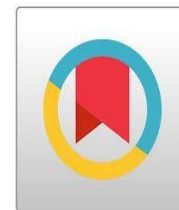


Pentahelix Collaboration in the 'One Local Government Agency, One Assisted Village' Program for Extreme Poverty Alleviation in Maluku Province: A Study on Six Priority Villages in East Seram Regency
Kolaborasi Pentahelix pada Program Satu Organisasi Perangkat Daerah (OPD) Satu Desa Binaan dalam Pengentasan Kemiskinan Ekstrem di Provinsi Maluku: Studi pada Enam Desa Prioritas di Kabupaten Seram Bagian Timur



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ARTICLE INFORMATION	
<p>Keywords Pentahelix Collaboration; Extreme Poverty; Alleviation; One Opd One Fostered Village, Maluku;</p>	<p>ABSTRACT Extreme poverty is a multidimensional issue that demands a collaborative, cross-sectoral approach. Through the One OPD, One Fostered Village program, the Maluku Provincial Government aims to facilitate the involvement of five key pentahelix actors—government, private sector, academia, community, and mass media—to accelerate poverty alleviation in priority villages. This study investigates the dynamics of collaboration, the forms of collaborative actions, and the impacts of the pentahelix model in the implementation of the program. Employing a qualitative approach with a focused case study in six priority villages in East Seram Regency, data were gathered through in-depth interviews, participatory observations, and document analysis. Thematic analysis was conducted using the collaboration framework developed. The study offers practical recommendations, including strengthening cross-sectoral coordination, expanding the roles of collaborative actors, developing a sustainability roadmap, and improving policy frameworks to enhance the program’s long-term effectiveness and sustainability.</p>
<p>Kata Kunci Kolaborasi Pentahelix; Pengentasan Kemiskinan Ekstrem; Satu Opd Satu Desa Binaan; Maluku;</p>	<p>ABSTRAK Kemiskinan ekstrem merupakan permasalahan multidimensi yang memerlukan pendekatan kolaboratif lintas aktor. Melalui program Satu OPD Satu Desa Binaan, Pemerintah Provinsi Maluku berupaya memfasilitasi keterlibatan lima unsur utama (pentahelix), yaitu pemerintah, sektor swasta, akademisi, masyarakat, dan media massa, guna mempercepat upaya penanggulangan kemiskinan di desa-desa prioritas. Penelitian ini bertujuan untuk mengkaji secara mendalam dinamika kolaborasi, bentuk tindakan kolaboratif, dan dampak dari kolaborasi pentahelix dalam pelaksanaan program tersebut. Dengan pendekatan kualitatif dan fokus studi di enam desa prioritas di Kabupaten Seram Bagian Timur, data diperoleh melalui wawancara mendalam, observasi partisipatif, serta telaah dokumen, kemudian dianalisis menggunakan pendekatan tematik. Rekomendasi praktis yang disusun mencakup penguatan koordinasi antar-sektor, perluasan peran aktor kolaborasi, penyusunan peta jalan (roadmap) keberlanjutan kolaborasi, serta perbaikan skema kebijakan agar efektivitas dan keberlanjutan program dapat terjamin di masa depan.</p>
<p>Article History Send 30th May 2025 Review 17th July 2025 Accepted 2th Sept 2025</p>	<p>Copyright ©2026 Jurnal Aristo (Social, Politic, Humaniora) This is an open access article under the CC-BY-NC-SA license. Akses artikel terbuka dengan model CC-BY-NC-SA sebagai lisensinya.</p>



Introduction

Poverty remains a global challenge and one of the most pressing obstacles to achieving sustainable development. In developing countries, including Indonesia, poverty levels serve as a critical indicator of social welfare, where high poverty rates reflect low levels of societal well-being. Data from Statistics Indonesia (Badan Pusat Statistik, 2024) show that the national poor population reached 24.06 million people, or 8.57% of the total population. Poverty alleviation thus becomes a fundamental pillar in realizing sustainable development, as emphasized in the Sustainable Development Goals (SDGs), particularly Goal 1: No Poverty, with its primary target being the eradication of extreme poverty.

Although the proportion of extreme poverty in Indonesia is relatively small compared to the overall national poverty rate, this does not imply that the issue is easier to resolve. Presidential Instruction No. 4 of 2022 mandates the elimination of extreme poverty by 2024 across all regions of Indonesia. While the government has achieved notable progress in reducing the extreme poverty rate quantitatively, qualitatively—considering social, cultural, and political aspects—many communities remain trapped in the cycle of poverty. Therefore, eradicating extreme poverty requires a long-term, integrated, and sustainable effort supported by multi-sectoral engagement.

