

Catalysts Leading to Sustainability: Multi-Stakeholder Collaborative Transformation in Poverty Alleviation in Kendari City

Edy Tadung,¹ Alwi², Gita Susanti³

¹ Department of Public Administration, Faculty of Social and Political Sciences, Universitas Hasanuddin Makassar, Indonesia, ² Department of Public Administration, Faculty of Social and Political Sciences, Universitas Hasanuddin Makassar, Indonesia ³ Department of Public Administration, Faculty of Social and Political Sciences, Universitas Hasanuddin Makassar, Indonesia

Corresponding Author: Edy Tadung, Tadung, e-mail: tadung671@gmail.com.

Published: July , 2025

ABSTRACT

The study purpose was investigates multi-stakeholder collaboration practices in the implementation of Regional Poverty Alleviation policies by the Kendari City Government in Southeast Sulawesi Province within the Regional Poverty Alleviation Coordination Team (TKPKD). The study aimed to formulate a multi-stakeholder collaboration framework through collaboration catalysts as factors for the success of sustainable collaborative practices.

Materials and methods. We used a case study methodology to explore various types of data for this case study on TKPKD collaborative practices in Kendari City. Data were tabulated from more qualitative sources through analysis of in-depth interviews, documentaries, direct observations, and field visits. The in-depth interview framework was developed through detailed documentary analysis to achieve the goal of understanding collaborative practice events.

Results The results indicate that collaboration catalysts in this study include jointly designed strategies, cooperative implementation, adaptive innovation, dialogic communication, contextual impacts, and shared values.

Conclusions. The study concluded that implementing collaboration catalysts, defined as key characteristics or elements conceptualized as a framework within a series of interacting institutional conditions within the TKPKD, can lead to sustainable transformation in poverty alleviation.

Keywords: Stakeholder Collaboration, Transformation, Catalysts, Poverty Alleviation

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INTRODUCTION

A successful public policy requires key actors for implementation. In addition, in implementing a multidimensional policy, multi-party collaboration is needed from various fields, both from government and non-government to implement the policies that have been formulated so that the goals are achieved. Therefore, the implementation of a policy activity requires support and coordination from various cross-institutions or other actors, cooperation between stakeholders is very necessary for the success of a program (Horn & Van, 1975). Public administration is concerned with how the government manages public affairs and implements public policies. All government actions have an impact on the daily lives of the community, both directly and indirectly, at the national and regional levels. In dealing with public problems, the government must be able to decide whether or not to take action. Public policy refers to the decision to take action. Every choice (including the decision not to take a decision) is made by political parties and carried out by administrators, according to (Shafritz & Russel, 2003) in their writing (Baihaqi,

2023). Thus, public policy and management are closely related. When the government takes action, it must aim to improve public policy. Inappropriate government policies can cause difficulties for the community, as emphasized by (Hooghe & Marks, 2019), who argue that the main function of the government is to prepare, determine, and implement policies on behalf of and for the entire community under its control. So, public problems are the motivation for the government to do something, and the existence of the government is based on the people's mandate to run the country. Public policy has an obligation to act to solve public problems. Public policy overcomes various difficulties in public administration. (Kuenkel, 2019a) argues that collaboration can bridge differences in program priorities, funding, resources, and sectoral egos to create shared policies and visions in addressing poverty. However, the ultimate goal is to achieve sustainable transformation.

The UN 2030 Agenda for Sustainable Development presents a comprehensive plan to achieve the critical goal of a peaceful and prosperous world. Nations have made a firm commitment to meet interconnected targets outlined in the 17 Sustainable Development Goals (SDGs) (Nations, 2015). These goals aim to eliminate poverty and hunger, improve access to essential services such as energy, water, sanitation, health, and education, and reduce inequalities. Furthermore, they mandate decisive action against climate change and the protection of the Earth's natural ecosystems. Addressing poverty requires a diverse variety of actors from many sectors to collaborate in more productive and positive ways (Finidori & Tuddenham, 2017); (Kuenkel & Gruen, 2018); (Scharmer, 2016). No single actor possesses all the answers, but each contributes valuable knowledge, forming a crucial part of the overall puzzle. Multistakeholder partnerships and collaboration among businesses, NGOs, governments, international organizations, and civil society are expected to be critical for achieving sustainability and development goals, but at a scale and quality far exceeding current collaborative capacities (McNeill, 2006); (Kuenkel et al., 2020); (Abson et al., 2017); (Peltoniemi et al., 2005); (OECD-DAC, 2015); (Timmer & Juma, 2005). Cross sector collaboration, multistakeholder partnerships, inter-agency cooperation, and participation in international networks have become key components of the international agenda. (Waddell, 2016). Sustainable transformation in poverty alleviation in public administration is related to a dynamic, adaptive and sustainable approach to designing, implementing and deliver policies and programs aimed at poverty reduction.

