Local Welfare Governance in the Global South: A Post-Positivist Analysis of Indonesia's Digital Social Protection Policy

Akhairuddin[1], Mudjia Rahardjo[2], Catur Wahyudi[3]
[1,2,3] Postgraduate Programs Knowledge Social Affairs of Merdeka University of Malang

HOW TO CITE:
Akhairuddin, Mudjia Rahardjo, Catur Wahyudi (2026). Local Welfare Governance in the Global South: A Post-Positivist Analysis of Indonesia's Digital Social Protection Policy. International Journal of Special Education, 41(16s), 1182-1195

COPYRIGHT STATEMENT:
Copyright: © 2026 Authors. Open access publication underthe terms and conditions of the Creative CommonsAttribution (CC BY) license (http://creativecommons.org/licenses/by/4.0/).

ABSTRACT:
This study aims to analyze the implementation process of the West Sumbawa Maju (KSB Maju) Card Policy, uncover the power mechanisms operating within the policy, and examine its implications for community welfare. This study uses a post-positivistic paradigm with a quasi-qualitative approach, which allows researchers to not be entirely tied to subjective constructions alone, but still acknowledge the complexity of social realities on the ground. Data were collected through in-depth interviews, observations, and documentation studies of key actors in the implementation of Regent Regulation Number 13 of 2025. The results of the study indicate that the implementation process of the KSB Maju Card took place on an ongoing basis based on periodization program, start from stage preparation, stage ratification, The launch phase, distribution phase, execution phase, and evaluation phase. The power mechanism in this policy operates through four mechanisms: legitimacy, digital control, financial, and network mechanisms. The welfare implications are ambivalent: on the one hand, this program improves access to basic services for some communities, but on the other hand, it creates new dependencies and strengthens asymmetrical power structures between the bureaucracy, elites, and citizens. This study recommends the need for substantive public participation mechanisms and transparency in resource allocation in the implementation of future card-based policies.

Keywords: power, welfare, policy implementation, KSB Advanced Card, post-positivistic paradigm.

1. Introduction

Policy help social is instrument important country in realize welfare society , especially in the middle increasing complexity problem poverty , inequality social , and limitations access service basic . In developing country context like Indonesia, the policy welfare social No only positioned as form protection social , but also as a development strategy For strengthen capacity public in face vulnerability economic and social . Government center and government area Keep going develop various innovation policy based help social , including assistance models based digital card that integrates service education , health, social and economic in One system service public .

However Thus , various study show that implementation policy help social in Indonesia is

still face problem seriously , especially related with inaccuracy target, weakness data integration , fragmentation bureaucracy , and low effectiveness of the program in increase welfare society (Purwanto & Sulistyastuti , 2015; Grindle, 1980). The problems of exclusion errors and inclusion errors are still become problem classic in implementation policy help social. Many poor people do not get help Because No recorded , while group a relatively small society capable precisely become recipient benefits . Conditions the show that success policy No only determined by quality formulation policy, but it is very dependent on the implementation process at the level field .

In perspective implementation policies, success of aid programs social influenced by interactions complex between content policy (*content of policy*) and context implementation (context of implementation) as proposed by Merilee S. Grindle. Implementation policy No merely an administrative process , but rather a political arena that involves relation power , interests actors, networks bureaucracy , as well as negotiation ongoing social in a way dynamic. Therefore that, study implementation policy need an unbiased approach only see aspect technical bureaucracy , but also dimensions the power at work behind the implementation process policy the.

In context this, the Government West Sumbawa Regency launched the West Sumbawa Maju Card (KSB Maju) program through Regulation Regent Number 13 of 2025 as innovation policy welfare based integrated digital card. This program integrate various service public , such as service health, education, assistance social, housing, agriculture , fisheries , and MSMEs in One system service digital data- based. The presence of the KSB Maju program become interesting Because launched in the middle problem national related effectiveness help social and digitalization service public .

Government Data West Sumbawa Regency shows that implementation of the KSB Maju program contribute to decline number poverty in West Sumbawa Regency from 12.23% to 10.98% in 2025. In addition that , this program has reach more from 51,000 heads family through various scheme help social and services public integrated . Achievements the show that policy based digital cards have potential big in increase effectiveness distribution help social and access service public public .

