

## Research Article

# The Effectiveness of Poverty Alleviation Programs in Bogor Regency (Case Study TKPKD, P3KE, and RB Tematik Program)

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**Abstract.**

This study evaluates the effectiveness of government programs in Kabupaten Bogor aimed at poverty alleviation, focusing specifically on the Tim Koordinasi Penanggulangan Kemiskinan Daerah (TKPKD), Program Pemberdayaan Masyarakat Terpadu (P3KE), and Program Pembangunan Daerah Tematik (RB Tematik). By analyzing the implementation, outcomes, and challenges of these programs, this research assesses their impact on reducing poverty levels within the region. A qualitative approach is used, combined with a case study method. The study highlights the successes and shortcomings of these initiatives, offering insights into their overall effectiveness and suggesting potential improvements. The findings indicate that while these programs have contributed to poverty reduction, there are areas requiring enhancement to maximize their benefits and reach.

**Keywords:** program effectiveness, poverty, thematic bureaucratic reform, Bogor district

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## 1. INTRODUCTION

Poverty is one of the complex and deep-rooted social issues in Indonesia, including in Bogor Regency. Both the central and local governments have implemented various programs to address poverty and improve the welfare of the people. In Bogor Regency, these efforts are realized through several flagship programs, including the Regional Poverty Alleviation Coordination Team (TKPKD), the Extreme Poverty Eradication Acceleration Program (P3KE), and Thematic Bureaucratic Reform (RB).

The TKPKD program aims to coordinate various poverty alleviation initiatives at the regional level, with the hope that these efforts can be more synergistic and effective. Meanwhile, the P3KE is focused on accelerating the eradication of extreme poverty, primarily targeting groups living below the poverty line. Thematic Bureaucratic Reform (RB Tematik) is an initiative to improve the bureaucracy in order to support the implementation of poverty alleviation programs in a more efficient and responsive manner to the needs of the poor.



Despite the many efforts undertaken, there are still various challenges in achieving poverty alleviation goals in Bogor Regency. Several indicators show that the poverty rate has not significantly decreased, warranting an evaluation of the effectiveness of the programs that have been implemented.

This research aims to assess the effectiveness of the TKPKD, P3KE, and RB Tematik programs in addressing poverty in Bogor Regency. Through this case study, it is expected to gain a deeper understanding of the successes and challenges in the implementation of these programs, as well as recommendations for future improvements.

## 2. THEORITICAL STUDY

### 2.1. The Concept of Poverty and Its Alleviation

Poverty is the condition of individuals or groups being unable to meet basic needs such as food, clothing, shelter, education, and health care. According to Sen (1999), poverty is not only viewed from an economic perspective but also from the standpoint of the inability to lead a decent life. To address the issue of poverty, governments often implement comprehensive and integrated policies and programs.

### 2.2. Tim Koordinasi Penanggulangan Kemiskinan Daerah (TKPKD)

The TKPKD is a cross-sector coordination mechanism aimed at aligning and integrating various poverty alleviation programs at the regional level. According to Peters (1998), policy coordination is the process of aligning the actions of various actors to achieve desired objectives. Effective coordination requires effective communication, clear division of tasks, and an integrated monitoring and evaluation system (Peters, 2005). The TKPKD functions as a coordination network that connects various actors in poverty alleviation efforts. According to this theory, the success of government networks in achieving program objectives is determined by the strength and quality of relationships among actors and the presence of effective coordination mechanisms (O'Toole, 2000). The TKPKD plays a key role in ensuring that various poverty alleviation initiatives in the region do not operate in isolation but instead support and complement each other. The main functions of the TKPKD include:

- **Cross-Sector Coordination:** Coordinating various programs and activities from regional government agencies related to poverty alleviation.

- **Monitoring and Evaluation:** Monitoring and evaluating the implementation of poverty alleviation programs in the region.
- **Policy Formulation:** Assisting in formulating data-driven policies and strategies for poverty alleviation based on local needs.
- The success of the TKPKD is significantly influenced by the effectiveness of communication and coordination among the various actors involved, as well as support from both the central and local governments (Sumarto & Suryahadi, 2014).

### **2.3. Program Percepatan Penghapusan Kemiskinan Ekstrem (P3KE)**

The P3KE is a program designed to eliminate extreme poverty in Indonesia, focusing on the most vulnerable areas. P3KE underscores the importance of comprehensive and sustainable interventions to effectively address poverty (Sen, 1999). This program is rooted in the concept of social protection, which, according to Barrientos (2010), aims to reduce the vulnerability of the poor through direct assistance, job creation, and improved access to basic services. P3KE must ensure that the assistance provided is not only temporary but also equips beneficiaries with the skills and resources needed to sustainably improve their well-being (Friedmann, 1992). P3KE focuses on several key strategies:

- **Targeting:** Accurately determining the targets to reach the most in-need communities.
- **Community Empowerment:** Enhancing the capacity of communities to escape poverty through training programs and access to economic resources.
- **Monitoring and Evaluation:** Using clear data and indicators to monitor program progress and assess its impact on reducing extreme poverty.
- The effectiveness of P3KE is significantly influenced by the program's ability to accurately identify and reach target groups, as well as by the sustainability of the support provided (TNP2K, 2022).