Extreme poverty reduction constitutes a concurrent governmental responsibility, meaning that both the central and local governments share authority and accountability in addressing this issue. The commitment of local governments plays a decisive role in ensuring the success of poverty alleviation initiatives at the regional level. In this context, Maluku Province ranks as the eighth poorest province in Indonesia, with a poverty incidence of 15.78% of its population. In 2023, the number of people living in extreme poverty in Maluku was 97,747 individuals, comprising 22,110 households. These figures are distributed across various districts, including Maluku Tenggara Barat (18.76%), Maluku Tenggara (13.65%), Central Maluku (10.53%), Buru (6.41%), Aru Islands (11.16%), West Seram (10.80%), East Seram (12.73%), Southwest Maluku (14.43%), South Buru (5.04%), Tual City (11.92%), and Ambon City (0.52%). Such data clearly demonstrate that extreme poverty remains widespread throughout Maluku, presenting a substantial challenge for the provincial government to achieve the national target of zero percent extreme poverty by 2024 (Adji et al., 2022).

Addressing extreme poverty requires a holistic approach that integrates diverse actors with varied expertise and resources. In line with Presidential Instruction No. 4 of 2022, regional governments are mandated to establish Regional Poverty Reduction Coordination

Teams (Tim Koordinasi Penanggulangan Kemiskinan Daerah or TKPKD), comprising government agencies (OPDs), private businesses, academia, community groups, and other stakeholders. Given the complexity of poverty, particularly in rural areas, the Maluku Provincial Government regards collaborative approaches as vital to accelerating extreme poverty eradication at the village level. One strategic initiative is the “One Local Government Agency (OPD) One Fostered Village” program, which adopts a collaborative empowerment model. This program seeks to strengthen village communities through partnerships between government, universities, private sector actors, media, and local communities. The program is anchored in the Maluku Governor’s Decree No. 90 of 2023, which formally designated 45 OPDs, each assigned to foster villages across nine regencies, including East Seram. Six priority villages have been identified in East Seram Regency—Kilwaru, Kilfura, Fattolo, Kilga Watubau, Rumfakar, and Waru—based on poverty levels and village status as determined by the Provincial Office for Village Community Empowerment.

Nevertheless, supporting literature reveals that synergy among actors has yet to be achieved optimally. Collaboration—which should ideally harmonize the different roles and interests of pentahelix stakeholders—remains constrained by structural and cultural barriers. These include divergent program priorities across implementing actors, misalignments between the core functions of OPDs and the actual needs of villages, and weak coordination mechanisms that should serve as the backbone of cross-sectoral cooperation.

Moreover, low levels of community participation in both planning and implementation processes hinder the realization of inclusive, locally driven development. Limited involvement of community groups in decision-making has weakened the sense of ownership of such programs. As a result, the collaborative approach implemented has not fully reflected the principles of inclusive collaborative governance. These shortcomings have significantly affected the effectiveness of the “One OPD One Fostered Village” program, particularly in the six priority villages of East Seram Regency, which constitute the focus of this study. The absence of an integrated vision, weak collective commitment among actors, and the lack of structured mechanisms for cooperation have led to fragmented, sectoral initiatives rather than coordinated and sustainable collaborative efforts.

To obtain a deeper understanding of the challenges faced in this collaborative process, it is essential to identify the main barriers encountered in practice. By mapping these challenges, this research seeks to formulate more focused problem statements to serve as the

foundation for subsequent analysis. The obstacles and issues in the collaboration process are summarized in the following table.

Table 1. Barriers and Challenges of Pentahelix Collaboration in Maluku Province

Collaboration Process	Collaboration Barriers	Collaboration Challenges
<i>Collaboration Dynamics</i>	<ul style="list-style-type: none"> a) The process of establishing shared principles among actors remains uneven. b) Not all pentahelix elements share a common vision and values in collaboration. c) An effective and sustainable cross-sectoral coordination mechanism has not yet been established. 	<ul style="list-style-type: none"> a) Limited frequency of meetings between government, private sector, academia, community, and media to align programs, address obstacles, and evaluate outcomes. b) The private sector is not involved from the planning stage, hampering CSR program synchronization. c) Several OPDs perceive that the fostered-village program does not align with their duties, regarding it as an additional burden requiring direct village intervention.
<i>Collaborative Actions</i>	<ul style="list-style-type: none"> a) Limited understanding and capacity in conducting collaborative actions. b) Insufficient resources and weak commitment. 	<ul style="list-style-type: none"> a) Interventions by OPDs in some villages remain sectoral, not reflecting comprehensive pentahelix collaboration. b) Budgetary constraints have prevented many collaborative plans from being realized. c) Unequal implementation across villages, with some receiving comprehensive interventions while others remain minimally covered. d) Local communities are often not actively involved, causing programs to miss their actual needs. e) Some OPDs have not carried out interventions despite being designated as foster agencies.
<i>Collaboration Outcomes</i>	<ul style="list-style-type: none"> a) Opportunities for sustaining collaboration are increasingly limited. b) Monitoring and evaluation remain insufficient. 	<ul style="list-style-type: none"> a) Local governments have not integrated this collaborative program into broader regional development policies, treating it only as a short-term project. b) No clear joint evaluation mechanism exists among government, private companies, and academia, delaying the identification of obstacles and causing late corrective measures.