Although thus, success implementation KSB Maju policy No can understood only as success administrative solely. Implementation policy This involving various actor with different interests and powers, starting from from head region , organization device regions (OPD), institutions banking, officials village , mutual cooperation agent , to public recipient benefits . In in practice, relations power become factor important thing that determines How policy run, who gets it? access assistance, as well as How public build perception to the program.

Michel Foucault's thoughts on power give perspective important in understand implementation policy public. Foucault views power No only Work in a way repressive through formal regulations , but also work in a way productive through discourse , normalization , supervision , and formation subject social (Foucault, 1977). In context policy help social digital- based , power can operate through data systems , mechanisms verification , narrative welfare , up to practice supervision administrative to public recipient benefits . With Thus , the implementation policy No can separated from practice the power that forms behavior bureaucracy and public .

Besides dimensions power , issues welfare society also needs understood in a way more wide. During this, evaluation policy help social tend focuses on material indicators such as income, consumption, and ownership assets. In fact, welfare society also includes aspect subjective such as a sense of security , a sense of respect , freedom choosing , and ability acting (agency). Perspective capabilities developed by Amartya Sen emphasize that welfare No only related what is owned someone , but also what can be carried out and achieved by individuals in his life (Sen, 1999). Therefore that , study about

implementation KSB Maju policy need see implications policy No only in the material aspect , but also in the dimension capability public recipient benefit .

Various study previously about implementation policy help social in Indonesia in general Still focus on aspects administrative and technocratic implementation policy . Research about the Family Hope Program (PKH), Assistance Non-Cash Food (BPNT), as well as digitalization service public part big focus on effectiveness distribution assistance , coordination bureaucracy, and accuracy of recipient data benefits. Research the Not yet Lots study How relation power Work in implementation policy help social , especially in context policy based digital cards at the level local.

The literature reviewed in this study was selected because it directly addresses the three central dimensions of the research question: policy implementation, power relations in digital governance, and community welfare outcomes. By integrating these complementary strands of scholarship, this study provides a coherent analytical framework for examining how Indonesia's digital social protection policy operates within local governance and how it reshapes state–society relations in the Global South.

Besides that, research previous also tends to use approach welfare objective - material and not yet integrate perspective capability in analyze implications policy to welfare society . In fact , the implementation policy help social digital-based can bring up dynamics social new , like dependence public to help , change relation between the state and citizens , as well as formation identity social new as recipient benefit policy. Previous studies have reported mixed findings regarding digital social protection policies. Several scholars argue that digital governance enhances administrative efficiency, transparency, and the accuracy of benefit distribution by integrating social databases and reducing bureaucratic fragmentation (Howlett & Ramesh, 2020; Janowski, 2021). Conversely, other studies demonstrate that digital welfare systems may exacerbate social exclusion, widen the digital divide, and reinforce unequal power relations, particularly among vulnerable populations with limited digital literacy and technological access (Pramusinto & Purwanto, 2022; Margetts & Dunleavy, 2020). These contrasting findings indicate that the effectiveness of digital welfare governance remains context-dependent and requires further investigation at the local government level.

With Thus, there are *research gap* in studies implementation policy help social in Indonesia. First, still limited integrated research theory implementation policy with analysis power in context policy help social digital- based . Second , still lack of research that examines implications welfare multidimensionally , both materially and capabilities . Third , not yet existence study comprehensive about implementation policy West Sumbawa Advance Card as a model of assistance social integrated digital- based at the level government area.

This study builds upon foundational theories of policy implementation, power, and capabilities developed by Grindle (1980), Foucault (1980), and Sen (1999), while incorporating recent scholarship on digital governance, collaborative public administration, and digital social protection published within the last decade (Howlett & Ramesh, 2020; Hill & Hupe, 2021; Janowski, 2021; Pramusinto & Purwanto, 2022). This combination ensures both theoretical continuity and engagement with current developments in the literature.

Various previous studies on social policy implementation in Indonesia generally focus on administrative and technocratic aspects. Based on research gaps said , research This offer approach integrative with combine theory implementation Merilee S. Grindle's policy, theory Michel Foucault's power , and approach Amartya Sen's capabilities to analyze implementation policy KSB Maju Card in West Sumbawa Regency. Third integration approach the expected capable produce greater understanding comprehensive about How policy implemented , how power

operate in the implementation proces , as well as How implications policy to welfare public .

