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Policy Network in Implementing SDGs Program Based on Empowerment of MSMEs (Study on the Ministry of Finance MSME Empowerment Program One Fakfak, West Papua Province)

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Abstrak

Studi ini menganalisis jaringan kebijakan dalam implementasi Tujuan Pembangunan Berkelanjutan (SDGs) melalui pemberdayaan Usaha Mikro, Kecil, dan Menengah (UMKM) di Kabupaten Fakfak, Papua Barat. Menggunakan metode kualitatif dengan pendekatan studi kepustakaan. Penelitian ini menemukan bahwa program pemberdayaan UMKM yang difasilitasi oleh Kementerian Keuangan tidak hanya mendukung pencapaian SDG 8 (Pekerjaan Layak dan Pertumbuhan Ekonomi), tetapi juga berkontribusi pada SDG 1 (Tanpa Kemiskinan) dan SDG 10 (Pengurangan Ketimpangan). Hasil penelitian ini juga menunjukkan peran strategis UMKM dalam memperkuat jaringan kebijakan pembangunan inklusif dan berkelanjutan. Pelaksanaan program mencerminkan dinamika jaringan kebijakan, tata kelola kolaboratif, dan kemitraan multi-pihak, di mana berbagai pemangku kepentingan bekerja sama untuk mendukung pengembangan UMKM sebagai upaya meningkatkan kesejahteraan, mengurangi kemiskinan dan ketidaksetaraan. Kebaruan penelitian ini terletak pada analisis integrasi tata kelola jaringan dalam program pemberdayaan UMKM serta kontribusinya terhadap pencapaian tujuan SDGs di Papua Barat, yang masih jarang diteliti sebelumnya. Studi ini merekomendasikan penguatan ekosistem UMKM berbasis jaringan sebagai strategi yang efektif untuk mempercepat pencapaian SDGs sekaligus menjembatani kesenjangan pembangunan di kawasan Indonesia Timur.
Kata kunci: Jaringan, Kebijakan, SDGs, Pemberdayaan UMKM

Abstract

This study analyzes the policy network in the implementation of Sustainable Development Goals (SDGs) through the empowerment of Micro, Small, and Medium Enterprises (MSMEs) in Fakfak Regency, West Papua. It uses a qualitative method with a literature review approach. This study found that the MSME empowerment program facilitated by the Ministry of Finance not only supports the achievement of SDG 8 (Decent Work and Economic Growth), but also contributes to SDG 1 (No Poverty) and SDG 10 (Reduced Inequalities). The results of this study also show the strategic role of MSMEs in strengthening inclusive and sustainable development policy networks. The implementation of the program reflects the dynamics of policy networks, collaborative governance, and multi-stakeholder partnerships, in which various stakeholders work together to support MSME development as an effort to improve welfare and reduce poverty and inequality. The novelty of this research lies in the analysis of the integration of network governance in MSME empowerment programs and their contribution to the achievement of SDGs in West Papua, which has rarely been studied before. This study recommends strengthening the network-based MSME ecosystem as an effective strategy to accelerate the achievement of SDGs while bridging the development gap in Eastern Indonesia.
Keywords: Network, Policy, SDGs, Empowerment of MSMEs

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Preliminary

The sustainable development program as a global goal has become an agreement of countries that are members of the United Nations (UN). The Sustainable Development Goals (SDGs) were launched in 2015, and are expected to be achieved by 2030 (Wijayanti et al., 2024). Global poverty is still one of the fundamental problems facing the world, although significant progress has been made over the past few decades. Referring to Amirya & Irianto, said that the global agenda recognizes that all forms of poverty must be eliminated, including extreme poverty which is a global challenge in achieving sustainable development (Adi, I. R. (2012, n.d.)

Global Poverty Data based on reports from the World Bank and the United Nations Development Programme (UNDP), several important facts related to global poverty where the distribution of Poverty: Sub-Saharan Africa is the region with the highest poverty rate in the world, with 60% of the population living below the extreme poverty line, and South Asia accounts for around 30% of the total global poor population (Dandi Alvayed, Utari Arum Kinasih, n.d.). ASo this needs to be addressed seriously collectively. In Indonesia, based on data from the Central Statistics Agency (BPS), the percentage of poor people in March 2024 was at 9.03%. This means that there are around 25.22 million Indonesians who are still below the poverty line (Maulana et al., 2024).

