

## **SYNERGIZING SOCIAL SERVICE POLICY AND MANAGEMENT FOR POVERTY ALLEVIATION**

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### **Abstract**

Cross-sector cooperation and a synergy between social service administration and public policy are necessary to reduce poverty. The purpose of this essay is to pinpoint the elements that make government, business, and civil society collaboration on poverty reduction initiatives successful. Research shows that for social programmes to be effective, new approaches are needed, such as digital technology and community-based methodologies, together with cross-level cooperation and policy alignment. The private sector offers capital and access to markets, while the public sector plays the role of regulator and enabler. Civil society mentors and empowers the community. This synergy is impeded by bureaucratic red tape, limited local competency, and policy fragmentation. However, the adoption of integrated information systems and strategic partnerships with cross-sector stakeholders may improve the long-term viability of social services and programme effectiveness. To ensure poverty reduction synergies, this study recommends harnessing digital innovation, improving human resource capabilities, and strengthening cross-sector cooperation. With long-term and effective partnerships, social activities are expected to dramatically increase community welfare and reduce extreme poverty in Indonesia.

**Keywords;** Policy Synergy, Social Service Management, Poverty Alleviation, Cross-Sector Collaboration, Digital Innovation, Community Empowerment

### **Background**

Poor income and access to essential services like education, health, shelter, and clean water make poverty a multifaceted issue. According to Todaro and Smith (2020), poverty is not only an economic problem, but also a social and structural problem that requires a comprehensive solution. Various poverty alleviation programs in developing countries, including Indonesia, still tend to focus on providing direct assistance, such as cash and basic food assistance. On the other hand, Banerjee and Duflo (2019) demonstrate in their study that direct help often only results in short-term improvements and does not address the fundamental issues. They support long-term economic freedom and good social services for poor people to become self-sufficient. To reduce poverty and improve well-being, social programme administration is crucial. In addition to aid, social policy ensures fair governance and service distribution. Social service management plays an important role in translating these policies into practice in the field, ensuring services reach the right beneficiaries, as well as monitoring and evaluating program effectiveness. A good synergy between social policy and service management is needed so that policies are not only administrative, but can have a significant positive impact on the poor (Midgley, 2014).

Indonesian social programmes including the Family Hope Programme (PKH), Non-Cash Food Assistance (BPNT), and Pre-Employment Card combine policy and social service administration. These programs also reflect the need for collaboration between the central and local governments, as well as between various related agencies. However, there are still obstacles in the coordination, planning, and execution processes, leading to policy fragmentation and suboptimal services in the field (Suryahadi et al., 2021).

Synergy between social policy and social service management goes beyond technical coordination between government agencies and field implementers. This synergy includes alignment of vision, goals and implementation at various levels of government and sectors. Synergy prevents overlapping rules and ensures social service actors know their jobs. Policy and service synergies also create a system that is adaptive and responsive to changing social, economic and environmental dynamics.

According to Esping-Andersen (1990), the success of social policy is determined by how it is integrated with the public service system and community participation. Innovative, transparent, and accountable service administration ensures that the community is not only assisted but also actively participated in welfare development. Digitalization of public services is one of the important innovations in modern social services, which allows services to be provided more quickly and accurately (UNDP, 2022).

On the other hand, Devereux and Sabates-Wheeler (2004) argue that poverty alleviation programs need to be based on a "transformative social protection" approach, i.e. social policies that not only provide short-term protection but also encourage structural transformation in society, such as improving skills and access to employment. To accomplish this, social services must be properly handled taking into account the local context and the needs of vulnerable populations including children, women, persons with disabilities, and the elderly.

Many nations, including Indonesia, have tried to build synergies between social service policy and management, but significant obstacles hinder poverty reduction programmes. First, institutional fragmentation between ministries and government agencies leads to overlapping programs and budget waste (TNP2K, 2019). Second, limited human resources and the capacity of social service institutions are still an obstacle in the implementation of programs in remote areas. Third, transparency and accountability issues often arise in the distribution of social assistance, which raises the potential for irregularities or non-targeting of assistance programs.

