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## Collaborative governance in efforts to alleviate poverty through the Social Security Number (SSN) program in Samarinda

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### ABSTRACT

Poverty remains a complex social issue that requires integrated handling by various parties. In this context, the Samarinda City Government developed the Social Security Number (SSN) Program as a regional policy innovation to strengthen social protection and expand access to assistance for underprivileged communities. This study aims to analyze the implementation of collaborative governance in the execution of the Social Security Number (SSN) Program in Samarinda City as an effort to alleviate poverty. The research method used is descriptive qualitative with data collection techniques through observation, interviews, and documentation. The results of the study indicate that collaborative governance in the implementation of the Social Security Number (SSN) program has run quite well, marked by a clear division of roles among actors, ongoing coordination, and community involvement in the implementation process. However, the collaborative governance process in the implementation of this program is still functionally administrative, where the planning of collaborative actions and decision-making is still dominated by the government sector, while other sectors play a role by waiting for established instructions and directions. The implementation of the Social Security Number (SSN) Program involves various cross-sector actors, such as the Samarinda City Communication and Information Office, the Samarinda City Social and Community Empowerment Office, Bank Kaltimara, Perumda Varia Niaga, Districts, Sub-districts, Neighborhood Leaders (RT), E-Warung, and the community. In its implementation, the Social Security Number (SSN) program contributes to reducing poverty through the provision of non-cash food assistance, which helps alleviate the financial burden of poor communities. Nevertheless, the implementation of the program still faces several challenges, such as data dynamics and inaccuracies, technical constraints in using EDC machines, limited public understanding, and the establishment of SSN data as a reference data that is still not uniform.

**Keywords:** collaborative governance; poverty alleviation; Social Security Number (SSN) Program; Samarinda City.

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RESEARCH & PUBLISHING



## 1. INTRODUCTION

A new paradigm in government management now emphasizes collaboration, especially when making decisions and implementing policies that involve the government, society, the private sector, and non-governmental organizations in addressing public issues. Collaborative governance is a model of government management in which government and non-governmental entities collaborate in the decision-making process. This concept is based on dialogue, joint achievement, sharing responsibilities in policy implementation, managing government programs, and utilizing government resources (Irawan, 2017). The concept of governance not only involves the participation of public institutions in formulating and implementing policies, but also relates to the integration of various organizations to achieve public goals (Astuti et al., 2020). Collaborative governance functions as a mediator so that all parties involved can reach a shared understanding of the problems being faced.

Collaborative governance emerged as a reaction to failures in implementation, high costs, and the politicization of regulation, which means collaboration occurs due to pressures from various parties encouraging cooperation and coordination to address public issues (Savitri, 2023). One significant application of collaborative governance is in efforts to alleviate poverty. Poverty is a concept that is interrelated with one another, which has five dimensions, namely (1) poverty (prover), (2) powerlessness, (3) vulnerability in facing emergency situations (state of emergency), (4) dependence, (5) isolation, both geographically and sociologically (Rohima & Budiyanto, 2024). This problem arises from various interconnected factors, such as low income, unemployment, limited access to health and education, limited access to goods and services, geographical conditions, gender inequality, and environmental factors. With the increasing complexity of the factors causing poverty in Indonesia, new challenges also emerge that require joint handling. Cooperation among stakeholders, such as the government, non-governmental organizations, and universities, can have a positive impact in accelerating the implementation of programs that can address existing poverty. By involving various stakeholders in managing, organizing, and coordinating a public problem, the concept of collaborative governance between institutions is important to use, which is useful for analyzing the management system jointly (Alamin, 2023). Currently, the population of Samarinda City in 2024 is recorded at 858,079 people, with the poverty line in Samarinda City continuing to increase from year to year, which in 2019 was only Rp. 616,365 per capita per month, and now has become Rp. 877,945 per capita per month in 2024. Recent developments indicate serious challenges in addressing poverty issues in Samarinda City. The data related to the Poverty Line, Number, and Percentage of Poor Population in Samarinda City from 2019-2024 are as follows (See Table 1)

