

**STAKEHOLDER ANALYSIS IN POVERTY ALLEVIATION THROUGH
THE FAMILY HOPE PROGRAM (PKH) IN SIMOLAWANG VILLAGE,
SURABAYA CITY**

Ratnasari

Program Studi Administrasi Publik,
Fakultas Ilmu Sosial dan Ilmu Politik,
Universitas 17 Agustus 1945 Surabaya,
ratnaas1102@gmail.com;

ABSTRACT

Poverty is the inability to maintain a minimum standard of living, characterized by limited income to meet basic needs such as clothing, food, and shelter. Low income also makes it difficult to access adequate health care and education, making it difficult to achieve a general standard of living. To address poverty, the Indonesian government has implemented the Family Hope Program (PKH) since 2007. The Family Hope Program (PKH) is a conditional cash assistance program that provides money to extremely poor households. This program aims to improve the lives of poor families and provide access to health and education services. In this study, using stakeholder analysis theory and stakeholder mapping techniques, we can identify stakeholders involved in the implementation of the Family Hope Program (PKH) in Simolawang Village, Surabaya City. There are two categories of stakeholders that need to be considered: those with high influence but low interest, and those with low interest and influence. Stakeholders such as Simolawang Village, Simokerto District, and the Kebonrojo Post Office have significant roles in PKH implementation. However, they have a low level of importance because their primary focus is not specifically on poverty alleviation. Meanwhile, the RW (Neighborhood Unit) Head, RT (Neighborhood Unit) Head, and Great Surabaya Cadres (KSH) have little interest and influence. To improve the effectiveness of PKH, these stakeholders must be actively and strategically involved. Suggestions that can be given include direct mentoring by the Village and Sub-district, emotional and moral support, provision of technical assistance, and strengthening the role of local stakeholders. By collaborating and coordinating between stakeholders, poverty alleviation efforts in Simolawang Village can be more effective and have a significant impact on poor families.

Keywords: *Stakeholder analysis, Poverty, Family Hope Program (PKH)*

A. INTRODUCTION

Indonesia is a large country in many ways. Besides its vast territory, population, and large debt, it also has a large population of poor people. The current number of poor people in Indonesia, nearly 40 million, far exceeds the total population of New Zealand (around 4 million), as well as Australia and Malaysia, with populations of around 10 million and 24 million, respectively. In almost every country, poverty is not exempt. According to Kuncoro, in research (Paisah, 2019), poverty can be defined as the inability to maintain a minimum standard of living.

The most striking aspect of this condition is the limited income available to meet basic needs such as clothing, food, and shelter. This low income makes it more difficult to achieve a general standard of living, such as access to adequate healthcare and education.

In Indonesia, poverty is a social problem that affects many districts, cities, and provinces. The issue of poverty requires serious attention to prevent the potential of future generations from becoming less valuable (a lost generation). In addition to a welfare approach involving the growth and development of profitable economic enterprises, an integral part of the fight against poverty is a humanitarian approach that prioritizes the provision of basic community needs as well as social security and safety.

Government policies and programs, both direct and indirect, have been implemented in various forms in poverty alleviation efforts. There are two types of poverty alleviation policies: direct policies, such as Direct Cash Assistance (BLT) and Raskin (Raskin), and indirect policies, such as the Jamkesmas (National Health Insurance), IDT (Independent Cash Transfer), and BOS (Subsistence Operational Assistance) programs.

There have been numerous efforts to eradicate poverty, but despite these best efforts, poverty persists in almost every community, large and small, in cities and countries. Whether aid comes from NGOs or the government, current poverty alleviation programs are often temporary, meaning they persist only as long as the budget is available. In other words, modern poverty alleviation programs are not based on a program approach, but on a project approach. Given that Indonesia has one of the worst absolute poverty rates in the world, it is not surprising that initiatives to reduce absolute poverty have been short-lived. (Reza et al., 2020) The government has issued Regulation of the Minister of Social Affairs of the Republic of Indonesia Number 1 of 2018 concerning the Family Hope Program (PKH). PKH is a special social assistance program for poor families designated as Beneficiary Families. As a step to accelerate poverty alleviation, the government has been implementing PKH assistance as a conditional social assistance program since 2007.

The Family Hope Program (PKH) provides opportunities for vulnerable families, especially pregnant women and children, to access various services, such as health and education, available in their area. The Family Hope Program (PKH) has also begun to be directed at people with disabilities and the elderly, while maintaining the level of social prosperity as stipulated in the constitution and the President of the Republic of Indonesia's Nawacita (Nine Priorities). The Family Hope Program (PKH) assistance has the primary mission of reducing poverty rates, given that poverty rates in Indonesia remain relatively high, particularly in the city of Surabaya. (Rohana, 2009)

Surabaya, with the largest population in East Java, is one of the most densely populated cities in Indonesia after Jakarta. Surabaya's strategic location, comprising 31 sub-districts and 154 urban villages, connects it to surrounding cities. According to data from the Central Statistics Agency (BPS), Surabaya has a population of 2.89 million. Surabaya's population growth is categorized as high with uneven growth, with migration being a dominant factor (Timur, 2023a).