Source: Processed by the Author, 2025

Collaboration serves as a problem-solving approach that carries strong legitimacy, particularly when various previous efforts have failed to produce significant outcomes. This is because collaboration involves multiple interest groups in active participation and collective decision-making. One approach considered effective in accelerating the success of a program is collaboration between government and non-governmental actors, including local non-governmental organizations (NGOs) and traditional institutions, since public issues demand the engagement of all relevant stakeholders in an integrated manner (Andriani & Islamy, 2021). Collaboration allows goals to be achieved more flexibly, with more creative outcomes, and within a shorter timeframe compared to organizations working in isolation.

The Pentahelix collaboration framework consists of five elements, often referred to as ABCGM (Academic, Business, Community, Government, and Media) (Rozikin, 2019). Its application in the “One Local Government Agency (OPD) One Fostered Village” Program is crucial to study, given that tackling public issues, particularly poverty, requires the involvement of non-governmental institutions as well. However, the collaborative processes among pentahelix actors in implementing this program continue to face several barriers. These include diverging interests and program priorities, misalignment between the principal duties and functions of foster OPDs, suboptimal coordination among actors, and low levels of community participation. Such barriers hinder the effectiveness of pentahelix collaboration in addressing extreme poverty, particularly in the six priority villages of East Seram Regency that serve as the study sites for this research.

The role of multiple actors in policy implementation has become increasingly significant as societal problems grow more complex. In addition to being analyzed through the governance perspective, collaboration may also be viewed through the pentahelix lens. As emphasized by Howlett & Ramesh Toronto (1995), categories of actors in policy implementation include government, interest groups, research organizations, and mass media. The pentahelix perspective, however, expands this categorization to include academia (universities) and the media, alongside government, business, and communities. The pentahelix model is considered highly effective in addressing multidimensional problems by engaging diverse stakeholders who represent different interests within a given area. This creates comprehensive collaborative solutions, where each actor contributes according to their role and capacity.

According to Emerson, Nabatchi dan Balogh (2012), effective collaboration is built upon three core dimensions: (1) collaboration dynamics, which encompass mutual understanding, trust, and shared commitment; (2) collaborative actions, which involve joint activities, resource sharing, and coordinated efforts; and (3) collaborative outcomes, referring to tangible achievements, sustainability, and collective evaluation. The pentahelix model, which brings together government, business, academia, community, and media, is believed to foster social innovation for solving complex issues such as extreme poverty (Nugroho, 2003).

This study focuses on analyzing the dynamics, actions, and outcomes of pentahelix collaboration in the implementation of the “One OPD One Fostered Village” Program. Using the theoretical framework proposed by (Emerson et al., 2012), it seeks to identify supporting

and inhibiting factors while formulating practical recommendations to strengthen the sustainability of collaboration at the local level.

Method

This study was designed to examine the pentahelix collaboration process in the “One Local Government Agency (OPD) One Fostered Village” program for extreme poverty alleviation in Maluku Province, as well as to explore alternative solutions. The research aims to describe and analyze the dynamics of collaboration among pentahelix actors in addressing extreme poverty in Maluku. The pentahelix actors in question include government, private sector/business, academia, community, and mass media. This scope is reflected in the mapping of extreme poverty, the process of implementing poverty alleviation programs, the roles of various actors, the dynamics of pentahelix collaboration, influencing factors, and the patterns of cooperation among pentahelix stakeholders in reducing extreme poverty in Maluku Province. A qualitative method was employed, as the issue involves specific and interrelated phenomena that can best be explored through qualitative analysis.

Data were collected through interviews, observations, and document analysis. In-depth interviews were conducted with representatives of the government (foster OPDs), business actors, academics, community members, and local media involved in the “One OPD One Fostered Village” program. Participatory observations were carried out in the fostered villages, alongside a review of documents such as program reports, meeting minutes, and activity records.

The types and sources of data comprised both primary and secondary data. Primary data were obtained through in-depth interviews with informants to gather comprehensive insights, particularly those related to the pentahelix collaboration process in the “One OPD One Fostered Village” program for extreme poverty alleviation. These include aspects of collaboration dynamics, collaborative actions, outcomes, and the adaptive strategies arising from such actions. Primary data were also derived from direct observation and documentation of extremely poor communities in the six priority villages in East Seram Regency targeted for extreme poverty alleviation.

Secondary data were gathered through a systematic review of official documents, including government regulations, gubernatorial decrees, program implementation reports, performance reports of foster OPDs, decrees on beneficiary group designation, memoranda of understanding (MoUs) between government and private sector or NGOs in extreme

poverty reduction, and implementation guidelines for collaborative poverty alleviation. The secondary data collected are systematically summarized in the following table:

Table 2: Use of Documents for Secondary Data

Type of Document	Use in Research	Relevance to the “One OPD One Fostered Village” Program
Government Regulations & Presidential Instructions	Serve as the legal foundation and national policy direction for extreme poverty alleviation.	Provide a regulatory framework to ensure the program aligns with the national target of zero percent extreme poverty.
Gubernatorial Decree (Maluku Governor’s Decree No. 90 of 2023)	Designates the foster OPDs and fostered villages.	Serves as the official reference for the implementation of the “One OPD One Fostered Village” Program in Maluku.
Foster OPD Program Implementation Reports	Provide information on activities, achievements, obstacles, and evaluations.	Reflect program implementation in the fostered villages, including variations in intervention across villages.
OPD Performance Reports	Contain performance indicators, resource allocations, and the level of involvement of pentahelix actors.	Assess the commitment of OPDs in supporting extreme poverty alleviation.
Decree on Beneficiary Group Designation (KPM)	Determines program targets administratively.	Ensures that the program is accurately targeted at extremely poor households in fostered villages.
MoU between Government and Private Sector/NGOs	Records cross-sector collaboration agreements.	Demonstrates the role of the private sector/NGOs in supporting interventions through CSR and empowerment programs.
Collaboration Implementation Guidelines	Provide technical standards for regulating inter-actor cooperation mechanisms.	Serve as guidance for OPDs, private sector, academia, media, and communities in program implementation.

Source: Processed by the Author, 2025

The data analysis technique employed in this study refers to the qualitative data analysis model proposed by Miles dan Huberman (2014), which includes four stages: data collection, data reduction, data display, and conclusion drawing. Meanwhile, the validity of the data was assessed using Moleong’s (1998) framework, which examines credibility, transferability, dependability, and confirmability.

Result and Discussion

Collaboration Dynamics

Collaboration dynamics constitute a crucial element in the collaborative process, as they reflect the extent of engagement among pentahelix actors through shared principles, mutual motivation, and collective capacity for joint action in the implementation of the “One Local Government Agency (OPD) One Fostered Village” Program. The dynamics of pentahelix collaboration are not regarded as a static process but rather as a continuous and dynamic interaction among the core elements of cross-sector collaboration: government,

private sector/business, academia, mass media, and the community. The findings of this study regarding collaboration dynamics are presented as follows:

Table 3. Identification of Collaboration Dynamics in the Pentahelix Framework within the “One OPD One Fostered Village” Program for Extreme Poverty Alleviation in Maluku Province

Collaboration Dynamics Process	Pentahelix Actors	Findings (+)(-)
Movement Toward Shared Principles	Government	+ Able to facilitate multi-actor meetings and possesses coordinating authority as the leading sector. – Not all OPDs are actively engaged in initial forums; differences in OPD functions remain. – No clear collaborative mechanism has yet been established.
	Academia	+ Intensive communication and coordination with government. + Contributes scientific perspectives in program formulation. – Requires adjustment to government working patterns.
	Private Sector	+ Acts as a potential partner with resources and networks. – Participation remains passive, awaiting concrete schemes such as CSR.
	Community	+ Actively voices real conditions and needs of villages during socialization meetings. – Community participation has not reached all social strata.
	Media	+ Disseminates the initial narrative of collaboration and serves as a bridge of public information. – Not yet strategically involved in the process of establishing shared principles.
Shared Motivation	Government	+ Functions as a facilitator in building trust. + Strong motivation to address extreme poverty. – Motivation is uneven across OPDs.
	Academia	+ Motivated by the Tri Dharma of higher education and community service obligations. – Requires funding to support more extensive technical involvement.
	Private Sector	+ Shows interest when linked to social branding/CSR. – Has yet to perceive direct value from involvement.
	Community	+ Motivated by expectations of change and improved welfare. – Motivation is contingent upon program implementation consistency.
	Media	+ Willing to publicize collaborative processes and their impacts. – Shared motivation remains weak due to limited communication with government.
Capacity for Joint Action	Government	+ Possesses resources, regulations, and institutional structures. – Cross-sectoral coordination requires stronger technical and human resource support.
	Academia	+ Provides technical assistance and academic data. – Limited time and capacity of faculty/students for full engagement.
	Private Sector	+ Holds financial capacity and innovation potential. – CSR initiatives are still implemented independently and not yet actively integrated into fostered villages.
	Community	+ Awareness of community capacity in collaboration exists.

		– Community capacity remains confined to the role of beneficiaries.
	Media	+ Acts as a driver of social control and information dissemination. – Monitoring capacity in collaboration has not been fully utilized.

Source: Author's Analysis, 2025

Collaborative Actions

The “One Local Government Agency (OPD) One Fostered Village” Program involves five key actors within the pentahelix model, emphasizing a collaboration-based empowerment approach in which each actor contributes according to their respective capacities to implement interventions for extreme poverty alleviation in fostered villages. The designation of foster OPDs and fostered villages was formally established through Maluku Governor’s Decree No. 90 of 2023 on the Organizational Structure and Responsibility for the “One OPD One Fostered Village” Program. The success of this program in achieving its objectives depends on the implementation of joint collaborative actions agreed upon as the outcome of previously developed collaboration dynamics among actors.

