

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Abstract

Budget constraints and the impact of the COVID-19 pandemic are limiting poverty alleviation initiatives in Central Java. Local governments in Central Java are attempting to refocus priority policies by collaborating with local government agencies and CSR participants in order to reduce poverty, which necessitates the convergence of social protection contributions and CSR contributions as a solution that needs to be optimized in Central Java. One of the poverty alleviation program's action steps is to maximize the e-government CSR reporting system known as SILAP CSR and the CSR forum working group at the Central Java Province level to facilitate the convergence of social protection contributions based on potential, problems and needs in communities. However, SILAP CSR and the CSR forum working group have not been adequately exploited and socialized to the 35 regency and city governments across Central Java, hurting the quality and number of CSR participants in the local area. As a result, this study was carried out to determine the extent to which SILAP CSR and the CSR Forum working group synchronized their performance in poverty alleviation efforts among government agencies and CSR players at the Central Java Province level. This study employs qualitative methods, including in-depth interviews and Nvivo, to examine the impact and evaluation of SILAP CSR and the CSR forum working group at the Central Java Province level, based on the theoretical foundations of stakeholders, governance, and leadership as essential keys to maximizing poverty alleviation strategies through internal and external collaboration. The findings indicate that SILAP CSR and the CSR forum working group at the Central Java Provincial level are not in sync with the 35 regencies and city administrations in Central Java. As such, different techniques are required to improve their performance: 1) internal collaboration among government agencies and partnerships with CSR participants to reduce technical and ego-sectoral barriers; 2) building sustainable participation through MUSRENBANG and CSR forum working group; 3) updating SILAP CSR data and synchronizing with various e-government and open data sources inclusively; 4) continuous supervision to avoid potential duplication and the risk of greenwashing CSR participants; and 5) the role of autocratic transformational leadership.

Keywords: *Poverty alleviation initiatives; E-Government SILAP CSR; CSR forum working group; CSR participants collaboration; Transformational leadership.*

How to Cite: Yudhistira, I., Hadi, S.P., Prabawani, B (2023). Synchronizing Poverty Alleviation Strategy: Lesson Learned From Central Java, Indonesia. *Jurnal Ilmu Sosial*, 22 (1): 19-43 (doi: 10.14710/jis.22.1.2023.19-43), [Online]

Permalink/DOI: <https://doi.org/10.14710/jis.22.2.2023.19-43>

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INTRODUCTION

The majority of global e-government systems have undergone significant evolution, transforming into a public administration innovation framework that leverages artificial intelligence (AI) and data to address specific societal needs. This framework aims to enhance the effectiveness and efficiency of public services by improving interaction and communication among government officials, CSR participants, stakeholders, communities, and other relevant parties (Indrajit, 2016). Multiple studies indicate that the collaboration between e-government and CSR participants can contribute to welfare improvements and poverty reduction. For instance, in the Republic of Korea, e-government initiatives have demonstrated the potential to enhance citizens' well-being by providing targeted services to vulnerable groups (Twizeyimana & Andersson, 2019). Moreover, e-governance strategies aligned with Sustainable Development Goals (SDGs) can play a pivotal role in establishing, sustaining, guiding, and promoting a sustainable economy to tackle poverty as well as social and environmental challenges (Ullah et al., 2021). Additionally, e-government facilitates access to empower communities and has been instrumental in crisis management during the COVID-19 pandemic in various Chinese cities, as well as in Denmark's adoption of a national health portal and welfare solution plan (United Nations, 2020). It also contributes to stakeholder engagement by promoting quality governance, transparency, and accountability (Malodia et al., 2021). This study acknowledges the profound global trend of e-government, emphasizing its significance in formulating robust strategies and addressing specific challenges faced by many countries. These findings serve as a basis for developing and implementing comprehensive policy initiatives to harness the potential of e-government effectively.

Indonesia has been recognized as having a very high index performance in e-government data openness and the ability to achieve digital transformation with good governance on par with other developed countries (United Nations, 2020). This is shown by the presence of SIKS-NG (System Social Welfare Information, Next Generation), a fully integrated, effective, and efficient poverty data management system that manages on-target and diverse social protection. With the emergence of the COVID-19 pandemic in 2020, priorities for state and local government budget allocations have shifted to massive public health improvements rather than poverty alleviation and sustainable development, necessitating complementary funding support from other CSR participants such as local government agencies, business associations, company representatives, academic institutions, non-governmental organizations, philanthropic institutions, and community leaders (Rudjito, 2022). Consequently, the Central Java Provincial Government took

the initiative to set up an e-government SILAP CSR (Online CSR Reporting System) to increase the involvement of CSR participants, which was supported by a CSR forum working group at the Central Java Province level, which was established in 2017 for poverty alleviation strategies based on the Law No. 2/2017 of Central Java Provincial which concerning Corporate Social and Environmental Responsibility (Rudjito, 2022).

SILAP CSR and CSR Forum Working Group at Central Java Province

The integration of SILAP CSR and SIKS-NG system aimed to enhance the poverty database in Central Java Province. The integration has resulted in social protection initiatives convergence for beneficiaries in Government Agencies and contributions from multiple CSR participants. The COVID-19 pandemic has caused reduced participation, leading to ineffective poverty-reduction measures and disappointing the Governor of Central Java. The pandemic has hindered the ability of SILAP CSR e-government and local governments in 35 regencies and cities in Central Java to coordinate and develop policies, resulting in their inability to register or promote comprehensive social protection initiatives. The study has identified 6 local governments, such as Semarang City, Magelang City, Surakarta City, Cilacap Regency, Banjarnegara Regency, and Kendal Regency, out of 35 regencies.