However, there are also a number of opportunities that can be utilized to strengthen this synergy. Initially, the integration of beneficiary data through an integrated information system creates opportunities for the government to enhance the focus and targeting of social services, which is facilitated by the advancement of digital technology. Secondly, the SDGs' global commitment to eradicate poverty and enhance the well-being of individuals motivates governments to implement more inclusive and progressive social policies. Third, community and private sector participation in social programs is increasing, opening up opportunities for broader cross-sector collaboration. Based on the description

above, there is one main question that this study aims to answer: How do social service policy and management synergize for poverty alleviation?

Indonesia is one of the countries with a significant number of poor people. According to information provided by the Central Statistics Agency (BPS), the percentage of the whole population that is living in severe poverty will remain about 2.04% by the year 2023. Programs such as Pahlawan Ekonomi Nusantara (PENA), PKH, and BPNT have been implemented to reduce this figure. These programmes' effectiveness hinges on how local social service managers can execute national policy.

This study is expected to contribute to identifying gaps and opportunities in the synergy of social policies and services, as well as providing relevant policy recommendations to strengthen poverty alleviation efforts in Indonesia. Through good synergy between social service policy and management, a more inclusive, adaptive, and sustainable social service system is expected.

### **Research Methodology**

The study employs a comprehensive literature review to analyse the impact of social policy and social service administration on poverty alleviation. This technique analyses secondary data from relevant studies to understand the problem. A comprehensive literature review enables scholars to examine and synthesise material from many sources, providing a broad and cohesive perspective on social service policy and administration. Petticrew and Roberts (2006) note that systematic and transparent literature reviews improve research dependability. This research uses the approach to compare social service management practices and policies in Indonesia and other countries.

Academic databases like Google Scholar, ScienceDirect, Springer, and ProQuest are used for systematic literature searches. These websites offer peer-reviewed studies that verify the reliability of the data. Literature on social policy and service management was identified through the use of keywords such as poverty alleviation, social policy, policy synergy, and integrated social services. In order to illustrate the most recent social service methodologies and policy implementations, recent studies are incorporated.

The study was selected based on certain inclusion and exclusion criteria to ensure relevance and validity. The assessment was confined to articles in English or Indonesian that investigated the interplay between social policy and social service administration in alleviating poverty. Quantitative, qualitative, or mixed empirical studies were emphasised to ensure data reliability. Nonetheless, non-peer-reviewed articles, opinion pieces without empirical data, and studies that did not specifically address the synergy between policy and service management were excluded. The systematic and open review approach proposed by Gough, Oliver, and Thomas (2012) is used in this rigorous selection procedure.

Narrative and thematic data analysis identified repeating patterns and major topics in the chosen literature. After Braun and Clarke (2006), theme analysis was used to identify key social policy and service management issues. Cross-sector coordination, digitisation

and community-based social services, policy and management alignment challenges, and government, private sector, and civil society collaboration were key themes. Narrative interpretations showed how social policy and social service administration may work together to alleviate poverty. Each step of the research was extensively recorded to ensure transparency and replicability, bolstering the study's findings.

## **Results & Findings**

Based on the literature review, many major conclusions emerge that demonstrate how synergies between social policy and social service administration play a crucial role in poverty reduction.

### **1. Cross-sectoral coordination is crucial for poverty alleviation.**

Cross-sector coordination is a process in which government agencies, the corporate sector, civil society, and local communities collaborate to accomplish a shared objective, in this instance, poverty reduction. It entails aligning social service policy and administration at all levels, both federal and local. Such cooperation not only speeds up the distribution of aid programmes, but it also improves the efficacy of services by pooling resources and expertise.

According to the World Bank (2018), poverty alleviation is about more than just allocating economic resources; it is also about the ability of governments and social institutions to collaborate with other sectors, such as the business sector and non-governmental organisations. The reason for this is because no one entity can solve the problem of poverty on its own; it involves several factors, such as health, education, employment, and environmental conditions.

Multiple studies have shown the critical importance of partnerships among governments, businesses, and civil society organisations in combating poverty. While the government is usually in charge of policies and funding, the business sector and civil society organisations work together to put plans into action. Economic aid, skill training, and job opportunities are just a few ways in which our collaboration empowers the community.