Indonesia as a member country of the UN participates in, contributes and is committed to the success of the Sustainable Development Goals (SDGs). This commitment is demonstrated by establishing Presidential Regulation of SDGs Number 59 of 2017 concerning the Implementation of the Achievement of Sustainable Development Goals. Various programs then accompany the regulation which are directed at poverty alleviation (Triyono & Ilhami, 2025a). One of them is the policy of empowering Micro, Small and Medium Enterprises (MSMEs) as one of the focuses of the Indonesian government in poverty alleviation efforts. Where MSMEs can play an important role in creating jobs and improving people's welfare. The results of Rachmawati's research (2020) show that MSMEs are very possible as an exit strategy in dealing with poverty issues in Indonesia, where MSMEs are considered a representative way out in poverty alleviation (ePrints Soton, n.d.).

Empowerment of Micro, Small, and Medium Enterprises (MSMEs) is one of the main solutions in efforts to reduce poverty in Indonesia. The Ministry of Finance (Kemenkeu) is one of the government institutions that focuses on MSME empowerment programs in order to contribute to the development of the welfare of the Indonesian people. The Ministry of Finance

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as one of the Government entities participates in the MSME development program through the implementation of the "Kemenkeu Satu" MSME Empowerment Synergy Strategic Initiative, which is stated in the Decree of the Minister of Finance Number 396/KMK.01/2022 concerning the Ministry of Finance's Micro, Small and Medium Enterprise Empowerment Synergy Program. As a follow-up to the Decree of the Minister of Finance Number 396/KMK.01/2022, the Ministry of Finance One MSME Program Policy has been established. This policy is a guideline for Work Units at the Ministry of Finance to provide guidance to MSMEs (Marsh & Smith, 2000).

Currently MSME business actors are still experiencing several difficulties in developing their businesses. Some of these challenges include difficulties in marketing products, difficulties in obtaining permits, difficulties in obtaining raw materials, difficulties in capital, inefficient financial management, lack of innovation, and many others. Including problems in the field of marketing and product development quality (Marsh & Smith, 2000). From these problems, it is necessary for all elements of the Ministry of Finance in the regions to play an active role in MSME empowerment activities. Following up, the Representative of the Ministry of Finance of West Papua Province implemented various MSME empowerment programs. In implementing the MSME empowerment program, of course, the Ministry of Finance of the West Papua Province representative does not work alone. However, it requires cooperation from various actors outside the government. The involvement of these various actors is then understood as a policy network. The term network is often used to describe various types of actors involved in political, social and economic life (Mareta, n.d.-a)In the context of empowerment, a policy network is a group of actors who are involved, interact with each other, and work together in order to achieve empowerment success, such as in the MSME empowerment program.

Peterson and Bomberg said that the policy network connotes a group of actors who are given the ability to help the success of a public policy. This success is included in the policy implementation stage. Policy network is a pattern of relationships or interactions that are more or less stable between actors involved and interdependent around a particular public problem or affair. So it can be said that success in intervening in a public problem or affair is very dependent on the transaction process between actors, which in essence is 'connecting' one actor with another in order to find common ground for opinions, interests and strategies to solve a particular public problem or affair in order to achieve common goals (Deny Hermansyah, n.d.).

Based on the description above, this study discusses the Policy Network in the Implementation of the SDGs Program Based on Empowerment of MSMEs in Indonesia. This

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study focuses on the MSME Empowerment Program by the Ministry of Finance Representative of West Papua which is held in Fakfak Regency, West Papua Province in order to support the Sustainable Development Goals (SDGs Goal) (Maulidah et al., 2024). This study is guided by three main questions. First, how is the policy network formed in the implementation of the MSME empowerment program by the Ministry of Finance in Fakfak Regency, West Papua? Second, how does MSME empowerment contribute to the achievement of the Sustainable Development Goals (SDGs), particularly Goal 1 (No Poverty), Goal 8 (Decent Work and Economic Growth), and Goal 10 (Reduced Inequalities). Third, what are the opportunities and challenges faced in collaboration between actors in the MSME empowerment policy network in Fakfak Regency?.