Sustainable transformation allows the government to continuously evaluate existing policies, identify gaps, and make necessary adjustments (Petra et al., 2021). Sustainable transformation in public administration is not just a one-time change, but an ongoing process to ensure that public organizations can function optimally in facing the challenges of the times. By continuously adapting, innovating, and improving, governance can be more effective in serving the community, more efficient in using resources, and more responsive to community needs and demands. Sustainable transformation also includes strengthening the capacity of local governments in poverty reduction. Public administration at the local level is often at the forefront of implementing poverty reduction programs. Through sustainable transformation, local capacity can be enhanced through training, human resource development, and ongoing technical support, (Macedo et al., 2020). This ensures that policies and programs designed at the national level can be implemented effectively at the local level. An important aspect of sustainable transformation is increasing community participation in the planning and implementation of poverty reduction programs. Public administration transformation ensures that the voices of the poor are heard in decision-making processes, so that programs are designed to better suit their needs. In the context of poverty alleviation, this means finding new ways to address existing problems. Public administration can apply innovative approaches, such as evidence-based policies. This innovation helps create programs that are more adaptive and responsive to change. Poverty is a complex and multifaceted problem that requires a holistic and integrated approach. Sustainable transformation emphasizes the importance of cross-sector collaboration in poverty alleviation. Public administration must be able to collaborate with various stakeholders, including the private sector,

non-governmental organizations, and the international community. Multi-stakeholder collaborations depend on high levels of proactive commitment, which cannot be directed in the same way as in hierarchical arrangements (Kuenkel, 2013). This collaboration is important to combine resources, information, and innovations from various sectors to achieve more effective and sustainable poverty alleviation goals (Wiek & Kay, 2015).

Building collaborative ecosystems to foster transformative change within institutions and communities requires patience, wisdom, and persistence. When managed effectively, these ecosystems can foster cross-sector resilience and innovative capacity essential for tackling local and global sustainability challenges (Petra, 2019). This ensures that policies and programs designed at the national level can be implemented effectively at the local level. An important aspect of sustainable transformation is increasing community participation in the planning and implementation of poverty reduction programs. Public administration transformation ensures that the voices of the poor are heard in decision-making processes, so that programs are designed to better suit their needs. In the context of poverty alleviation, this means finding new ways to address existing problems. Public administration can apply innovative approaches, such as evidence-based policies. This innovation helps create programs that are more adaptive and responsive to change. Poverty is a complex and multifaceted problem that requires a holistic and integrated approach. Sustainable transformation emphasizes the importance of cross-sector collaboration in poverty alleviation. Public administration must be able to collaborate with various stakeholders, including the private sector, non-governmental organizations, and the international community. Collaborations involving multiple stakeholders that span the private, public, and civil society sectors are intricate human change initiatives aimed at transforming existing social structures and addressing organizational challenges (Huijstee et al., 2011). Multi stakeholder collaborations require high levels of proactive commitment, which are not directed in the same manner as hierarchical arrangements (Kuenkel, 2013).

