

Collaborative Governance in Poverty Alleviation in Rote Ndao Regency, East Nusa Tenggara Province, Indonesia

William Daniel Feoh¹, Rossy Lambelanova², Meliasta Hapri Tarigan³

Sekolah Pascasarjana, Institut Pemerintahan Dalam Negeri, Jatinangor
Email : donywilliamfeoh@gmail.com

The high poverty rate in Rote Ndao Regency highlights the need for poverty alleviation efforts that involve multiple stakeholders, as poverty is not only associated with economic factors but is also influenced by education, health, employment opportunities, and limited community resources. This study aims to analyze the implementation of collaborative governance in poverty alleviation in Rote Ndao Regency and to formulate an effective collaboration model to support poverty reduction efforts. This research employs a descriptive qualitative approach, with data collected through interviews, observations, and documentation. Research informants were selected using purposive sampling techniques and included representatives from local government, the private sector, communities, academics, the media, and the diaspora. Data analysis was conducted through the stages of data reduction, data presentation, and conclusion drawing, while data validity was ensured through source and technique triangulation. The findings indicate that collaborative governance in poverty alleviation in Rote Ndao Regency has involved various actors; however, its implementation has not yet been optimal. This is reflected in the absence of a structured collaboration forum, weak cross-sectoral coordination, limited resources, and insufficient integration of stakeholder roles. Furthermore, the processes of dialogue, trust-building, shared commitment, and mutual understanding among actors still require strengthening. This study also proposes a collaborative governance model that emphasizes strengthening institutional design, facilitative leadership, and the integrated involvement of multiple stakeholders. Through a more comprehensive and coordinated collaboration model, poverty alleviation programs in Rote Ndao Regency are expected to be implemented more effectively, participatively, and sustainably.

Keywords: Collaborative Governance, Poverty Alleviation, Collaboration Model, Collaborative Process, Rote Ndao Regency

This is an open access article under the [CC BY-NC](#) license



Corresponding Author:

William Daniel Feoh
Sekolah Pascasarjana, Institut Pemerintahan Dalam Negeri, Jatinangor
donywilliamfeoh@gmail.com

1. Introduction

Poverty is not only viewed as a national issue but also as a fundamental global development challenge and a key agenda of the United Nations through the Sustainable Development Goals (SDGs), particularly Goal 1 (No Poverty), which aims to eradicate extreme poverty by 2030. Poverty alleviation efforts require the involvement of multiple stakeholders, including governments, the private sector, civil society, and local communities, through cross-sectoral and cross-regional collaboration to achieve inclusive and sustainable solutions (Sahar & Salomo, 2018).

At the national level, the latest data from Statistics Indonesia (BPS) show that the percentage of poor people in Indonesia in March 2025 reached 8.47 percent, equivalent to approximately 23.85 million individuals. Although this figure has decreased compared to the previous period, poverty remains a strategic issue in national development. The high poverty rate in several rural areas and the existing regional disparities indicate that the effectiveness of poverty alleviation programs continues to face significant challenges despite various efforts that have been undertaken (Statistics Indonesia, 2025).

In the regional context, Rote Ndao Regency is a newly established autonomous region that emerged during the post-reform era alongside the implementation of regional autonomy in Indonesia. The establishment of Rote Ndao Regency was officially stipulated through Law Number 9 of 2002 concerning the Formation of Rote Ndao Regency in East Nusa Tenggara Province, enacted on April 10, 2002. Based on this legal framework, the local government subsequently established administrative and technical institutions to support the implementation of regional authority and governmental functions. Furthermore, the Government of Rote Ndao Regency enacted Regional Regulation Number 2 of 2009 concerning governmental affairs under regional authority, which was later reinforced by Regional Regulation Number 3 of 2016 concerning the establishment and organizational structure of local government agencies in Rote Ndao Regency.

The Government of Indonesia has an obligation to promote public welfare through the fulfillment of citizens' social and economic rights. This obligation is emphasized in Article 28C paragraph (1) of the 1945 Constitution of the Republic of Indonesia, which states that every citizen has the right to develop themselves through the fulfillment of basic needs, education, access to science and technology, arts, and culture to improve their quality of life and well-being. In addition, Article 28H paragraph (3) highlights the importance of welfare guarantees for citizens within the framework of the state.

According to Bapelibangda (2024), the percentage of poor people in Rote Ndao Regency from 2021 to 2025 has shown a declining trend, although the decrease has not been significant. Poverty declined by 0.63 percent in 2021, 0.40 percent in 2022, and 1.27 percent in 2023, while the poverty rate in 2024 remained relatively high at 25.78 percent. Poverty alleviation efforts in Rote Ndao Regency therefore require serious attention from the government and all stakeholders through integrated intervention strategies and programs targeting poor households based on a by-name-by-address approach.

According to Bapelibangda (2024), as outlined in the Regional Poverty Alleviation Implementation Report (LP2KD) of Rote Ndao Regency for 2024, poverty alleviation policies in the region are guided by the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 53 of 2020 concerning poverty alleviation strategies and programs. These policies focus on reducing the expenditure burden of poor households, increasing community income and economic capacity, promoting the sustainable development of micro and small enterprises, and strengthening policy and program synergies in poverty reduction efforts.

In addition, community participation in poverty alleviation in Rote Ndao Regency has demonstrated increasing engagement and collective awareness of regional development over the years. Since 2018, communities have actively participated in Village Cash-for-Work Programs and mutual cooperation initiatives for the development of basic infrastructure such as roads and sanitation facilities. Between 2019 and 2021, community involvement strengthened through the establishment of Joint Business Groups (KUBE), farmer groups, fishermen groups, and village-based micro, small, and medium enterprises (MSMEs) supported by the government and partner institutions. During 2022–2023, communities played an important role in supporting the Stunting-Free Village Program alongside integrated health service post (Posyandu) cadres, the 1,000 Days Fund initiative, and healthcare workers. In the period 2024–2025, community members became increasingly involved in the development of creative economies, MSME digitalization, and community-based social initiatives aimed at fostering local economic independence and sustainability. Overall, the active participation of the people of Rote Ndao demonstrates that they are not merely beneficiaries but also key actors in strengthening socio-economic resilience and accelerating poverty reduction.

Studies conducted at the regional level generally focus on evaluating programs and performance indicators without examining in depth how interactions and relationships among stakeholders occur within a comprehensive collaborative framework. Consequently, these studies have not been able to comprehensively explain why various poverty alleviation programs have not resulted in significant reductions in poverty despite involving multiple actors and cross-sectoral interventions.