**Table 1. Poverty Line, Number, and Percentage of Poor Population in Samarinda City, 2019-2024**

Year	Poverty Line (rupiah/person/month)	Poor Population	
		Amount (thousands)	Percentage
2019	616.365	39,23	4,59
2020	719.710	41,92	4,76
2021	760.055	42,84	4,99
2022	784.198	41,95	4,85
2023	850.842	41,89	4,81
2024	877.945	37,80	4,30

**Source:** Samarinda Communication and Information Office, 2025.

Based on the table above, it can be seen that the poverty rate in Samarinda City has decreased. However, although the percentage of the poor population has fluctuated and then decreased to 4.30% in 2024, the number of poor people is still quite high at 37.80 thousand people. This shows that although there has been progress in reducing the poverty rate, the challenges faced by the Samarinda City

government in tackling poverty are still quite significant, particularly regarding the increase in the poverty line which impacts the community's welfare. Furthermore, the analysis of poverty indicators in the City of Samarinda shows a more comprehensive picture as shown in the following [Table 2](#)

**Table 2. Poverty Indicators of Samarinda City, 2022-2024.**

Poverty	2022	2023	2024
Number of Poor People (Thousand People)	41,95	41,89	37,80
Percentage of Poor Population (P <sub>0</sub> )	4,85	4,81	4,30
Poverty Depth Index (P <sub>1</sub> )	0,59	0,75	0,54
Poverty Severity Index (P <sub>2</sub> )	0,13	0,16	0,11
Poverty Line (Rupiah)	784.198	850.842	877.945

**Source:** Samarinda City Central Statistics Agency, 2025.

[Table 2](#) shows that although there was a decrease in the percentage of the poor population from 2022 to 2023, there was an increase in the Poverty Gap Index (P<sub>1</sub>) from 0.59 to 0.75, as well as the Poverty Severity Index (P<sub>2</sub>) which also rose from 0.13 to 0.16. This indicates that although the number of poor people has decreased, the income gap among them is widening, suggesting that economic growth in Samarinda City has not been fully inclusive, resulting in some people remaining trapped in poverty despite overall economic progress.

The Social Security Number (SSN) program is a poverty alleviation program that is integrated by providing social security assistance and protection through a single card for all services (Handoko, 2022). Initially, the Social Security Number (SSN) was established in 1936 to identify and record the earnings history of workers in the United States to support the management of social security programs. The SSN card contains data such as age, identity, and citizenship, and functions to ensure data accuracy, maintain system integrity, and prevent forgery (Puckett, 2009). Later, the Samarinda City Government adopted this program as a poverty alleviation program in the city of Samarinda. This program was launched by the Samarinda City Government to be provided to poor communities, especially those who have never received social assistance, reflecting the concrete implementation of collaborative governance principles in efforts to address poverty at the local level. This program is not only intended as an integrated data system for poor and extremely poor citizens but also as a mechanism that opens space for collaboration between the government, communities, and various other stakeholders to achieve more fair, transparent, and accountable social assistance governance. In the initial stage of implementing the Social Security Number (SSN) program, the Samarinda City government drafted Mayor Regulation Number 58 of 2022 on the Implementation of the Social Security Number (SSN) Program, which regulates the execution of the program to provide clear direction, a strong legal basis, and legal certainty for all parties involved. In addition, comprehensive technical guidelines were prepared to ensure that this program can be implemented effectively and efficiently. Furthermore, the processes of data integration, verification, and validation become crucial steps in establishing the validity of the information held. By conducting careful verification, the government strives to ensure that the data of aid recipients is accurate and there are no duplications, so that the assistance can be distributed appropriately. The mechanism for distributing Social Security Number (SSN) cards is carried out gradually, where in 2022, the distribution was carried out for 10 sub-districts in the city of Samarinda. The details of the number of recipients in each sub-district are presented in the following [Table 3](#)