Addressing the drought crisis requires more fruitful and constructive multi-stakeholder collaboration across sectors (Finidori & Tuddenham, 2017); (Kuenkel, 2013); (Scharmer, 2016). No single actor has all the answers, but each can provide some information, which is a crucial piece of the puzzle. Partnerships and collaboration. Multi-stakeholder collaboration between industry, NGOs, governments, the international community, and civil society is predicted to be crucial for attaining sustainability and development goals, but this will require at a scale and quality much beyond present collaborative capacities. (Lasker et al., 2001), Kuenkel (2013), (Abson et al. (2017), (Peltoniemi and Vuori, 2005), (OECD, 2015), and (Timmer & Juma, 2005). Sustainable development goals (SDGs) targets. The Republic of Indonesia has a global commitment to eradicating extreme poverty. The President said that extreme poverty alleviation can be accelerated from the 2030 SDGs target to 2024. The objective of the 2020-2024 National Medium-Term Development Plan (RPJMN) is to establish an independent, advanced, equitable, and prosperous Indonesian society. This will be achieved by promoting accelerated development across various sectors. The plan aims to capitalize on the competitive advantages of different regions, backed by high-quality and competitive human resources. The development target of the 2020-2024 National Medium-Term Development Plan (RPJMN) is to realize an independent, advanced, just, and prosperous Indonesian society through accelerated development in various fields. Development is expected to be based on competitive advantages in various regions, supported by quality and competitive human resources. Poverty rates in various regions in Indonesia still tend to be high and are an acute social problem, especially in Kendari City, Southeast Sulawesi. The development of the percentage of poor people in the last 4 (four) years has shown an increase. For 10 years, Kendari City has experienced a downward trend, moving from a poverty rate of 5.56 percent to 4.59 percent. The population of Kendari City in 2024 is 370,760 people. The number of poor people in Kendari City in 2023 is 19.24 thousand/person. Eleven sub-districts make up Kendari City's population, with the largest concentration in Poasia Sub-district (42,409 people), followed by Puuwatu Sub-district (42,374) and West Kendari Sub-

district (41,267). Nambo Sub-district has the smallest population (12,315). In 2024, there were 18,000 impoverished people living in Kendari City, Southeast Sulawesi.

The number dropped by 1,004 individuals, or 0.36 percent. It was estimated that 19.24,000 people lived in poverty in Kendari City in 2023. The Kendari City Government and other interested parties are cautioned to work together in order to bring about change (BPS 2022). In 2023, the number of poor people in Kendari City was recorded at 19.24 thousand people. Identification of the National Team for the Acceleration of Poverty Reduction (TNP2K), regarding poverty reduction programs and activities, including extreme poverty reduction, which are spread across various ministries (institutions and regional governments are quite large, and are divided into two program groups, namely programs/activities to reduce the burden of expenditure on poor groups through social assistance and subsidies, and empowerment programs. In terms of poverty reduction programs and activities, including extreme poverty reduction, the National Team for the Acceleration of Poverty Reduction (TNP2K) was identified. These programs and activities are distributed across multiple ministries (institutions and regional governments are fairly large and are separated into two program groups: programs that empower poor groups and programs that lessen the financial burden on them through social assistance and subsidies. In accordance with Presidential Regulation Number 15 of 2015 2010 concerning the Acceleration of Poverty Alleviation, regional spending for poverty alleviation is classified into 4 (four) clusters. The first assistance for Cluster 1 is for the family-based integrated social program group, which aims to provide basic rights, reduce the burden of life, and improve the quality of life of the poor. Second, cluster 2, namely the poverty alleviation program group based on community empowerment, aims to develop the potential and strengthen the capacity of poor community groups to be involved in development based on the principle of community empowerment. Third, cluster 3 which includes the program group based on micro and small economic business empowerment, which aims to provide access and economic strengthening for micro and small business actors. In addition, cluster 4, namely other programs that can directly or indirectly increase economic activities and the welfare of poor communities.

Based on data from the Ministry of Finance, the budget policy related to poverty in the 2022 State Budget reached IDR 526 trillion. (TNP2K, 2024). The Kendari Tenggara City Government, Sulawesi Province formed the Poverty Reduction Coordination Team Organization (TKPKD) which was formed through the Decree of the Mayor of Kendari Number 195 of 2024 which refers to the Regional Poverty Reduction Coordination Team through Presidential Decree Number 96 of 2015 and the latest amendment with Presidential Instruction Number 4 of 2022 concerning the Acceleration of Extreme Poverty Reduction. Poverty. The membership of the Kendari City TKPKD consists of elements of the government dominant.