Study This become important done Because can give contribution theoretical for development studies implementation policy more public critical and multidimensional. In addition that, research it also has relevance practical for government area in improve governance help social digital- based, strengthening transparency service public , as well as increase effectiveness policy welfare community at the level local .

2. Methodology

Study This use post- positivistic paradigm with approach quasi-qualitative For understand implementation policy West Sumbawa Advance Card in a way in-depth . Post- positivistic paradigm chosen Because study No only make an effort explain facts empirical in a way objective , but also understanding reality complex , dynamic , and social relationships power in implementation policy public . Approach quasi-qualitative allows researchers combine depth interpretation with accuracy analysis to phenomenon social issues that occur in the field . In context this , implementation policy understood as a socio-political process that involves actors , interests , and dynamics mutual power interact in reach objective welfare society (Grindle, 1980).

Study This implemented in West Sumbawa Regency , West Nusa Tenggara Province , with focus on implementation Regulation Regent Number 13 of 2025 concerning West Sumbawa Advance Card . Election location study done purposively because West Sumbawa Regency is assessed succeed lower number poverty through innovation policy based integrated digital card . In addition that area This own characteristics unique socio - political Because program implementation involves various organization device region , institution finance , government village , until actor social at the level root grass . Research location covers the sub-district area Taliwang , Sekongkang , and Poto Tano which represent condition public urban , coastal , and rural.

Focus study directed at three aspect main , namely the implementation process policy KSB Advance Card , mechanism operating power in implementation policies , as well as implications policy to welfare society . Analysis implementation use framework Merilee S. Grindle's theory which emphasizes two dimensions main , namely the content of policy and the context of implementation. Meanwhile that , analysis power use Michel Foucault's perspective on formal, relational , and productive power . The analysis welfare public use approach Amartya Sen's ability to see welfare No only from material aspects , but also freedom and ability individual in determine choice his life (Foucault, 1980; Sen, 1999).

Data collection techniques were carried out through interview in-depth , observation participatory , study documentation , and Focus Group Discussion (FGD). Interviews deep done to actors key like Regent , officials organization device regional , Bank NTB Syariah, Mutual Cooperation Agents (AGR), figures society , as well as recipient Benefits of the KSB Maju program. Observation participatory done For understand in a way direct practice implementation policies in the field , including interaction between bureaucracy and society recipient benefits . Study documentation done to document policies , reports government , statistical data, and archives program administration.

In addition that , FGD is used For get view collective about dynamics implementation and impact policy to society (Creswell, 2014).Informant study chosen purposive and snowball sampling based on involvement as well as knowledge they to implementation KSB Advanced Policy . Research involving around 45 informants consisting of on element government area , apparatus village , implementer program technical , figures society , academics , journalists local , as well as group recipient benefit from various sector service like education , health , social , MSMEs, agriculture , and fisheries . The snowball sampling technique was used For find informants other keys that are considered own information important related practice power and

dynamics implementation policies at the level local (Sugiyono , 2022).

Data analysis was performed in a way interactive with using the encompassing Miles , Huberman, and Saldaña model data condensation , data presentation , and retrieval conclusion. Data obtained from results interviews , observations , and documentation analyzed in a way thematic with identify patterns , relationships , and meanings that emerge from the implementation process policy . Researchers also conducted interpretation critical to practice power , actor strategy , and narratives dominant growth in implementation KSB Advance Card . Analysis done in a way repetitive during the research process in order to obtain deep and comprehensive understanding to the phenomenon being studied (Miles, Huberman, & Saldaña , 2014).

Triangulation method done with combine interviews , observations , documentation , and FGD in data collection . Meanwhile triangulation theory done with use various perspective theoretical , namely theory implementation policy , theory power , and theory capability in analyze research data . In addition In addition , researchers also conducted member checking on a number of informant main For ensure that interpretation of data according to with the reality that they natural (Lincoln & Guba, 1985).

In a way overall , method study This designed For produce deep understanding about implementation policy West Sumbawa Advance Card , including How power Work in the policy process and how policy the influence welfare society . With holistic and critical approach , research This expected capable give contribution theoretical and practical for development studies implementation policy public in Indonesia.