The Governor of Central Java has made notable endeavors to raise awareness of SILAP CSR in their capacity as the highest-ranking regional official. The accomplishment was facilitated by MUSRENBANG, which stands for Stakeholder Consultative Forum, and the CSR Forum Working Group operating at the provincial level. The initiatives aim to encourage inclusive participation and collaboration in poverty alleviation endeavors through the engagement of regional government entities and corporate social responsibility (CSR) participants across 35 regencies and cities in Central Java. The outreach initiatives seek to enhance stakeholder partnerships, transparency in CSR funding management, address CSR contribution duplication and greenwashing issues, and promote stakeholder awareness of good governance principles. The Governor of Central Java intends to employ scientific methods to encourage stakeholder participation and optimize resource utilization to promote sustainable and responsible poverty reduction initiatives. MUSRENBANG and the CSR Forum Working Group serve as strategic mechanisms to enable collaborative decision-making, stakeholder alignment, and collective action aimed at addressing poverty in Central Java. The statement is following with the e-government initiative of the Central Java Government, which aims to raise awareness and compliance with social protection programs. The statement recognizes the three-fold impact on finance, environment, and social empowerment that arises from the involvement of CSR

stakeholders. This is in accordance with Law No. 2/2017 of Central Java Provincial concerning Corporate Social and Environmental Responsibility.

This study highlights the significance of coordinating poverty reduction initiatives in 35 regencies and cities located in Central Java, where the poverty rate exceeds 10% (Central Java Provincial Statistics Agency, 2022). The research emphasizes the significance of autocratic transformative leadership in advancing SILAP CSR e-government, which is centralized and integrated within the Central Java Provincial Government. The approach is expected to enhance participation and collaboration in enhancing social protection programs and corporate social responsibility contributions from key stakeholders. Many countries have adopted e-government reforms to improve their corporate social responsibility (CSR) efforts toward poverty reduction programs. According to Ronchi (2019), innovative approaches in organizational practices, capacities, and procedures are necessary for the implementation of e-government. The efficient allocation of human, information technology and financial resources is crucial for improving the public sector and fostering economic and social progress.

The reality of the contribution of various CSR participants in Central Java

According to Anna & Dwi (2019), the National Centre for Sustainability Reporting and Price Waterhouse Cooper found that many Indonesian companies lack awareness in reporting their annual CSR contributions to stakeholders, do not align their CSR policies with local government development priorities, and do not have strategic goals that align with sustainable development goals compared to developed countries. Stubbs et al. (2013) found that some companies do not fully disclose their CSR reports to the public due to discretionary rights, lack of external stakeholder pressure, no perceived stakeholder benefit, low compliance with sustainability reporting, organizational structure and culture, and a viewpoint that considers CSR reporting optional. This can affect reporting motivation.

Qualitative interviews were conducted with representatives of Local Government agencies in Banjarnegara, Wonosobo, and Batang in Central Java. The study found that the Governor of Central Java is expected to play an autocratic transformational leadership role in initiating the e-government implementation of SILAP CSR. This should be synchronized with local government policies in 35 regencies/cities in other Central Java regions. The Governor should also establish partnerships with CSR participants in 12 CSR forum working group at the Central Java Province level to encourage multi-stakeholder collaboration. This will help to realize a high level of participation in reporting social protection programs and the contribution of CSR participants to poverty alleviation efforts. Translucent policies and continuous

supervision are necessary to ensure the best quality and quantity of these efforts as the Governor of Central Java expected. Butcher & Gilchrist (2020) argue that effective collaboration within institutional organizations necessitates a strong and strategic transformational leadership role. This leadership must leverage influence and social capital to overcome cultural resistance among organizations. Additionally, transparent data and policies, as well as stakeholder coordination are necessary to balance capacity diversity and resolve tensions.

Rudjito (2022) conducted a study on the success of implementing the SILAP CSR e-government. The research indicated that while CSR participants have increased their contributions, it remains limited to the province and has not yet reached its full potential in the other 35 regencies and cities in Central Java. This is due to budget constraints resulting from the COVID-19 pandemic. The insufficient collaboration between Provincial Government agencies, Local government, and local CSR participants, coupled with restricted access to SILAP CSR in local government agencies, impedes policy synchronization with poverty alleviation efforts, resulting in a gradual decrease in CSR contributions. Local government representatives from Banjarnegara, Wonosobo, and Batang regencies have acknowledged that the contribution of CSR participants in their areas is suboptimal, and implementation is slow due to insufficient collaboration between local government agencies and CSR participants. Additionally, there is a need to realign poverty alleviation priorities according to institutional capacities using SILAP CSR. Idzi & Gomes (2022) suggest that collaboration can enhance decision-making processes by increasing scale, scope, responsiveness, and speed, while also promoting greater involvement and coordination to tackle poverty alleviation challenges.

The CSR contributions by participants in Central Java province from 2020 to 2022 are depicted below, with a decrease in red and an increase in green.