Target of the SDGs, or sustainable development objectives. The Republic of Indonesia is dedicated to ending severe poverty worldwide. According to the President, the 2030–2024 SDG aim can hasten the eradication of extreme poverty. The National Medium-Term Development Plan (RPJMN) 2020-2024 aims to establish an independent, advanced, equitable, and prosperous society in Indonesia. This goal will be achieved through accelerated development across various sectors. The development efforts will focus on leveraging the competitive advantages of different regions, supported by skilled human resources and other competitive strengths. The expected Government Work Plan (RKP), the goal of equitable development can be achieved by utilizing local wisdom to reduce poverty and encourage national economic recovery. Based on data from the Ministry of Finance, the poverty alleviation budget in the 2024 State Budget reached IDR 79.19 trillion. In March 2023, the Central Statistics Agency (BPS) reported that the national poverty rate stands at 9.36 percent. The government has set a target for the poverty rate in the 2020-2024 National Medium-Term Development Plan (RPJMN) at 6.5 to 7.5 percent. Regarding the provision of fiscal incentives in 2024, the Minister of Finance ensured that regions that were able to reduce poverty significantly would be given fiscal incentives. For 2024, the allocation is the same as 2023, amounting to 4 trillion, some for handling stunting, inflation, and overcoming

extreme poverty. This year, it reached IDR388.6 trillion, or IDR403.9 trillion, which will be realized through a variety of initiatives in linked ministries and institutions. The expected budget for extreme poverty reduction in 2024 was IDR388.6 trillion. There are 3 poverty alleviation strategies, namely reducing the burden of expenditure on poor families, increasing income, and reducing the number of poverty pockets. The concept of multi-interest collaboration in this study theoretically contributes to the development of the sustainable transformation paradigm and offers a new perspective in public administration science.

METHOD

The case study approach was employed to conduct the research. This section describes the various forms of data used in the case study of TKPKD collaboration in executing poverty alleviation programs in Kendari City. (K.Yin, 2003) proposed three concepts for data collecting. First, use numerous sources of evidence to draw study results. The cases studied are more compelling and precise since the findings can be supported by multiple sources. To address the lack of case study data, it is essential to create a formal database that includes case study notes, allowing other researchers to access and examine the raw data. Additionally, maintaining a chain of evidence will enhance the quality of the information presented in the case study. This chain enables external observers to trace the process from the initial research question to the final conclusion. A comprehensive chain of evidence might consist of the case study question, the case study notes database, and the case study report. The data were primarily collected from the following sources. (Beckerman, 1995); (Yin, 2003): documentary analysis, archival documents, in-depth interviews, and direct and participant observation. First, documentary analysis is useful in most case studies because documents can provide specific hints and lead to additional study (Yin, 2003). Letters, and other communications agendas, announcements, and minutes of meetings and other written reports of events administrative proposals, progress reports, and other internal records from formal studies or evaluations of the site being studied websites and other articles appearing in the mass media or community bulletins. Second, historical materials such as computer files, survey data, and census records are utilized. The use of archival records necessitates caution, as many may have been created for a specific purpose and hence be limited in scope (K.Yin, 2003) provides the following examples of archives: Service records include information on the number of individuals served during a specific period. Organizational records consist of documents such as organizational charts and budgets for a given timeframe. Additionally, maps and charts illustrate geographic characteristics or the layout of an area. Survey data, such as census information, also contributes valuable insights. Lastly, observation can yield a variety of data reflecting real-time events, which can be classified into two types: direct observation and participant observation. Direct observation is an efficient tool for researchers to examine stakeholder behavior or organizational atmosphere during field visits (Yin, 2003).