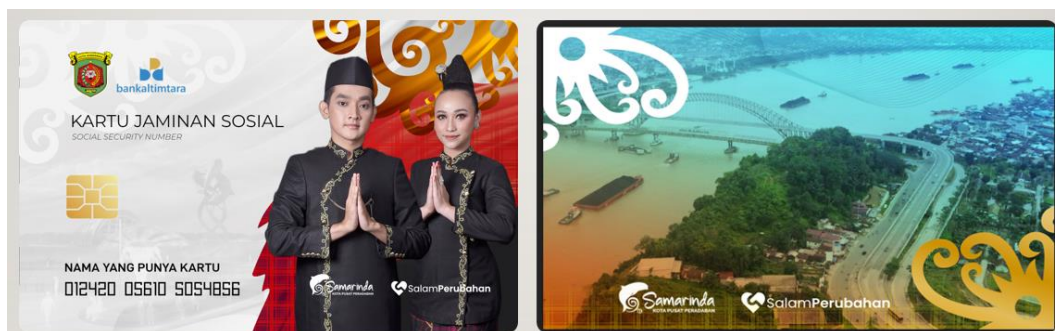
**Table 3. Number of SSN Card Recipients in Each District of Samarinda City 2022**

Number	District	Number of SSN Card Recipients (People)
1.	Palaran	77
2.	Samarinda Seberang	145
3.	Samarinda Ulu	103
4.	Samarinda Ilir	62
5.	Samarinda Utara	55
6.	Sungai Kunjang	73
7.	Sambutan	86
8.	Sungai Pinang	68
9.	Samarinda Kota	184
10.	Loa Janan Ilir	88
<b>Amount</b>		941

**Source:** Samarinda Communication and Information Office, 2025.

In addition, in 2023, the distribution of Social Security Number (SSN) cards was carried out in three sub-districts in the city of Samarinda, namely Sengkotek Sub-district with 397 cards, Air Hitam Sub-district with 336 cards, and Sempaja Selatan Sub-district with 177 cards. So, in 2023, the distribution of Social Security Number (SSN) cards reached 910 cards. Furthermore, in 2024, Social Security Number cards were again distributed to 1,242 recipient residents who fall into the poor and extremely poor categories, with the card handover taking place in the parking lot of Samarinda City Hall.

The Social Security Number (SSN) program is a program established to tackle poverty in an integrated manner, by providing social protection and fulfilling the basic rights of citizens, where the Social Security Number (SSN) program is packaged in the form of a card as a digital wallet (See [Figure 1](#))



**Figure 1.** Form of Social Security Number Card

**Source:** Samarinda Communication and Information Office, 2025.

This card functions as a payment tool for social assistance distributed to individuals or families who meet the criteria of being poor households. People registered in the SSN database, outside of those receiving social protection from the central government, who have been verified and evaluated by the Mayor, will of course receive a certain amount of funds in virtual form, which can only be withdrawn in the form of basic foodstuffs or goods at E-Warung that has partnered with the Samarinda City government. In addition to covering food assistance, this card also includes support for education and health insurance, such as school supplies and BPJS payments. The main goal of this program is to prevent misuse by irresponsible parties, facilitate access to other integrated programs, and provide individuals with the ability to take assistance independently.

The government realizes that poverty alleviation cannot be carried out solely by the government alone, but requires effective collaboration between the government, the private sector, civil society organizations, academics, and the community itself. In its efforts to alleviate poverty, the Samarinda City

Government has established a strategy by creating a Social Security Number (SSN) program that involves collaboration with other parties, namely the Samarinda City Communication and Information Office, the Samarinda City Social and Community Empowerment Office, Bank Kaltimtura, sub-districts and villages, Perumda Varia Niaga, neighborhood heads (RT), E-Warung, as well as the community. However, several problems have arisen in this collaboration, such as lack of proper coordination and miscommunication in the distribution of SSN cards, and there are obstacles in the SSN program in the long verification process due to factors such as data inconsistencies and people moving to different places, as well as the fact that a clear work structure has not yet been established in managing data within the Social Security Number (SSN) program, which can hinder the effectiveness of the program's implementation. (Azizah & Prakoso, 2023).