Surabaya's population growth is categorized as high with uneven growth, with migration being a dominant factor. Research (Rohana, 2009) revealed that if population migration from rural to urban areas is not accompanied by adequate knowledge and skills, it will actually increase poverty.

The large number of poor people in urban areas results in social problems, including high unemployment, increased crime, slums, and other issues that remain the government's responsibility in addressing poverty. Social protection is a crucial activity to reduce poverty and improve the socioeconomic conditions of the poor, not only in the poor but also in several developing and even developed countries.

Poverty remains a persistent issue, one of which is the Family Hope Program (PKH), launched by the central government to address poverty. The Family Hope Program provides social assistance in the form of cash to eligible very poor families. This pro-poor government program is expected to improve welfare and even alleviate poverty. In response to poverty, the Indonesian Ministry of Social Affairs launched the Family Hope Program (PKH) in Surabaya in September 2013.

Unlike the Direct Cash Assistance Program (SLT), which aims to help poor households maintain purchasing power when the government adjusts fuel prices, the Family Hope Program (PKH) is intended as an initiative to build a social protection system for the poor. The Family Hope Program offers both immediate and long-term benefits. The income from the Family Hope Program (PKH) will help low-income households (RTSM)/KPM (KPM) in the short term by simplifying the payment of basic living expenses. Because this program will help children from low-income families have better prospects for health, nutrition, schooling, and finances in the future, and because it will provide them with peace of mind about their future.

Therefore, the Family Hope Program (PKH) opens up opportunities for synergy between programs that intervene on the supply (service) and demand (need) sides, while optimizing decentralization, coordination between sectors, coordination between levels of government, and among stakeholders. Ultimately, the positive implications of PKH implementation must be empirically proven so that PKH development has concrete evidence that can be accounted for. To this end, PKH implementation will also be accompanied by an optimal monitoring and evaluation program.

Based on the program's objectives, the government appears to be hoping to utilize the Family Hope Program (PKH) as a tool to combat poverty and improve community welfare through government initiatives. The Family Hope Program (PKH) is implemented by stakeholders. For the successful implementation of the Family Hope Program (PKH), stakeholders in Surabaya must work together effectively and coordinate their efforts to ensure that all actions are aligned and that goals are achieved. This process brings together every aspect of the organization to ensure that decisions, actions, and activities undertaken by individuals and groups are all focused on achieving goals as effectively as possible. Stakeholders involved in the program will have a significant influence in determining whether the program is successful or not. Because a program can be

considered superior not only based on its form but also on its ability to meet needs, it is hoped that if program implementers can carry out their duties effectively, the program's objectives will be achieved. Competent program implementers who can work according to the expected goals can meet the community's needs and achieve the desired results. To ensure that underprivileged communities in Surabaya City can meet their living needs and obtain education and health services, stakeholder cooperation is needed so that the implementation of the PKH program can achieve efficiency, effectiveness, and productivity. (Ma et al., 2019)

Based on research (Widiyarta, 2022), the implementation of policies or programs, stakeholder involvement is crucial to achieving objectives. Therefore, stakeholder analysis is one way to facilitate our understanding of a policy and to identify the involvement and assess the role of stakeholders in the policy (Febriandini et al., 2019). The term "stakeholder" has numerous definitions in the literature, but a common thread is that stakeholders are those who are interested (Paristha et al., 2022), while stakeholders are individuals and groups with claims or interests (Saputri, 2019). Research conducted (Mustafa & Marsoyo, 2020) found five typologies of stakeholder roles: policymakers, planners, facilitators, implementers, and researchers. In light of these conclusions, researchers will examine the roles of stakeholders as policy creators, coordinators, facilitators, implementers, and accelerators (R. Nugroho, 2017).

The Family Hope Program (PKH) was launched in Surabaya in 2013. It aimed to maximize its goals and bring services closer to residents. However, despite the program, Surabaya's poverty rate remains the highest in East Java, with the highest number of poor people in the country. In 2021, the poverty rate in Surabaya increased.

Table 1. Number of Poverty in Surabaya City

Poverty Rate in Surabaya City		Year
KK	Population	
350.622	998.087	2019
292.369	948.470	2020
324.286	1.016.718	2021
75.069	219.427	2022
35.638	97.836	2023

Source: Surabaya City Social Services, 2024

The largest poor groups in Surabaya are located in 10 sub-districts: Semampir, Sawahan, Tambaksari, Kremlangan, Wonokromo, Tegalsari, Pabean Cantian, Simokerto, Karang Pilang, and Kenjeran. Simokerto Sub-district is one of the 10 sub-districts in Surabaya with the largest number of poor people. The data below shows that the poverty rate in this sub-district is among the eight sub-districts with the highest poverty rates in Surabaya. This indicates that the poverty problem in Simokerto requires special attention in poverty alleviation efforts.