Table 1. The CSR Contributions of CSR Participants in Central Java

No.	CSR Forum Working Group	Budget Realizations (IDR)			Program Realization		
		2020	2021	2022	2020	2021	2022
1	Education	9.240.636.712	4.513.993.214	8.626.191.714	227	200	287
2	Health	6.724.433.077	5.555.207.941	6.037.234.363	240	260	215
3	Sports, Arts, Culture & Tourism	1.678.588.699	1.635.789.956	4.264.840.226	42	67	377
4	Social welfare	11.022.652.905	11.005.656.582	19.178.982.253	286	469	590
5	People's Economy	12.031.866.732	34.356.803.333	45.604.346.549	155	443	531
6	Religious	5.133.132.604	4.753.840.491	5.750.422.195	184	263	355
7	Environmental Protection & Management	4.413.504.900	2.875.555.790	4.991.587.605	98	100	134
8	Agriculture, Plantation, Fisheries, etc.	10.072.113.675	3.774.995.400	1.865.177.725	32	50	28
9	Renewable energy	150.874.500	288.656.000	833.245.000	8	10	9
10	Emergency response	17.680.792.667	4.201.223.760	2.192.882.845	251	138	80
11	General service	873.598.158	984.641.088	2.362.040.286	38	44	104
12	Infrastructure	10.432.260.227	9.821.191.838	11.854.467.090	134	181	243
Total Budget Realization Amount		89.454.454.856	83.767.555.393	113.561.417.851	1.695	2.225	2.953
Number of Participant CSR Actors (SOEs, ROEs, Private Sectors)					59	60	63

Source: Government of Central Java Provincial, 2022

Table 1 displays the average total contribution of CSR participants who belong to 12 CSR forum working group in Central Java Province between 2020 and 2022. The contribution increased but significantly decreased in 2021 due to the impact of the COVID-19 pandemic. However, it gradually recovered and significantly increased in 2022 as the economic activities of CSR participants returned to normal after the pandemic. The number of CSR participants has increased from 2020 to 2022 according to the Bureau of People's Welfare Regional Secretary of Central Java Provincial Government. Regardless, the target achievement is still below the overall CSR individuals. There were 63 CSR participants contributed, but based on the Bureau of Statistics of Central Java Province there is a total of 4,933 potential CSR participants in 35 other regencies or cities in the Central Java region who have not registered as carrying out CSR obligations. They have not yet joined the coordination of the CSR forum working group and cannot access the SILAP CSR. CSR participants without access to SILAP CSR given by the Provincial Government of Central Java and or local governments in 35 regencies and cities are unable to prevent duplication risk and greenwashing of their CSR contributions in the region.

Obstacles to the implementation of SILAP CSR in Central Java

Representatives of local government agencies in Banjarnegara, Wonosobo, and Batang in Central Java indicate that SILAP CSR in Central Java Province faces various obstacles in implementation, like a lack of intergovernmental organizational alignment goals the Provincial Government of Central Java with local governments in 35 regencies and cities. Wilson & Mergel (2022) identified various challenges in e-government implementation, including inadequate empowerment of internal stakeholders, limited technical infrastructure and data access, insufficient digital skills, and individual quality capacity. Barcevičius et al. (2019) revealed implementing e-government faces various obstacles including cultural habits and barriers, lack of intergovernmental organizational alignment goals, local ego-centric issues, vertical and horizontal 'silo' mental fragmentation that resists data sharing, ego-sectoral attitudes that prioritize individual success over synergy, and limited budgets for improving staff competence and capacity. On another hand, The World Bank (2015) research suggests that incorporating information technology into e-government transformation can enhance performance and accountability by integrating vertical-horizontal systems, facilitating cross-border communication, and improving interaction among local government institutions, business entities, and communities.

Avotra et al. (2021) found that e-government can enhance CSR performance, but it necessitates organizational commitment and involves multiple stakeholders. SILAP CSR

members and the CSR Forum working group in Central Java Province have collaborated to develop strategies for poverty alleviation with targeted interventions for sustainable development goals according to their expertise. Vazquez-Brust et al. (2020) assert that CSR participants commonly employ collaboration and good governance to implement social protection programs for sustainable development goals. The significance of a network of influential stakeholders who can independently issue policies based on governance, as exemplified by the government's delegation of administrative responsibilities for self-regulation and regulation of citizen activities, to promote public interests is emphasized in Keping (2018) research. Freeman & Dmytriyev (2020) argue that stakeholder theory emphasizes the importance of stakeholder commitment, rather than individual or institutional commitment, in creating shared responsibility for implementing corporate social responsibility in society, rather than relying solely on individuals, institutions, or businesses. This shared responsibility creates value for all stakeholders involved.

According to Herawati (2014), e-government implementation aims to promote harmonious interactions among the state, civil society, and private sector as corporate social responsibility participants. This is achieved through the integration of value systems, policies, and institutions to enhance good governance, effectiveness, and efficiency in managing economic, political, and social services. The World Bank Institute (2021) suggests that e-government can improve the performance and governance of local government agencies which collaborate with CSR participants, including business associations, company representatives, academic institutions, non-governmental organizations, philanthropic institutions, and community leaders. This aligns with the 12 principles of CSR forum working group activities but has not yet been optimized.