In line with these questions, the objectives of this study are to describe the policy network patterns in the implementation of MSME empowerment programs in Fakfak Regency, analyze the contribution of MSME empowerment to the achievement of the SDGs, particularly goals 1, 8, and 10, and identify opportunities and challenges in collaboration between actors to support the success of MSME empowerment programs (Triyono & Ilhami, 2025b).

Method

This study was conducted using qualitative methods through a literature review approach. Literature research is part of qualitative research that collects data from secondary sources to explore and understand the meanings expressed by individuals or groups. literature research is an investigative process conducted based on existing literature, utilizing library databases, academic search engines, and journal indexes. Simila emphasize that literature research is conducted by critically and thoroughly reviewing relevant and reliable reference materials.

The data sources in this study came from various library materials, such as scientific journals, books, mass media, online platforms, and other sources relevant to the research topic (Adi, I. R. (2012, n.d.)Data analysis was carried out in several stages, namely data presentation, data reduction, conclusion drawing, and verification (Nur'aini, 2025).

To make the procedure more systematic, this study followed the stages of literature search and selection based on the PRISMA framework, namely:

1. Identification, articles were searched through Google Scholar, ResearchGate, Scopus, and other academic databases using keywords relevant to the research topic.
2. Screening, duplicate and irrelevant articles were eliminated based on their titles and abstracts.

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3. Eligibility: The remaining articles were reviewed in full according to inclusion criteria, such as relevance to the research focus, specific publication year, and peer-reviewed publication status.
4. Inclusion: Articles that met the criteria were selected for in-depth analysis.

In the initial stage of literature search, 120 articles were found from various databases, such as Google Scholar, Scopus, and ResearchGate. Of these, 40 articles were removed because they were duplicates, leaving 80 unique articles. Next, screening was carried out based on the title and abstract, and 50 articles were eliminated because they were not relevant to the research topic. Thus, only 30 articles proceeded to the next stage for full-text review. At this stage, 27 articles were eliminated because they did not meet the inclusion criteria, such as year of publication, type of publication, peer-reviewed status, or content relevance. Thus, 25 articles that met all criteria remained and were analyzed in depth. This number is referred to as the final inclusion in the PRISMA chart.

The literature search procedure in this study was systematically organized with reference to the PRISMA 2020 framework (Mareta, n.d.-b), which was adapted to the needs of the literature study.

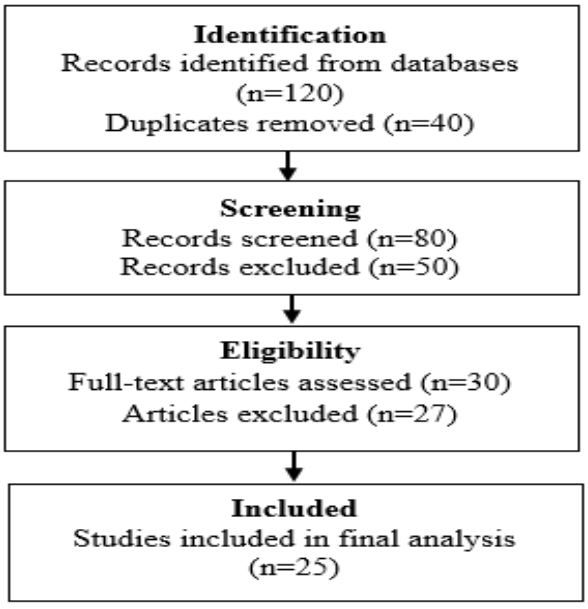

Figure 1. Literature selection flow based on PRISMA 2020 (adapted from Page et al., 2021).