Midgley (2014) argues that the private sector must be involved as it has the potential to provide long-term economic prospects via CSR (Corporate Social Responsibility) and social entrepreneurship. Alternatively, underprivileged people may be able to work with local communities and civil society organisations as direct connections to have services adapted to their specific needs. For instance, the Pahlawan Ekonomi Nusantara (PENA) programme in Indonesia combines public and private efforts to help the economically disadvantaged get access to loans and job training. Furthermore, community organisations play an important role in identifying possible participants and offering guidance to make sure the programme works. Collaborations like this show how different industries may work together to help the underprivileged become self-sufficient. Although there are many benefits to working across sectors, there are also several potential

stumbling blocks that can reduce the effectiveness of any synergies that do occur. The disjointed nature of national and local policies is a major problem, say Suryahadi et al. (2021). Social services are inefficient and money is wasted since many initiatives are either duplicated or not well-coordinated. Plus, bureaucracy may be rather limiting and prevent people from working together. Government agencies and the private sector have distinct organisational structures and work cultures, necessitating additional effort in developing efficient collaboration channels. Another issue is a lack of openness and accountability in cross-sector programme administration, which may lead to irregularities or erroneous targeting of social assistance.

The advancement of digital technology creates new chances for improving cross-sector collaboration. Digitalisation allows for the integration of data and information across government institutions, the commercial sector, and civil society organisations. An integrated information system allows several stakeholders to access real-time beneficiary data and guarantee that programmes are successful and well-targeted. According to UNDP (2022), digitising public services may help increase openness and accountability in the administration of social programmes. For example, in Indonesia's Family Hope Programme (PKH), the use of digital technology aids in the continuous monitoring of beneficiary development and evaluation of the program's effect. Digitalisation also improves inter-agency collaboration and speeds up decision-making.

The literature proposes numerous coordinating models that may be used in social service management, including:

- Integrated Coordination Model: The government coordinates several players to provide a coherent policy framework. Each stakeholder has a distinct function in the social services ecosystem.
- Collaborative Model: The government partners with the corporate sector and civil society to create and execute social programmes.
- Decentralised Model: The central government delegated responsibility to local governments and communities to implement social programmes, with appropriate monitoring and evaluation procedures in place.

According to Esping-Andersen (1990), a successful coordination model is one that takes into account the local environment and fosters active community engagement in the development and implementation of social programmes. PKH is one example of an Indonesian programme that highlights the value of cross-sector cooperation in poverty eradication. The programme not only includes national and local governments, but also collaborates with the education, health, and local community sectors to guarantee that recipients get the services they need. Coordination across various ministries and agencies has increased the program's efficacy in boosting impoverished people's access to education and health care. According to the TNP2K report (2019), PKH has effectively decreased poverty and improved recipients' economic independence. However, its success is strongly reliant on effective coordination among the numerous parties involved.

Each player in the social service ecosystem must perform their part effectively and be equally committed to attaining the program's objectives.

Cross-sector coordination is an essential component of poverty reduction because it leverages synergies between social policy and social service administration. Collaboration among government agencies, the business sector, and the community may speed up programme implementation and promote community self-sufficiency. However, obstacles such as policy fragmentation and bureaucracy must be addressed via innovation and improved coordination channels. It is predicted that by enhancing cross-sector coordination, Indonesian social programmes would have a greater and longer-term effect on eliminating severe poverty.

## **2. Embracing Innovation: Community-Based Services and Digitalisation in Social Services Ensure Vulnerable Communities Have Better Access**

Social services, especially those provided to low-income communities, need to be innovative if they are to become more efficient and successful. The digitalisation of services is a game-changer in social innovation because it improves the speed and accuracy with which governments and social service groups can assist more people. In addition to the introduction of new technologies, the World Bank (2020) argues that digitalisation necessitates fundamental reforms to social services in order to enhance governmental operations and encourage more community engagement. Digitalisation has had an influence on many aspects of social services, including registration, verification, and delivery of social assistance. People may register online using digital channels, and the government can monitor their status in real time. This strategy allows consumers to get support faster and reduces the possibility of abnormalities or delays.