Research on collaborative governance in poverty alleviation has developed quite rapidly, but most studies still focus on the general patterns of interaction among actors and have not specifically examined the implementation of collaboration integrated with digital data systems at the local government level. In addition, previous studies tend to be descriptive and have not extensively elaborated the stages of the collaboration process comprehensively, such as identifying obstacles and opportunities, communication strategies to influence, and planning collaborative actions. Therefore, there is a research gap that needs to be filled, particularly in understanding how cross-sector collaboration is carried out systematically in the context of data-driven policies. Based on the description above, which still shows issues in collaboration within the Social Security Number (SSN) program in efforts to reduce poverty in Samarinda City, the researcher is interested in conducting in-depth research related to the collaboration process carried out in efforts to reduce poverty through this program, so that the Social Security Number (SSN) program can effectively address and lower the poverty rate in Samarinda City, thereby not only providing empirical contributions regarding collaborative practices in poverty alleviation at the regional level, but also enriching the literature on the implementation of collaborative governance based on the integration of digital data as a public policy instrument.

## **2. METHOD**

This study uses a qualitative approach with a descriptive research type, aimed at gaining an in-depth understanding of the implementation of collaborative governance in the Social Security Number (SSN) program in Samarinda City. The research was conducted through interviews with informants using questions tailored to the focus and objectives of the study, then the collected data were compiled and analyzed to produce a comprehensive description. Interviews were conducted with 16 informants selected purposively and through the snowball sampling technique based on direct involvement in the implementation of the SSN program, consisting of the Social and Community Empowerment Service, Communication and Informatics Service, sub-districts, villages, neighborhood heads, Perumda Varia Niaga, Bank Kaltimtura, E-Warung, Sub-district Social Welfare Workers (TKSK), as well as community program recipients. Field data collection was carried out from October 2025 to January 2026.

Data collection was carried out using several techniques: 1) Observation, which was conducted to directly observe the implementation of the Social Security Number (SSN) program, including interactions between the actors involved and the mechanisms in distributing aid. 2) In-depth interviews, to obtain information directly regarding the implementation, collaboration process, supporting factors, and inhibiting factors in the Social Security Number (SSN) program. 3) Documentation study, documentation was used to collect various official documents related to the implementation and collaboration in the Social Security Number program, such as program beneficiary data, poverty survey results, as well as regulations that serve as the legal basis for program implementation (Samsu, 2017).

Data analysis was carried out qualitatively through the stages of data collection, data reduction, data presentation, as well as drawing conclusions and verification, which were carried out before, during, and after the field research process. In addition, analysis was also conducted using a thematic coding approach that refers to the stages of collaborative governance according to Ratner (2012), namely identifying obstacles and opportunities, debating strategies for influence, and planning collaborative

actions. To ensure the validity of the data, this study uses source triangulation and method triangulation techniques, namely by comparing data obtained from various informants and different data collection techniques. In addition, member checking was also conducted with informants and discussions with peers (peer discussion) to ensure the consistency and credibility of the research findings.

### **3. RESULT AND DISCUSSION**

In this study, the author will discuss the application of the concept of collaborative governance in the implementation of the Social Security Number (SSN) program in Samarinda City. This research focuses on the analysis of collaboration stages according to Ratner which include Identifying Obstacles and Opportunities, Debating Strategies for Influence, and Planning Collaborative Actions (Ratner, 2012). Through this approach, the study aims to understand how each stage of collaboration is carried out by stakeholders in supporting the effectiveness of the Social Security Number (SSN) program implementation.

#### **3.1. Collaborative Governance in the Social Security Number (SSN) Program**

The Social Security Number (SSN) Program is one of the 10 flagship programs of the Mayor of Samarinda in 2022, created to alleviate poverty through integrated measures by providing social protection to poor communities. The implementation of the Social Security Number (SSN) program in Samarinda involves various actors who share responsibility with the local government in efforts to reduce poverty and integrate social welfare data. This program represents a form of cross-agency collaboration aimed at expanding the reach of social assistance beneficiaries beyond the programs of the Ministry of Social Affairs. Implementing collaboration in poverty alleviation through the Social Security Number (SSN) program in Samarinda not only focuses on unifying the working steps among the involved parties but also requires an initial identification process of various obstacles that may arise in its implementation. In addition, it is also necessary to introduce opportunities that can be utilized to strengthen the effectiveness of collaboration.