This study is literature-based and therefore has several limitations when compared to field research. First, the findings are highly dependent on the availability of secondary data, so they do not always reflect the actual conditions in the field. This is in line with Zed, who explains that literature-based research has limitations because it cannot directly explore

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empirical data. Second, literature-based research is also prone to publication bias, as most published literature tends to highlight significant results, while negative or insignificant results are rarely published (Marsh & Smith, 2000). Therefore, although literature-based research is useful in providing a broad synthesis of knowledge, the results cannot fully replace the empirical findings of field research.

Results and Discussion

SDGs Goals: Global and National Commitments

SDGs is a global and national commitment in an effort to improve people's welfare, covering 17 global goals and targets for 2030 declared by developed and developing countries at the United Nations General Assembly in September 2015 (Rossi et al., n.d.). The Sustainable Development Goals (SDGs) as international goals are a manifestation of increasing global awareness of the need to achieve goals by 2030 to ensure a sustainable global environment. Quoted from the official United Nations website, (2023), the 17 SDGs offer the most practical and effective path to addressing the causes of poverty, violent conflict, human rights violations, climate change, and environmental degradation.

Figure 2. Sustainable Development Goals (SDGs)
(Source: United Nations, 2023/ *www.un.org*)

Each country is given the freedom to establish a national framework in achieving the SDGs goals which are a global action plan to eradicate poverty, inequality, and maintain environmental quality (Deny Hermansyah, n.d.). Indonesia as one of the member countries of the United Nations (UN) also makes the Sustainable Development Goals an indicator in national development. The Government of the Republic of Indonesia has stipulated Presidential Regulation of SDGs Number 59 of 2017 concerning the Implementation of Achievement of Sustainable Development Goals. The presidential regulation is also a national commitment in order to achieve the SDGs goals (Nur'aini, 2025). Currently, the implementation of SDGs in Indonesia has shown success. Referring to Hidranto (2024) the progress of SDGs in Indonesia

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based on the Global SDGs Index was in position 102 in 2019 increasing to position 75 in 2023 (Gedeona, n.d.). This is inseparable from the various programs and policies directed by the government towards the implementation of SDGs in Indonesia (Bickman & Rog, 2009).

In the National SDGs Annual Conference, Head of the United Nations (UN) Representative in Indonesia Gita Sabharwal said that Indonesia has shown exemplary progress in achieving the SDGs with six out of ten indicators on track (Page et al., 2021). This is well above the regional and global average and shows commitment and leadership (Deny Hermansyah, n.d.). Indonesia is ready to capitalize on this momentum through comprehensive social, economic, and governance transformation to support the national agenda to become a developed country in the next two decades (Panuluh & Fitri, n.d.).

This success cannot be separated from various programs and policies directed towards achieving the Sustainable Development Goals (SDGs), one of which is through the Empowerment of MSMEs (Azis, 2022). Zulkarnain said that the strategic role of MSMEs in achieving the Sustainable Development Goals (SDGs) initiated by the United Nations (UN) to achieve inclusive and sustainable global prosperity by 2030 (Ar Raniry Repository, n.d.). The SDGs consist of 17 goals and 169 targets that focus on eradicating poverty, eliminating hunger, improving education and health, gender equality, environmental preservation and decent work (Oleh, n.d.).

In this context, MSMEs not only function as economic drivers, but also as key elements in achieving these goals because they have great potential in community empowerment, job creation, and economic equality (Wahab & Mahdiya, 2023). Likewise, Tambunan said that MSMEs are the largest creators of job opportunities in Indonesia, in order to play this role, including creating productive job opportunities, MSME empowerment is very necessary to ensure that their businesses with all their limitations can continue to grow and be sustainable (Agustino et al., 2024).

SDGs Implementation Based on Networked MSME Empowerment

Role the importance of MSMEs in the strategy to realize the Sustainable Development Goals (SDGs), so it is necessary to strengthen the MSMEs to be more inclusive and sustainable. Therefore, the Ministry of Finance of the Republic of Indonesia is committed to empowering Micro, Small and Medium Enterprises (MSMEs) in order to support the implementation of sustainable development programs (SDGs) which have become international and national goals. This is marked by the issuance of regulations through the Decree of the Minister of Finance Number 396/KMK.01/2022 concerning the MSME Empowerment Synergy Program of the Ministry of Finance (Muhammad Wendra & Andri Sutrisno, n.d.).