Furthermore, there remains a limited number of studies that empirically apply the collaborative governance model proposed by Ansell and Gash to analyze poverty alleviation, particularly regarding initial conditions, institutional design, facilitative leadership, and collaborative process dynamics, including dialogue, trust-building, commitment to the process, and shared understanding among stakeholders. This research gap is particularly evident in the context of Rote Ndao Regency, where poverty issues are complex and resources for poverty alleviation are limited, yet no study has systematically examined a contextual collaborative governance model as a foundation for strengthening poverty reduction efforts. Therefore, the purpose of this study is to collect data, facts, and information to analyze collaborative governance in poverty alleviation in Rote Ndao Regency, East Nusa Tenggara Province.

2. Methodology

This study employs a qualitative research method with a descriptive approach. The use of a qualitative descriptive approach in poverty alleviation studies is highly relevant because poverty is not merely a matter of statistical figures but also encompasses complex socio-economic, cultural, and institutional dimensions.

The research utilizes data obtained from the Regional Development Planning, Research, and Innovation Agency (Bapperida) of Rote Ndao Regency. Primary data were collected directly from respondents through interviews conducted by the researcher with key informants and participants. Secondary data were obtained from planning documents, reports of the Regional Poverty Alleviation Team, news articles, academic journals, and other public documents relevant to the research objectives.

According to Sugiyono (2017), the selection of informants in this study was carried out using a purposive sampling technique, whereby informants were chosen based on specific considerations aligned with the research objectives. The selected informants were individuals possessing adequate knowledge, experience, and understanding of the issues under investigation, enabling them to provide relevant and reliable information.

Furthermore, Simangunsong (2017) states that data collection techniques commonly employed in qualitative research within the field of public administration include interviews, observation, documentation, and focus group discussions. Accordingly, this study applied these techniques to obtain comprehensive data related to collaborative governance in poverty alleviation.

Data analysis was conducted following the qualitative data analysis model proposed by Miles and Huberman, as cited in Simangunsong (2017). The analysis process was carried out continuously and interactively until sufficient data were obtained. The stages of analysis included: (1) data reduction, involving the selection, simplification, and organization of relevant data; (2) data display, through the systematic presentation of information to facilitate interpretation; and (3) conclusion drawing and verification, aimed at identifying findings and ensuring their validity throughout the research process.

3. Research Results and Discussion

Collaborative Governance in Poverty Alleviation in Rote Ndao Regency

Starting Conditions

a. Power, Resource, and Knowledge Asymmetries

The results of interviews and field observations indicate that the capacity of personnel within the Regional Development Planning, Research, and Innovation Agency (Bapperida) of Rote Ndao Regency continues to face several challenges, particularly regarding the availability of human resources and technical competencies. These conditions affect the effectiveness of collaboration among stakeholders involved in poverty alleviation programs, especially in terms of cross-sectoral coordination and the implementation of duties according to their respective functions and responsibilities.

From the perspective of Ansell and Gash (2007), this condition reflects the existence of resource asymmetries that may influence the dynamics of the collaborative process, particularly in fostering mutual commitment and trust among stakeholders. Disparities in capacity among actors have the potential to create dependency on certain parties and hinder the establishment of equitable and balanced collaboration.

The findings of this study are consistent with previous research in Indonesia indicating that limitations in bureaucratic resources constitute a major obstacle to the implementation of collaborative poverty alleviation efforts. Research conducted by Dwiyanto (2011) emphasizes that the capacity of local bureaucracies plays a crucial role in determining the success of public policy implementation, including poverty alleviation programs. Similarly, Suharto (2009) argues that the effectiveness of poverty reduction initiatives largely depends on the ability of institutions to manage resources optimally and in an integrated manner.

Based on the research findings, limitations in bureaucratic resources represent one of the key factors affecting the successful implementation of collaborative governance in poverty alleviation efforts in Rote Ndao Regency. The identified challenges are not only related to the capabilities and capacities of government personnel but also involve the unequal distribution of human resources and the need to strengthen personnel participation in collaborative activities among stakeholders. To address these issues, institutional strengthening measures are required, including enhancing personnel competencies, clarifying the roles and responsibilities of each stakeholder, and reinforcing coordination and synergy among stakeholders. Such efforts are expected to improve the effectiveness and sustainability of poverty alleviation programs in Rote Ndao Regency.

b. Incentives for and Constraints on Participation

The research findings indicate that incentives within collaborative governance are not merely manifested in the form of economic benefits but are also reflected through increased trust in the ongoing process, greater access to information, and the availability of meaningful opportunities for public participation. From the perspective of Ansell and Gash (2007), these conditions demonstrate participation incentives that emerge from stakeholders' perceptions of the benefits of collaboration, which in turn can strengthen their commitment to achieving shared objectives.

Compared with the findings of Wasistiono (2015), this study reveals a similar pattern in which community participation is influenced by government transparency and openness. However, in the context of Rote Ndao Regency, participation remains largely concentrated within formal mechanisms such as the Development Planning Consultation Forum (Musrenbang) and has not yet evolved into broader and more sustainable forms of collaboration beyond these forums. This condition indicates that the incentives created remain largely procedural and have not fully encouraged substantive engagement among stakeholders.

Consistent with previous studies in Indonesia, these findings suggest that community participation in development planning becomes more effective when supported by transparency, accountability, and government openness in providing access to public involvement. Nevertheless, within the context of Rote Ndao Regency, participation continues to be centered on formal forums such as Musrenbang. Therefore, further efforts are required to strengthen participation so that it can develop into a more substantive and sustainable form of collaboration in poverty alleviation initiatives.

At the same time, the findings from Rote Ndao Regency demonstrate a unique characteristic, namely that participation remains highly dependent on formal mechanisms and has not yet fully expanded toward broader and more sustainable collaborative arrangements outside such forums. These findings imply that participatory incentives among stakeholders have not yet been fully optimized. Consequently, innovation in collaborative mechanisms that are more inclusive and sustainable is needed to strengthen commitment and enhance the quality of stakeholder engagement in achieving common goals.