Table 2. Data on the Number of Poor Families

District	Number of Poor Families
Semampir	4122
Sawahan	2987
Tambaksari	2803
Kremlangan	2670
Wonokromo	2445
Tegalsari	2355
Pabean Cantian	2215
Simokerto	2105
Karang Pilang	1489
Kenjeran	1382

Source: Surabaya City Social Services, 2024

Simolawang Village is one of the villages within the Simokerto District. Initial observations from the study indicate that the poverty rate in Simolawang Village is quite high. This is due to the village's vulnerable social and economic conditions, which can be contributing factors to the high poverty rate. Factors such as high unemployment, low education levels, lack of access to healthcare, and inadequate infrastructure can contribute to poverty in the area. In 2021, Simolawang Village experienced an increase in the number of poor residents. This phenomenon raises concerns because it has implications for various aspects of community life, such as the ability to meet basic needs, access to healthcare and education, and opportunities to improve well-being.

The implementation of the Family Hope Program (PKH) in Surabaya has not been effectively distributed. According to a 2020 report by liputan6.com, the Surabaya City Government received numerous complaints regarding social assistance, alleging that the assistance provided was not properly targeted, with people categorized as poor receiving no assistance, but rather the opposite. In 2021, the number of poor families in Simolawang Village increased compared to

the previous year.

Table 3. Number of Poor Families in Simolawang Village

District	Subdistrict	Number of Poor Families	Year
Simokerto	Simolawang	4.416	2019
Simokerto	Simolawang	3.927	2020
Simokerto	Simolawang	3.969	2021

Source: Social Services, 2024

This clearly contradicts the goal of the Family Hope Program (PKH), which is to foster and improve community welfare. Based on these cases, it can be concluded that the persistently high poverty rate in Simolawang Village, Surabaya City, indicates that the objectives of the Family Hope Program (PKH) have not been optimally achieved. Based on the description above, the researcher wants to conduct a research activity with the title "Stakeholder Analysis in Poverty Alleviation Through the Family Hope Program (PKH) in Simolawang Village, Surabaya City", the aim is to identify the interests, concerns, and influence of stakeholders on the Family Hope Program (PKH).

B. LITERATURE REVIEW

A stakeholder is a group of people or institutions that have concerns, interests, and influence in an existing problem. A stakeholder is a person or group of people who influence or are influenced to achieve a specific goal. Stakeholders are also defined as those with separate interests and decisions, either as individuals or as representatives of a group, if they possess characteristics such as power, legitimacy, and an interest in the program. Stakeholders in any institution have a significant influence on the sustainability of the institution or agency.

Munawaroh stated that stakeholders are more often referred to as stakeholders. Stakeholder is a phrase formed from two words: stake and holder. Generally, the word stakeholder can be translated as stakeholder. (Ma et al., 2019)

According to David Viney in (Setiawan & Nurcahyanto, 2020), a stakeholder is anyone affected by a decision and interested in its outcome, including individuals, groups, or both, both inside and outside the organization. Stakeholders are absolutely necessary in public organizations to facilitate all activities. These actors or stakeholders possess characteristics that demonstrate their power to influence the policy process.

A stakeholder is a person or group of people who influence or are influenced to achieve a specific goal. The stakeholder concept recognizes that within any organization, various individuals and groups support and influence the organization. Furthermore, to understand the perspectives of the stakeholders involved, one can examine their interests and influence. Influence can be defined

as the power held by stakeholders to control, influence, change, or hinder a program or policy. Interests, on the other hand, refer to the position, authority, or needs they possess (Reed et al., 2009).

According to Freedman, stakeholders are groups and individuals who can influence and/or be influenced by the achievement of a program's objectives (Freeman, 2010). In addition to individuals considered stakeholders, other groups and institutions also exert influence on policy proposals or outcomes. Therefore, the stakeholder analysis used in this study is a model developed by Reed et al. (2009), a model capable of analyzing stakeholder involvement based on their power and interests. Based on the above definitions of stakeholders by experts, the researcher concludes that stakeholders are individuals and/or groups related to the issues and problems that are the focus of the study or concern, and can influence and be influenced by the organization's activities, policies, and goals. (Saputra Napitupulu et al., 2020)

In identifying stakeholder networks, Bryson (2004) explains that the stakeholder mapping technique used in this study is the Power Versus Interest Grid. This analysis technique focuses primarily on power and interest, as follows:

- a. Subjects are stakeholders with a high level of interest but low influence.
- b. Key Players are stakeholders with high interest and influence.
- c. Context Setters are stakeholders with high influence but low interest.
- d. Crowds are stakeholders with little interest and influence on the desired outcome.