3. Results

Implementation policy The West Sumbawa Maju Card (KSB Maju) shows existence governance transformation help social in West Sumbawa Regency through integration service digital-based . This program designed For unite various service social , education , health , housing , MSMEs, farming , livestock , and fisheries to in One system service based card . Based on results interview with actor implementer policy , program implementation begins from stages preparation regulation , preparation of recipient database benefits , coordination across OPDs, up to stage distribution card to public recipient benefits . Implementation the show that the success of the program is greatly influenced by coordination between institutions and support leadership area (Grindle, 1980).

At the stage preparation government policy West Sumbawa Regency is carrying out social data consolidation public through Work The same between the Social Services , Civil Registration Services , and Communications and Information Services . Data consolidation is carried out For minimize exclusion errors and inclusion errors that have occurred This become problem main in policy help social . Based on results observation field , data integration is carried out with approach verification based village and involve Mutual Cooperation Agent (AGR) as connector between government and society. This model show existence approach participatory in implementation policy public at the level local (Van Meter & Van Horn, 1975).

Stage next is approval and launch policies implemented in a way Symbolic launch by the Regent of West Sumbawa on May 20, 2025. Launch of the KSB Maju program become a political momentum that shows commitment government area towards the welfare agenda social digital- based . In In practice , the program launch is not only functioning as action administrative , but also become instrument legitimacy political government area For build trust public to policy new. Condition This show that implementation policy No can released from dimensions power and legitimacy the politics that accompany it (Foucault, 1980).

At the stage distribution card , research find existence variation implementation between sub-district areas . Sub-districts that have internet access and digital infrastructure more Good shows a relatively smooth distribution process fast and orderly . On the other hand , remote areas like area coast and mountains experience

delay distribution consequence limitations network and low digital literacy of society . Conditions This show that factor environment social and infrastructure greatly influence effectiveness implementation policy public at the level local (Edward III, 1980).

Research results also show that success The implementation of KSB Maju is greatly influenced by capacity bureaucracy implementer . Apparatus government areas that have ability digital administration and experience service public more easy adapt with system new . On the other hand , some apparatus village experience difficulty in operation digital system so that need training additional findings This show that source Power man is factor important in determine success implementation policy public (Mazmanian & Sabatier, 1983).

Study This find that mechanism power in implementation of KSB Maju operate through three dimensions main , namely formal power , power relational , and power productive . Formal power is visible through use Regulation Regent Number 13 of 2025 as legal instruments that regulate distribution assistance and mechanisms service society . Through regulations said , the government area own legitimacy For determine group recipient benefits , mechanisms distribution assistance , as well as system program supervision . This show that regulations is instrument main country in operate power administrative (Weber, 1978).

Power relational looks from role Mutual Cooperation Agent (AGR), head village , figures society and networks bureaucracy local in determine smoothness program distribution . AGR becomes actor important Because own proximity social with society and capable bridge need inhabitant with government area . In in practice , the relationship social and personal closeness often determine speed access public to KSB Maju services . Conditions This show that power No only located in the formal structure of government, but also spread in relation social society (Foucault, 1980).

Besides that , research find existence power productive through narrative development and welfare that is built government region . KSB Maju Program promoted as symbol progress area and shape concern government to poor people . Narrative the form perception public that help social is rights granted by the government area to obedient citizens to rule administration . With thus , power Work No only through regulation , but also through formation awareness and ways think society (Foucault, 1980).

Mechanism program monitoring also shows existence practice digital control through recipient data integration benefits and uses system banking . All transaction help done through NTB Syariah Bank account so government can monitor activity recipient benefit in a way administrative system This increase transparency and accountability distribution assistance , but on the other hand also strengthens state control over activity public recipient help social . Findings This show that digitalization service public own implications to relation power between the state and citizens (Castells, 2010).

Research result show that implementation of KSB Maju give implications positive to welfare society , especially in improvement access service basic . Recipient benefits of educational programs get help equipment school and fees education that helps reduce burden economy family. Meanwhile that , the recipient service health get convenience access treatment and assistance financing health . Condition This show that policy social based card capable expand access public to service public (Sen, 1999).

In aspect economy , KSB Maju program help extreme poverty fulfil need base daily through help cash monthly . Some recipients benefit state that help the used For buy need principal , pay cost school children , and improve condition House stairs . Although amount help relatively limited , this program provide a sense of security economy for group public vulnerable . Findings This show that help social own function protection social for poor communities (Midgley, 1995). However Thus , the study also found that existence implications negative in the form of dependence part public to help government .