It can therefore be concluded that participation incentives within collaborative governance in Rote Ndao Regency have been able to encourage active stakeholder involvement, particularly through transparency, access to information, and opportunities for participation in planning processes. However, such participation remains dominated by formal patterns and has not yet fully evolved into substantive collaboration. Accordingly, strengthening efforts through more inclusive, innovative, and sustainable approaches are required so that stakeholder involvement is not merely procedural but can contribute more effectively to poverty alleviation outcomes.

c. Prehistory of Cooperation or Conflict

The research findings indicate that conflict management within collaborative governance for poverty alleviation in Rote Ndao Regency has generally been conducted in a conducive manner. This is reflected in the ability of stakeholders to manage differences in interests through effective communication and coordination, preventing potential conflicts from escalating into open disputes that could hinder the achievement of common objectives. Nevertheless, conflict management practices continue to be dominated by administrative approaches, which may limit the emergence of more substantive forms of collaboration. Therefore, it is necessary to strengthen dialogue spaces that are more open, participatory, and trust-based so that conflicts are not merely suppressed but are also managed as opportunities for learning and innovation in achieving sustainable poverty alleviation goals.

Based on all field findings, the conclusion regarding the Starting Conditions dimension of collaborative governance in poverty alleviation in Rote Ndao Regency indicates the existence of significant initial disparities, particularly in terms of bureaucratic resource capacity. Limitations in the number of personnel, technical competencies, and the level of active involvement of government officials in cross-sectoral coordination have prevented the collaborative process from functioning optimally. This condition reflects the concept of resource asymmetry described by Ansell and Gash (2007), namely disparities in capacity among actors that may influence the balance of relationships and hinder the development of shared commitment. These findings also reinforce the argument of Dwiyanto (2011) that bureaucratic capacity plays a central role in the successful implementation of public policies, including poverty alleviation programs. Consequently, weak initial capacity structures have directly contributed to delays in policy integration and weakened collaborative direction among stakeholders.

On the other hand, participation incentives for stakeholders have begun to emerge, although they are generally non-material in nature, such as information openness, process transparency, and opportunities to express community needs through mechanisms such as Musrenbang. These incentives are consistent with the framework of Ansell and Gash, which emphasizes the importance of perceived benefits in building initial

commitment to collaborative processes. However, participation remains predominantly procedural and has not yet developed into broader substantive collaboration, as criticized by Wasistiono (2015) regarding the tendency toward formalistic participation in regional governance.

Furthermore, although differences in interests related to program priorities and budget limitations were identified, these potential conflicts did not develop into open disputes because they were managed through formal inter-agency coordination mechanisms. This finding supports the argument of Setiyono (2014) that conflicts in public policy can be controlled through stable institutional mechanisms. Nevertheless, because conflict management remains largely administrative in nature, opportunities for collective learning and cross-sector innovation have not yet developed optimally. Therefore, the Starting Conditions dimension demonstrates that the foundations for collaboration already exist but still require strengthening through enhanced bureaucratic capacity, more substantive collaborative incentives, and more open dialogue spaces to manage conflicts constructively.

Institutional Design

a. Participation

The research findings indicate that poverty alleviation efforts in Rote Ndao Regency have adopted a multi-stakeholder approach through the involvement of various actors from local government agencies, the private sector, non-governmental organizations (NGOs), academia, mass media, and the community. However, the pattern of involvement remains fragmented, as some non-governmental actors continue to implement programs independently without formal coordination or awareness of being part of a broader development collaboration. This situation suggests that collaboration remains at the stage of emerging collaboration and has not yet been supported by an institutional system capable of effectively integrating all actors.

When analyzed using the perspective of Emerson et al. (2012), this condition reflects gaps in institutional integration, role clarity, and cross-sectoral coordination. Likewise, within the framework of Ansell and Gash (2007), although the multi-actor principle has been fulfilled, the principles of equality and active participation have not yet been substantively realized.

Based on the analysis, stakeholder participation in collaborative governance for poverty alleviation in Rote Ndao Regency demonstrates the involvement of various relevant actors. Nevertheless, such involvement continues to operate separately according to the respective duties and interests of each actor, resulting in suboptimal synergy. This condition indicates the need to strengthen institutional arrangements, clarify the functions and responsibilities of each stakeholder, and develop collaborative platforms capable of facilitating sustainable participation. Through these efforts, stakeholder involvement is expected to move beyond a procedural formality and evolve into a solid, coordinated, and effective partnership that supports poverty alleviation initiatives.

b. Ground Rules

Based on interviews and field observations, the implementation of collaborative governance in poverty alleviation in Rote Ndao Regency has been supported by formal ground rules, including decrees establishing the Regional Poverty Alleviation Coordination Team and Regional Action Plans that specify the division of roles and implementation targets. This indicates that, administratively, the collaboration already possesses a legal foundation and a clear organizational structure.

However, these ground rules remain predominantly top-down and administrative in nature, being largely dominated by hierarchical governmental mechanisms. Existing regulations do not yet fully reflect mutual agreements among all stakeholders, resulting in limited opportunities for participation in rule formulation

and reduced flexibility in the implementation of collaborative activities. Consequently, the existing rules function more as instruments of administrative control than as shared rules of engagement within a collaborative framework.

From the perspective of Ansell and Gash (2007), ground rules should be established through a process of mutual agreement that guarantees equality among stakeholders. Similarly, DeSeve (2007) emphasizes that collaborative rules should be adaptive and responsive to evolving circumstances. In the context of Rote Ndao Regency, these two dimensions have not yet been fully realized.

The findings indicate that although regulatory instruments governing poverty alleviation efforts are available, their function as mechanisms for fostering inter-actor collaboration has not been fully optimized. Existing regulations remain heavily oriented toward administrative requirements and therefore do not entirely support the creation of inclusive and adaptive collaborative processes. Consequently, institutional strengthening is required through the formulation of more participatory regulations, enhanced coordination capacities among stakeholders, and the development of dialogue forums that facilitate mutual understanding and shared commitment. Such measures are essential for establishing more effective collaborative governance in addressing poverty in a sustainable manner.

c. Transparency

Based on interviews and observations, transparency in poverty alleviation efforts in Rote Ndao Regency has been established administratively through the preparation of planning documents, program mapping, and the dissemination of budget information among government agencies. This demonstrates that information disclosure has been accommodated within the governmental bureaucratic system. However, such transparency remains largely internal and elitist, with access to information primarily confined to government institutions and not fully reaching the broader community and non-governmental actors. This condition suggests that transparency has not yet functioned as a collaborative instrument capable of promoting participation and fostering public trust on a wider scale.

From the perspective of Emerson et al. (2012), information transparency constitutes an essential component of collaborative dynamics that supports accountability and shared understanding among stakeholders. Similarly, Bryson et al. (2006) argue that participatory transparency strengthens policy legitimacy and enhances the effectiveness of cross-sectoral collaboration. Compared with the situation in Rote Ndao Regency, existing transparency mechanisms have not yet fully met these criteria.