The analysis of collaborative actions in this study focuses on two main indicators: the roles of pentahelix actors in collaborative actions and the implementation of collaborative poverty alleviation measures in fostered villages. The program’s collaborative practices are reflected through the contributions of each pentahelix actor in accordance with their roles and capacities. The roles of pentahelix actors in collaborative actions and the implementation of collaborative poverty alleviation programs in fostered villages are elaborated as follows:

Roles of Actors

In addressing complex challenges such as extreme poverty, a cross-sectoral collaborative approach is required to generate tangible and sustainable impacts. The pentahelix collaboration model, which involves five principal elements—government, academia, business, community, and media—offers a more comprehensive strategy, as each actor contributes unique roles, expertise, and complementary resources.

Table 4. Roles of Pentahelix Actors in the “One OPD One Fostered Village” Program

Peran Aktor	Deskripsi Peran	Relevansi Terhadap Program Satu OPD Satu Desa Binaan
Pemerintah Daerah/OPD	- Regulator - Facilitator - Technical Implementer - Collaboration Driver - Evaluator	The role of government actors is highly relevant as they function as the primary policymakers, drivers, and coordinators ensuring that the program is implemented in an integrated, participatory, and well-targeted manner.
Swasta/Bisnis	- Provider of resources and networks through CSR scheme	The private sector acts as a strategic and complementary collaborative partner by contributing resources, innovation, and networks that enhance the effectiveness of interventions in the fostered villages.
Akademisi	- Conducts research, development, and studies on extreme poverty alleviation	The role of academia is aligned with the program as it contributes to evidence-based policy formulation, supports local potential mapping, and promotes agribusiness downstreaming to strengthen the effectiveness of program interventions in fostered villages.
Masyarakat/Komunitas	- Identifies local problems and needs, Channels aspirations, beneficiaries	The role of communities lies in their contribution as drivers of local participation, ensuring that the program is accurately targeted and aligned with the real needs of fostered villages.
Media Massa	- Shapes public opinion, Facilitates communication between government and other collaborative actors	The relevance of mass media lies in its ability to disseminate information, raise public awareness, and promote transparency and accountability, thereby supporting the achievement of extreme poverty alleviation goals.

Source: Author's Analysis, 2025

Implementation of Collaborative Actions in Six Fostered Villages

The collaboration theory developed by Emerson, Nabatchi, and Balogh (2012) explains that collaborative actions constitute the tangible manifestation of collaborative capacity, which has been previously built through the establishment of shared principles and joint motivation in the dynamics of collaboration. In the context of the “One OPD One Fostered Village” Program in Maluku Province, collaborative actions were specifically analyzed in six priority villages in East Seram Regency, which serve as the research sites of this study. In general, the activities implemented by the designated OPDs in these six fostered villages reflect the concrete execution of collaborative actions within the program, as illustrated in the following table:

Table 5. Implementation of Collaborative Actions in Six Villages of East Seram Regency

Regional Apparatus Organisation (OPD) Supervisor	Adopted Village	Activity/ Programme	Pentahelix Actor Collaboration
Department of Agriculture	Waru Village	Nutmeg Seedling Assistance Horticulture Assistance Livestock Assistance Nutmeg Drying House Assistance Nutmeg Farmer Training and Mentoring	Eco Nusa Foundation Agricultural Extension Workers Local Media
Population and Civil Registration Office	Kilga Watubau Village	Facilitation of Population Administration Services	No collaborations with other actors yet
Department of Environmental Affairs	Rumfakar Village	Construction of Clean Water Facilities	PT Karlez Potrelium PT Citic Pertamina Bula
Health Department	Fattolo Village	Facilitation of BPJS BIP Creation	No collaborations with other actors yet
Economic Department	Kilfura Village	Creation of bank account books for farmers and fishermen Facilitation of internships for egg-laying chicken farmers Training in the creation of fish cages for fishermen Inclusive financial education	OJK (Financial Services Authority) WWB Foundation BPD Maluku Malut (Maluku Malut Regional Development Bank) Local Media
RSUD Haulussy	Kilwaru Village	No collaborations with other actors yet	No collaborations with other actors yet

Source: Dinas PMD Provinsi Maluku, 2025

The implementation of collaborative actions within the “One OPD One Fostered Village” Program in East Seram Regency demonstrates a diverse range of interventions undertaken by foster OPDs in the six priority villages, including economic empowerment, provision of facilities, capacity building, and technical assistance. Some OPDs have successfully established collaborations with non-governmental organizations and the private sector, thereby strengthening the inclusiveness and effectiveness of the program. However, several OPDs continue to operate sectorally without cross-sectoral integration, rendering their interventions more technical and administrative rather than strategically collaborative. Therefore, strengthening collaboration with all pentahelix actors—including academia and local communities—is crucial to ensure that the program becomes more responsive to the actual needs of fostered villages and contributes sustainably to the eradication of extreme poverty.

Impact of Collaboration

Within the framework of the pentahelix collaboration in the “One OPD One Fostered Village” Program, the analysis of collaborative impacts constitutes a critical variable for

assessing the extent to which established cooperation generates tangible benefits for communities and supports the sustainability of collaboration. This study evaluates the impact variable using two main indicators: (1) immediate impacts and (2) collaborative evaluation. These indicators serve as the basis for examining the achievements of collaboration among pentahelix actors in addressing extreme poverty at the village level.