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Referring to Samsuddin, (2024) the Ministerial Decree provides all elements of the Ministry of Finance to play a more active role in MSME Empowerment activities, both from the demand and supply sides, including comprehensive business assistance starting from the aspects of entrepreneurship, managerial, promotion and marketing, to financing. In line with the direction of national policy, the Ministry of Finance has launched the theme of the Ministry of Finance One MSME Program for 2023, namely "Ministry of Finance One supports MSMEs to grow through digitalization and globalization towards Advanced Indonesia" (Hairudinor et al., 2024)The birth of this regulation was then followed up by the Ministry of Finance Representative Office of West Papua Province by implementing various MSME empowerment programs (Humaniora, n.d.). The implementation of the MSME empowerment program by the Ministry of Finance Representative Office of West Papua Province is carried out based on a policy network, namely by involving various parties in supporting the program (Nandita Ardaningrum1, n.d.).

Quoting Adi The MSME empowerment policy network is a synergy and coordination between various parties to support MSMEs (Zed, M. (2008)., n.d.). The parties involved in the MSME empowerment policy network of the Ministry of Finance Representative Office of West Papua Province include; Public Service Agency (BLU) Government Investment Center (PIP), Fakfak Regency Government, Bulog Public Company (Logistics Affairs Agency), Himbara Bank, Papuan Traditional Women's Institution (LAPEPA), PT Pegadaian, and PT Permodalan Nasional Madani (PNM/PT Madani National Capital), and a number of other actors. The empowerment of MSMEs of the Ministry of Finance One West Papua is carried out to support global goals, especially SDGs Goal 8, namely Decent Work and Economic Growth. The following image shows various MSME empowerment programs that were carried out directed towards achieving SDGs Goal 8.

Figure 3. Ministry of Finance's MSMEs Empowerment Program One West Papua (Source: Samsudin, 2024)

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The empowerment of MSMEs centered in Fakfak Regency, West Papua Province is carried out through the MSME Bazaar (Hamzah, A. (2019)., n.d.). This activity is a form of commitment from the Representative of the Ministry of Finance of West Papua Province to advance MSMEs actors in West Papua, especially in Fakfak Regency (Google Buku, n.d.). Referring to Samsuddin, (2024) the empowerment of MSMEs in Fakfak Regency is carried out in various series of activities, including;

1. Cooperation between the Government Investment Center (PIP) and the Regency Government Fakfak in the form of increasing the availability and access to Ultra Micro Financing (UMi), strengthening cooperative institutions, developing micro businesses through Ultra Micro Financing, coaching and supervision of UMi Financing distributors, and increasing education and socialization about UMi Financing to micro business actors and cooperatives.
2. Cooperation between the Government Investment Center (PIP) and the State Polytechnic Fakfak in the form of increasing the capacity of micro-entrepreneurs through business incubation, mentoring, and empowerment of micro-entrepreneurs and other activities. This is also part of strengthening the UMi Financing ecosystem and increasing the role of the Tri Dharma of Higher Education. Cooperation exploration is also being carried out with prospective distributing cooperatives which are currently still in the process of assessment and mentoring. It is hoped that in the future UMi Financing distribution is not only through PT Pegadaian and PT Permodalan Nasional Madani (PT Madani National Capital) will be but also through cooperatives/Baitul Maal Wat Tamwil (BMT) in Fakfak Regency (Pristiyanto Pristiyanto, n.d.).
3. Implementation of MSMEs education and training classes by the Regency State Treasury Service Office Fakfak collaborated with the Government Investment Center (PIP), the Regional Office of the Directorate General of Treasury (DJPb) of West Papua Province, the Fakfak Customs and Excise Supervision and Service Office (KPPBC), the Fakfak Tax Counseling and Consultation Service Office (KP2KP), and PT (Limited Liability Company) Pegadaian with participants of around 20 MSMEs from Fakfak Regency. The goal is to increase the capacity and quality of MSMEs with materials on financing aspects, legal aspects, financial management, marketing aspects, and product export potential.
4. The auction of MSMEs products was carried out through the official website of the Ministry of Finance, in this case the Directorate General of State Assets (DJKN), namely the *lelang.go.id*. portal. This auction can be accessed by participants from all