Furthermore, the reduction in budget allocations in 2025 highlights the importance of transparency that is not only informative but also communicative. Without open and easily understandable communication to the public, policy changes may create information gaps and reduce public trust in government programs.

Based on the analysis of these three indicators, it can be concluded that the institutional design dimension of collaborative governance in poverty alleviation in Rote Ndao Regency has established a relatively adequate foundation. This is evidenced by the involvement of multiple stakeholders, the availability of formal rules to guide implementation, and the existence of transparency mechanisms within planning and program implementation processes. The participation of local government agencies, the private sector, NGOs, academics, mass media, and communities reflects the emergence of a collaborative approach involving multiple actors in poverty alleviation efforts.

Moreover, the existence of formal arrangements such as the Regional Poverty Alleviation Coordination Team and regional planning documents demonstrates that an administrative institutional framework has been established to support collaboration. Transparency has also been promoted through the dissemination of planning documents, program mapping, and budget information among government agencies. These

conditions indicate that the institutional design of collaborative governance has begun to take shape and serves as an important foundation for the implementation of poverty alleviation programs in Rote Ndao Regency.

Facilitative Leadership

Based on the results of interviews and field observations, facilitative leadership in poverty alleviation efforts in Rote Ndao Regency has begun to emerge through the “Development Triangle” initiative, which integrates the roles of government officials, religious leaders, and community leaders. This initiative demonstrates the active role of local leadership in creating opportunities for cross-sector collaboration and encouraging the involvement of non-governmental actors in the development process.

However, a deeper analysis reveals that the leadership pattern applied in the collaborative poverty alleviation process in Rote Ndao Regency remains largely dominated by the government as the primary driver of collaboration. Although various stakeholders have been involved, opportunities for non-governmental actors to participate in decision-making processes have not yet been fully equitable. This condition indicates that the collaborative relationships established are still at an early stage of development, where responsibility and ownership of programs have not yet been collectively shared among all stakeholders.

From the perspective of Ansell and Gash (2007), facilitative leadership should be capable of creating balanced relationships among stakeholders by acting as a connector, mediator, and catalyst for cooperation. Leaders are expected to build trust, accommodate diverse interests, and ensure that every actor has an equal opportunity to contribute to the collaborative process. However, the findings in Rote Ndao Regency indicate that these functions have not yet been fully optimized, as the processes of initiation, coordination, and policy direction remain largely determined by the government rather than through collaborative mechanisms that equally involve all stakeholders.

These findings are consistent with the view of Prasojo (2014), who argues that collaborative governance in Indonesia continues to be influenced by a hierarchical bureaucratic culture. As a result, collaborative processes often remain government-dominated despite the involvement of multiple stakeholders. Furthermore, Dwiyanto (2011) emphasizes that the effectiveness of collaboration depends greatly on the capacity and leadership skills of leaders to build networks and foster trust-based relationships among actors, rather than relying solely on formal institutional arrangements.

The findings of this study support the arguments of both Prasojo (2014) and Dwiyanto (2011). While facilitative leadership in Rote Ndao Regency has demonstrated positive progress in promoting collaboration for poverty alleviation, further improvements are needed to develop a more participatory, inclusive, and co-ownership-based leadership model. Such an approach would enable all stakeholders to share responsibility and ownership of collaborative initiatives, thereby strengthening their commitment to achieving sustainable poverty alleviation objectives.

Collaborative Process

a. Face-to-Face Dialogue

Based on the results of interviews and observations, face-to-face dialogue within the collaborative governance framework in Rote Ndao Regency has been conducted through various formal forums, such as sub-district Development Planning Consultation Meetings (Musrenbang), cross-agency program discussions, and collaborative studies involving academics. These forums have served as communication platforms where stakeholders can express aspirations, share data, and provide policy recommendations related to poverty alleviation.

However, a deeper analysis reveals that these dialogues are still conducted irregularly and in a fragmented manner. Furthermore, they are not facilitated through a dedicated forum that consistently addresses poverty issues from a cross-sectoral perspective. Coordination among government agencies remains limited and is often incorporated into other agendas due to budget constraints. As a result, the dialogues that occur have not yet evolved into comprehensive collaborative discussions that enable in-depth exchanges of ideas, negotiation of interests, and joint decision-making among stakeholders.

From the perspective of Ansell and Gash (2007), face-to-face dialogue constitutes the core of the collaborative process because it aims to build shared understanding and mutual agreement. In the context of Rote Ndao Regency, stakeholder dialogue remains largely at the stage of information exchange and preliminary coordination. Communication processes have not yet fully developed into collaborative dialogues capable of generating policy synergy and cross-sectoral integration. This condition is consistent with Wasistiono (2015), who argues that communication within local governments often remains administrative and formal in nature. Likewise, Subarsono (2016) emphasizes that the quality of dialogue and coordination among actors is a key determinant of effective public policy implementation.

Therefore, while dialogue within collaborative governance in Rote Ndao Regency has been established, it has not yet functioned optimally as a structured and sustainable deliberative forum. Strengthening cross-sectoral dialogue mechanisms that are more focused, regular, and issue-based is necessary so that stakeholder interactions extend beyond information sharing and contribute to the development of integrated agreements within poverty alleviation policies.

b. Trust Building

Based on interview and observation findings, trust among stakeholders involved in poverty alleviation in Rote Ndao Regency has been built through transparent communication, continuous coordination, and the active involvement of various actors. This process includes local government agencies, the banking sector, communities, and diaspora groups working collectively to support poverty alleviation programs. The role of Bapperida as the leading sector is evident in its efforts to synchronize programs across government agencies, thereby creating a shared understanding regarding the implementation of cross-sectoral policies. Furthermore, the involvement of external actors such as Bank NTT and diaspora communities indicates that the collaborative network has expanded and is founded on mutual trust.

Within the Indonesian context, these findings are consistent with the perspective of Prasojo (2010), who argues that trust in collaborative governance is built through transparency, participation, and accountability among stakeholders. Similarly, Nugroho (2018) emphasizes that the success of public policy is highly dependent on the level of trust between government and society, particularly in the implementation of development programs that directly address community needs.