##### **3.1.1. Identifying Obstacles and Opportunities**

In the stage of Identifying Obstacles and Opportunities in the implementation of a program collaboration, the involved actors first carry out a process of recognizing various conditions that can affect the course of the program. This process includes efforts to identify potential obstacles that may arise, both during planning and implementation of the program, while also recognizing various opportunities that can be utilized to support the success of the program. Through this stage, the actors can understand the situation faced in the field, so that the implementation of the program can run more effectively, purposefully, and be able to anticipate various problems that may occur.

Based on the results of research on the aspect of Identifying Obstacles and Opportunities, it shows that the research began by identifying obstacles and opportunities through a listening process, where the actors involved conveyed the challenges they faced while also recognizing potential cooperation that could be developed. This view aligns with the perspective of Bryson et al which emphasizes that the formation of cross-sector collaboration is greatly influenced by initial conditions in the form of environmental factors, sectoral failures, and linking mechanisms (Bryson et al., 2006). The complex and uncertain environmental factors become external obstacles that push organizations to collaborate in order to reduce risk, while sector failures indicate that the efforts of individual actors are no longer sufficient, thereby opening opportunities to work together, and the presence of strong sponsors, initial agreement on issues, as well as working networks function as structural opportunities that enable collaboration to form.

At the stage of Identifying Obstacles and Opportunities in the implementation of the Social Security Number (SSN) program in Samarinda City, it has been running optimally, where the actors involved have expressed obstacles and opportunities, both during planning and throughout the program implementation. In this case, there are still several obstacles in the implementation of the Social Security Number (SSN) program in Samarinda City, such as uneven public understanding, limited field personnel,

unsynchronized use of SSN data, and the presence of poor people who are still accommodated as beneficiaries. However, on the other hand, there are strong opportunities through the involvement and coordination of various actors, ranging from local government, District Social Workers (TKSK), Kelurahan, RT, E-Warung, to the program recipient community. However, compared to the Ansell & Gash model, the identification process still tends to be administrative and data-based, and has not been fully driven by participatory dialogue involving all actors equally from the beginning. Thus, even though this stage has been fulfilled, the identification pattern still shows a top-down tendency.

### **3.1.2. Debating Strategies for Influence**

The debate strategy to influence collaboration in poverty alleviation through the Social Security Number (SSN) program in Samarinda City is carried out by building open communication and seeking joint solutions. Each actor involved needs to understand and listen to each other's views. This is done with the aim that the decisions taken can benefit all the actors involved, not just one group. This strategy can be carried out through various forms of interaction, such as formal discussions, informal meetings, socialization activities, or technical guidance. This indicator is often referred to as the stage or phase of dialogue, where the actors involved in the implementation of the program begin to build a shared understanding through discussions and exchange of views. At this stage, each party attempts to express opinions and provide input to influence the direction of policy and program management going forward. The debate strategy to influence the implementation of the Social Security Number (SSN) program is seen through efforts to build open communication among actors. Each party involved is given space to convey their views and seek joint solutions, so that the decisions produced not only benefit one party but can be accepted by all actors.

Research results indicate that in the implementation of the Social Security Number (SSN) program, the actors involved in the collaboration engage in a process of open discussion and exchange of ideas before deciding on steps in the program's field implementation. The actors can actively express opinions, present obstacles, offer alternative solutions, and consider various perspectives to choose effective actions. These research results align with the concept of brainstorming proposed by Shaleh, where brainstorming is an important aspect of collaboration aimed at improving team performance (Saleh, 2020). In the brainstorming concept, group members collectively generate ideas, share perspectives, and debate various options to obtain the best solution. The brainstorming process is evident in deliberations to determine food aid mechanisms, mapping roles among actors, and in finding solutions to arising challenges. These results were then used as the basis for forming an effective collaborative work pattern. In addition, the research findings are also in line with the study conducted by Jehudat et al. (2024), which shows that at the strategy debate stage, the actors involved discuss the best ways to solve the problems and challenges faced, which is realized through regular coordination meetings among the actors involved in the implementation of the program. The research findings are also consistent with the study conducted by Gusna & Prakoso, which revealed that in the implementation of the Social Security Number (SSN) program in the City of Samarinda, communication with the public had not been conducted optimally, as socialization was only carried out during the distribution of aid, resulting in many aid recipients not understanding the purpose of the SSN program (Gusna & Prakoso, 2025).