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over Indonesia. The products that have been auctioned are 8 packages, in accordance with the spirit of Independence Day in the form of processed nutmeg products and Fakfak handicrafts. The activity was carried out in collaboration with the Sorong State Assets and Auction Service Office (KPKNL). The auctioned MSMEs products were successfully sold 100%.

5. Socialization to the community about empowering MSMEs through a dialogue program in collaboration between the Ministry of Finance of the West Papua Representative Office and Radio Republic of Indonesia (RRI). MSMEs actors in the Regency Fakfak and its surroundings are very numerous and potential. It requires support from all levels of society to move together so that MSMEs can move up a class. This activity was carried out. Collaborating with RRI Fakfak was carried out because it is currently using a multiplatform so that information and education can be accessed across generations with a wider area.

The peak event in the form of an MSME Bazaar activity was carried out collaboratively between the Regional Office of the Directorate General of Treasury of West Papua and the Ministry of Finance (Kemenkeu) One Fakfak. In addition, it also involved various local communities and development partners (Rachmawati, n.d.). The MSMEs Bazaar which was held on August 18, 2024 at the Indonesian National Sports Committee Building, Fakfak Regency, presented 18 MSME booths and 7 development partner booths (Hidranto, F. (2024), n.d.). Side Events in the form of MSME Empowerment Talk Shows, Stand Up Comedy Competitions, Line Dance/Flash Mob Competitions, and Batik Tulis Fashion Shows. On an ongoing basis, the West Papua Representative Office of the Ministry of Finance fosters a number of MSMEs who receive assistance and facilities such as product curation. Two of these fostered MSMEs are Q'Nou and Justicia (Adi, I. R. (2012), n.d.). Licensing needs to be taken care of to obtain a Household Industry Food Permit (PIRT) certificate and Business Identification Number (NIB), while product curation is carried out to provide suggestions for improving the products produced by MSMEs (Shahidur R. Khandker, n.d.). The MSME Empowerment Program by the Ministry of Finance Representative Office of West Papua in order to support the achievement of the SDGs is carried out by implementing a networking policy. The involvement of various actors in the implementation of the MSME empowerment program, especially in Fakfak Regency, has had a positive impact that is measurable and sustainable (Bitzer et al., 2013). said that the involvement of various actors who collaborate with each other is not just a technical step, but creates a climate of cooperation that has been

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rooted in the culture of the community and local government, making it a strong foundation in the joint struggle to achieve the Sustainable Development Goals (SDGs).

The MSME empowerment program carried out by the Ministry of Finance Representative Office of West Papua Province by involving various parties (networks) is not only directed at achieving the 8th Sustainable Development Goal (SDGs Goal 8), namely Decent Work and Economic Growth, but has also simultaneously encouraged and contributed to the achievement of SDGs Goal 1 (no poverty), and SDGs Goal 10 (reduced inequality).

Poverty is still a big issue that occurs in almost the entire world, including third world countries like Indonesia. This then makes the issue of poverty one of the Sustainable Development Goals (SDGs goals), where poverty is placed as goal 1 in a global sustainable development program (Rossi et al., n.d.). One of the efforts that can be made in poverty alleviation is through the MSME empowerment program. The results of Rachmawati's research (2020) state that the growth of MSMEs in Indonesia is a source of employment, increases income, and absorbs a large number of workers, thus MSMEs have a strategic role in alleviating poverty and unemployment. Likewise, shows that MSMEs have a significant contribution in creating jobs, increasing people's income, and encouraging inclusive economic growth. Thus, when jobs are met, increasing people's income will have an impact on reducing poverty rates (Rossi et al., n.d.). Thus, the MSME empowerment program carried out by the Ministry of Finance, West Papua representative, has supported efforts to achieve SDGs Goal 1 (no poverty).