In Indonesia, the implementation of the Social Welfare Information System - Next Generation (SIKS-NG) exemplifies digital innovation in social services. This system integrates beneficiary data from a range of social initiatives, such as the Family Hope Programme (PKH) and Non-Cash Food Assistance (BPNT). With this data link, the government can routinely assess beneficiaries' progress and ensure that help arrives on time and on target. According to the TNP2K report (2019), digitalisation via SIKS-NG has greatly enhanced data collection while eliminating beneficiary duplication. Furthermore, integrated data allows policymakers to make better decisions based on current and accurate information.

One of the most important benefits of digitalisation is increased transparency and accountability in social services. With digital technology in place, information on beneficiaries and the support distribution process is more easily available. According to UNDP (2022), improved transparency via digitalisation decreases the potential of corruption and ensures that social assistance reaches those in most need. Digital technologies also provide data-driven monitoring and evaluation, enabling governments and social sector agencies to react rapidly if problems develop during project

implementation. For example, allegations of delays in assistance or complaints from recipients may be handled instantly using digital apps with instant feedback elements.

In addition to digitisation, social service innovation incorporates a community-based strategy that strives to increase community participation in social programme administration. According to Midgley (2014), community-based service delivery is one of the most successful kinds of community empowerment since it enables communities to participate directly in programme development, implementation, and assessment. In remote and rural parts of Indonesia, where government services and technology are not always readily available, community-based service delivery takes on added significance. For the sake of this discussion, marginalised groups and the communities in which they are located act as intermediaries between the government and individuals who are in need. The mentorship, analysing the needs of the community, and monitoring the effectiveness of social projects in practical implementations are all areas in which they provide assistance. A community-based effort that is particularly noteworthy in Indonesia is the Family Hope Programme (PKH), which stands for "family hope." In this programme, the government and social workers from the community collaborate on its implementation. It is the responsibility of these aides to monitor the development of the beneficiaries in order to guarantee that they are receiving the necessary educational and medical interventions. According to Suryahadi et al. (2021), the participation of the community in PKH led to an improvement in both the effectiveness and the sustainability of the programme. Specifically, it provided communities with a feeling of ownership and offered them a say in the choices that were made about the initiative. Community-based initiatives, which also help individuals overcome cultural barriers, may make it simpler for individuals to get government assistance. These programmes also assist in overcoming cultural barriers.

The most efficient methods of expanding social service access to marginalised groups are digitalisation and community-based programmes. Technological advancements may help social services become more adaptable and responsive to local requirements, which is essential, say Devereux and Sabates-Wheeler (2004). In other words, digitisation facilitates the quick spread of information and services, while community-based techniques guarantee that services are targeted and relevant to the local environment. Many Indonesian social aid initiatives use smartphone applications to document consumer circumstances and forward them to the national government. As a result, decisions taken and problems resolved might be done so quicker.

Though they offer benefits, digitisation and community-based services also present challenges for their use. A major problem exists in several parts of Indonesia, especially in rural regions, where internet access is somewhat lacking. A number of Indonesian social assistance programmes utilise smartphone applications to document the circumstances of their clients and transmit them to the national government. This may lead to the resolution of issues more efficiently and the making of decisions more quickly.

Digitisation and community-based services offer benefits; however, they are also met with implementation obstacles. A considerable scarcity of internet connectivity is a

significant concern in certain regions of Indonesia, particularly in rural areas. In order to guarantee that critical services are still accessible to locations without internet or digital device access, an alternative solution is required. Social service innovations such as digitisation and community-based methods have been proved to increase disadvantaged groups' access to social services. Digitalisation accelerates assistance distribution and promotes transparency, whilst community-based services guarantee that social programmes are tailored to local needs. Despite implementation problems such as the digital gap and inadequate human resource capability, the combination of digital technology and community empowerment is an effective poverty reduction strategy. It is envisaged that by improving coordination and innovation in social services, disadvantaged groups' access to social services would continue to grow, and poverty reduction programmes will be more effective and sustainable.

### **3. Challenges and restrictions in the process of coordinating administration and policy at the local and national levels**

For poverty reduction initiatives to be successful, federal social policy and local social service administration must be coordinated. At the event that there is insufficient coordination between the two levels, policies that have been carefully crafted at the centre may find themselves skewed or not being implemented in the field. According to Esping-Andersen (1990), one of the most significant challenges concerning the alleviation of poverty is the misalignment of macro policy with the reality of local communities. The implementation of policies in the field is often ineffective because it fails to take into account the local social, economic, and cultural aspects there. In addition, the implementation of policies and services on a local level is sometimes made more challenging by a combination of structural and technical challenges simultaneously.