Poverty alleviation efforts in Central Java Province

In 2021, poverty alleviation efforts in Central Java Province prioritize 17 regional areas out of 35 regencies/cities. The focus is on individuals or households with welfare below the absolute poverty line, defined as having purchasing power parity equivalent to \$PPP USD 1.99 per day consistently measured across time and countries (World Bank, 2019), or less than USD 1.25 per day with the inability to meet basic food and non-food needs (Ministry of National Planning of the Republic of Indonesia/BAPPENAS, 2017). The Bureau of Statistics of Central Java Province (2022) provides data on poverty rates exceeding 10% of the total population in 17 regencies locus areas of Central Java Province. These areas include Cilacap, Banyumas,

Purbalingga, Banjarnegara, Kebumen, Purworejo, Wonosobo, Magelang, Klaten, Wonogiri, Sragen, Grobogan, Blora, Rembang, Demak, Pemalang, and Brebes, as illustrated in Figure 1:

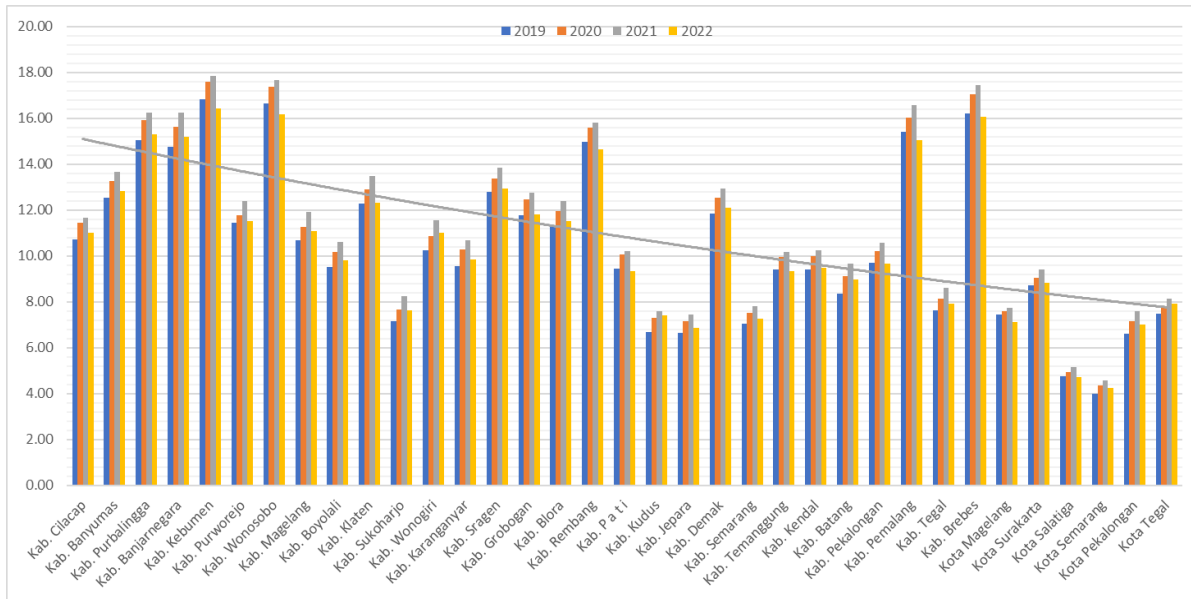


Figure 1. The Percentage of Poverty in Central Java

Source: Central Bureau Statistics of Central Java Province, 2022

The data presented in Figure 1 indicates that the total poverty percentage in Central Java Province increased from 2019 to 2021 across regional units of analysis but most of the average experienced a significant decline in 2022, including in 17 locus areas. The successful poverty alleviation efforts in Central Java Province after the COVID-19 pandemic can be attributed to the implementation of SILAP CSR e-government. This initiative formulates policies and strategies for poverty alleviation and is supported by the collaborative performance of the CSR Forum working group network between local government agencies and CSR participants. Edi (2015) suggests that effective poverty alleviation requires collaboration among key stakeholders through inclusive cross-sectoral partnerships. Indrajit (2016) acknowledged the necessity of stakeholder partnerships, including G2G collaborations facilitated by inter-agency work units, such as the implementation of SIKS-NG, which has been nationally adopted by multiple government agencies, and G2B partnerships between government and CSR participants, such as SILAP CSR, which is anticipated to be adopted by local government agencies in 35 regencies and cities in other Central Java regions.

Currently, G2G and G2B collaborations in poverty alleviation in 35 regencies and cities in Central Java lack optimization and absence guidelines for partnership value. This is due to

several challenges, including limited budgets of CSR participants, incomplete communication for data synergy, absence of monitoring and evaluation instruments to prevent duplication and greenwashing, and lack of competent strategic leadership to facilitate collaboration, and increase impact. Indrajit (2016) suggests that collaboration and partnerships have a significant impact on maximizing collaboration between key stakeholder participants, optimizing performance through resource utilization, building inclusiveness in information sharing, and facilitating decision-making processes for empowering resources. Therefore, the researcher developed a conceptual framework in Figure 2 based on observations and theoretical analysis:

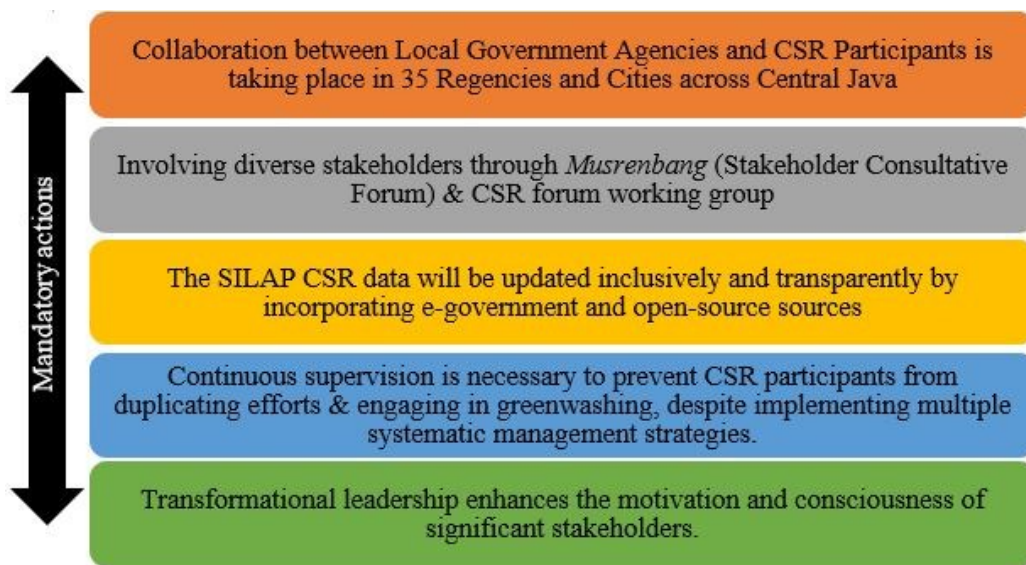


Figure 2. Conceptual Framework of Synchronization Poverty Alleviation Program

Source: Author’s conceptual framework

Figure 2 illustrates the ideal synchronization model between SILAP CSR e-government and the integrated CSR forum working group in Central Java Province. This synchronization is crucial in implementing sustainable development and poverty alleviation strategies that involve stakeholders with several mandatory actions. The study highlights the collaboration between local governments together with external partnerships with various CSR participants in 35 regencies and cities in Central Java, including local government agencies, business associations, company representatives, academic institutions, non-governmental organizations, philanthropic institutions, and community leaders. The MUSRENBANG and CSR forum working group aims to promote participation and socialization of SILAP CSR among stakeholders at the Central Java Province level. This is intended to foster convergence between social protection and poverty alleviation programs, with the involvement of CSR participants. The SILAP CSR data will be updated inclusively and transparently by synchronizing e-government and open-big data with

other local governments. Continuous monitoring and systematic management efforts are necessary to prevent potential duplication and greenwashing by CSR participants. Transformational leadership can enhance the initiative and awareness of important stakeholders.

RESEARCH METHODS

This study employed descriptive qualitative techniques and snowball sampling to conduct in-depth interviews with 52 informants. The informants included spokespersons from representatives of local government agencies and CSR participants in Banjarnegara, Wonosobo, and Batang regencies, which were classified as red zones of poverty. Additionally, representatives from Central Java Provincial Government agencies were interviewed because of responsible for coordinating poverty alleviation efforts according to the RPJMD (Local Government Medium-Term Development Plan). The lack of optimization in poverty alleviation efforts across 35 regencies or cities in Central Java may be attributed to the absence of connection to the SILAP CSR e-government and the CSR Forum working group at the Central Java Provincial level. This issue was identified by researchers who sought input from various stakeholders. The study employed the grounded theory approach and NVivo analysis to verify the accuracy of big data and facts. The validity of the analysis results was ensured by the researcher through triangulation and evidence management.

The examination of literature and archives affords the author the chance to gather diverse information and precise data within their field. The author conducted 6 months of field research from August 2021 to January 2022. The research involved obtaining a research permit, visiting informants, conducting in-depth interviews, transcribing recordings, and analyzing data for validity. The article explores the use of stakeholder, governance, and leadership theories to enhance poverty alleviation efforts through e-government, SILAP CSR, and CSR forum working group. The author suggests that collaboration and partnerships between key stakeholders in Central Java can be effective in achieving this goal. This study contributes to both scientific knowledge and practical learning.

RESULTS AND DISCUSSION

Numerous corrective actions exist as opportunities and solutions to optimize the implementation of SILAP CSR and CSR Forum working group in Central Java for effective poverty reduction through coordinated efforts, such as:

A. Collaboration between local government agencies and CSR participants

Representatives from local government agencies in Banjarnegara, Wonosobo, and Batang regencies acknowledged that the SILAP CSR e-government is not aligned with the local government's poverty alleviation policies and strategies. The program is initiated by the Regional Regent and Regional Secretary with specific activities based on the local budget, despite receiving direction from the Central Java Provincial Government through MUSRENBANG and the CSR Forum working group attended by the provincial Social Service. The newly established SILAP CSR by the Social Welfare Bureau of the Central Java Provincial Secretariat in 2020 has not been disseminated to local governments in 35 regencies and cities in Central Java due to the COVID-19 pandemic. It is imperative to disseminate it promptly to align with local government policies and strategies for poverty alleviation, particularly in 17 regencies and cities with red zone data and a poverty rate exceeding 10% of the total population in Central Java Province. The SILAP CSR necessitates significant internalization due to the diverse characteristics and challenges of each local government. These challenges include leadership quality, goodwill, strategic policies, and non-uniform governance, as mentioned by Zakeer Ahmed et al. (2016).

The implementation of SILAP CSR e-government faces the challenge of ego-sectoral barriers among local government agencies. These barriers can be overcome through stakeholder collaboration, good governance policies, autocratic transformational leadership strategies, transparent administrative data coordination, and internal individual capacity building. This collaboration is necessary among the 35 regencies and city governments in Central Java. The CSR Forum working group, established in 2017, can effectively execute poverty alleviation policies and strategies through appropriate collaboration and a sustainable approach that prioritizes primary rights and needs. The collaboration aims to leverage diverse capabilities to address complex problems that surpass an organization's capacity to resolve them (Andonova et al., 2022). Butcher & Gilchrist (2020) research indicates that collaborative action between organizations cannot be ensured by good intentions unattended. Effective, sustainable, and well-designed policy and program decision processes are necessary to break down sectoral silos that may impede policy implementation.