Empowering MSMEs as one of the pillars of the Indonesian people's economy is important to continue to be carried out sustainably. Because through MSMEs, especially economic inequality can be minimized through the empowerment of Micro, Small and Medium Enterprises (MSMEs), which play an important role in increasing economic resilience and social equality. This is in line with research on MSMEs also helping to strengthen the national economic structure by reducing unemployment and inequality (Hairudinor et al., 2024). The important role of MSMEs in reducing inequality is also expressed in Aziz's research which concludes that developing small business groups in an area is a powerful strategy to reduce inequality. Inequality is one of the problems in the paradigm of economic development in various countries, especially in Indonesia as a developing country. The emergence of economic inequality will cause many other problems, such as; increasing poor people, increasing unemployment, increasing crime rates, decreasing quality of education, decreasing people's purchasing power. In this context, MSMEs have a very important position in the sustainability of the Indonesian economy, opening up job opportunities, reducing poverty, hunger, and

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inequality (ohn Peterson, n.d.). Thus, the MSME empowerment program carried out by the Ministry of Finance, West Papua representative office, has supported efforts to achieve SDGs Goal 10 (reducing inequality).

Policy Networks, Collaborative Governance, and Multi-Actor Partnerships in MSME Empowerment in Fakfak

The empowerment of MSMEs in Fakfak Regency is carried out through the involvement of various actors. This diverse involvement reflects the characteristics of a policy network, in which development programs are no longer only carried out by the central government, but through synergy and coordination with other actors who have different resources. With the policy network approach, each actor contributes according to its capacity. This is in line with policy network theory, which emphasizes interdependence among actors in achieving policy objectives (Adi, I. R. (2012, n.d.).

The MSME empowerment program in Fakfak also demonstrates collaborative governance practices by involving the central government, local government, the private sector, universities, and the community. This form of collaboration reflects what Ansell and Gash describe as the importance of cross-sector cooperation that is not only technical in nature but also builds a sense of shared ownership. This is also in line with the integrative framework of collaborative governance according, which emphasizes the importance of policy legitimacy and the participation of various actors in responding to local needs. Thus, the practice of collaborative governance in Fakfak can be an important foundation in supporting the achievement of sustainable development goals (Septiana et al., 2019).

In addition to demonstrating a pattern of collaborative policy and governance networks, the empowerment of MSMEs in Fakfak also reflects multi-actor partnerships. The involvement of various stakeholders, ranging from financial institutions, local governments, educational institutions, state-owned enterprises, to local communities, shows that development goals cannot be achieved by one party alone (Mahmudi et al., 2020). This is in line with Glasbergen's (2011) view that multi-actor partnerships are an important instrument for achieving sustainable development, and is consistent with Selsky & Parker, who emphasize the effectiveness of cross-sector partnerships in addressing social issues. These partnerships have proven to have a real impact: increased access to financing, increased entrepreneurial capacity through training, product marketing, and the strengthening of institutional MSMEs under their guidance. These impacts not only support SDG Goal 8 (Decent Work and Economic Growth), but also contribute to Goal 1 (No Poverty) and Goal 10 (Reduced Inequalities), as emphasized. Thus, the multi-stakeholder partnership model implemented in Fakfak can serve as a best practice

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example in supporting the sustainable development agenda at the local level (Septiana et al., 2019).

Critical Analysis of the Impact of the Program

The achievements of the MSME empowerment program in Fakfak described above show positive indications, particularly in terms of increased access to financing, the organization of training sessions and bazaars, and the formation of cross-actor collaborations. However, a critical analysis is still needed to assess the extent to which these achievements have actually contributed to poverty reduction (SDG 1) and inequality (SDG 10) (Mahmudi et al., 2020).

So far, the available evidence has emphasized outputs, such as the number of training participants, the distribution of UMi financing, or the success of bazaars and product auctions. Meanwhile, more substantive outcome indicators, such as increased household income, the creation of sustainable jobs, or reduced economic disparities between community groups, have not been fully verified (Gedeona, n.d.).Emphasize that program evaluation should not only measure administrative outputs but also include outcomes and impacts that are tangible to the program's objectives, such as behavioral changes, improved welfare, or reduced poverty rates (Selsky & Parker, 2005).

