STRATEGIC PLANNING IN POVERTY REDUCTION IN TASIKMALAYA CITY

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Abstract
Poverty is a complex challenge that requires a structured and holistic approach in overcoming it. This research aims to explore and analyze strategic planning in poverty alleviation efforts in Tasikmalaya City. This research uses a qualitative approach with a case study method. The results of the research show that the implementation of strategic planning for poverty alleviation in Tasikmalaya City through the formation of a regional Poverty Alleviation Coordination Team (TKPK) and Regional Poverty Alleviation Regulation number 3 of 2022 has not achieved the expected effectiveness. Even though administration meets central and regional government requirements, the substance of strategic planning still has little influence on the implementation of poverty reduction activities. Supporting factors involve national coordination, government policy, community entrepreneurship, and community involvement and the role of religion. Meanwhile, inhibiting factors include less dynamic leadership, lack of influence of mission and vision, less relevant research, and minimal collaboration and innovation diffusion capabilities. These results illustrate an expanded understanding of the complexity of poverty reduction strategies in the City of Tasikmalaya, with special attention to organizational aspects, the complexity of poverty problems, and local contexts that differentiate them from the general theoretical framework.
Keywords: Strategic planning, poverty alleviation, Poverty Alleviation Coordination Team (TKPK), Effectiveness of implementation.

A.   INTRODUCTION

Tasikmalaya City, West Java Province, was officially established on October 17 2001, as a division of Tasikmalaya Regency. Based on the 2017-2022 Tasikmalaya City Regional Medium Term Development Plan (RPJMD), it has a vision: "A Religious, Advanced and Civilized City of Tasikmalaya" (Nugraha, 2020). Efforts to reduce the level of poverty are explicitly listed as one of the missions of the City of Tasikmalaya, this can mean that the level of community poverty is one of the main development problems in the City of Tasikmalaya (Satibi & Sudrajat, 2022).

In 2017 the poverty rate of Tasikmalaya City was 14.80%, meaning that 14.8% of the population (97,850 people) were below the poverty line, namely Rp. 416,837,- / capita / month. This

condition makes Tasikmalaya City's poverty rate the highest in West Java, higher than the average poverty rate for West Java Province of 8.71%. The development of the poverty rate in Tasikmalaya City from 2017 to 2019 has decreased, but it is still the highest poverty rate in West Java. Meanwhile, in 2020 the poverty rate increased compared to 2019, namely from 11.60% to 12.97% (BPS, 2020).

The effects of the Covid-19 pandemic have caused many economic activities to experience contraction to the point that production stops, thus driving poverty levels up (Arianto, 2020). One of the problems that can explain this is related to the ineffectiveness of poverty reduction policies in the City of Tasikmalaya as concluded by Sudrajat's research (2018). Poverty alleviation which is under the task of the Tasikmalaya City Poverty Alleviation Coordination Team (TKPK) is still partial and cannot yet run in an integrated manner. Program determination is still based on the sectoral egos of each regional apparatus so they are still not in sync with each other. Various innovative programs still need to be implemented to accelerate poverty reduction efforts. In this regard, strategic planning is very important to be able to organize or map various existing strengths and weaknesses so that goals can be achieved effectively (Nugroho, 2010).

Strategic planning is a very important process to provide certainty in planning and using various powers as well as mapping all situations so that efforts to accelerate poverty reduction can be more focused and systematic (Permatasari, 2017). Such efforts must be made considering that the issue of poverty is a complex issue and is connected to various interests and parties. There are protracted problems which are even a result of ineffective handling of policies so that the various programs that have been implemented have not been able to reduce poverty significantly (Haq, 2014).

Since the leadership of President Susilo Bambang Yudhoyono, the government has pushed for a policy that can accelerate poverty reduction with various assistance programs (both material and skills) to various predetermined parties (Hadinoto & Retnadi, 2007). This effort was also followed up by the formation of an acceleration team which was created down to the Second Level Regional Government level with coordination down to the village or sub-district level. This policy basically shows a strategic planning effort that will be carried out by the central government down to regional governments (Sutrino et al, 2016).