## 2.4. Reformasi Birokrasi (RB) Poverty Theme

The Thematic Bureaucratic Reform (RB) is an initiative aimed at improving governance by focusing on specific issues, such as poverty alleviation, through enhanced efficiency and effectiveness of public services. According to Kotter's (1996) theory of organizational change, the success of bureaucratic reform requires strong leadership, a clear vision, and the involvement of all levels of the bureaucracy in the change process. The effectiveness of bureaucratic reform can be assessed by how these changes impact government performance and responsiveness (Pollitt & Bouckaert, 2011). The Thematic Bureaucratic Reform aims to implement the principles of good governance in the execution of government programs. By improving governance, it is expected that the Thematic Bureaucratic Reform will enhance the quality of public services and reduce corruption and inefficiency (Kooiman, 2003). The objectives of the Thematic Bureaucratic Reform are (Holidin, 2013):

- Simplification of Processes and Procedures: Reducing complex bureaucracy and expediting decision-making processes.
- Capacity Building of Human Resources: Enhancing the competence and integrity of state apparatus to be more responsive to community needs.
- Improvement of Accountability and Transparency: Ensuring that government programs operate in accordance with the principles of good governance.
- The Thematic Bureaucratic Reform is expected to support the implementation of poverty alleviation programs by creating a more efficient, accountable, and results-oriented bureaucracy.

## 2.5. Policy Implementation

Policy implementation is the process of putting formulated policies into concrete actions on the ground. According to the policy implementation theory by Mazmanian and Sabatier (1983), the success of policy implementation is influenced by the clarity of objectives, support from stakeholders, and the available administrative capacity. In the context of TKPKD, P3KE, and Thematic Bureaucratic Reform, the success of policy implementation highly depends on inter-agency coordination, adequate resources, and community involvement.

### 3. METHODOLOGY

This research uses a qualitative approach with a case study method. Data were collected through in-depth interviews with government officials, program implementers, and community members who are beneficiaries of the programs. Direct observation and document analysis were also conducted to obtain a more comprehensive picture of the program implementation.

### 4. RESULT AND DISCUSSION

#### 4.1. The Role and Effectiveness Tim Koordinasi Penanggulangan Kemiskinan Daerah (TKPKD) Program

The TKPKD program plays a strategic role in coordinating poverty alleviation efforts in Bogor Regency. As a coordination body, TKPKD is tasked with uniting various initiatives from the government, the private sector, and community organizations. This program aims to integrate and align various existing policies and interventions to reduce overlap and ensure that assistance reaches those in need more effectively. The success of TKPKD heavily relies on the effectiveness of communication and coordination among agencies, as well as strong support from both central and local governments.

The TKPKD program is designed to coordinate poverty alleviation efforts in Bogor Regency through synergy among various government agencies, the private sector, and the community. Research findings indicate that TKPKD has played a significant role in enhancing inter-agency coordination, which previously tended to operate in isolation without effective communication and collaboration.

However, despite improvements in coordination, a major challenge faced by TKPKD is the synchronization of data and information among agencies. Many agencies use different or outdated data, leading to discrepancies in program implementation on the ground. For instance, the data used to determine program targets does not always reflect current conditions, resulting in some communities that should receive assistance being inadequately served.

Additionally, community involvement in the planning and implementation processes of the programs remains relatively low. Community participation is crucial to ensure that the programs implemented are in line with local needs and conditions. Without adequate participation, programs tend to be less effective and misaligned with their

targets. Therefore, while TKPKD has great potential to serve as an effective tool in poverty alleviation, further efforts are needed to enhance data synchronization and community participation.

#### **4.2. The Role and Effectiveness Pensasaran Percepatan Penghapusan Kemiskinan Ekstrem (P3KE) Program**

The P3KE focuses on the eradication of extreme poverty in regions through direct interventions to groups in severe poverty. This program is designed to provide comprehensive assistance that encompasses economic, social, and educational aspects. P3KE aims to address basic needs such as access to education, healthcare, and income enhancement, with the hope that these interventions can bring significant changes to the lives of beneficiaries. Its role is to provide urgent short-term solutions while planning long-term interventions to effectively reduce extreme poverty.

P3KE is focused on eliminating extreme poverty in Bogor Regency, with the primary target being the most vulnerable communities living in extreme poverty. This research found that P3KE has demonstrated some successes in identifying and reaching these groups. In some cases, the program has successfully provided much-needed assistance, directly reducing the levels of extreme poverty.

However, similar to TKPKD, the effectiveness of P3KE is also hampered by data accuracy issues. The data used to determine program targets is often incomplete or outdated, resulting in some communities not being recorded or missed from interventions. This indicates that while the program has clear targets and tangible impacts, its effectiveness could still be improved by enhancing the data collection system.