At the Debating Strategies For Influence stage in the implementation of the Social Security Number (SSN) program, interactions among the involved actors have run optimally. This occurred through discussions and coordination among actors in both formal and informal forums, agreeing on the use of SSN data as the main reference for social assistance distribution, determining recipient criteria, discussing field constraints such as data accuracy, limited resources, and technical aspects of aid distribution. Although not conducted regularly, these discussions provide a space for each involved actor to convey obstacles and opportunities, propose solutions, and plan for the future, so that decisions made can be agreed upon by all parties. However, coordination between program implementers and program recipient communities has not been running optimally. This can be seen from the fact that program recipients still do not understand the purpose and mechanism of the Social Security Number (SSN) program. This indicates that communication is still mostly happening between agencies, while the

dissemination of information to the public is not yet optimal. In the context of collaborative governance, this situation can affect the level of trust and mutual understanding between the government and the community. As a result, even though coordination among actors is taking place, the effectiveness of the program can be hindered if the community does not fully understand and engage in the implementation of the program. Furthermore, if associated with Ansell & Gash, this practice also indicates the presence of face-to-face dialogue which is an important element in building collaboration. However, community involvement as beneficiaries in the dialogue process is still not optimal, so the aspects of trust building and public participation have not yet fully developed to their maximum potential.

### **3.1.3. Planning Collaborative Actions**

The last indicator in the collaborative governance theory according to [Ratner \(2012\)](#) is the stage or phase of choice. In this phase, activity or strategy planning is carried out for the implementation of the program. At this stage, collaboration does not only stop at discussion, but is realized through planning concrete actions involving various parties according to their areas of authority. The planning of collaborative actions in the implementation of the Social Security Number (SSN) program is evident from the adjustments of regulations, refinement of cooperation mechanisms, and continuous technical implementation updates conducted by the local government together with program partners. Collaborative planning in the implementation of the Social Security Number (SSN) program in Samarinda City is carried out by the involved actors who aim for the involved actors to strive to unite their respective resources and abilities, so that the program implementation can run more optimally.

The results of this study are in line with the criteria for successful collaboration in governance proposed by Goldsmith and Kettl, particularly in the aspect of governance which emphasizes the importance of rules, coordination mechanisms, as well as trust-based relationships consistently built among the involved actors ([Irawan, 2017](#)). In the context of the Social Security Number (SSN) program, the existence of clear operational rules, aid distribution mechanisms, and reporting and data validation flows shows that each actor has established mutually agreed working guidelines. In addition, the existence of structured task allocation among agencies indicates that administrative and technical coordination has been carried out within the framework of joint governance. In addition, the research findings are also in line with the study conducted by Jehudat which shows that designing collaborative actions requires strong synergy and good relationships among the actors involved ([Jehudat et al., 2024](#)). The synergy that has been established is strengthened by conducting various cross-actor coordination meetings, which will later result in coordination in areas that still need to be reinforced. In this case, the effort undertaken is to implement the Mayor's Regulation as a legal framework in the implementation of the programs to be carried out.

At the Planning Collaborative Actions stage in the implementation of the Social Security Number (SSN) program in Samarinda City, it has not yet been running optimally. This can be seen from the fact that decision-making in the collaboration planning of the Social Security Number (SSN) program in Samarinda City is still dominated by the government sector, namely the Samarinda City Communication and Informatics Office and the Samarinda City Social and Community Empowerment Office. Meanwhile, other implementing actors only wait for instructions or directions. Analytically, this condition indicates that the principle of participation in collaborative governance has not been fully met, particularly in terms of shared decision-making. The limited involvement of non-government actors in the planning stage causes the collaboration that occurs to tend to be administrative and not fully participatory. This has the potential to affect program effectiveness, because the decisions made are not entirely the result of mutual agreement or do not fully consider the conditions on the ground. Thus, even though collaborative actions have been carried out, the collaboration pattern that has formed still needs to be strengthened to be more inclusive and actively involve all actors in the planning process. Compared to Ansell & Gash, this condition indicates that the elements of commitment to process and shared decision-making have not been optimally implemented, because non-government actors tend to carry out programs based only on instructions. Thus, this stage becomes a weak point in the implementation of collaborative governance, as the collaboration that occurs is still administrative-functional in nature and not yet fully inclusive.