In its implementation, this will has not shown a major impact. In the context and case in Tasikmalaya City, poverty until 2019 experienced a decreasing trend in percentage but increased again in 2020 and 2021 when the Covid-19 pandemic was declared in Indonesia. Poverty in the City of Tasikmalaya has become a crucial issue that has prompted the issuance of regulations in the form of Tasikmalaya City Regional Regulation Number 3 of 2022. All these efforts can be analyzed in a strategic planning review to achieve goals effectively and efficiently, or can be evaluated to provide a strategic planning formulation better.

B.   LITERATURE REVIEW

Poverty in Indonesia is officially known from the results of the Central Statistics Agency (BPS) survey which is released every year through the results of the National Socio-Economic Survey (Susenas) Consumption and Expenditure Module which is carried out in the March and September periods each year (Nugroho et al, 2020). The number of poor people is calculated based on standards from the World Bank regarding the ability to meet basic needs. There are several important concepts

related to poverty in the view of the Central Statistics Agency (BPS). Namely, the poverty line (GK) is the minimum expenditure incurred by a person to fulfill his basic life needs for a month in the form of food and non-food (Budiantoro et al, 2015). The food poverty line is calculated by equalizing 2100 kilocalories per capta per day with 52 types of commodities. The non-food poverty line is represented by 51 types of commodities in urban areas and 47 types of commodities in rural areas (Muhtarom, 2016).

Measuring poverty like this in several cases has become an important issue which causes the neglect of structural causes in the problem of poverty. Bletsas (2007) shows that in the Australian case poverty is considered an individual problem, thereby ignoring the responsibility of structures as a cause of poverty. Being poor is because people do not have the ability and capacity, not because of the unequal distribution of wealth or the marginalization of people who are limited and structurally marginalized. The consequence of this is the limited role of the government in the policies taken (Triani, 2020).

According to Ravallion (2016), knowledge about temporary poverty is important for three reasons. First, so that we can know the progress of policies or efforts in overcoming poverty. Because with temporary poverty information, each person's changes in relation to the poverty line will be known. Second, because different policies are needed to overcome temporary poverty due to special circumstances and different for each place according to local conditions. Third, provide options for policy making in accordance with available information.

Strategic planning in public policy cannot be separated from the process of determining the public agenda and formulating problems. Avoiding understanding these two things in understanding strategic planning in the context of public policy will ignore the content or substance of strategic planning itself (Tjilen, 2019). Therefore, discussions about strategic planning must start from discussions about agenda setting and especially policy formulation. Bryson (2004) defines strategic planning as a disciplined effort to produce fundamental decisions and actions that will shape and guide an organization's identity, namely what and why it does something. Good strategic planning requires broad-scale but effective information to achieve the mission and issues addressed so that decisions can be made that have implications for the future. Communication, participation, various interests and different values can be managed by strategic planning to foster analytical and accountable wisdom and decisions (Wibowo, 2020).

A more recent idea that has been developed or revised several times was written by Allison and Kaye (2015) with the aim of strategic planning for nonprofit organizations. His writing in this case can be used for government organizations, including in the context of poverty reduction policies in the City of Tasikmalaya. According to Alison and Kaye, strategic planning will help organizations make clear decisions regarding goals and strategies, as well as commitment to these decisions. Strategic planning is a management tool and helps organizations run better, including helping leaders make the decisions they want rather than just responding or reacting to situations. In this understanding, strategic planning is defined as a systematic effort in which an organization agrees and builds commitment from various main stakeholders towards the main priorities for the organization's mission and is responsive to the organization's environment. Strategic planning guides how resources are obtained and allocated to achieve those priorities. In this definition there are four keywords, namely strategic, systemic and

data-based, building agreement and commitment, and guiding the acquisition and allocation of resources.