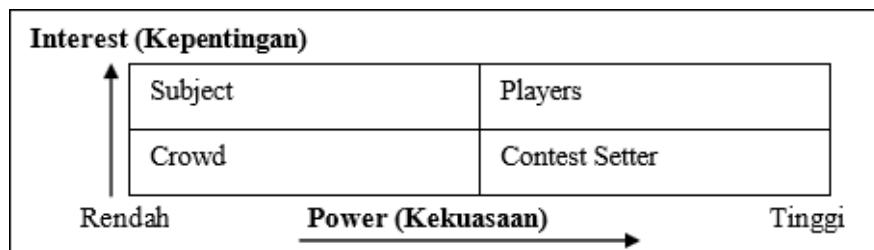


Figure 1. Kuadran Power vs Interest Grid

Source: (Bryson, 2004)

Stakeholders are all individuals who have rights and obligations within an existing system. The term stakeholder refers to all those who influence and/or are influenced by the policies, decisions, and actions of the system. These stakeholders can be individuals, communities, social groups, or institutions of varying sizes, units, or levels within society (Muhtaromi, 2013). Stakeholder analysis serves to bridge the gap by providing an approach that begins with different interests. There are three roles: rights, responsibilities, and benefits. Each stakeholder has rights, responsibilities, and benefits according to their respective duties and functions (Muhtaromi, 2013).

A policy will recruit many stakeholders with interests to participate in research, design, and implementation. However, not all stakeholders share the same interests in implementing the policy. Therefore, it can be said that all stakeholders involved in the policy will have interests according to their

respective roles (Muhtaromi, 2013). Nugroho, in Fitri & Hardi (2017), outlined several forms of stakeholder roles, namely:

- a. Policy creators are stakeholders who play a role in decision-making and policy-making.
- b. Coordinators are stakeholders who coordinate other stakeholders involved.
- c. Facilitators are stakeholders who act as facilitators and provide the needs of the target group.
- d. Implementers are stakeholders who implement policies, including the target group.
- e. Accelerators are stakeholders who accelerate and contribute to ensuring a program runs according to its targets or even achieves its goals more quickly.

C. DISCUSSION

In identifying stakeholder networks (Bryson, 2004), he explains that stakeholder mapping can be done using the Power Versus Interest Grid stakeholder mapping technique. This analysis technique focuses primarily on power and interest, as follows:

1. Subjects (Stakeholders with high interest but low influence). In the stakeholder analysis research on poverty alleviation in Simolawang Village, stakeholders included in this category are Family Hope Program (PKH) Facilitators and beneficiary families.
2. Key Players (Stakeholders with high interest and influence). After conducting research and interviews related to poverty alleviation issues in Simolawang Village, the stakeholder categorized as a Key Player is the Surabaya City Social Service.
3. Context Setters (Stakeholders with high influence but low level of interest). After conducting research and interviews with several sources related to poverty alleviation issues in Simolawang Village, the stakeholders categorized as Context Setters were Simolawang Village, Simokerto District, and the Kebonrojo Post Office.
4. Crowd (Stakeholders with little interest and influence on the desired outcome). Crowd stakeholders are stakeholders with little interest and influence on the desired outcome. The neighborhood unit (RW) head, neighborhood unit (RT) head, and the Surabaya Hebat (KSH) cadres are stakeholders included in the crowd type. These stakeholders do not have a high level of interest but rather support or assist in poverty alleviation through the Family Hope Program in Simolawang Village, Surabaya.

Nine stakeholders are involved in the implementation of the Family Hope Program for poverty alleviation in Simolawang Village, Surabaya City. It is known that within the government there are four agencies/departments and within the community there are five stakeholders. Each stakeholder has different duties and functions. These can be classified as: Policy Creator, Coordinator, Facilitator, Implementer, and Accelerator (R. Nugroho, 2017).

Policy Creator

Policy creators are stakeholders who act as decision-makers and policy makers (R. Nugroho, 2017). As a policy creator in the context of the Family Hope

Program (PKH), the Ministry of Social Affairs plays a very significant role. The Ministry of Social Affairs serves as the primary decision-maker and policymaker related to the implementation of the Family Hope Program (PKH) as part of poverty alleviation efforts in Indonesia. The Ministry of Social Affairs is responsible for formulating policies, developing technical guidelines, managing budget allocations, and monitoring and evaluating the implementation of the Family Hope Program (PKH) throughout Indonesia, including in the city of Surabaya. Regulation of the Minister of Social Affairs of the Republic of Indonesia Number 1 of 2018 concerning the Family Hope Program is one of the policy instruments issued by the Ministry of Social Affairs to regulate the detailed implementation of the Family Hope Program (PKH). The Social Services Agency itself, in determining poor families in Surabaya, refers to Surabaya Mayoral Regulation Number 117 of 2022 concerning Procedures for Collecting, Processing, and Utilizing Poor Family Data.