Immediate Impacts of Pentahelix Collaboration in the “One OPD One Fostered Village” Program

The immediate impacts of program implementation in six villages of East Seram Regency reflect the initial outcomes of cross-sectoral pentahelix collaboration. At the macro level, statistical data indicate a gradual decline in extreme poverty rates, particularly in rural areas. Field studies in fostered villages show that technical training provided to farmers and fishermen has shifted community mindsets from passive to more active and innovative in managing local potential. These changes not only enhanced household income but also fostered greater awareness of financial management, skill development, and economic independence.

Such findings suggest that when pentahelix collaboration is implemented in a participatory manner and addresses the concrete needs of communities, the impacts extend beyond economic dimensions. They also encompass social outcomes, including improved quality of life, behavioral transformation, and strengthened social capacity in rural communities.

Table 6. Poverty and Extreme Poverty in Maluku Province, 2023–2024

Province of Maluku							
Percentage of Poor Population		Percentage of Extreme Poverty		Poverty by Area			
				Urban		Rural	
2023	2024	2023	2024	2023	2024	2023	2024
16,05	15,78	2,59	1,98	5,14	4,59	24,64	24,43

Source : Bappeda Maluku Province, 2025

Although these interim achievements have not yet fully met the primary target of eradicating extreme poverty to zero percent, qualitative indicators suggest a positive shift toward more inclusive and sustainable village development. Program sustainability is therefore crucial to ensure that the impacts generated are not merely temporary but are able to strengthen the long-term foundations of rural development. To identify the immediate

impacts of pentahelix collaboration in the “One OPD One Fostered Village” Program across six villages in East Seram Regency, the findings are presented in the following table:

Table 7. Identification of Immediate Impacts of Pentahelix Collaboration in the “One OPD One Fostered Village” Program in Six Villages of East Seram Regency

Village	Empowerment Activities	Visible Immediate Impact
Waru	Training on nutmeg cultivation and post-harvest mentoring for local farmers	Improved nutmeg quality, use of drying facilities, and greater community engagement in cultivating distributed seedlings
Kilga Watubau	Facilitation of civil registration services	Easier access to administrative data; however, this activity does not constitute empowerment since no direct community capacity-building was conducted
Rumfakar	Construction of clean water storage tanks for 192 households	Improved access to clean water; yet, empowerment activities were absent, with community involvement limited to initial identification without follow-up on environmental health
Fattolo	Facilitation of BPJS PBI registration	Improved access to free healthcare services; however, no empowerment efforts were implemented in the village
Kilfura	Financial literacy education, inclusive finance training, fish aggregating device (rompong) training, and poultry farming internships	Shifts in household financial management, enhanced fishermen’s skills using simple innovative tools, improved catch yields, and expanded market access
Kilwaru	No empowerment activities implemented	No significant impact, as the foster OPD has not undertaken interventions in the village

Source : Author’s Analysis, 2025

Supporting and Inhibiting Factors and Practical Recommendations

To further clarify the findings of this study, Table 8 summarizes the supporting factors, inhibiting factors, and practical recommendations derived from empirical evidence collected through interviews, field observations, and document analysis. Supporting factors were consistently identified during program implementation across the six fostered villages, while inhibiting factors emerged from technical and non-technical challenges constraining collaboration effectiveness. Practical recommendations are offered as strategic insights for provincial government and partner institutions to strengthen program continuity and sustainability.

Table 8. Summary of Supporting Factors, Hindering Factors and Practical Recommendations for the One OPD One Mentored Village Programme

Aspect	Supporting Factors	Inhibiting Factors	Practical Recommendations
Community Role	Active participation in empowerment activities, mutual cooperation, and local social support	Limited formal involvement in collaborative institutions; community voices underrepresented in strategic decision-making	<ul style="list-style-type: none"> • Develop formal mechanisms for community inclusion in institutional structures • Involve Indigenous community groups in collaboration
Government Role	Acts as facilitator and regulator, coordinating pentahelix actors, developing frameworks, and setting common goals.	Dominance of government agenda in strategy formulation; lack of technical readiness among OPDs; limited funding for concrete interventions in villages	<ul style="list-style-type: none"> • Map potential relevant actors at district/provincial levels • Allocate adequate resources and budgets • Establish routine meetings involving all collaboration actors
Private Sector Role	CSR support with potential to expand program impacts.	Weak integration and synchronization of CSR with local government agendas; tendency to act independently without cross-sectoral coordination.	Synchronize program and budget contributions of each actor with government programs
Academic Role	Provides scientific evidence for provincial policymaking.	Limited involvement in program design and implementation at the village level; academic contributions underutilized	<ul style="list-style-type: none"> • Follow up on academic research and recommendations in policy design and program improvement • Involve academia directly in village-level interventions
Media Role	Disseminates program information to the public and raises awareness.	Lack of formal involvement in collaboration structures, despite potential to strengthen accountability and advocacy	Formally integrate media into collaborative institutional structures
Structure and Institutions	Clear role division, local government support, and established communication channels through coordination meetings	Absence of joint evaluation mechanisms; evaluations remain administrative without collective reflection	<ul style="list-style-type: none"> • Form a joint evaluation team formally involving all pentahelix actors • Develop mechanisms for formal actor involvement in institutional structures
Local Potential	Strong social capital, Indigenous community presence, and natural resources supporting local economic empowerment.	Limited exploration of local potential; interventions remain generic without tailoring to village-specific characteristics.	Conduct local resource mapping and develop flagship village products