The informants of this study were members of the Kendari City Poverty Alleviation Coordination Team (TKPKD), namely: OPD within the Kendari City Government, Kendari City BAZNAS, Family Welfare Social Workers, Kendari City UMKM, PT. BPD Sultra, Sub-district Elements, Village Elements. Data collection techniques in this paper are through interviews, observation, and documentation. Observations were made on poverty alleviation programs carried out by the Kendari City TKPKD. Document searches were also carried out through poverty alleviation programs, implementation and technical instructions, work programs and the Kendari City TKPKD Performance Report. Interviews can usually be classified into three types (Yin, 2003), Interviews are one of the most important sources of case study material. The data analysis process is divided into several stages, with secondary data analyzed first and then integrated to complete primary data information. The data analysis method for this study uses the McNabb data analysis model, specifically the nine steps of the qualitative data process. (McNabb, 2020). This research analysis is a qualitative and quantitative approach analysis as well as classification.

FINDING AND DISCUSSION

The Kendari City poverty alleviation organization, TKPKD, is described in the organizational structure, namely the hierarchy outlined from the poverty alleviation organization at the central level, the Southeast Sulawesi Province level, and the Kendari City level. The Task Scheme of the Kendari City Regional Poverty Alleviation Coordination Team (TKPKD), based on the Decree of the Mayor of Kendari No. 24 dated January 11, 2024 concerning the Establishment of the Kendari City Poverty Alleviation Coordination Team, is compiled based on the basic format of the National Poverty Alleviation Coordination Team (TKPKN), where TKPKD is tasked with coordinating poverty alleviation policies and programs and coordinating the implementation of programs that increase dependency in Kendari City. External actors beyond the control of the initiator, such as political instability or economic crisis can directly affect multi-stakeholder collaboration. As discussed in the previous background, most of the factors critical to success can be influenced to some extent. By focusing on these factors, it is possible to maintain positive process dynamics, keep stakeholders engaged in the collaborative effort, and ultimately achieve tangible results and successful implementation. It is not surprising to us that active academics have long debated the success factors in multi-stakeholder collaboration.

Catalysts Co-designed strategy

A co-designed strategy ensures that all stakeholders are actively involved collaboratively driving the mechanisms, strategies and their implementation over time consciously creating a functional collaborative ecosystem. The level of ownership that stakeholders feel towards the process and expected outcomes is a key factor in the success of multi-stakeholder collaboration. When the purpose of the collaboration is meaningful to all stakeholders, the implementation strategy is transparent and credible, and stakeholders believe their contributions are valued, this sense of ownership emerges. Authentic participation in how contributions are managed, workshops are organized, and communications are conducted fosters this sense of ownership. People tend to implement what they have helped create, so keeping people engaged is critical to success. The facilitator of the dialogic process focuses significantly on the initial collaboration to act as a reflective catalyst for the co-designed strategy. This strategy ensures that, over time, all relevant stakeholders are engaged in driving both the strategy and its implementation. This approach reflects a pathway to potential futures and aligns with the passion principle of intentional generativity.

At this stage, accountability becomes a form of intrinsic motivation. Because high-level buy-in is essential for complex multi-stakeholder collaborations, the strategy should include ways to foster ownership among actors, even if they are not directly involved in the day-to-day activities of the collaborative ecosystem. During the collaborative change phase, co-designing the vision and strategy is a critical, multi-layered process. This process requires high-quality, ongoing communication. The goal is to create an action plan that all parties agree on and can implement independently. Strategies developed with collaboration catalysts are strengthened by three key practices: clarity of purpose, inclusivity, and accountability. (Kuenkel, 2019b).

Catalysts Cooperative Collaboration Implementation

The success of multi-stakeholder collaboration is a focus on outcomes among all participants, along with a cohesive collaboration ecosystem is a crucial factor. A results-oriented mindset is essential for fostering commitment. In this type of collaboration, the facilitator of the dialogue process must make achievements visible. stakeholder agreement to meet again, documented recommendations, is visibility that can include basic agreements, agreed action plans, or reports on implementation progress. Cooperative delivery involving the formation of ownership and ensuring collective action to provide complementary and supportive contributions is also another important aspect of collaboration. An often overlooked element in these initiatives is fostering a sense of ownership among stakeholders. It is important for stakeholders to genuinely identify themselves as integral members of the collaboration ecosystem.