Thus, the Ministry of Social Affairs and the Social Services Agency are stakeholders acting as policymakers in the context of the Family Hope Program (PKH), with the authority and responsibility to regulate and manage the program to achieve the poverty alleviation goals set by the government.

Coordinator

The coordinator is a stakeholder who coordinates other involved stakeholders (R. Nugroho, 2017). The coordinator's role in implementing the Family Hope Program in poverty alleviation in Simolawang Village. There are four stakeholders coordinating the program: the Surabaya City Social Services Agency, Simokerto District, Simolawang Village, and the Family Hope Program (PKH) Facilitator. In the implementation of the Family Hope Program (PKH) in Simolawang Village, the coordinator plays a central role as a liaison between the various stakeholders involved, including the Surabaya City Social Services Agency, Simokerto District, Simolawang Village, and the Family Hope Program (PKH) Facilitator. The Coordinator is responsible for ensuring effective coordination between the various parties involved in program implementation, so that poverty alleviation goals can be optimally achieved.

The Coordinator is responsible for organizing and coordinating all activities related to the Family Hope Program (PKH) in Simolawang Village. They ensure that all stakeholders are involved in the planning, implementation, and evaluation of the program with good synergy and collaboration.

The Coordinator monitors the implementation of the PKH program at the village level. This includes ensuring that the registration process, data verification, aid distribution, and other activities are carried out in accordance with established procedures.

The Coordinator ensures that data on poor families in Simolawang Village is properly collected in accordance with the provisions stipulated in Surabaya Mayoral Regulation Number 117 of 2022. They are responsible for processing this data accurately and using it as a basis for determining potential PKH recipients.

The Coordinator prepares periodic reports on the implementation of the PKH program in Simolawang Village, including achievements and challenges encountered. They also evaluate the program's effectiveness and provide

recommendations for improvements if necessary.

With an effective and focused coordinator, the implementation of the Family Hope Program (PKH) in Simolawang Village can be more efficient and have a positive impact on the program's target community.

Facilitator

A facilitator is a stakeholder whose role is to facilitate and meet the needs of the target group (R. Nugroho, 2008). Stakeholders who play a role in facilitating the implementation of the Family Hope Program in poverty alleviation in Simolawang Village include the Social Service, Simokerto District, Simolawang Village, the Post Office, Family Hope Program (PKH) Facilitators, Heads of Neighborhood Associations (RW), Heads of Neighborhood Associations (RT), and Great Surabaya Cadres (KSH). In the implementation of the Family Hope Program (PKH) in Simolawang Village, the facilitator plays a crucial role in ensuring the smooth running and success of the program. The facilitator is responsible for facilitating and meeting the needs of the target group, so they can access PKH assistance easily and efficiently.

The following are the roles and responsibilities of each stakeholder acting as a facilitator in the implementation of the Family Hope Program (PKH) in Simolawang Village:

a. Social Services:

The Social Services, as the facilitator in the Family Hope Program in Surabaya City, includes verification of recipient families, mentoring, monitoring, coordination with relevant parties, and community education. The goal is to improve the welfare of PKH recipient families.

b. Simokerto District:

Simokerto District is responsible for facilitating the data verification and reporting process. The district also plays a role in providing information and coordination between the sub-district and village levels regarding program implementation.

c. Simolawang Village:

Simolawang Village acts as the primary facilitator in PKH implementation at the local level. They are responsible for providing physical facilities, such as meeting rooms or village halls, that can be used for various PKH-related activities. The village also plays a role in providing information and coordination related to program implementation.

d. Family Hope Program (PKH) Facilitators:

As facilitators of the Family Hope Program (PKH) in Surabaya, Family Hope Program (PKH) Facilitators play a crucial role in ensuring the smooth running and success of the program. They partner with recipient families, providing guidance and assistance in various aspects of the program. With full dedication, the Family Hope Program (PKH) provides technical and social assistance and ensures families meet program requirements and receive necessary services. Furthermore, the Family Hope Program (PKH) is responsible for monitoring, evaluating, and coordinating with relevant agencies. Through community education, they strengthen understanding and support for the program and help create a supportive environment for

improving family well-being. With their commitment, PKH Facilitators are at the forefront of realizing the Family Hope Program's vision of creating independent and prosperous families.

e. Post Office:

Post Offices play a crucial role in facilitating the distribution of PKH cash assistance to beneficiaries. They are responsible for providing the necessary facilities and personnel for the disbursement process, including friendly and efficient tellers and service counters. In addition, they must also ensure security and compliance with established fund transfer procedures.

f. Community Leaders:

Heads of the Neighborhood Association (RW), Neighborhood Association (RT), and Great Surabaya Cadres (KSH) act as facilitators in the data collection of poor families due to their extensive knowledge of the residents in their neighborhoods. As community leaders, they frequently interact directly with residents and can identify families in need. With direct access to social and economic information on every household in their area, their data collection can be more accurate.