Kessa et al. (2021) identified three types of collaboration among government agencies: vertical collaboration between provincial and local governments, horizontal collaboration between two or more governments at the same level, and cross-sectoral collaboration involving entities from various organizational sectors. Effective collaboration is supported by communication, coordination, cognition, and conducive conditions. The Governor or Regional

Secretary of Central Java Province is expected to demonstrate autocratic transformational leadership to maximize SILAP CSR and achieve sustainable poverty alleviation targets. This can be achieved by validating SILAP CSR data with specific interventions based on the names and addresses of beneficiaries, and periodically evaluating SILAP CSR through satisfaction index surveys conducted by independent and accountable institutions. The Central Java Province Planning & Development Agency (2021) proposes two strategies for poverty alleviation programs to accelerate sustainable development goals: 1) developing a tiered community empowerment roadmap within local government agencies and intergovernmental service agencies, and 2) enhancing collaboration and funding capacity of these agencies and CSR participants to establish suitable social protection programs.

B. Establishing partnerships through MUSRENBANG & CSR forum working group

The RPJMD (Local Government Medium-Term Development Plan) outlines poverty alleviation targets in Central Java Province, emphasizing coordination and sustainable partnerships among key stakeholders, including public-private and multi-stakeholder partnerships. This approach aims to ensure consistency and synchronization in planning, budgeting, implementation, monitoring, and evaluation, with participation from all segments of society. The principles of transparency, proportionality, professionalism, accountability, legal certainty, and target achievement following state administration guide the efficient and effective use of resources are concerned (Ministry of National Planning of the Republic of Indonesia/BAPPENAS, 2017). Andonova (2017) defines public-private partnerships and multi-stakeholder partnerships as voluntary agreements between public participants (state actors, international organizations, subnational governments), non-state participants (advocacy organizations, businesses, philanthropic foundations, financial institutions, universities), and social or professional associations. These partnerships collaborate toward common public goals based on their capabilities and capacities.

According to a study conducted by the Central Java Provincial Planning & Development Agency (2021), public-private partnerships and multi-stakeholder partnerships have been implemented in 35 regencies and cities in Central Java to enhance the economic competitiveness of vulnerable groups. However, these efforts have not been fully effective, indicating a need to explore alternative interventions for social protection and poverty alleviation. Effective corporate social responsibility (CSR) contributions can play a crucial role in this regard, including 1) Providing access to primary services for impoverished families in both urban and rural areas. 2) Ensuring equitable access to quality health and education services, and mitigating mortality,

morbidity, and disability. 3) The RSLH program provides support for renovating and improving the habitability of houses by addressing issues such as roof, wall, and floor repairs, latrine and drain maintenance, access to clean drinking water, and lighting. 4) Enhancing sustainable livelihoods through the facilitation of new entrepreneurs with market access assistance. 5) Mitigating unemployment via local resource-oriented vocational training and enhanced financing accessibility. 6) Enhancing the efficiency of cooperatives and BUMDes entities, empowering the circular economy in agriculture, livestock, fisheries, tourism, creative industries, and small and medium enterprises. Vazquez-Brust et al. (2020) suggest that successful partnership participation in poverty alleviation requires diverse CSR interventions and partners.

Effective complaint-handling mechanisms through MUSRENBANG or CSR forum working group are essential to support sustainable partnerships between local government agencies and CSR participants in social protection program interventions (Central Java Provincial Planning & Development Agency, 2021). Chaudhary and Sugandhar (2020) state that a proficient complaint-handling system offers valuable and responsible feedback on administrative performance, based on accountable, responsive, and user-friendly governance. CSR participants are expected to align their CSR policies with government development programs through MUSRENBANG or CSR forum working group at the Central Java Province level. This creates partnerships that develop social and environmental awareness in responsible business operations, improving community welfare based on the CSR framework in ISO 26 000 (ISO, 2008). Forrer et al. (2014) suggest that contractual partnerships involve formal written agreements and repeated interactions among stakeholders from the private and non-profit sectors. These partnerships typically have a long-term focus and involve planning activities such as specifications, design, risks, and financing.

C. The SILAP CSR data is updated by other incorporating sources inclusively

The Central Java Provincial Government should update and validate their SILAP CSR data by integrating it with other e-government systems, including SIKS-NG and BPS (Central Bureau of Statistics), as well as utilizing open big data sources from both central and local governments. This will enhance transparency and accountability, leading to proactive decision-making and improved public service quality, ultimately providing unlimited access and benefits. Kardeti et al. (2021) suggest that SIKS-NG is a valuable tool for creating budgeting decision-making plans for social protection and welfare programs. The program facilitates the expansion of beneficiary coverage through regular updates and verification by facilitators every six months. Additionally, it accelerates data distribution from local to national levels to meet the needs of

various government agencies, providing important information, such as 1) Provide a summary of recent beneficiary data updates. 2) Summarize local and national social welfare program lists. 3) Address the service differentiation and integration gap between central and local government agencies. 4) Prevent potential duplication and violations of social protection and welfare programs.

Qualitative interviews conducted with representatives of Local Government agencies in three regions of Central Java (Banjarnegara, Wonosobo, and Batang) indicate that SILAP CSR lacks support from integrated SIKS-NG data or open big data sources provided by the Central Bureau of Statistics. The integration is expected to broaden the scope of poverty alleviation efforts by enabling targeted interventions based on beneficiary names and addresses. Karniawati & Andiani (2023) assert that SIKS-NG manages multiple databases, such as socioeconomics (households, families, and individuals) and demographics (education, health, housing, asset ownership, and participation in social security programs), to enhance the precision of decision-making and intervention strategies for social protection and poverty reduction initiatives across all societal levels in Indonesia. The Ministry of Social Service of the Republic of Indonesia (2020) implemented the RTLH program, which provides assistance to underprivileged individuals through the renovation of uninhabitable houses and subsidized 450VA/900VA electricity connections. The program requires double verification and validation using SIKS-NG, which registers NIK and NKK data to identify individuals categorized as Decile 1 (extremely poor) or Decile 2 (poor).