C.   METHOD

This research will use qualitative case study methods as a way to balance the uniqueness of research in the field of public administration (Van Thiel, 2022: 86-91). The case study method is used in this research as a way to examine the uniqueness that exists in each case in public administration (Yulianah, 2022). Using a qualitative paradigm in order to research strategic planning for poverty alleviation in Tasikmalaya City according to the Allison and Kaye (2015) model. The selected case study studied shows an important and unique situation so that it is intrinsically worthy of research and discovers something important for science (Stake, 2009). Data collection was carried out through four techniques, namely: 1). interview, 2). participation, 3). documentation, and 4). focused discussion (Focus Group Discussion). Interviews are conducted to collect information directly or indirectly, for example through electronic mail. The direct process can also be done online or offline. Data analysis was carried out in accordance with qualitative guidelines which contain several steps. The data analysis will then be used and guided based on Allison and Kaye's strategic planning model so that you can then add or make corrections to the model in an effort to develop new or novel findings by looking at their relevance to the research context.

D.   RESULTS AND DISCUSSION

Analysis of Strategic Planning in Poverty Reduction in Tasikmalaya City

This research has collected various information to provide a description and explanation regarding the 10 steps in preparing strategic planning according to Allison's (2015) ideas. Discussion of the description of the research results will show that each of the ten stages corresponds to the indicators that have been mapped according to the interests of this research.

1. Measuring success

In the context of Tasikmalaya City, poverty reduction has been prepared in a Tasikmalaya City Regional Poverty Reduction Strategy (SPKD) document for 2017-2022. In the document, the situation that will occur in 2022 is described as reducing the percentage of poverty by 5 percent. This means that from 14.80 percent in 2017, it is predicted that in 2022 it will decrease to 9.80 percent. This achievement can be achieved in 2022 at 12.72, and in 2023 at 11.53 percent. This means that the results expected in planning in 2022 cannot be implemented according to plan.

"The unsolved problem of poverty has encouraged the need for a new poverty reduction strategy that touches the root of the problem of poverty. The conventional view states that poverty is a problem of lack of capital and considers poor people as objects who do not have information and choices and therefore do not need to be involved in public policy decision making. The implication of this view is that the government has a dominant role in providing capital and basic needs for the poor. This approach has proven to be less than optimal in solving the problem of poverty, not only due to budget difficulties and weak policy design because it does not touch the root of the problem of poverty, but also the lack of recognition and respect for the voice and basic rights of the poor ." (SPKD, 2017)

2. Network Engagement

All the indicators in this second stage are found in the implementation of the Development Plan Deliberation which is held every year from the sub-district level to the city level, either through the Regional Leadership Communication Forum (Forkopimda), the Subdistrict Leadership Communication Forum (Forkopimcam), or the Subdistrict Leadership Deliberation (Muspikel). However, one of the biggest weaknesses of the process is that its importance in measuring the strengths and weaknesses of the organization in achieving goals is not given enough attention.

This research found that the involvement of external parties did not substantially involve these parties in the strategic planning that was made. There are external parties that the organization thinks have been involved, but according to external parties they are not actually involved. This finding is important because it reveals an organization that is less ready to involve external parties in initial planning to develop strategic planning. These external parties stated that they had never been consulted seriously about jointly tackling poverty in Tasikmalaya City.

3. Vision, Mission and Values

Based on Tasikmalaya City Regional Regulation Number 9 of 2008 concerning the Long Term Development Plan (RPJP) for the Tasikmalaya City Region for 2005-2025, the vision for the development of Tasikmalaya City until 2025 is "With Faith and Piety Tasikmalaya City as the Most Advanced Trade and Industrial Center in West Java" . This vision does not yet show a vision for poverty alleviation, but is a reference for preparing a vision and mission for poverty alleviation in the City of Tasikmalaya. Regarding the vision and mission in government practice in Indonesia, there are slight differences with Allison's concept. According to Allison, mission is a statement of purpose, while vision is a description of the situation that will be realized in the future. Meanwhile, the mission in the Indonesian government shows the efforts or steps that will be taken to realize the vision.

Regarding poverty alleviation, as a derivative of the RPJPD mission, the vision has been explained starting from the Regional Medium Term Development Plan (RPJMD) document to the annual plan document. Likewise, with the formation of the Regional TKPK, the City of Tasikmalaya has explained its mission and vision in alleviating poverty. Various programs related to this matter have also been carried out in accordance with the planning process carried out. The 2017-2022 RPJMD states in the second mission that in order to achieve the vision of the city of Tasikmalaya, there is a mission to "reduce poverty levels and increase people's purchasing power".