This illustrates the process in the dimension of involvement and is more deeply connected to the principle of the passion of permeable containment in collaboration between government and business/private parties involved in the TKPKD or those who spontaneously participate either because of the City government's offer or their initiative, negotiations on programs or financing tend to be absent. As stated by the research informant that our party was not involved in the preparation of the program, we were presented with an existing program plan from the OPD and offered to participate. Participation can be in any form so that the opportunity to negotiate in the preparation of the program is small and tends to be minimal". Involving the community to achieve larger goals or meaningful changes will create cohesion, but the collaboration ecosystem also needs to create a structure that makes these goals a reality and has an impact. The effectiveness of collaborative catalyst cooperation is improved by three key practices: involvement management, network building, and results orientation.

Catalysts Adaptive Collaborative Innovation

Collaboration among multiple stakeholders must lead to meaningful contributions in innovative problem-solving. Those involved, along with other interested parties, expect to witness real changes and new approaches to addressing challenges. The third catalyst for collaboration, adaptive innovation, focuses on sparking creativity, leveraging diversity, and promoting continual learning. These elements are all part of the Compass framework that enhances the ability of stakeholders to implement changes and discover solutions to problems. This text discusses the innovation dimension, emphasizing the importance of the emerging novelty principle. Addressing sustainability challenges demands a blend of complementary skills and resources. Additionally, it is crucial to help stakeholders understand the context of a problem through effective information sharing and communication among them. Participatory iterative learning mechanisms encourage collaboration among all actors and facilitate rapid integration of outcome evaluation into subsequent process steps. Capacity building at these various phases will enhance understanding of the issues at the core of engagement with weaker stakeholder groups. The catalyst for adaptive innovation collaboration can then be strengthened by three supporting practices, namely knowledge management, planning flexibility and creative prototype design.

Our research findings suggest that the institutional arrangements of the TKPKD in Kendari City have shown resilience in maintaining collaboration and have demonstrated adaptability to changes in knowledge and circumstances. However, some critics argue that the outcomes of the TKPKD program remain unsatisfactory. Addressing this uncertainty requires institutional flexibility and adaptation, which may involve changes in institutional structures, decision-making processes, program objectives, stakeholder engagement procedures, and mechanisms for program accountability and independent review, including increased pressure from stakeholders. Empirical studies of organizations in the private sector confirm that those that adapt quickly and implement effective learning mechanisms tend to experience higher productivity, improved service quality, and well-defined decisions that can be clearly interpreted.

Catalysts Collective Values

Lessons learned from conceptual work on specific activities highlight the need for collaboratively constructed frameworks that provide clarity yet acknowledge complexity, respecting the integrity and dignity of all stakeholder actors is essential to fostering new ways of collaborating. By respecting and appreciating each other, conflicts can be resolved constructively. This approach also involves acknowledging and being aware of the organizational constraints of the institutions involved in the collaboration. Most collaborative efforts aimed at implementing the Sustainable Development Goals (SDGs) stem from ethical imperatives, such as the equitable distribution of resources, access to those resources, addressing economic inequality, and protecting the natural environment. However, we need to realize that the catalyst for collaboration is not only creating a win-win situation that can be accepted rationally, but collaboration requires the use of deeply held and emotional human values, which reflect the human dimension and, at a deeper level, an awareness of the strong and positive relationships of all stakeholders.

Our research results show that the Kendari City TKPKD does not appear to be a facilitator of dialogical processes that provide opportunities for discovering shared values among parties and actors at large, the composition of the TKPKD membership validates this. Whereas shared values contribute to a greater awareness of interconnection and interdependence. The overall value of collaboration catalysts is strengthened by three key practices: an appreciative approach, power balancing, and understand each other. Collective value refers to ensuring that the entire process of transformative change can benefit all stakeholders in the collaborative ecosystem being implemented. This concept is supported by the practices of adopting an appreciative approach, balancing power, and fostering mutual understanding.