Other e-government systems that can provide support include SIMPERUM, E-RTLH, E-PKSLRT, SUSENAS, and SEPAKAT. SIMPERUM is an information system for housing and service settlements in Central Java, managed by the Department of Public Housing and Settlement Areas of Central Java Province. E-RTLH is an integrated electronic data system for uninhabitable houses, managed by the Ministry of Work and Public Housing of the Republic of Indonesia. E-PKSLRT is an application for complaints on membership of electricity subsidies for household needs, connected to a three-integrated Ministries database, managed by the Ministry of Energy and Mineral Resources of the Republic of Indonesia. SUSENAS is the national socio-economic survey, managed by the Central Bureau of Statistics of the Republic of Indonesia. SEPAKAT is an integrated planning, budgeting, monitoring, evaluation, and poverty analysis database system, managed by the Ministry of National Development Planning of the Republic of Indonesia/BAPPENAS. The Ministry of Social Service of the Republic of Indonesia (2020) recommends ongoing refinement of the e-government system for social registration, with an

emphasis on verification, validation, and good governance. This system serves as a data center for beneficiary information, including household and micro/small business data.

D. Continuous supervision to prevent duplication efforts and engaging in greenwashing

Qualitative interviews with representatives of Local Government agencies and Provincial in Central Java revealed weaknesses in SILAP CSR and the CSR forum working group. These weaknesses include ineffective monitoring of potential risks as well as duplication of contributions and greenwashing by CSR participants. To address these issues, ongoing efforts are needed to build collective awareness among all key stakeholders in Central Java Province. Gatti et al. (2019) define greenwashing as an organization that makes satisfactory environmental or social claims but fails to support them through its existing activities, thereby being accused of not adhering to its stated principles. The Environment Science Department of The University Indonesia (2020) found that the emergence of duplication and greenwashing practices in corporate social responsibility (CSR) is due to a limited understanding among CSR participants, the government, and the community. These participants prioritize building and maintaining a positive image or reputation, but their implementation of CSR does not align with sustainability report guidelines. This results in an exaggeration of insignificant impacts inversely by Law No.2/2017 of the Central Java Provincial Government mandates that CSR participants adhere to ethical and responsible business practices based on transparency, accountability, proportionality, and professionalism principles. Regardless, proper supervision for evaluation has not been implemented.

To avoid duplication of contributions and greenwashing in CSR, a synchronized e-government reporting system should be implemented in Central Java Province. This should be supported by an integrated CSR forum working group consisting of key stakeholders. Additionally, regulations should be enforced with supervision by transformative leadership as a new paradigm. Kurpierz & Smith (2020) argue that CSR reporting is mandatory and aims to increase awareness and accountability among its stakeholders. This is achieved through sustainability reports that provide concrete evidence to comply with legal requirements. SILAP CSR serves as a crucial diagnostic tool for monitoring CSR reporting and preventing fraudulent sustainability reports in poverty alleviation efforts in Central Java Province. Terry et al. (2016) suggest that effective monitoring involves establishing guidelines, requirements, duties, and leading authorities to implement systematic, consistent, and continuous efforts. Evaluation is conducted to determine the size of the implementation results and their benefits and impact afterward. Dědečková (2020) emphasized the significance of periodic assessment using

quantifiable objectives to compare actual performance against predetermined benchmarks and obtain corrective feedback within organizations.

The Central Java Provincial Government can implement additional persuasive measures for SILAP CSR evaluation. These specific measures include 1) Requiring CSR participants to provide comprehensive information on their contributions, such as input quantity, output quality, outcome benefits, and impact on poverty reduction and sustainable development. 2) CSR participants and stakeholders should prioritize consistent and sustainable CSR contributions that focus on community empowerment, energy efficiency, and innovation in social, economic, technological, eco-innovation (biodiversity protection), and disaster response, according to the Ministry of Environment & Forestry Republic of Indonesia (2021). 3) To maximize potential, solutions in the economic, social, and environmental fields should align with the Global Reporting Initiatives guidelines (Wolniak & Hąbek, 2013). 4) CSR participants must submit periodic reports to SILAP CSR every four months with a predetermined deadline (close-entry system) to prevent duplication and errors contribution. 5) CSR participants must establish a management system that engages stakeholders through MUSRENBANG and CSR forum working group to produce sustainability reports, make recommendations for program continuation, and receive rewards or penalties based on their performance.

E. Transformational leadership enhances the motivation and awareness of stakeholders

The United Nations (2020) found that e-government synchronization is positively associated with leadership commitment to establishing efficient management, transparent and accountable institutions, data inclusiveness, institutional capacity for digital services, promotion strategies, and good governance. Du et al. (2013) suggest that transformational inspirational leadership involves creating visionary plans through ethical and value-focused means, driving change effectively, and solving complex problems in innovative ways. Transformational leaders prioritize stakeholder interests and promote organizational learning and CSR practices that identify stakeholder potential, characteristics, resources, needs, and issues. According to Khan et al. (2014), effective leaders who possess autocratic vision values and transformational styles can enhance motivation toward organizational objectives over personal interests. They can also inspire motivation, creativity, morality, innovation, and stakeholder attitudes to address problems. Banerji (2016) study identified transformational leaders must possess qualities such as effective communication, flexibility, honesty, integrity, consensus-building, participation, transparency, responsiveness, fairness, and adherence to the rule of law.