Some recipient benefit show trend wait help without do effort productive in a way independent . Condition This happen especially in groups society that during for years become aid program recipients social . Dependence the show that help social that is not accompanied by empowerment programs potential weaken independence society (Chambers, 1995).

Table 1. Summary of Research Findings on KSB Maju Policy Implementation

Research Dimension	Main Findings	Data Sources
Policy implementation process	The implementation followed six sequential stages: policy preparation, legal ratification, program launching, card and account distribution, service delivery, and evaluation.	Interviews, observations, government documents
Policy actors	Implementation involved the Regent, Regional Apparatus Organizations (OPDs), Bank NTB Syariah, village governments, Mutual Cooperation Agents (AGR), and beneficiary communities.	Interviews and documentation
Power mechanisms	Four mechanisms were identified: legal authority, digital control, financial governance, and collaborative networks.	Interviews and observations
Welfare outcomes	The policy improved access to education, health services, social assistance, and productive economic support.	Interviews with beneficiaries
Negative findings	Some beneficiaries demonstrated dependency on government assistance, particularly in communities with long-term social assistance experience.	Interviews and observations

Table 1 summarizes the principal findings obtained from interviews, observations, and document analysis regarding the implementation of the KSB Maju policy. The findings are organized into five major dimensions that correspond to the focus of the study. First, the implementation process was conducted through six sequential stages consisting of policy preparation, legal ratification, program launching, card and bank account distribution, service delivery, and program evaluation. The implementation involved coordination among multiple government institutions and followed the administrative procedures established by Regent Regulation Number 13 of 2025.

Second, the findings indicate that policy implementation involved multiple stakeholders, including the Regent of West Sumbawa, Regional Apparatus Organizations (OPDs), Bank NTB Syariah, village governments, Mutual Cooperation Agents (AGR), and beneficiary communities. Each actor participated according to their respective institutional responsibilities during policy implementation.

Third, four principal mechanisms of power were identified during implementation. These consisted of legal authority exercised through the Regent Regulation, digital control supported by integrated beneficiary databases, financial governance through the banking system, and collaborative networks involving government agencies and community actors. These mechanisms were consistently identified across interviews and field observations. Fourth, the study found that the KSB Maju policy expanded beneficiaries' access to education services, health care, social assistance, and productive economic support. Beneficiaries reported receiving educational assistance, healthcare services, and financial support through the integrated digital welfare system implemented by the local government.

Finally, the findings also identified several challenges during implementation. Interviews and field observations revealed that some beneficiaries became increasingly dependent on government assistance, particularly among communities that had received social assistance over an extended period. These findings were consistently reported by both beneficiaries and implementing agencies during the data collection process.

Besides material implications, the KSB Maju program also provides implications subjective to a sense of security and a sense of being cared for by the state. Many recipients benefit feel more valued Because government present in a way direct in fulfil need base they . Feelings noticed the strengthen trust public to government area and improve participation inhabitant in activity social at the level local . Findings This show that welfare No only related with material aspects , but also related with dimensions psychological and social society (Sen, 1999). In general Overall , the implementation of KSB Maju show that policy help social digital- based can become instrument effective in strengthen service public and welfare public if supported by leadership politics , capacity bureaucracy , data integration , and participation society . However thus , success implementation still need evaluation sustainable so that the program does not only produce dependence social , but also capable push empowerment and independence public recipient benefits (Grindle, 1980).

The findings of this study have broader implications for the achievement of the United Nations Sustainable Development Goals (SDGs)**,** particularly SDG 1 (No Poverty), SDG 3 (Good Health and Well-being), SDG 10 (Reduced Inequalities), and SDG 16 (Peace, Justice and Strong Institutions)**.** Through the integration of education assistance, health services, social protection, and productive economic support into a single digital platform, the KSB Maju policy contributes to poverty reduction and expands access to essential public services for vulnerable groups. Furthermore, the use of digital beneficiary databases and non-cash financial transfers enhances transparency, accountability, and institutional effectiveness, which are central targets of SDG 16. Nevertheless, the findings also reveal persistent challenges related to digital literacy gaps and unequal access to digital technologies, indicating that digital transformation alone is insufficient to eliminate multidimensional inequalities. These findings suggest that digital welfare policies should be complemented by inclusive capacity-building programs to ensure that technological innovation contributes to equitable and sustainable development.