The fragmentation of policies, in addition to the lack of coordination between central and local authorities, is one of the most major impediments that stands in the way of policy alignment. According to TNP2K (2019), various ministries, federal agencies, and local governments in Indonesia are active in a wide range of social projects. These initiatives either overlap or are not well coordinated with one another. Because each ministry's goals and objectives are typically different, the execution of local projects might be fragmented. It is very uncommon for local governments to have difficulties while attempting to carry out central programmes because they lack an effective coordinating framework. This problem is made even worse by the fact that there is a lack of contact between the national government and the local government during the whole process of policymaking. Planning often fails to take into consideration the specific requirements and conditions of the different regions.

Poor coordination between central and local authorities results in ineffective and often poorly targeted social programmes, according to a research by Suryahadi et al. (2021). For instance, since central policies did not consider regional capabilities to carry out programmes, certain areas experienced delays in assistance delivery. The ability of regions

to execute central policy is impacted by regional differences in social service administration capabilities. The disparity in administrative and financial capabilities between wealthy and impoverished areas is one of the main obstacles to decentralising social services, claims Midgley (2014). While some areas lack the financial and personnel resources necessary to carry out social programmes effectively, other areas could have both. This difference is a common driver of social service quality inequalities among regions. Poverty reduction strategies may succeed in highly developed countries while failing horribly in less developed ones. These inequalities in capabilities underscore the need for a more adaptable and responsive national policy to local needs.

The existence of red tape and additional laws complicates the relationship between management and social policy. According to the World Bank (2020), social programmes in Indonesia, particularly those in rural regions, are more difficult to implement than in other nations because of the intricate bureaucratic processes in place. Local governments sometimes have difficulties in tailoring programming to address the specific needs of their communities due to the presence of inflexible regulations and procedures. For example, the lengthy administrative processes required by many social assistance programmes slow down the distribution of funding. Furthermore, social programme items and services are often delayed in their deployment on the ground due to lengthy bureaucratic procedures that impede their procurement.

Monitoring and evaluation (M&E) systems that are not integrated further complicate efforts to align social policy with management. A problem in Indonesia's social programme implementation, as pointed out by the UNDP (2022), is the absence of a unified monitoring and evaluation mechanism including both the federal and regional levels of government. This makes it hard for the federal government to monitor and evaluate the performance of regional initiatives as they happen. The government's inability to respond quickly and effectively to field problems is a direct result of a lack of a robust monitoring and evaluation mechanism. Furthermore, unclear reporting often makes it difficult to assess the efficacy of programmes and implement remedial actions.

The local application of national policy is sometimes hampered by cultural and social considerations. Every location has unique social and cultural dynamics, and policies that do not include these aspects often do not work as intended (Devereux and Sabates-Wheeler, 2004). For instance, some Indonesians could be hesitant to accept social assistance because they believe that doing so would go against their beliefs of independence. In addition, there are communities that put a great value on traditional or religious leaders, and policies that remove them from the process of planning and execution often encounter pushback from such groups. Local communities and community leaders must thus be included at every step of the project, from planning to assessment, in order for the government to fulfil its responsibility.

The Family Hope plan (PKH) is one example of a plan that places a focus on the need of coordination between national policy and policies implemented by local governments. The plan has been successful in reducing the rates of poverty in some

locations; nevertheless, there are still a number of challenges that need to be solved in order to successfully execute the programme. According to a TNP2K (2019) research, the inadequacy of social aides in the areas is one of the primary limitations in PKH. Beneficiary data is not always correct and current since some helpers lack the necessary abilities to utilise digital systems. Furthermore, several areas said that programme execution was impeded by central government money transfer delays. Maintaining continuity of help is another difficulty for PKH since local governments often lack the extra funding needed to run the programme when central policy changes take place.. Consequently, this highlights how important it is to increase coordination between the federal government and local governments in order to ensure the continued sustainability of social initiatives over the long term.