4. Environmental Mapping

Environmental mapping is carried out at the initial stage of strategic analysis for the two most important objectives. Firstly, to find out considerations from external aspects of achieving goals, including developing issues. Second, is to find out the conditions that will be the location of the organization's activities and achievements. Several important external and internal issues revealed in the previous three stages have been partially fulfilled, and some have not. For example, regarding differences in data and information on the number of poor people, which until 2022 there are still differences, in 2023 integrated data and information have been obtained. However, research and studies have not yet made much significant progress. Regarding environmental mapping, several FGDs and interviews showed that there are still many considerations given by external parties that cannot be accommodated by various programs within the organization (department). In-depth interviews with MSMEs with the theme of innovation, for example, show that organizations have not

been able to understand the consideration of external aspects regarding certain issues, perhaps due to neglect. Meanwhile, regarding research, the limited number of human resources for researchers is the main problem.

5. Theory of Change and Program Portfolio

The entirety of programs, projects and other activities is known as a portfolio. It represents a complete picture of an organization's resources and investments in achieving the goals in its strategic planning. Creating a program portfolio provides an overview of the organization's total investment so that it can achieve the following things. First, programs and projects can be scrutinized and monitored to ensure they remain aligned with strategic objectives; for example reform, modernization or sustainability and others. Second, the overall skilled program or project resources are used most effectively. Third, new requirements can be evaluated against current commitments. And finally the program portfolio is useful for seeing the impact of programs and projects on work as usual and can be managed by the organization.

Apart from that, Allison has also explained that the theory of change will answer how all the goals will be achieved with the program portfolio. This means that the portfolio is not important if the theory of change cannot explain how it will all work for the desired change. The program portfolio and theory of social change are administratively included in every planning document owned by the Tasikmalaya City TKPK and regional officials. Activities throughout the year have been prepared based on a clear budget and predetermined targets. However, once again, this does not mean that the function and substance of the portfolio has been achieved properly.

6. Business Model

The sixth step studied is about financial support for the theory of change and program portfolio. That there must be a summary of things that have happened previously so that a financial categorization matrix can be created to determine priorities. Through this, strategies can be developed to ensure income that can cover any program expenses carried out. Based on findings in the field, technical parties within the organization who deal directly with the community conveyed the main problem regarding budget limitations in achieving success. Regional officials, especially sub-districts, cannot make maximum efforts to reduce poverty due to limited funds available. The additional budget for sub-districts is also limited, so there are not many decision options.

So far, income other than the State budget has not been significant for organizations to cover various deficiencies in existing programs. The level of public participation in the program is more of a participant than a financial supporter. For example, regarding skills training, the community becomes participants rather than synergizing with the government to carry out certain skills training. In many programs, for example, some people say that they have financed the State through various taxes that have been paid to the State. So, this financing is closely related to the state's financial situation.

7. Organizational Capacity

The interest in this stage is to measure the organization's capacity to develop and achieve its goals so as to produce several options for decisions. Within existing organizational and budget constraints, this step is very important to ensure that the organization can maximize its capacity. For example, when budget funds are limited for developing HR training, an analysis of organizational capacity can decide which regional agencies or apparatus should decide to receive training. Managing

the capacity of a large organization for a complex poverty problem requires consistency and high commitment. This statement is important to convey because even though in concept the bureaucracy must be neutral and professional, in practice it is still often dominated by political and pragmatic interests. So in the end, the organization cannot develop because of inappropriate decisions.

8. Leadership

The center of an organization's success is in its leadership. Various discussions and theories about leadership have been produced since ancient times, even in various cultures and periods. In the interests of strategic planning, the most important thing about leadership is mobilizing others for action. Therefore, leadership must be filled by leaders who have high quality and competence. In organizational studies, for example, a leader is not only a model of behavior, but is also able to inspire so that every individual involved acts as expected.

Allison explains in more detail the eight indicators for assessing this leadership. The first is a basic understanding of vision, mission and values. Both clear and expanded understanding of strategy and judgment. Third, leadership effectiveness in organizational governance. The fourth is related to leadership at the middle or supporting level. Fifth, leadership in staff development, organizational culture. Sixth, understanding differences and cultural competence. The seventh is related to capabilities in external communications and the last is related to cost collection and sustainability planning.