Overall, the role of facilitators in the implementation of the Family Hope Program in Simolawang Village is crucial to ensure the program runs smoothly and effectively and has a positive impact on beneficiary families. With the effective involvement of facilitators from the Social Services Office, Simokerto District, Simolawang Village, Family Hope Program (PKH) Facilitators, the Post Office, the Head of the Neighborhood Association (RW), the Head of the Neighborhood Association (RT), and the Great Surabaya Cadres (KSH), it is hoped that the implementation of the Family Hope Program (PKH) in Simolawang Village will run more efficiently and have a positive impact on the program's target community.

Implementer

Implementers are policy implementing stakeholders, including the target group (R. Nugroho, 2008). Stakeholders as implementers of the Family Hope Program (PKH) include various parties directly involved in implementing the program in the field. The following are some of the parties included in the role of stakeholders as PKH implementers:

a. Social Services:

Social Services, both at the city and district levels, play a primary role as implementers of the Family Hope Program (PKH). They are responsible for data verification, aid distribution, monitoring program implementation, and collecting and reporting related data.

b. Simokerto District:

Simokerto District is responsible for data verification and updating of PKH recipient data. Simokerto District plays a role in coordinating with sub-districts regarding PKH implementation at the local level. They ensure that data collected at the sub-district level is aligned with data at the sub-district level.

c. Simolawang Village:

Simolawang Village conducts field verification of prospective PKH recipients.

They visit prospective recipients' homes to ensure the accuracy of recorded data. Sub-districts monitor PKH implementation in their areas and evaluate the program's effectiveness. They also report progress and any obstacles encountered to relevant agencies at the sub-district level.

d. Family Hope Program (PKH) Facilitators:

Field officers working at the village or sub-district level are the spearheads of the Family Hope Program (PKH) implementation. Family Hope Program (PKH) Facilitators provide assistance, verify data directly in the field, and provide information and guidance to PKH participants.

e. Post Office:

Post offices play a role in the distribution of Family Hope Program (PKH) assistance, especially if the assistance is disbursed in cash. They are responsible for managing the disbursement process to PKH participants according to the specified schedule.

f. Community Leaders:

The role of community leaders as implementers of the Family Hope Program (PKH) in Surabaya City. Community leaders play a crucial role in the process of identifying poor families eligible to receive Family Hope Program (PKH) assistance. With extensive knowledge of the social and economic conditions in their neighborhoods, community leaders can actively identify families that meet the criteria to be beneficiaries of the Family Hope Program (PKH).

These stakeholders work synergistically to implement the Family Hope Program (PKH) with the goal of reducing poverty and improving the welfare of beneficiary communities. Strong collaboration between these stakeholders is key to the success of PKH implementation at the local level.

Accelerator

An accelerator is a stakeholder whose role is to accelerate and contribute to ensuring a program's progress toward its targets or even achieve them more quickly (R. Nugroho, 2008). The Social Service and PKH (Family Hope Program) facilitators act as accelerators in poverty alleviation through the Simolawang Village Family Hope Program:

- a. The Social Service created the "Si Keluarga Miskin" (Miskin Family) application to facilitate the input and reporting of data on poor families. This system also allows for easier and more accurate data reporting. In addition, the Social Service collaborates with other stakeholders to provide psychological and social support and skills training to individuals or families experiencing economic hardship. The goal is to help them overcome problems and improve their ability to find employment or create their own business opportunities.
- b. PKH (Family Hope Program) facilitators play a crucial role in providing outreach, holding Family Capacity Building Meetings (P2K2), and providing individual mentoring to each PKH participant. The purpose of P2K2 is to improve the ability and knowledge of beneficiary families in managing the lives of beneficiary families. PKH Companions Organize relevant skills and self-development training for PKH participants. This aims to increase the capacity and economic independence of participants so that they can be more financially and socially independent. Family Hope Program (PKH)

Companions Assist participants in overcoming various obstacles and constraints that may be faced during the implementation of the program. Moral, emotional, and technical support is provided to participants to overcome the challenges faced so that the process towards prosperity can run smoothly.

With an active role and focus on community welfare, the Social Services Agency and the Family Hope Program (PKH) Facilitators act as accelerators, encouraging the acceleration of program achievement and providing a greater impact on poverty alleviation and improving the welfare of participating families.