Based on the research findings, trust within collaborative governance for poverty alleviation in Rote Ndao Regency has been developed through open communication, routine coordination, and the involvement of diverse actors, including government agencies, banking institutions, communities, and diaspora groups. Nevertheless, the trust that has been established remains largely dependent on personal relationships among stakeholders and is not yet fully supported by strong institutional systems and mechanisms. This is evident in the inconsistent implementation of programs and the lack of clearly defined roles among stakeholders. Therefore, it is necessary to strengthen collaborative systems through clearer role definitions, permanent coordination mechanisms, and improved accountability so that trust can evolve into institutional trust capable of sustaining long-term collaborative efforts in poverty alleviation.

c. Commitment to Process

The research findings indicate that stakeholders' commitment to poverty alleviation in Rote Ndao Regency is reflected in various programs and the involvement of multiple actors, including government institutions, communities, and external partners. This commitment is demonstrated through program planning, activity implementation, and innovation efforts despite budget limitations. However, a more detailed analysis suggests that commitment remains stronger during the planning stage than during implementation. This is evidenced by the gap between planned programs and actual outcomes in the field, as reported by community members who continue to await the provision of essential needs such as agricultural facilities and the distribution of basic commodities.

According to Ansell and Gash (2007), commitment within collaborative governance is demonstrated not only through participation in the process but also through consistency in implementation and the sustainability of outcomes. Furthermore, Emerson et al. (2012) argue that commitment forms part of shared motivation, which develops through continuous interaction, trust-building, and shared goals among stakeholders. In the context of Rote Ndao Regency, commitment appears to remain largely administrative rather than operational in nature. These findings are also consistent with the views of Tachjan (2006) and Winarno (2012), who emphasize that policy implementation effectiveness depends on the consistency of stakeholder commitment in ensuring alignment between planning and implementation stages.

Therefore, commitment within collaborative governance in Rote Ndao Regency can be considered established but not yet fully optimized in terms of synchronizing planning and implementation. Consequently, greater attention should be given to ensuring program implementation consistency, clarifying stakeholder responsibilities, and strengthening monitoring mechanisms so that commitment extends beyond planning and produces tangible outcomes in poverty alleviation efforts.

d. Shared Understanding

The findings indicate that a shared understanding within collaborative governance for poverty alleviation in Rote Ndao Regency has begun to emerge, particularly within the internal environment of the local government through coordination forums and development planning processes. This is reflected in efforts to align perceptions among government agencies regarding program objectives, targets, and implementation strategies. However, this shared understanding remains largely confined to government institutions and has not yet been fully integrated with non-governmental actors. This is evident from cases such as the TLM Foundation, which continues to implement community empowerment programs independently without intensive coordination with the local government. Such conditions suggest that existing collaboration remains partial and has not yet been fully integrated into a unified framework of shared goals.

From the perspective of Ansell and Gash (2007), shared understanding is the outcome of intensive communication and interaction among stakeholders aimed at achieving common objectives. Similarly, DeSeve (2007) emphasizes the importance of information sharing and commitment to shared goals as fundamental elements of effective collaboration. In the Indonesian context, this condition aligns with Wasistiono's (2014) argument that synchronization and shared perceptions among institutions remain major challenges in local governance. Mulyadi (2015) likewise emphasizes that successful collaboration depends heavily on the alignment of understanding among stakeholders to ensure that development programs are implemented in an integrated rather than fragmented manner. Compared to the situation in Rote Ndao Regency, efforts to establish shared understanding among stakeholders have not yet been fully achieved, particularly in integrating non-governmental actors into existing collaborative mechanisms.

Therefore, the indicator of shared understanding within collaborative governance in Rote Ndao Regency has begun to develop but remains suboptimal due to persistent differences in understanding among stakeholders, particularly between government institutions and non-governmental actors. Consequently, stronger cross-sectoral communication, program integration, and coordination forums involving all stakeholders are needed to foster a comprehensive shared understanding in poverty alleviation efforts.

e. Intermediate Outcomes

Although several initial achievements have been realized, the implementation of poverty alleviation programs in Rote Ndao Regency continues to face a number of challenges, including budget constraints, suboptimal cross-sectoral coordination, and the uneven distribution of program benefits. These conditions indicate that the outcomes of collaboration have not yet been fully experienced by all members of the target population.

These findings suggest that the achievements of collaboration remain at an early stage and can be categorized as intermediate outcomes. From the perspective of Emerson et al. (2012), such conditions represent part of the dynamics of collaborative governance, in which intermediate outcomes serve as important indicators for assessing the progress of collaboration before long-term impacts are achieved. Similarly, Nugroho (2017) argues that the success of public policies, including poverty alleviation initiatives, is often determined by early-stage achievements that are capable of building trust and ensuring program sustainability. Furthermore, Pramusinto and Latif (2019) emphasize that intermediate outcomes constitute a crucial indicator for evaluating the effectiveness of collaborative processes before the desired final outcomes are attained.

According to Ansell and Gash (2007), the collaborative process is built through dialogue, trust, commitment, shared understanding, and continuous intermediate outcomes. Meanwhile, Emerson et al. (2012) highlight the importance of principled engagement, shared motivation, and capacity for joint action as key elements in strengthening collaboration. In relation to the situation in Rote Ndao Regency, the collaborative process has demonstrated a positive direction; however, challenges remain in terms of stakeholder integration, implementation consistency, and institutional strengthening.

These findings are consistent with the perspectives of Wasistiono (2015), Winarno (2012), and Prasajo (2010), who emphasize that the effectiveness of collaboration is highly dependent on the quality of communication, coordination, leadership, and the establishment of equitable relationships among stakeholders. Therefore, there is a need to strengthen collaborative forums, promote sustainable cross-sectoral dialogue, and develop more structured coordination systems to ensure that collaborative governance in poverty alleviation can be implemented more effectively and sustainably.

Collaborative Governance Model for Poverty Alleviation in Rote Ndao Regency

The research findings indicate that collaborative governance in poverty alleviation efforts in Rote Ndao Regency has not yet achieved an optimal level of effectiveness due to persistent limitations in cross-sectoral coordination and stakeholder integration. To address these conditions, this study proposes a collaborative governance model that emphasizes strengthening the foundations of collaboration, developing an inclusive institutional design, enhancing the role of facilitative leadership, and reinforcing collaborative processes through constructive dialogue, trust-building, shared commitment, and mutual understanding among stakeholders. The implementation of this model is expected to improve the effectiveness, integration, and sustainability of poverty alleviation efforts in Rote Ndao Regency.

a. Starting Conditions

The findings reveal that the need for collaboration in poverty alleviation in Rote Ndao Regency originates from the complex nature of poverty, which affects multiple aspects of community life. Poverty is not merely characterized by low income levels but is also associated with issues related to education, health, employment opportunities, and limited community capacity and access to development resources. As a result, poverty alleviation cannot be addressed solely by the local government but requires the integrated involvement of multiple stakeholders.