### **3.2. Main Challenges in the Social Security Number (SSN) Program**

The Social Security Number (SSN) program is a relatively newly launched program that focuses on poverty alleviation efforts. As a complex program that involves various parties, its implementation is certainly not without challenges and difficulties in the field. The first challenge in the Social Security Number (SSN) program is related to the management of dynamic poverty data, where the socio-economic conditions of citizens can change rapidly. This requires the government to carry out data verification and validation to ensure that the data used is always accurate and in accordance with the reality on the ground. Another challenge related to data is the mismatch between community conditions and the list of aid recipients, such as poor citizens who are not yet registered or, conversely, capable citizens who are listed as aid recipients. This necessitates a process of resubmission, field checks, and revisions of existing data to ensure the program is provided accurately.

In addition to data aspects, technical challenges in program implementation also pose significant obstacles. Some of the challenges encountered in the field include disruptions in EDC machines, public unawareness regarding the rules for using SSN cards, and the desire of some beneficiaries to make cash withdrawals which are not allowed under the program mechanism. This situation underscores the need for more intensive socialization and guidance for the community. The next challenge arises during the aid distribution stage, where potential miscommunication often occurs, for example, when a family member comes to replace the beneficiary, even though the procedure requires the beneficiary to be present in person, except under certain conditions. This requires careful clarification and handling so as not to hinder the distribution process. In addition, challenges arise not only in technical and institutional aspects but are also directly felt by the community as beneficiaries, where in the initial implementation stage, the community experienced confusion in understanding how to use the SSN card, the locations for exchanging basic food packages, and the program service mechanisms. However, research results also indicate the important role of stakeholders, particularly neighborhood heads (RT), in helping the community understand the program flow.

In addition, one of the challenges in implementing the Social Security Number (SSN) program lies in managing poverty data, which is dynamic and has been using a digital system. The continuous changes in the socio-economic conditions of the community cause the beneficiary data to be not permanent, thus requiring periodic updating and checking processes to remain relevant to the situation on the ground. The use of a digital system in data management does provide convenience in the processes of storing, processing, and distributing information between agencies. However, this also demands the readiness of human resources, as well as consistency in coordination among the program implementing parties to continuously update the data. With data updates conducted regularly and in a coordinated manner, the implementation of the Social Security Number (SSN) program can run more accurately, transparently, and be able to maintain target precision in poverty alleviation efforts.

Thus, it can be concluded that challenges still exist in the implementation of the Social Security Number (SSN) program in Samarinda City, particularly concerning the aspects of data collection and the management of poverty data, which are dynamic in nature. Changes in the socio-economic conditions of the community, limited public understanding during the initial stage of the program, as well as issues with the program's implementation mechanism. In addition, the need for regular updates of digital data requires intensive coordination among actors. This indicates that the success of the SSN program depends on the implementers' ability to manage data accurately and responsively to dynamics in the field.

### **3.3. Implications of the Social Security Number (SSN) Program in Poverty Alleviation Efforts**

The Social Security Number (SSN) program is one of the programs designed and implemented by the Samarinda City Government in an effort to alleviate poverty, aimed at poor people who are not covered by central government assistance. The Social Security Number (SSN) program is designed and implemented based on a primary data source, namely the Integrated Social Welfare Data which later changed to the Single Socioeconomic Data (DTSEN), which serves as a basis to identify and determine beneficiaries more accurately. With data updates through DTSEN, the government strives to ensure that the assistance provided through the Social Security Number (SSN) program is precisely targeted.

In general, the existence of the Social Security Number (SSN) program has a positive implication for poverty alleviation in the city of Samarinda. This study shows that the program contributes to reducing poverty rates through the provision of non-cash food assistance that helps ease household expenditure burdens. The assistance, provided on a monthly basis and exchanged for food supplies, is able to strengthen the economic resilience of poor families, thus playing a role in preventing a decline in their welfare. However, although poverty rates can be suppressed, the study also found that the poverty gap has actually widened. This means there is an imbalance between the beneficiary groups that have been effectively assisted and other groups whose conditions have not changed much or have even fallen further behind.