Source: Analisis Result, 2025

The findings of this study indicate that cross-sectoral collaboration through the pentahelix approach has not yet functioned optimally, as several key indicators remain only partially fulfilled. Based on the analysis, it can be concluded that the dynamics of pentahelix collaboration are still at an early stage of consolidation and have not fully reached a mature or transformative phase. Differences in institutional backgrounds, policy orientations, and the absence of shared understanding among pentahelix actors have posed significant challenges in establishing common principles. The dominance of local government in

formulating collaborative strategies, coupled with the limited involvement of non-governmental actors, further illustrates that the deliberative and determinative phases have not been implemented equitably among all stakeholders.

The implementation of collaborative actions across the six villages demonstrated varying results. In several villages, such as Waru, Kilfura, and Rumfakar, collaboration functioned relatively well, characterized by initial communication, clarity of role distribution, and support from non-governmental sectors that enhanced program effectiveness. However, in other villages—namely Kilga Watubauw, Kilwaru, and Fattolo—collaboration remained confined to sectoral approaches dominated by the agendas of the supervising OPDs, with limited community involvement and little integration with local potential. This variation highlights that the success of implementation largely depends on actor readiness, clarity of roles, and adequate institutional and social support.

Although the program has not yet significantly reduced extreme poverty rates at the provincial level, early impacts at the village level reveal positive changes in community empowerment, the strengthening of local economic capacity, enhanced inter-actor relations, and the emergence of more adaptive collaborative practices in some areas. Nevertheless, collaboration still faces several obstacles, including the absence of joint evaluation mechanisms, weak integration between private sector CSR programs and government policies, and the limited formal involvement of communities and the media within the collaborative framework.

Thus, this study underscores the importance of strengthening collaborative structures and mechanisms that ensure equitable role distribution, effective cross-sector communication, and active participation from all pentahelix actors. The sustainability of collaboration is highly dependent on the ability of actors to build trust, align interests, and adapt contextually to prevailing social and institutional dynamics at the village level. A collaboration designed with careful planning and implemented by taking into account both experiential learning and local conditions holds the potential to become a foundation for sustainable change in efforts to eradicate extreme poverty, particularly in archipelagic regions and disadvantaged rural areas.

Promoting the Sustainability of Collaboration for Reducing Extreme Poverty in Maluku Province

The eradication of extreme poverty, which is inherently complex and multidimensional, requires a sustainable collaborative approach among various pentahelix actors. According to Emerson, Nabatchi, and Balogh (2012), sustaining collaboration functions as the foundation for building collective capacity that can generate long-term impacts through adaptive learning processes and the strengthening of inclusive governance. Ansell & Gash (2008) further emphasize that the continuity of collaboration largely depends on consistent participation, neutral facilitation, and transparent as well as inclusive dialogue.

This study highlights efforts to foster collaboration sustainability as one of the key outcomes derived from observations, field findings, and in-depth interviews with informants. For the *One OPD One Fostered Village* program to generate tangible impacts in addressing extreme poverty in Maluku Province, ensuring the sustainability of collaboration is crucial. Such sustainability entails the involvement of new actors and the renewal of policy frameworks. Several strategic proposals can be implemented to strengthen collaborative sustainability, namely: (1) the inclusion of additional collaborative actors; (2) the establishment of a District Poverty Alleviation Coordination Team; (3) the development of a sustainability roadmap; and (4) the refinement of poverty alleviation policy schemes.

Promoting collaboration sustainability in efforts to reduce extreme poverty in Maluku Province is not only a strategic necessity but also an essential foundation to ensure that every intervention delivers long-term impacts and strengthens the socio-economic capacity of rural communities. Through joint commitment and the enhancement of collaborative governance mechanisms, all stakeholders are expected to move in harmony toward the achievement of sustainable poverty eradication goals.