9. Complete strategic planning

Allison divides this third stage into two steps, namely completing strategic planning and using the plan successfully. In this research, the answers to these two steps can be answered satisfactorily by the publication of planning documents in the form of SPKD and Regional Poverty Reduction Plans (RPKD). However, in this sub-chapter, several things still need to be analyzed, namely those related to public/society responses, responses to changing trends, and related to program sustainability. The public response to the planning carried out by the government was relatively poor. The public is relatively unaffected by this planning and does not make this planning a credible commitment. This is demonstrated by the polemic that emerged regarding the status of Tasikmalaya City as the Poorest City in West Java in 2022.

In 2021, the Tasikmalaya City DPRD decided to create a DPRD initiative regional regulation on poverty alleviation. Regional regulations as a policy are based on the identification of problems and also the formulation of ideals. In the political process, if the DPRD drafts an initiative regional regulation, then this is considered important to the public. The city of Tasikmalaya has a high poverty rate in West Java, so it needs a special legal umbrella regarding poverty alleviation as a form of seriousness. The DPRD member's statement implicitly shows that the strategic planning prepared by the regional government through the regional TKPK has not been able to convince the public. Regional regulations in this case are a response to weak public trust in the strategic planning that has been made.

10. Ensure the Implementation of Strategic Planning

The final step is related to several important things to ensure that strategic planning can be implemented. Therefore, it is necessary to translate operational plans, prepare or build resistance to change, lack of long-term focus and failure to adapt to external changes. Regarding several of these things, from 2019 to 2022 in Indonesia, the Implementation of Community Activity Restrictions

(PPKM) will be implemented, which is a big change not only for the City of Tasikmalaya but also for the world in general. This situation has provided challenges and threats to various existing plans due to changes in budgeting and activity focus. The process of adapting to external changes has been complained about by various levels of government in the City of Tasikmalaya in poverty alleviation.

The most important problem faced in the changes caused by the Covid 19 pandemic is changes in organizational strategy and culture which cannot be fully followed by adequate human resource development. This has an impact on the implementation of the main strategy in overcoming poverty and achieving the vision. The Covid 19 pandemic is considered something that cannot be controlled, so that in the two years since then, the percentage of poverty has experienced another increase.

The Power of Strategic Planning for Poverty Reduction

The results of research on Tasikmalaya City's strategic planning for poverty alleviation using the Allison and Kaye model have shown several strengths and supporting factors for this strategic planning. Because the poverty alleviation process does not only involve the government, but also involves the community in general as part of the Tasikmalaya City TKPK, an explanation of this will be prepared based on internal and external reviews.

1. National Coordinated Movement

The supporting factor for strategic planning for poverty reduction is that this movement is nationally coordinated. As regulated in Presidential Regulation of the Republic of Indonesia Number 15 of 2010 in conjunction with Number 96 of 2015 concerning the Acceleration of Poverty Reduction. In this regulation, it is explained that poverty alleviation is a policy and program of the government and regional governments. Poverty reduction at the national level is coordinated by the National Team for the Acceleration of Poverty Reduction, which is a cross-sector and cross-stakeholder team at the central level. At the provincial level by the Provincial Poverty Alleviation Coordination Team and at the city/district level by the City/Regency Poverty Alleviation Coordination Team.

To better understand this as a strength in strategic planning for poverty reduction in the City of Tasikmalaya, it is important to describe if, for example, poverty reduction is not coordinated nationally. If poverty alleviation is not nationally coordinated, then strategic planning must take into account aspects of population mobility and movement. Because it is not impossible, if one area has a better program, residents in other areas might move to that place. This move will certainly be a new burden and problem and ultimately become crucial in the strategic planning process. Each region must also coordinate independently with other regions, with the provincial government and with the central government. This coordination is not easy, the process can take time and is outside the control of the regional government in Tasikmalaya City. Based on this coordination, various programs will be prepared and when changes occur in other governments, it will be possible for the program to be changed again.