Because it is both vital and difficult, the subject of how to coordinate state and local social service agencies with federal policy demands substantial consideration. There are many obstacles that make it hard to implement social programmes in the field. These include conservative bureaucracy, cultural differences, policy fragmentation, and differences in regional capabilities. It is envisaged that poverty alleviation programmes would function more efficiently and significantly influence Indonesia's vulnerable communities if there is improved coordination and synergy between the national and local governments and local communities are included at every level of the programme.

#### **4. Synergy Success Factors: How the Public, Private, and Non-Profit Sectors Work Together to Reduce Poverty**

It is imperative that public and corporate organisations as well as civil society work together to alleviate poverty. Because poverty is complex and affects many different areas, no one entity can find a solution to it. A sustainable and inclusive social service ecosystem can only be built via the cooperation of public policy, corporate innovation, and community empowerment. The need of cross-sector cooperation was highlighted by Esping-Andersen (1990) in making sure that social programmes do more than just alleviate poverty; they should also empower individuals to lift themselves out of poverty.

On both the national and regional levels, the government is heavily involved in determining social policy and coordinating the execution of programmes. Furthermore, the government plays the role of an intermediary, allowing different groups, such as the business sector and civil society, to work together. According to Midgley (2014), the government's obligation goes beyond just giving social assistance; it also includes setting incentives for the private sector and establishing a legislative framework that enables civil society to actively engage.

The Family Hope Programme (PKH) and Non-Cash Food Assistance (BPNT) are two projects in Indonesia that demonstrate how the government works with other groups to assist the poor with education, healthcare, and basic needs. The government also developed the Social Welfare Information System-Next Generation (SIKS-NG) to integrate beneficiary data from various programs and ensure that social services reach the people

who really need them. Obstacles to this relationship include the fragmentation of policies and the conflicting agendas of different agencies. According to TNP2K (2019), the usual consequence of overlapping policies across ministries and local governments is the implementation of social programmes that are inefficient. To guarantee the effectiveness of initiatives, the government must improve coordination and build an integrated monitoring and evaluation system.

The business sector, via Corporate Social Responsibility (CSR) efforts, contributes significantly to employment creation, financial availability, and social programme support. Collaboration with the commercial sector promotes community economic independence via social entrepreneurship and skill-building programmes. The private sector is a key ally in attaining sustainable and equitable economic growth, says the World Bank (2020). One effective cooperation that combines public and commercial sectors to help the economically underprivileged is the Pahlawan Ekonomi Nusantara (PENA) Programme. In this program, the private sector plays a role in facilitating market access for small businesses managed by the poor, so that they can increase their income and achieve economic independence. According to Kharisma & Pramusinto (2020), the success of collaboration with the private sector also depends on the incentives provided by the government. It is possible that clear legislation and financial incentives might be used to encourage businesses to become more interested in participation in social activities. On the other hand, this cooperation faces a problem due to the fact that the public sector and the private sector have very different interests and perspectives. The establishment of communication channels and strategic alliances is something that the government has to do in order to guarantee that activities taken by the private sector are in accordance with societal goals.

It is very vital to have non-governmental organisations (NGOs) and civil society groups in order to provide assistance and encouragement to the growth of local communities. As a result of the fact that they have direct engagement with individuals who are disadvantaged, they have first-hand knowledge of the difficulties and problems that are experienced by these communities. According to Devereux and Sabates-Wheeler (2004), civil society has the ability to serve as a bridge between the people and the government. Not only does it advocate for the community's needs, but it also ensures that social programmes are carried out in a way suitable for the setting in which they are implemented. The engagement of civil society can also be seen in the social assistance programme that is implemented in PKH. Assistants from the local community have a role in monitoring the progress of beneficiaries and offering advice to ensure that they are able to achieve their commitments in relation to education and health. According to the United Nations Development Programme (2022), the empowerment of communities via the engagement of civil society may strengthen the sustainability of social programmes. This is because communities sense ownership and involvement in the process of development. On the other hand, participating in civil society might be difficult due to the limited resources and organisational ability available. It is possible that certain non-governmental

organisations (NGOs) and local communities may not have sufficient access to money or training; hence, there is a need for further assistance and engagement from both the government and the business sector.