The widening of this gap is certainly inseparable from various obstacles and challenges that arise in the implementation of the Social Security Number (SSN) program, such as data inaccuracies due to the socio-economic dynamics of society, technical constraints in aid distribution, and the lack of public understanding of the mechanisms within the Social Security Number (SSN) program. This finding is in line with the research conducted by Gusna & Prakoso which shows that the Social Security Number (SSN) program is an integrated poverty alleviation initiative, which in its implementation has not been fully optimal due to existing obstacles marked by technical issues in the process of collecting data on poor communities conducted by surveyors, uneven distribution of SSN cards, as well as the uneven presence of E-Warung Kube (Gusna & Prakoso, 2025). Thus, although the Social Security Number (SSN) program has a positive contribution to reducing poverty rates, these various challenges prevent the program from being implemented optimally.

#### **4. CONCLUSION**

Based on the discussion outlined above, it can be concluded that Collaborative Governance in poverty alleviation efforts through the Social Security Number (SSN) program in Samarinda City has been implemented and is running quite well. This can be seen in the implementation of the Social Security Number (SSN) program, which cannot be carried out alone, but also requires cooperation with various other stakeholders, such as the Samarinda City Communication and Information Office, the Samarinda City Social and Community Empowerment Office, Bank Kaltimara, Perumda Varia Niaga, sub-districts, urban villages, neighborhood units (RT), E-Warung, as well as the community. However, the implementation of collaborative governance in the Social Security Number (SSN) program is still functionally administrative, where the planning in collaborative actions and decision-making is still dominated by the government sector, while actors from other sectors mostly play roles according to established instructions and directions. This can be further understood from several collaborative governance indicators according to Ratner (2012) as follows.

First, At the stage of Identifying Obstacles and Opportunities, it has been running optimally, indicating that the implementation by the actors involved in the Social Security Number (SSN) program has conveyed the obstacles and opportunities that can be achieved, both before the implementation and during the program implementation.

Second, At the Debating Strategies For Influence stage, it has run optimally, indicating that communication and dialogue are key elements in maintaining the sustainability of collaboration.

Third, At the Planning Collaborative Action stage, it has not been running optimally, where the planning of collaborative actions and decision-making is still dominated by the government sector, while actors from other sectors carry out collaborative actions by waiting for instructions and directions that have been set.

Fourth, The main challenges in the Social Security Number (SSN) program range from data aspects to technical implementation in the field. The management of poverty data, which is dynamic, often causes discrepancies, malfunctions in EDC machines, a lack of public understanding regarding the rules for using the card, the desire of some recipients to withdraw aid in cash, as well as frequent miscommunication when family members replace beneficiaries without following the applicable procedures.

Fifth, The Social Security Number (SSN) program has significant implications for poverty alleviation efforts in Samarinda City. However, the Social Security Number (SSN) program has not been fully able to close the welfare gap for the poor, as some groups in society have not yet optimally felt its benefits. The obstacles that have emerged, such as inaccurate data, technical constraints in distribution, and unequal access to SSN cards and E-Warung, have prevented the program's effectiveness from running at its maximum.

### **Ethical Approval**

Not Applicable

### **Informed Consent Statement**

All participants were informed of the purpose of the study, and informed consent was obtained prior to data collection. Participation was voluntary, and all responses were kept confidential and used solely for academic research purposes.

### **Authors' Contributions**

Instruction: Clearly assign contributions to each author using CRediT-style roles: Conceptualization, Methodology, Validation, Formal analysis, Resources, Writing – original draft, Writing – review & editing, etc. Use author initials consistently.

Example:

### **Authors' Contributions**

SF contributed to the conceptualization of the research, literature review, data analysis, and manuscript preparation. MAN conducted the review, manuscript revisions, and approved the final manuscript.

### **Disclosure statement**

No potential conflict of interest was reported by the author(s).

### **Data Availability Statement**

The data presented in this study are available on request from the corresponding author due to privacy reasons.

(Irawan, 2017)

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