2. Completeness of regulations and policies

As a government organization, the Tasikmalaya City Regional Government is implemented based on or subject to various regulations. The Tasikmalaya City Regional Government, from the very basics, is bound by the 1945 Constitution of the Republic of Indonesia. Then more specifically it is bound by Law no. 23 of 2014 concerning Regional Government. In addition, many other laws relate

to local government. More specifically regarding poverty alleviation, it is also bound by Law Number 11 of 2009 concerning people's welfare. This rule is explained or regulated by derivative provisions by Presidential Regulations, ministerial regulations and so on. In terms of more master planning, the Tasikmalaya City Regional Government is also bound by the Regional Long Term Development Plan and also the Regional Medium Term Development Plan.

The completeness of these regulations has guided almost all strategic planning as mentioned by Allison carried out by the government. In poverty alleviation, regulations require the preparation of a Regional Poverty Alleviation Plan (RPKD) document, which is strategic planning by the government which is re-elaborated every year in the Regional Action Plan. In preparing this matter, steps are also regulated that ensure participation from below and also from external parties.

3. Community Entrepreneurship

The entrepreneurship referred to in this paper is taking risks to run one's own business by taking advantage of opportunities to create new and innovative businesses so that the business can be independent and develop in the face of competition (Jong and Wennekers, 2008). Community entrepreneurship in one aspect, for example, can be interpreted as community independence not to depend on the government and try to solve their own problems. This community entrepreneurship has provided benefits to the planning process because the community consciously or unconsciously participates in the strategies desired by the government. As revealed in the discussion regarding the response from MSME players who felt that the presence or absence of the government would have a big influence on their business. On the one hand, such a situation can be called positive entrepreneurship in the poverty reduction planning process.

4. Community Involvement and the Role of Religion

Community entrepreneurship originates from Sundanese values and also Islamic values that exist in society. In the Islamic perspective which is the basis for community entrepreneurship, becoming an entrepreneur is an effort to follow the Prophet Muhammad. Being an entrepreneur means having wealth that will be beneficial not only for oneself, but also for the workers and the community. The role of religion in Tasikmalaya City society has become an important force in alleviating poverty. Entrepreneurs use their money not in the interests of capitalism to collect capital, but the profits obtained are used as provisions for worship. Embroidery entrepreneurs in Kawalu, for example, set up schools or Islamic boarding schools to help poor and orphaned people go to school. They also provide a kind of social protection in the form of loans or assistance to workers if any of them or their families have urgent needs or someone is sick.

All of this can happen because religion has played a role in people's lives, becoming motivation and ethics in carrying out various business and life activities. This role of religion can be maintained and developed because Tasikmalaya City is known as the City of Santri where there are many Islamic educational institutions or Islamic boarding schools. This Islamic boarding school ensures that the role of religion remains present and has a positive influence on poverty alleviation.

Weaknesses of Strategic Planning for poverty alleviation

Based on the results of qualitative data processing, there are four most important weaknesses that must be strengthened so that the poverty reduction planning process in Tasikmalaya City can be

carried out well. These four weaknesses are related to leadership that moves, the influence of mission, vision and values, government collaboration and diffusion of innovation, as well as research and studies that are not yet relevant.

1. Leadership that drives

In general, the issue of leadership can be concluded as a leadership issue that moves. Namely, how leadership can move an organization to run more effectively, move people to participate and collaborate, and mobilize all other resources for the sake of achieving goals. Leadership is a matter between those who are led and those who lead, namely the quality of the relationship between the two. So, leadership is not necessarily a matter of leaders who are less qualified or those they lead are less qualified. But all of this shows the quality of the relationship between those led and their leaders.

In the context of Tasikmalaya City TKPK, of the eight leadership indicators, 7 of them were found to be problems with 4 of them being very influential in the strategic planning process. Therefore, this leadership problem is the first and main weakness that must be a priority in solving it. Leadership issues are related to the political situation at the local level in Tasikmalaya City. Even though bureaucracy should ideally be professional, in practice it is still influenced by the state of political leadership. The Mayor cannot be separated from being a political actor who is elected through a process of political contestation by the community. Therefore, this issue cannot be separated from local political stability in Tasikmalaya City.