In practice, the local government, through various agencies such as Bapperida, the Social Affairs Office, the Education Office, and the Health Office, has implemented numerous programs aimed at reducing poverty levels. Nevertheless, the effectiveness of these programs continues to face several challenges, including limited regional fiscal capacity, insufficient numbers and uneven distribution of government personnel, suboptimal participation of public officials, and weak coordination and synergy among sectors in program implementation. These conditions highlight the importance of strengthening cross-sectoral collaboration to improve the effectiveness of poverty alleviation efforts.

In addition, there is considerable potential for the involvement of non-governmental actors, including academics, community groups, the private sector, and the Rote Ndao diaspora, who demonstrate concern for regional development. However, this potential has not yet been systematically integrated into a clearly defined collaborative mechanism. This situation indicates that the starting conditions for collaboration remain weak, particularly regarding disparities in stakeholder capacity and the absence of strong trust and shared perceptions concerning poverty alleviation efforts.

Based on the research findings, the initial conditions for collaboration in poverty alleviation in Rote Ndao Regency continue to face various institutional and coordination-related challenges. This situation is consistent with the perspective of Ansell and Gash (2007), who emphasize the importance of resource availability, inter-organizational relationships, and institutional interdependence in supporting collaboration. Limited bureaucratic capacity, inadequate cross-sectoral synergy, and minimal involvement of non-governmental actors indicate that the foundation of collaboration still requires significant strengthening. These findings also support the arguments of Emerson et al. (2012), who stress the importance of institutional capacity and the ability to act collectively. Therefore, enhancing organizational capacity, strengthening trust among stakeholders, and integrating stakeholder roles are essential steps toward achieving more effective collaborative governance in poverty alleviation.

b. Institutional Design

Institutional design represents a critical factor in determining the effectiveness of collaborative governance. The research findings indicate that poverty alleviation efforts have involved multiple government agencies through cross-sectoral programs. However, there is currently no formal collaborative forum specifically designed to serve as a platform for stakeholder integration and coordination. The absence of such a forum has resulted in coordination remaining largely sectoral and fragmented. Individual government agencies tend to implement programs according to their own duties and functions without strong synchronization with other actors, including non-governmental stakeholders.

This institutional design can therefore be considered weak, as it is not yet supported by formal rules, mechanisms, and structures that bind all stakeholders within a common collaborative framework. Consequently, the establishment of a formal collaboration forum is required, accompanied by a clear division of roles, coordination mechanisms, and a shared monitoring system to ensure that collaboration operates more effectively and strategically.

This condition is consistent with the perspective of Ansell and Gash (2007), who argue that the success of collaborative governance is strongly influenced by the existence of ground rules, dialogue forums, and coordination mechanisms capable of integrating the interests of diverse stakeholders. In the context of Rote Ndao Regency, the absence of a formal collaborative forum has resulted in coordination processes that remain sectoral and have not yet succeeded in achieving optimal stakeholder integration. These findings are also in line with DeSeve (2007), who asserts that effective collaboration requires clear institutional structures, well-defined roles, and shared accountability mechanisms to prevent stakeholder relationships from becoming fragmented. Therefore, strengthening institutional design through the establishment of collaborative forums, integrated coordination systems, and joint monitoring mechanisms is a critical requirement for enhancing the effectiveness of poverty alleviation efforts in Rote Ndao Regency.

c. Facilitative Leadership

Facilitative leadership plays a strategic role in promoting the success of collaboration, particularly in fostering communication, bridging diverse interests, and encouraging stakeholder participation. In the context of Rote Ndao Regency, the local government has served as the coordinator of poverty alleviation programs.

However, the research findings indicate that this role has not yet been fully optimized as a form of facilitative leadership. This is evident from the limited initiatives aimed at integrating all stakeholders, the lack of intensive cross-sectoral dialogue, and insufficient efforts to build trust and shared commitment among actors.

This condition is consistent with the perspective of Ansell and Gash (2007), who emphasize that facilitative leadership is essential for fostering communication, trust, and stakeholder engagement in collaborative processes. In the context of Rote Ndao Regency, local government leadership remains largely oriented toward administrative coordination and has not yet fully succeeded in promoting integration and active participation among all stakeholders. These findings are also in line with Chrislip and Larson (1994), who argue that collaborative leaders should function not only as directors but also as facilitators capable of building cooperative relationships, reconciling diverse interests, and creating spaces for dialogue among stakeholders. Therefore, stronger leadership that is participatory, inclusive, and oriented toward the development of collaborative networks is required to ensure that poverty alleviation efforts in Rote Ndao Regency are implemented more effectively and sustainably.

d. Collaborative Process

According to the collaborative governance framework proposed by Ansell and Gash, the collaborative process encompasses direct dialogue among stakeholders, trust-building, commitment to a shared process, shared understanding, and the emergence of initial achievements as outcomes of collaboration. The findings of this study indicate that several of these elements have begun to develop within poverty alleviation efforts in Rote Ndao Regency. This is reflected in interactions between government institutions and communities through Musrenbang forums and program socialization activities. In addition, preliminary achievements have been observed in the form of improved coordination among government agencies and the implementation of various community empowerment programs. These conditions suggest that a collaborative process has begun to emerge, although it still requires further strengthening.

Nevertheless, collaboration involving all stakeholders collectively remains limited. Cross-sectoral interactions have not yet occurred intensively or consistently, resulting in suboptimal information exchange and program alignment. Furthermore, trust among stakeholders remains at an early stage and has not yet been firmly established. Stakeholder commitment is more evident during the planning phase than during program implementation. These conditions indicate that the collaborative process remains at an early stage of development and has not yet reached its full potential.

This situation is consistent with the perspective of Emerson, Nabatchi, and Balogh (2012), who argue that collaborative governance processes are built upon principled engagement, shared motivation, and capacity for joint action. In the

context of Rote Ndao Regency, collaborative processes have begun to develop through Musrenbang forums, coordination among government agencies, and the involvement of several non-governmental actors. However, cross-stakeholder interaction remains insufficiently intensive and sustainable, resulting in suboptimal trust-building, shared commitment, and program alignment. Therefore, strengthening dialogue platforms, enhancing cross-sectoral communication, and developing joint working mechanisms are necessary to enable collaborative governance in poverty alleviation to evolve into a more mature, integrated, and sustainable form of collaboration.