D. CLOSING

Conclusion

Based on information obtained from interviews with reliable sources and referring to nine indicators according to the stakeholder analysis theory by Bryson and Nugroho, the stakeholder analysis in poverty alleviation through the Family Hope Program (PKH) in Simolawang Village, Surabaya City, yields the following conclusions:

In poverty alleviation in Simolawang Village, Surabaya City, there are two categories of stakeholders that need to be considered: those with high influence but low interest, and those with little interest and influence on the desired outcomes. Stakeholders with high influence but low interest, such as Simolawang Village, Simokerto District, and the Kebonrojo Post Office, play a significant role in the implementation of the Family Hope Program (PKH) in Simolawang Village. However, its importance is low because its primary focus is not specifically on poverty alleviation. Simolawang Village, as a government unit directly involved in addressing poverty issues in the region, has significant influence in organizing and implementing these programs. However, its importance is low due to a lack of resources or differing priorities in poverty alleviation.

Simokerto District, as the level of government above the village, also plays a significant role in coordinating and supporting poverty alleviation programs in the region. However, its importance is low due to its broader focus on various issues across the sub-district. The Kebonrojo Post Office, as a partner in the Family Hope Program (PKH), only serves as the payer for the Family Hope Program (PKH) social assistance program and has little importance in poverty alleviation outcomes at the village level. Although these three parties have significant influence in the context of poverty alleviation program implementation, their importance to the desired outcomes may not be as great as that of the Social Service and the Family Hope Program (PKH) Companions. Therefore, it is important to consider ways to increase the awareness and involvement of these three stakeholders in poverty alleviation efforts in Simolawang Village.

Stakeholders with little interest and influence, namely the RW (Neighborhood Unit) Head, RT (Neighborhood Unit) Head, and Great Surabaya Cadres (KSH), have little interest and influence over the desired outcomes of the Family Hope Program. The role of community leaders is more that of supporters

or volunteers, and community leaders do not have significant influence in decision-making.

Suggestions

Poverty alleviation efforts in Simolawang Village, Surabaya City, can be focused on several stakeholders who have little interest in the implementation of poverty alleviation through the Family Hope Program (PKH). These stakeholders include the Simolawang Village Head, Simokerto District, the Neighborhood Association (RW) Head, the Neighborhood Association (RT) Head, and the Great Surabaya Cadres (KSH). By involving these stakeholders more actively and strategically, it is hoped that the effectiveness of the Family Hope Program (PKH) in reducing poverty in the region can be increased. Recommendations related to the stakeholder analysis conducted by the author are:

1. Villages and Districts should provide direct assistance to beneficiary families. This assistance can include conducting entrepreneurship skills training to increase family income and welfare and foster entrepreneurial spirit. This assistance is very effective for increasing the economic growth of beneficiary families.
2. Villages and Districts should provide technical assistance to beneficiary families. Technical assistance can include accessing information related to the Family Hope Program, providing the best possible services to beneficiary families, or preparing the resources needed to improve their well-being.
3. Strengthening the role of local stakeholders, such as neighborhood heads (RW), neighborhood heads (RT), and Surabaya Hebat (KSH) cadres, can be done by motivating local stakeholders to be more active in supporting the implementation of the Family Hope Program. Furthermore, community leaders should be consistently involved in outreach regarding the Family Hope Program (PKH), mapping needs, monitoring the progress of low-income families in achieving their welfare goals, and participating in program evaluations.

REFERENCES

Ansell, C., & Gash, A. (2008). Collaborative governance in theory and practice. *Journal of Public Administration Research and Theory*, 18(4), 543–571. <https://doi.org/10.1093/jopart/mum032>

Arimami. (2017). Collaborative Governance Dalam Penyelenggaraan Pelayanan Bagi Perempuan Dan Anak: Studi Kasus Pelayanan Terpadu <http://etd.repository.ugm.ac.id/penelitian/detail/111057>

Bila, A., & Saputra, B. (2019). Strategi Collaborative Governance dalam Pemerintahan. *Jurnal Transformasi Administrasi*, 9(2), 196–210.

Emerson, K., Nabatchi, T., & Balogh, S. (2012). An integrative framework for collaborative governance. *Journal of Public Administration Research and Theory*, 22(1), 1–29. <https://doi.org/10.1093/jopart/mur011>

Gunarsa, M. R. (2019). Implementasi Program Keluarga Harapan (Pkh) Di Dinas Sosial Kabupaten Sukabumi (Studi Kasus: Di Kecamatan Cibadak). *Ummi*, 97–102. <https://www.jurnal.ummi.ac.id/index.php/ummi/article/view/535%0Aht>

tps://www.jurnal.ummi.ac.id/index.php/ummi/article/download/535/240

Habibi, A. (N.D.). Sosialisasi Dan Implementasi Program Keluarga Harapan (Pkh) Dalam Upaya Penanggulangan Kemiskinan Di Kecamatan Gunung Meriah Kabupaten Aceh Singkil.