2. The Influence of Vision, Mission and Values

The 2017 SPKD as a planning document shows several concepts that are used in an unintegrated manner as an argument for strategic planning. As a product, of course it will have limitations. However, this limitation occurs due to inconsistency in using a concept in the entire argument. This shows that the mission, vision and values still have little influence in the document itself. So, internal SPKD documents have shown the weak influence of mission, vision and especially values in the strategic planning process. This weakness means that strategic planning does not have the important power to guide the expected social change process. This statement is important because, as Allison stated, strategic planning is a process for building alignment and commitment to subsequently obtain and allocate the needed resources.

For example, while the contents of the mission and vision regarding poverty alleviation include protecting the poor politically through increasing substantive participation in the policy process, there is no relevant data regarding this. For example, data about the involvement of poor people in social and/or political organizations as well as various moderation questions and discussions related to this should appear as important data to support goal achievement. However, this question does not arise, thereby ignoring one of the substances of poverty alleviation.

3. Research and Studies that are not yet relevant

Relevant research starts from the process of using concepts that are appropriate to cultural language (Alatas, 2001). For example, regarding poverty and empowerment in Tasikmalaya City, it should be explained using a more appropriate conceptual basis. For example, research should be able to explain poverty in concept and history in Tasikmalaya City. For example, how the use of silih asah, silih asih, silih asuh can be a concept that explains poverty and empowerment in the City of Tasikmalaya.

After concept, relevance is also related to the suitability and priority of the values that underlie the research process. Regarding methods, theory adoption, and sources of information or theory are used critically. Lastly, relevance is related to topics that are important but sometimes considered unimportant. For example, in the research on poverty in Tasikmalaya City which was carried out in the 2017 SPKD, there was no research on social capital or their involvement in certain organizations or communities that could help them in social mechanisms. Studying this topic may be unusual but it is important to see how they can survive without help from the government.

4. Government Collaboration and Innovation Diffusion

The results of weaknesses in these three things have had an impact especially on the implementation of government collaboration and how innovation can be influenced through the innovation diffusion process. Collaboration is something that is difficult to do amidst unmotivated leadership, lack of influence of mission, vision and values, and a lack of relevant research. Collaborative steps also cannot be taken because there is a wrong way of viewing society from the government, as well as from society towards the government. For example, the ideas of the New Public Services (NPS) which see society as citizens from a democratic perspective cannot provide a solid foundation for the collaboration process because of the limited ideas, both from the government and society, about democracy and citizens.

Democracy is not considered as a broad value and order in life, whether in philosophical, social or governmental terms. Because of this, every suggestion and voice from the community is interpreted more within the limits of government administration than ideas within humanity. Finally, many forums open up space for participation from the public but do not have an impact on the formation of a more substantial public space. The same thing also happens in the diffusion of innovation from various programs that have been launched. Innovation requires a more basic review of how an innovation not only has relative advantages but also fits with industry interests and society's socio-cultural values (Hornor, 1998). The energy that must be prepared to carry out the diffusion of this innovation cannot be prepared from the weaknesses of the previous three things.

E.   CONCLUSION

This research highlights the implementation of strategic planning for poverty alleviation in the City of Tasikmalaya through the formation of a regional Poverty Alleviation Coordination Team (TKPK) and the issuance of Regional Poverty Alleviation Regulation number 3 of 2022. Even though the administration has complied with the procedures regulated by the central and regional governments, this research reveals that in general substance, strategic planning steps have still not achieved the desired effectiveness. Strategic planning is identified as an administrative tool that has not had a significant impact on the implementation of poverty reduction activities until 2022. Supporting factors for the quality of strategic planning include national coordination, government policies that ensure mandatory planning documents, community entrepreneurship, and community involvement and the role of religion. On the other hand, inhibiting factors include less dynamic leadership, lack of influence of mission, vision and values on strategic planning, less relevant research, and lack of collaboration capabilities and diffusion of innovation. This research tries to answer the question of why planning documents are available but the substance is weak, by focusing on the TKPK

organization, the complexity of the poverty problem, and the special context of Tasikmalaya City which is different from existing theoretical ideas.

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