Additionally, although P3KE has successfully provided short-term impacts in reducing extreme poverty, the biggest challenge is ensuring the sustainability of the program. The assistance provided is often temporary, and without a strong sustainability strategy, many beneficiaries return to poverty once the assistance ends. Therefore, it is crucial to integrate sustainable long-term strategies into the implementation of P3KE.

#### **4.3. The Role and Effectiveness Reformasi Birokrasi Tematik (RB Tematik) Program**

RB Tematik focuses on enhancing efficiency and accountability in government administration, including the implementation of poverty alleviation programs. By introducing

technology, streamlining procedures, and increasing transparency, RB aims to improve the quality of public services and ensure that the budget allocated for poverty alleviation programs is used effectively. This reform is expected to enhance the speed and accuracy of program implementation while reducing the likelihood of corruption and budget misuse.

RB Tematik is the government's effort to improve efficiency and accountability in governance, including the execution of poverty alleviation programs. Research findings indicate that RB Tematik has successfully enhanced bureaucratic efficiency in Bogor Regency, positively contributing to the implementation of poverty alleviation programs. The simplification of administrative processes and increased transparency have allowed programs to run more smoothly and responsively to community needs.

However, RB Tematik also faces challenges in field implementation. Although the reforms have led to increased efficiency, there are still issues related to accountability and transparency, particularly in the oversight of budget usage. Corruption and inefficiency remain problems that affect the effectiveness of social programs, including poverty alleviation.

Additionally, RB Tematik has encouraged innovation through the adoption of digital technology in administrative processes. However, many government officials are still not fully prepared or trained to optimally utilize this technology. Training and capacity development for human resources need to be enhanced to ensure that the adopted technology can be effectively employed in supporting program implementation.

#### **4.4. Efforts to Enhancing Program Effectiveness**

In the effort to reduce poverty in Bogor Regency, each program plays a significant role. Although each program has shown progress, there are several challenges that need to be addressed to enhance their effectiveness. The following is an analysis of efforts that can be made to improve and increase the success of these programs:

##### **4.4.1. Improvement of Data Coordination and Synchronization for TKPKD**

One of the main challenges in the effectiveness of TKPKD is the often suboptimal coordination among agencies. To enhance the effectiveness of this program, serious efforts are needed to improve coordination and data synchronization. The development of an

integrated information system that allows for real-time data access is an important first step. This system should encompass various aspects of poverty alleviation and enable the involved agencies to share information transparently and accurately. Additionally, training for TKPKD personnel in data management and inter-agency communication is essential. With adequate training, personnel will be better equipped to manage information effectively and communicate efficiently, thereby enhancing cooperation and synergy among various actors in the poverty alleviation program.

#### **4.4.2. Improving Public's Participation in P3KE**

P3KE has focused on the eradication of extreme poverty by providing direct assistance to those in need. However, the success of this program heavily relies on community participation in the planning and implementation processes. To enhance the effectiveness of P3KE, steps need to be taken to actively involve the community. One way to achieve this is by organizing community discussion forums and needs assessments that directly engage community members. Through these forums, the community can express their needs and challenges, as well as provide feedback that can be used to tailor and improve P3KE interventions. Additionally, involving civil society organizations in monitoring and evaluating the program can help ensure that the assistance provided is targeted and aligned with local needs.

#### **4.4.3. Enhancing Supervision and Training System for the Human Resources for RB Tematik**

RB Tematik aims to enhance efficiency and accountability in government administration. Although this program has shown some improvements, there are still challenges related to oversight and the training of human resources (HR). To address these issues, it is important to strengthen the oversight system and enhance HR capacity. Tighter oversight of the implementation of bureaucratic reforms can help reduce the likelihood of corruption and budget misuse. Additionally, comprehensive training in technology usage and budget management should be provided to government officials to ensure they can effectively utilize new tools. Developing HR capacity through training and skill-building will improve administrative performance and enhance the quality of public services.





**Figure 1:** Indonesia’s Poverty 2016-2023.

From the figure above, it can indicate that those programs might be have an impact on Indonesia’s poverty or might be not. Although those programs have different goals and roles in alleviating Indonesia’s poverty, but before RB Tematik dan P3KE been published in the late 2020 and 2021, the trend of Indonesia's poverty is declining. Base on this data, further research of the impact of those programs can be eligible.

### 5. CONCLUSION

The Regional Poverty Alleviation Coordination Team (TKPKD), the Extreme Poverty Eradication Acceleration Program (P3KE), and Thematic Bureaucratic Reform (RB) play important roles in efforts to reduce poverty in Bogor Regency. TKPKD functions as a coordination platform among agencies, P3KE focuses on addressing extreme poverty, and RB aims to improve bureaucratic efficiency.

The effectiveness of each program still faces challenges. TKPKD requires improvements in coordination and data synchronization among agencies. P3KE needs to enhance community participation to ensure that assistance is targeted and sustainable. RB must strengthen the oversight system and improve human resource capacity to maximize administrative efficiency.

Efforts to enhance program effectiveness include the development of an integrated information system, increased community participation, and strengthened oversight and

training for human resources. By implementing these measures, it is hoped that these programs can more effectively and sustainably reduce poverty rates in Bogor Regency.

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