Catalysts Dialogic Collaborative Communication

It has been widely recognized as critical to the success of multi-stakeholder collaboration the importance of high-quality dialogue and effective communication. The fifth catalyst for collaboration, dialogic communication, is most effectively enhanced by ensuring that as many stakeholders as possible are skilled in facilitating dialogic processes. Every change initiative necessitates dialogue, but in collaborative ecosystems that span institutional and societal boundaries, the ability to engage in constructive dialogue becomes even more crucial. Lessons learned from multi-stakeholder collaborations show that progress cannot be achieved simply by convincing others to adhere to predetermined goals, strategies or action plans but rather that progress must be based on a collective will to co-create new pathways to a shared future so that the deeper aspects of collective intelligence relate to its principle of contextual connectedness. The findings of the study reveal that the Kendari City TKPKD has not yet developed the dialogic quality that is a core element of an effective collaborative process. Process management, which involves understanding differences, building consensus, developing a shared vision, and planning actions, is vital to multi-stakeholder collaboration. Skilled facilitation of dialogic processes can often facilitate successful collaboration, both by stakeholders and external professional facilitators. Additionally, TKPKD, as a collaborative ecosystem, requires agreed-upon and transparent communication rules for both internal and external stakeholders.

In complex collaborations involving multiple stakeholders, it is important to have formal structures, such as steering committees and advisory boards, to ensure that different perspectives and areas of expertise are recognized and integrated. These governance mechanisms leverage stakeholder diversity in a structured way, thereby increasing the credibility of multi-stakeholder collaboration. This is evident in decision-making, review, and conflict resolution processes. Effective communication, often referred to as dialogic communication, involves establishing a communication framework that values diversity and fosters cohesion within the collaborative ecosystem. Through structured dialogue, good governance and collective learning this can be strengthened.

Catalysts Contextual Impact

The results of the study show that the practice of TKPKD in Kendari City has not yet realized success in collaboration between organizations that depend on the quality of relationships that form cooperation, trust, and mutual benefit. Multi-party collaboration, such as TKPKD, needs to demonstrate its relevance and complementary contributions to the broader context of transformation. This does not mean that the vision and goals are not ambitious or aligned with the respective Sustainable Development Goals (SDGs). However, stakeholders often overlook other actors who may be working towards similar objectives. With the rise of collaborative initiatives aimed at implementing the SDGs, there is a risk that these focused efforts will narrow the lens and ignore the wider context of the SDGs. Funding mechanisms that target specific issues or groups can further exacerbate this risk. Therefore, collaboration among stakeholders is crucial for increasing overall impact. Fostering contextual impact dimensions through collaboration means actively documenting what other actors are doing. For TKPKD institutions this means connecting parties to share knowledge, and jointly developing broader impact strategies. Success in implementing the SDGs is more likely to occur when activities are viewed

as part of a larger transformation ecosystem, demonstrating that this approach emphasizes the importance of integrity and is in line with the principle of mutually enhancing integrity. The impact of collaborative efforts can be strengthened through three key practices: ensuring contextual relevance, building capacity, and maintaining a focus on impact.

CONCLUSIONS

The success factors of multi-stakeholder collaboration can serve as catalysts that drive collaboration and lead to sustainable transformation. These collaboration catalysts include jointly designed strategies, cooperative implementation, adaptive innovation, dialogic communication, contextual impact, and shared values. In essence, these factors drive and accelerate collaborative change, therefore the Kendari City TKPKD institution as a form of collaboration, ideally becomes an organization that is inclusive of learning and innovation. The parties and actors involved in this institution must be empowered to take risks, take initiatives and drive change. As the collaborative change process designed in TKPKD institutions involves various actors and relies on trust, ownership, clear goals, and tangible results that value the time invested. The presence or absence of a catalyst in a collaborative process can greatly influence the success of achieving the goals of the collaboration. However, because of its cross-institutional and cross-sectoral nature, changes in multi-stakeholder collaborative processes tend to be more substantial. Cross-institutional collaboration is inherently complex and fundamentally democratic, as it allows all partners to have an equal voice in the process. The outcomes of collaboration depend on the active involvement of all parties. Successful results rely on actions that are organized and monitored collectively. The more stakeholders in TKPKD institutions understand and effectively manage the collaboration catalysts that contribute to progress, the greater the potential for sustainability by achieving the expected success, or even exceeding it.

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