In addition, there is the potential for selection bias because beneficiary MSMEs tend to come from groups that are relatively more prepared and have better initial capacity. This raises the question of the extent to which the program actually reaches poor and vulnerable groups. Emphasizes that program evaluation not only measures how well the program is implemented, but also the extent to which the program actually produces the desired changes in society (Ansell & Gash, 2008). The risk of selection bias, when the beneficiaries of the program are not the groups most in need, but rather those who are better prepared or have better access, can make the evaluation results appear more positive than the actual conditions. Therefore, a good evaluation needs to pay attention to who benefits, how the benefits are distributed, and whether the program actually reaches the vulnerable target groups.

Some of the reported benefits, such as increased sales during bazaars, also tend to be short-term in nature, so they cannot yet be concluded as sustainable improvements in welfare. (Kurniawan et al., n.d.-a) emphasize that impact evaluation should focus on changes that can be truly attributed to the program, not just on administrative outputs. They emphasize the importance of an evaluation design that compares conditions with and without the program (counterfactual), in order to identify whether the program actually results in changes in welfare (Kurniawan et al., n.d.-a).

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The impact on inequality also needs to be examined more deeply. It is important to know whether the benefits of the program actually spread to micro MSMEs, women MSMEs, and business actors in remote areas, or are instead concentrated on business actors who are already relatively well-established. Without longitudinal data on the distribution of benefits, it is difficult to ascertain that the program has been effective in reducing inequality. In line with this, (Agustino et al., 2024), emphasizes that in development, it is often the perspectives of planners or those in power that are taken into account, while the voices of poor and marginalized groups are ignored. Criticism of top-down development practices encourages a focus on the poor, women, and remote rural communities (putting the first last). Thus, program evaluation and intervention must assess whether the benefits are actually felt by poor and vulnerable groups, not just by those who are already relatively well-established (Kurniawan et al., n.d.-b).

Thus, the success of the MSME empowerment program in Fakfak can be seen as a promising initial indication, but it is not yet strong enough to be considered causal evidence of a reduction in poverty and inequality. A more comprehensive evaluation with long-term outcome indicators is needed so that the program's contribution to the achievement of the SDGs can be assessed in a substantive and sustainable manner (Mahmudi et al., 2020).

Conclusion

Progress on the SDGs in Indonesia shows improvement, with the country's position in the Global SDGs Index rising from 102nd in 2019 to 75th in 2023. One of the factors contributing to this achievement is empowerment in the MSME sector. The findings of this study show that MSME empowerment in Fakfak Regency not only supports the achievement of SDG 8 (Decent Work and Economic Growth), but has also contributed to SDG 1 (No Poverty) and SDG 10 (Reduced Inequalities). This program is not merely an implementation of MSME empowerment, but also reflects the dynamics of policy networks, collaborative governance, and multi-actor partnerships, in which various stakeholders such as central government agencies, local governments, financial institutions, universities, state-owned enterprises (SOEs), and community organizations work together to support MSME development as an effort to improve welfare and reduce poverty and inequality. As a recommendation, the importance of the role of MSMEs in strategies to achieve Sustainable Development Goals (SDGs) means that it is necessary to continue strengthening the MSME ecosystem to make it more inclusive and sustainable.

The novelty of this research lies in the analysis of network governance integration in MSME empowerment programs and its contribution to the achievement of SDGs in West

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Papua, which has rarely been studied before. This research emphasizes how the implementation of SDGs at the local level is carried out through collaboration between actors with complementary roles. However, the limitation of this research is that it is literature-based, emphasizing only the program's outputs, while the long-term impact on poverty reduction and inequality has not been empirically verified.

Therefore, future empirical research is needed to evaluate the long-term impact of MSME empowerment on poverty and inequality reduction. Field studies using surveys, interviews, and quantitative impact evaluations will provide stronger evidence on the extent to which MSME empowerment programs actually contribute to the achievement of the SDGs.

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