Proposed Development of a Collaborative Governance Model

Based on the findings of this study, the researcher developed a collaborative governance model grounded in the framework of Ansell and Gash and proposes an enhanced model of Collaborative Governance for Poverty Alleviation. This proposed model modifies the original Ansell and Gash framework to reflect the empirical findings obtained from the field. The model emphasizes strengthening initial conditions, institutional design, facilitative leadership, and collaborative processes in order to establish a more integrated, participatory, and sustainable approach to poverty alleviation in Rote Ndao Regency.

4. Conclusion

Based on the findings of this study on collaborative governance in poverty alleviation in Rote Ndao Regency, East Nusa Tenggara Province, the following conclusions can be drawn:

1. Collaborative governance in poverty alleviation in Rote Ndao Regency has not yet been implemented optimally. The collaborative process remains ineffective because several key dimensions have not been sufficiently fulfilled. In terms of starting conditions, the complexity of poverty issues and the limited resources of the local government remain major obstacles, compounded by disparities in bureaucratic capacity, distribution, and levels of participation among public officials. Furthermore, the potential contributions of non-governmental actors—including academics, the private sector, communities, the media, and the diaspora—have not yet been systematically integrated into collaborative mechanisms. Regarding institutional design, the absence of a formal collaborative forum has resulted in fragmented and sectoral coordination. Facilitative leadership has not yet fully functioned as a mediator and driver of collaboration, as it remains predominantly administrative in nature. Meanwhile, collaborative processes such as face-to-face dialogue, trust-building, commitment development, and the creation of shared understanding have begun to emerge but remain limited, irregular, and unevenly distributed among stakeholders. Transparency and conflict management have also not yet become integral components of the collaborative process. Therefore, collaborative governance in poverty alleviation in Rote Ndao Regency can be characterized as being at an emerging collaboration stage and requires more comprehensive strengthening across all dimensions.
2. An effective collaborative governance model for poverty alleviation in Rote Ndao Regency should be developed through a more structured and inclusive collaborative mechanism. The development of such a model should begin with strengthening the starting conditions through capacity-building initiatives and a more equitable distribution of stakeholder roles. This should be followed by the establishment of an institutional design that incorporates clear ground rules, collaborative forums, coordination mechanisms, and shared information systems. Facilitative leadership should also be transformed toward a more participatory and mediating role. Furthermore, collaborative processes should be strengthened through regular dialogue, transparent communication, trust-based governance, consistent commitment, and alignment of understanding among stakeholders. Through these improvements, stronger and more sustainable stakeholder synergy can be achieved, enabling poverty alleviation efforts in Rote Ndao Regency to generate tangible and meaningful benefits for the community.

5. References

- Arikunto, S. (2010). *Prosedur Penelitian, Suatu Pendekatan Praktik*. PT. Rineka Cipta.
- Asshiddiqie, J. (2015). *Konstitusi Bernegara (Praxis Kenegaraan Bermartabat dan Demokratis)*. Setara Press.
- Emerson, K. & Nabatchi, T. (2015). *Collaborative Governance Regimes*. Washington: Georgetown University Press.
- Boeky, D., Kause, W., & Oematan, G. (2023). *Kajian Pengaruh PMT Desa Terhadap Status Gizi Balita Stunting Di Kabupaten Rote Ndao*. FKM Undana.
- Chrislip, D. D., & Larson, C. E. (1994). *Collaborative leadership: How citizens and civic leaders can make a difference*. Jossey-Bass Publishers.
- Christina Nayoan, Helga Ndun, & Juliana Benu. (2024). *Faktor-Faktor Penyebab Meningkatnya Kehamilan Remaja di Kabupaten Rote Ndao*. FKM Undana.
- Dunn, Goldsmith, Stephen, & dan Eggers. (2004). *Governing by the Network: the New Shape of Public Sector*. Brookings Institution Press.
- Dwiyanto, A. (2011). *Manajemen pelayanan publik: Peduli, inklusif, dan kolaboratif*. Yogyakarta. Gadjah Mada University Press.
- Islamy, La Ode Syaiful. (2018) *Collaborative Governance Konsep Dan Aplikasi*. Deepublish
- Wasistiono, S., Sartika, I., & Ruhana, F. (2024). *Metodologi Penelitian Ilmu Pemerintahan (MPIP)*. Jakarta.
- Wasistiono, S. (2019). *Aspek Pemerintahan dan Perubahan Komprehensif Era Digital*. 1–16.
- Wasistiono, S. & Polyando, P (2020). *Politik Desentralisasi Di Indonesia*. 2nd ed. Jatinangor.
- Wasistiono, S. & Simangunsong, F. 2020. *Teori Pemerintahan Daerah*, Kesatu Universitas Terbuka
- Winarno, B. (2012). *Kebijakan publik: Teori, proses, dan studi kasus*. Yogyakarta: CAPS.
- Agranoff, R., & McGuire, M. (2003). *Collaborative public management: New strategies for local governments*. Georgetown University Press.
[https://scholar.google.co.id/scholar?q=Agranoff,+R,+%26+McGuire,+M.+\(2003\).+Collaborative+Public+Management.+New+Strategic+for+Local+Government&hl=id&as_sdt=0&as_vis=1&oi=scholart](https://scholar.google.co.id/scholar?q=Agranoff,+R,+%26+McGuire,+M.+(2003).+Collaborative+Public+Management.+New+Strategic+for+Local+Government&hl=id&as_sdt=0&as_vis=1&oi=scholart)
- Andi Kalam Anshari, & Sri Wowo. *Analisis Collaborative Governance Dalam Penyelenggaraan Festival Pinisi Tahun 2019 di Kabupaten Bulukumba*, Universitas Hasanudin, 2020
<https://scholar.google.com/scholar?hl=id&as_sdt=0,5&q=Andi+Kamal+Anshari+Sri+Wowo+Analisis+Collaborative+Governance+dalam+Penyelenggaraan+Festival+Pinisi+Tahun+2019+di+Kabupaten+Bulukumba>
- Ansell, C., & Gash, A. (2007). *Collaborative Governance in Theory and Practice*. 543–571. <https://doi.org/10.1093/jopart/mum032>
- Alent, T. (2015). *Kebijakan Pemerintah dan Pertanggungjawabannya dalam Rangka good Governance*.
- Antara. (2023). <https://www.antaranews.com/berita/3601779/saat-mama-mama-di-oeseli-memanen-rupiah-dari-hasil-laut>
- Aplugi, I. (2024). *Pemkab Rote Ndao Terima Dana CSR Bank NTT*. RRI. <https://rri.co.id/kupang/regional/991109/pemkab-rote-ndao-terima-dana-csr-bank-ntt>
- Arni. (2017). *Metode Penelitian Bola Salju (Snowball Sampling Methods)*. <https://sebuahcatatankecilkami.blogspot.com/2017/03/metode-penelitian-bola-salju-snowball.html>
- BPD NTT. (2023). https://bpdntt.co.id/id/detail_bp?id=459&type=Berita
- BPS Statistik Indonesia. (2025). <https://www.bps.go.id/en/news/2025/07/25/731/tingkat-kemiskinan-kembali-menurun.html?>
- Henuk, J. (2026). *Bupati Paulus Henuk Bersama Gubernur dan Wagub Hadiri Sidang Majelis Sinode Gereja Masehi Injili di Timor*. OnlineNTT.Com.
- ICCTF. (2021). <https://www.icctf.or.id/masyarakat-adat-rote-ndao-dapat-pendampingan-kelola-Collaborative-Governance-in-Poverty-Alleviation-in-Rote-Ndao-Regency,-East-Nusa-Tenggara-Province,-Indonesia>
- William Daniel Feoh et al