Effective cooperation between the government, the commercial sector, and civil society is necessary for the successful implementation of synergy in the endeavour to alleviate poverty. This synergy enables each actor to contribute in accordance with the roles that they play and the areas of skill that they possess. The corporate sector is responsible for market access and funding, whereas civil society is responsible for providing communities with practical resources. Regulators and facilitators are the responsibilities of the government. Petti crew and Roberts (2006) assert that effective cross-sector synergy necessitates open communication, trust, and shared commitment. Every side also has to be aware of the objectives and tactics to reach. Therefore, by means of ongoing communication and collaboration, one may overcome obstacles such policy fragmentation, variations in direction, and limited ability.

Cross-sectoral cooperation innovations help to increase social programme sustainability and efficiency. One significant development is the strengthening of programme coordination and monitoring by use of digital technologies Integrated information systems such as SIKS-NG, for example, enable all players to follow beneficiary progress in real time and share data. In addition, the social entrepreneurship strategy is yet another innovation that combines the goals of businesses with the empowerment of communities. The private sector collaborates with local communities to develop businesses that are not only lucrative but also have a good influence on society. This kind of entrepreneurship is known as social entrepreneurship.

Collaboration between the government, private sector, and civil society is a key factor in the success of policy synergy and social service management for poverty alleviation. Each actor has an important role and contribution in building a sustainable social service ecosystem. Although there are challenges in implementing this collaboration, innovation and open communication can strengthen synergies and ensure that poverty alleviation programs are effective and have a positive impact on vulnerable communities.

## **Conclusions and Recommendations**

The literature study helps one to realise that social service management and policy synergy are fundamental components in the reduction of poverty. The effectiveness of social programmes relies not only on policy formulation but also on how they are carried out via efficient cross-sector coordination among the government, business sector, and civil society. This cooperation helps to make use of many resources, expertise, and skills to provide sustainable solutions directly affecting the impoverished by means of varied approaches. Digital innovations and community-based techniques have been shown to improve the access to social services in underprivileged areas, boost openness and accelerate the assistance distribution process. Synergies may be established by excellent

communication and coordination, allowing agencies to work together despite policy fragmentation, bureaucratic red tape, and competing objectives. By working together, agencies may be able to overcome obstacles such as policy fragmentation, bureaucratic inefficiencies, and conflicting agency priorities. Both sides need to be dedicated, adaptable, and often assess the collaboration to ensure sure each project is tailored to local needs and that the benefits endure. A suggestion The study's findings and suggestions aim to enhance policy synergy and social service management:

1. The government should improve the efficiency of social programme implementation and reduce policy fragmentation by establishing coordination mechanisms between ministries and local governments. Coordinating forums or cross-sector task teams that routinely do joint assessments helps to enhance synergy.
2. Creation of an Integrated System of Monitoring and Evaluation Integration of information from the centre to the areas is required in a real-time data-based M&E system so that constant monitoring of programme development and effect may be seen. Encouragement of the usage of integrated digital systems like SIKS-NG by the government would help to speed assistance delivery and enhance responsibility.
3. Policies should be more appropriate to the socio-cultural setting by means of the participation of community leaders and local communities in programme formulation and execution. To increase their involvement in community empowerment, the government and business sector should assist NGOs and community organisations by means of financing and training support.
4. Local governments require technical help and training to be more suited to handle social programmes autonomously. If new technological advances like as mobile apps and digital services are continually produced, then a greater number of individuals living in areas with low incomes should be able to take part in social programmes.
5. Businesses who take part in social initiatives, such as corporate social responsibility and social entrepreneurship, may be eligible for financial incentives and legislation that makes it possible for them to engage in these efforts. In order for social initiatives to be successful, it is necessary to provide beneficiaries with access to markets and opportunities to enhance their skills, as well as with participation from the business sector.

Guidelines that are flexible enough to accommodate the requirements of various regions should be developed by the government, and it should also be possible for programmes to be modified in response to assessments carried out in the field. It will be easier to encourage synergies across different industries as a result of this. The regulations have to provide a detailed description of the tasks that each player, both at the federal and state levels, is expected to fulfil in order to avoid any potential policy disputes.

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