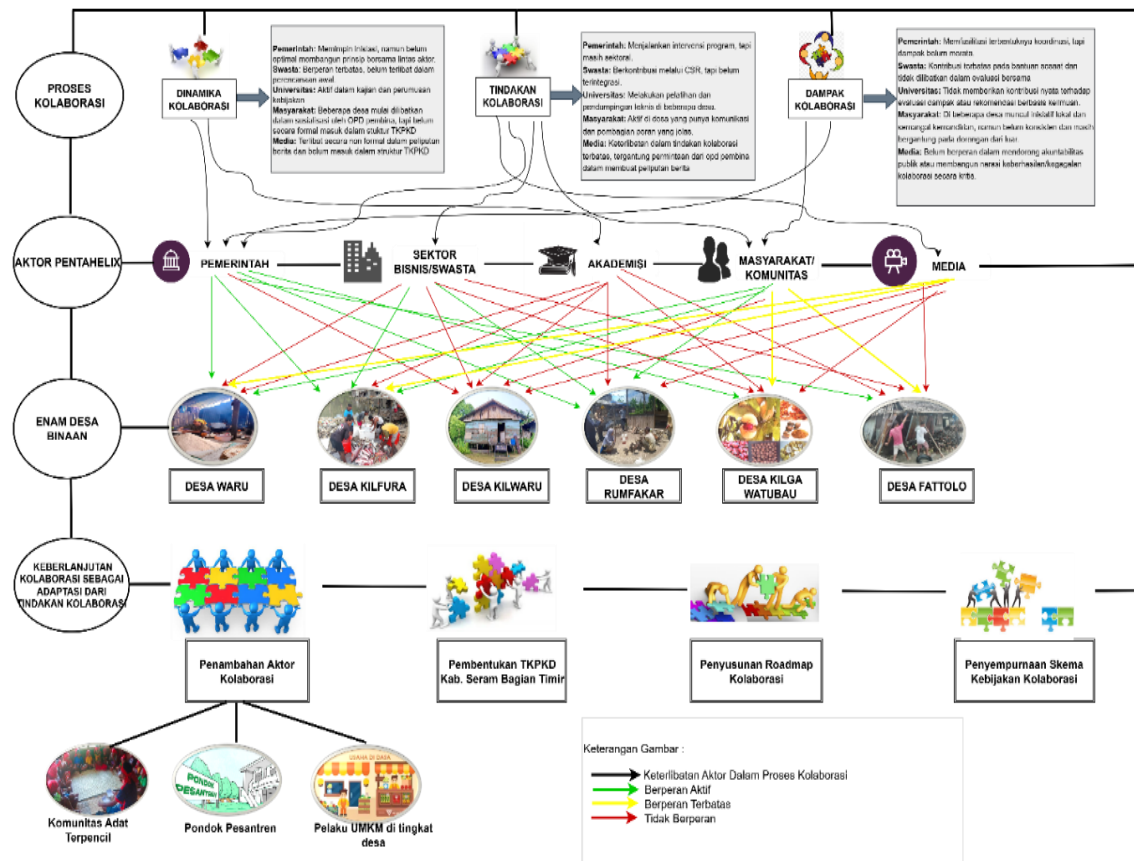


Figure 1. Generalization of Research Findings on the *One OPD One Fostered Village* Program for Extreme Poverty Alleviation in Maluku Province

Figure 1 presents a visualization of the generalized research findings on pentahelix collaboration within the *One OPD One Fostered Village* Program for extreme poverty alleviation in Maluku Province, particularly in six fostered villages in East Seram Regency. This figure represents the synthesis of the entire research process, underscoring that the success of pentahelix collaboration is largely determined by the alignment of actors' roles, the clarity of mechanisms, and the acknowledgment of local contexts. The generalization also serves as the foundation for formulating recommendations to strengthen collaboration as an adaptive and sustainable development strategy in disadvantaged regions such as Maluku Province. Consequently, a similar approach may be applied and tested in other village development programs in regions with complex multi-actor dynamics and limited infrastructure, to assess the extent to which collaborative principles can generate tangible and sustainable impacts.

Conclusion

The pentahelix collaboration in the *One OPD One Fostered Village* program demonstrates significant potential in addressing extreme poverty in East Seram Regency. Government, private sector, academia, communities, and mass media have initiated collaboration, yet its implementation in the field remains suboptimal. Gaps persist in collaborative actions and in the distribution of impacts. Ensuring the sustainability of collaboration is crucial for long-term success, which requires not only maintaining existing structures but also expanding the involvement of actors, strengthening institutional capacity, developing a sustainability roadmap, and refining policy frameworks.

Although this study provides a relatively comprehensive overview of the dynamics of pentahelix collaboration within the *One OPD One Fostered Village* Program in East Seram Regency, several limitations should be acknowledged. First, the study focuses solely on six priority villages, meaning the findings do not fully represent the broader dynamics of pentahelix collaboration across Maluku Province. Second, the methodological approach is predominantly qualitative, relying on interviews and document reviews, without quantitative data that could strengthen the generalizability of the findings. Third, the roles of pentahelix actors remain unbalanced, with the private sector and media contributing less compared to the government as the primary regulator. Fourth, limitations of time and access in data collection constrained the depth of the analysis in capturing the full dynamics of collaboration.

Based on these limitations, future research is recommended to expand the study scope to include more villages or even conduct comparative studies across regencies in Maluku to achieve more representative findings. Furthermore, employing a mixed-methods approach could be valuable by combining in-depth interviews with quantitative surveys among program beneficiaries. Future studies should also pay greater attention to the roles of the private sector, academia, and media, to capture a more holistic picture of pentahelix collaboration dynamics. Finally, subsequent research should examine program sustainability, particularly in relation to funding mechanisms, collaborative innovation, and integration with national policies for extreme poverty alleviation.

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