Larasati, B., & Jannah, L. M. (2022). Transfer Kebijakan dan Implementasi Program Bantuan Tunai Bersyarat (Conditional Cash Transfer/CCT) di Indonesia. *Kolaborasi: Jurnal Administrasi Publik*, 8(1), 71–90. <http://repository.untag-sby.ac.id/10077/>

Lestari, R. W., & Talkah, A. (2020). Analisis Pengaruh Bantuan Sosial Pkh Terhadap Kesejahteraan Masyarakat Pkh Di Kecamatan Panggungrejo Kabupaten Blitar. *REVITALISASI: Jurnal Ilmu Manajemen*, 9(2), 229–241.

Mali, M. C. M. (2021). Peran Dinas Sosial Dalam Penyaluran Bantuan Program Keluarga Harapan (PKH) Sebagai Upaya Penanggulangan Kemiskinan Di Kecamatan Sukolilo Kota Surabaya. *Repository Untag Sby*. <http://repository.untag-sby.ac.id/10077/>

Nandini, R., Putri, B. G. R., Setiawan, S. N., Anggraeni, F., & Fedryansyah, M. (2022). Peran Pendamping Program Keluarga Harapan (Pkh) Dalam Upaya Resolusi Konflik Sosial Di Desa Genteng Kecamatan Sukasari, Kabupaten Sumedang. *Jurnal Kolaborasi Resolusi Konflik*, 4(1), 74. <https://doi.org/10.24198/jkrk.v4i1.38294>

Paisah, S. (2019). Analisis efektivitas penyaluran program keluarga harapan (pkh) dalam penanggulangan kemiskinan di lingga bayu kabupaten mandailing natal.

Program, P., Harapan, K., Kecamatan, D., Kabupaten, B., Dwi, S., Meilani, I., Soenarjanto, B., & Puspaningtyas, A. (2020). Pemberdayaan Keluarga Penerima Manfaat Melalui. 3–7.

Reza, V., Snapp, P., Dalam, E., Di, I. M. A., Socialization, A., Cadger, O. F., To, M., Cadger, Sutikno, C., Pribadi, I. A. P., Atika, Z. R., & Amanda, A. (2023). Implementasi Kebijakan Program Keluarga Harapan (PKH) Di Desa Gununglurah Kecamatan Cilongok Kabupaten Banyumas. *Musamus Journal of Public Administration*, 5(2), 267–280. <https://doi.org/10.35724/mjpa.v5i2.5034>

Tri Yunarni, B. R., Mintasrihardi, M., & Setiawati, Y. (2019). Efektivitas Program Keluarga Harapan (PKH) Dalam Mengurangi Angka Kemiskinan (Studi: Desa Daha Kecamatan Hu'u Kabupaten Dompu). *JIAP (Jurnal Ilmu Administrasi Publik)*, 7(2), 193.

Rismana, D. (2019). IMPLEMENTASI PERATURAN MENTERI SOSIAL (PERMEN SOS) NOMOR 1 TAHUN 2018 TENTANG PROGRAM KELUARGA HARAPAN (PKH). XI(1), 137–150.

Rohana, S. 2022. (2009). Implementasi Program Keluarga Harapan (Pkh) Di Kecamatan Gunung Anyar Kota Surabaya. *Program Keluarga Harapan (Pkh)*, 5(3), 1–8. <Http://Eprints.Uanl.Mx/5481/1/1020149995.Pdf>

Saputra Napitupulu, F., Subowo, A., Afrizal, T., Profesor, J., & Soedarto, H.

(2020). Kecamatan Semarang Utara, Kota Semarang.

Senduk, N. V., Kiyai, B., & Plangiten, N. (2021). Dampak Pelaksanaan Program Keluarga Harapan (PkH) Dalam Peningkatan Kesejahteraan Masyarakat Di Kelurahan Bumi Beringin Kecamatan Wenang Kota Jurnal Administrasi ..., VII(101), 40–47. <https://ejournal.unsrat.ac.id/index.php/JAP/article/download/33294/31487>

Smith, C. V., Deviany, P. E., & Ryon, J. J. (2015). CUNY Academic Works Maternal Characteristics and Clinical Diagnoses Influence Obstetrical Outcomes in Indonesia How does access to this work benefit you ? Let us know !

Yacoub, Y. (2012). Pengaruh Tingkat Pengangguran terhadap Tingkat Kemiskinan Kabupaten / Kota di Provinsi Kalimantan Barat. 8, 176–185. <https://doi.org/10.31764/jiap.v7i2.1276>

Yasin, R. (2021). Kebijakan Program Keluarga Harapan (PKH) Dalam Pengentasan Kemiskinan Di Kabupaten Banyumas. Tesis, 1–171.