- potensi-laut/
KKP. (2023). <https://kkp.go.id/storage/Materi/prosiding-simposium-penyu-indonesia-dan-segitiga-karang-dunia6780e6f168bea/materi-6780e6f16e351.pdf>
- Kominforotendao. (2025). Rotendaokab.go.id.
- Koran NTT.com. (2025). <https://koranntt.com/2025/08/18/bank-ntt-salurkan-csr-rp-250-juta-untuk-gizi-keluarga-dan-umkm-rote-ndao/#:~:text=Ba'a%2C KN - Di tengah semarak Festival,untuk Gizi Keluarga dan UMKM Rote Ndao.>
- Lake, A. (2025). Diaspora Rote Ndao Bersua Gubernur NTT. RRI.
- Lavenia, A. (2025a). <https://www.tempo.co/ekonomi/mengenal-basic-needs-approach-konsep-yang-dipakai-bps-untuk-ukur-kemiskinan-2052418>.
- Tempo. <https://www.tempo.co/ekonomi/mengenal-basic-needs-approach-konsep-yang-dipakai-bps-untuk-ukur-kemiskinan-2052418>
- Lavenia, A. (2025b). Tempo.com. <https://www.tempo.co/ekonomi/mengenal-basic-needs-approach-konsep-yang-dipakai-bps-untuk-ukur-kemiskinan-2052418>
- Lili dan Nuri. (2025). Menakar realisme target angka kemiskinan. <https://www.antaranews.com/berita/4736009/menakar-realisme-target-angka-kemiskinan>.
- NTT, B. (2025). Bank NTT Jadi Sahabat Pembangunan: CSR Rp 250 Juta untuk Gizi Keluarga dan UMKM Rote Ndao. https://bpdntt.co.id/id/detail_bp?id=727&type=Berita
- Pers, Siaran, 'Memahami Perbedaan Angka Kemiskinan Versi Bank Dunia Dan BPS', Badan Pusat Statistik, 2025
<<https://www.bps.go.id/id/news/2025/05/02/702/memahami-perbedaan-angka-kemiskinan-versi-bank-dunia-dan-bps>.
- rotendaokab. (2023). <https://rotendaokab.go.id/topik/pemkab-rote-ndao-bank-ntt-teken-mou-dukung-atsea-undp-untuk-pengembangan-umkm#:~:text=Langkah yang ditempuh dalam Kerjasama Pemkab Rote,dengan Bank NTT Cabang Rote Ndao dalam>
- rotendaokab. (2024). <https://rotendaokab.go.id/pemkab-rote-ndao-fasilitasi-kerja-sama-1000-days-fund-dan-20-desa-untuk-pelatihan-stunting-bagi-aparatur-desa-dan-kader-posyandu.php>
- rotendaokabr. (2024). <https://rotendaokab.go.id/pj-bupati-rote-ndao-buka-kegiatan-pengabdian-masyarakat-ikmar-ntt.php>
- RoteDiaspora.(2025).https://www.google.com/search?q=Kelompok+diaspora+Rote+inisiatif+pengembangan+sorgum%2Fjagung+rote%3A+pengusulan+demplot+25+ha+dan+kebijakan+agrikultur+&sca_esv=cf450e655b68e737&biw=1396&bih=663&sxsrf=AnbL
- RRI. (2025). <https://rri.co.id/daerah/692037/rembuk-stunting-wujud-kolaborasi-cegah-dan-tangani-stunting>
- Sahar & Salomo. (2018). Tata Kelola Kolaboratif Dalam Penanggulangan Kemiskinan Di Kabupaten Pinrang. <https://journal.uta45jakarta.ac.id/index.php/admpublik/article/view/1305>
- Selatan Indonesia. (2025). <https://selatanindonesia.com/bank-ntt-jadi-sahabat-pembangunan-csr-rp-250-juta-untuk-gizi-keluarga-dan-umkm-rote-ndao/>
- 'Socialprotection @ Www.Worldbank.Org' <https://www.worldbank.org/en/topic/socialprotection>
- TimkominfoGMIT. (2025). SinodeGMIT. GMIT.
- TLM Fondation. (2025). https://www.tlmfoundation.or.id/ina/branches/2_rote.html
- Victory News. (2021). <https://www.victorynews.id/pariwisata/pr-3312287632/bank-ntt-rote-ndao-bantu-1000-lembar-seng-bagi-korban-seroja>
- Bapelibangda. (2024). LP2KD.
- Bapelitbangda. (2025). RPJMD Kab. Rote Ndao 2024-2029.
- Peraturan Perundang - Undangan

Undang-Undang Nomor 9 Tahun 2002 tentang Pembentukan Kabupaten Rote Ndao

Undang-undang nomor 23 Tahun 2014 tentang Pemerintahan Daerah

Peraturan Menteri Dalam Negeri Republik Indonesia Nomor 53 Tahun 2020 tentang Kebijakan Kemiskinan Melalui Strategi dan Program

Peraturan Daerah Nomor 2 Tahun 2009 tentang Urusan Pemerintah Yang Menjadi Kewenangan Kabupaten Rote Ndao

Peraturan Daerah Nomor 3 Tahun 2016 tentang Pembentukan dan Susunan Perangkat Daerah Kabupaten Rote Ndao