Qualitative interviews with local government agency representatives in Banjarnegara, Wonosobo, and Batang suggest that the Governor and Regional Secretary of Central Java Province should act as transformational leaders to motivate the achievement of poverty alleviation targets. These suggestions are based on several inputs from stakeholders as CSR participants who support SILAP CSR and the CSR forum working group in the Central Java Province. The Social Service and Planning & Development Agency in Central Java Provincial as part of The National Team for the Acceleration of Poverty Alleviation Agency of the Republic of Indonesia recommends the Governor or Regional Secretary of Central Java Province as a leader enforce an autocratic transformational leadership style to achieve poverty alleviation in 35 regencies and cities in Central Java. This can be achieved by bridging aspirations, collaboration, and partnerships between government agencies and CSR participants during MUSRENBANG and the CSR forum working group at the Central Java Province level. The Governor or Regional Secretary of Central Java Province should also facilitate policy synergy authority, supervise stakeholder participants based on their functions and duties, and be actively involved if problems arise. Additionally, the leader should maximize both internal and external institutional capacity supported by good governance to support more innovative implementation and support data synchronization with various integrated open data sources such as SIKS-NG to intervene widely.

Transformational leaders can enhance poverty alleviation efforts by implementing a CSR contribution award and promoting it through mass media. This can motivate CSR participants to increase their contributions and improve their reputation, as extrinsic rewards have been shown to increase commitment (Khan et al., 2014). The study proposes two measures for enhancing CSR practices. First, it suggests the Gold PROPER assessment implementation, which evaluates compliant, consistent, innovative, and sustainable contributions that surpass regulatory requirements. This assessment should be included as an advanced component of the CSR contribution award agenda, based on data collected in SILAP CSR and the activeness of the CSR forum working group at the Central Java Province level (Hadi, 2020). Second, the study recommends repressive actions, such as 'blacklisting' companies that fail to comply with CSR standards and imposing fines as a last resort based on Law No.25/2007 of the Republic of Indonesia. However, it is preferable to prioritize persuasive actions against CSR participants who make no contribution. These measures aim to promote responsible business practices and deter non-compliance.

CONCLUSION

The poverty alleviation efforts in Central Java Province are currently concentrated on 17 regional units out of 35 regencies and cities. This is due to the availability of data indicating poverty rates exceeding 10% of the total population in these areas. To improve the effectiveness of poverty reduction interventions, targeted social protection programs and specific contributions using the SILAP CSR e-government implementation are recommended. These can be facilitated through the CSR forum working group via MUSRENBANG. Despite challenges in mandating poverty alleviation efforts through social protection programs and corporate social responsibility contributions, strategies are required to ensure widespread participation and collaboration among stakeholders, particularly in the aftermath of the COVID-19 pandemic. The Governor of Central Java Province leader should implement several synchronization strategies based on input from research informants. These strategies include collaborating with local government agencies and CSR participants in 35 regencies and cities, involving various essential stakeholders through the CSR forum working group and MUSRENBANG, updating SILAP CSR data transparently and inclusively with other e-government and open-big sources, continuously monitoring to prevent duplication and greenwashing by harmful CSR participants, and providing transformational leadership to enhance initiatives and awareness among key stakeholders.

The research indicates that the e-government SILAP CSR and CSR forum working group have effectively increased the overall implementation of CSR contributions and the number of CSR participants in Central Java Province between 2020 and 2022. However, there was a decline in 2021 due to the COVID-19 pandemic. They have demonstrated a significant reduction in poverty rates in Central Java Province in 2022. It is essential to facilitate the enhancement of SILAP CSR e-government performance and network governance of CSR forum working group among local government agencies and CSR participants, including business associations, company representatives, academic institutions, non-governmental organizations, philanthropic institutions, and community leaders. This socialization process should take place in 35 regencies and cities in Central Java after the COVID-19 pandemic. The objective is to reduce poverty levels significantly in 17 locus areas by implementing social protection programs with appropriate and specific contributions. Additional research is required to assess the effectiveness of synchronizing the SILAP CSR e-government and the Central Java Province CSR Forum working group with local government agencies in 35 regencies and cities in Central Java. This will provide a more comprehensive evaluation of the outcomes. The implementation of e-government SILAP CSR and CSR forum working group are expected to be replicated in other

regions of Indonesia and countries with welfare conditions below the absolute poverty line. This is aimed at disclosing the contribution of CSR participants to poverty alleviation efforts and achieving SDGS 1 without poverty, as required by the 2030 SDGs agenda.

ACKNOWLEDGMENT

The study was self-funded and involved completing extensive interviews with representatives from Provincial and Regency Government agencies and CSR participants in 3 Central Java regions: Banjarnegara, Wonosobo, and Batang Regencies. These individuals had not previously participated in SILAP CSR e-government but were members of the CSR Forum working group at the Central Java Province level. The researcher recommended utilizing SILAP CSR and the CSR Forum working group at the Central Java Province level to improve poverty alleviation efforts in 35 regencies and cities in the region that have been suboptimal. The suggestions provided were objective in nature. I express my gratitude to the spokespersons, research advisors, and peer-reviewed editors who provided support during the COVID-19 pandemic and facilitated the publication of this journal. The research process was hindered by social restrictions that necessitated adherence to mandatory health protocol procedures. These procedures incurred additional expenses for travel, accommodation, and antigen/PCR testing prior to conducting in-depth interviews.

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