The results are also consistent with the policy direction promoted by international development organizations such as the World Bank, the Asian Development Bank (ADB), and **the** United Nations Development Programme (UNDP)**,** which emphasize that digital social protection systems should integrate governance reform, interoperable digital platforms, financial inclusion, and citizen-centered service delivery. The World Bank highlights integrated digital registries and adaptive social protection as essential instruments for strengthening resilience among vulnerable populations, while UNDP stresses inclusive digital governance as a prerequisite for reducing inequalities and improving institutional performance. Similarly, ADB advocates the development of integrated digital ecosystems that connect social assistance, financial services, and local government institutions to improve policy responsiveness and service effectiveness in developing countries. These international perspectives reinforce the empirical findings of this study that digital welfare governance requires not only technological infrastructure but also institutional coordination, transparency, and community participation.

Beyond its local relevance, the KSB Maju policy offers valuable lessons for developing countries in Asia that are pursuing digital transformation of social protection systems. The integration of legal authority, digital governance, financial inclusion, and collaborative networks demonstrates a practical model for improving the effectiveness of local welfare delivery while maintaining institutional accountability. Although the institutional context of West Sumbawa differs

from that of other developing countries, the governance principles identified in this study including integrated beneficiary databases, cross-sectoral collaboration, digital financial transfers, and community-based implementation—may inform similar policy innovations across the Global South. These findings therefore contribute not only to Indonesian public policy literature but also to broader debates on digital welfare governance and state capacity in developing economies.

4. Discussion

Implementation policy The West Sumbawa Maju Card (KSB Maju) shows that success something policy public No only determined by quality formulation policy , but also by the ability implementing actors in translate policy to in practice concrete social . In perspective implementation policy , implementation process is stages strategic bridging between objective normative policy with reality empirical in the field . KSB Advanced Policy show existence integration cross sector through coordination various Organization Regional Apparatus (OPD), institutions banking , government village , as well as Mutual Cooperation Agent (AGR) as implementers at the level root grass . This is in line with Van Meter and Van Horn's stated views that implementation policies are heavily influenced by communication between organization , characteristics institution implementers , as well as availability source supporting power program effectiveness (Van Meter & Van Horn, 1975).

In context content policy content, KSB Maju program designed For produce change sufficient social big through integration seven service main in One system digital card . Policy This No only give help social , but also change mechanism service public from manual system towards integrated digital system . Changes the show existence degrees sufficient extent of change envisioned tall as stated by Merilee S. Grindle that the more big the changes you want achieved , then the more complex challenges too implementation (Grindle, 1980). Digital transformation in KSB Maju policy demand adaptation bureaucracy , readiness technology , as well as ability public in access service digital-based.

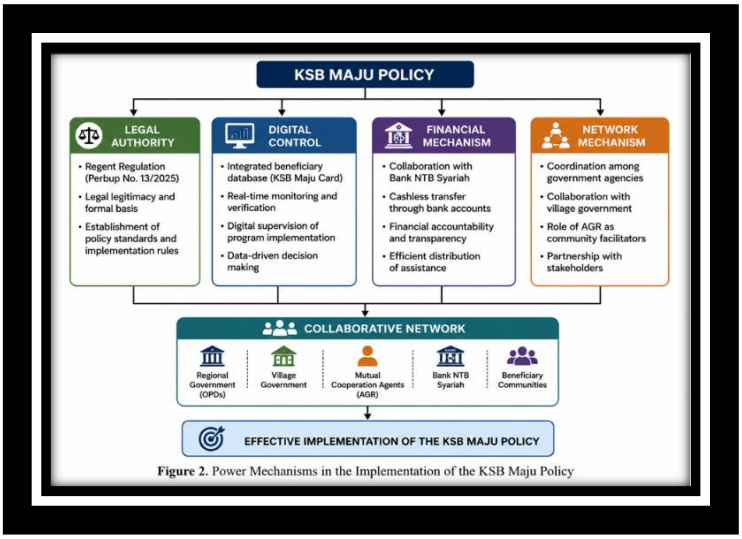

Figure 2. Power Mechanisms in the Implementation of the KSB Maju Policy

Figure 2. Power Mechanisms in the Implementation of the KSB Maju Policy.

The figure summarizes the four interconnected mechanisms identified during the implementation of the KSB Maju policy: legal authority, digital control, financial mechanisms, and collaborative networks. These mechanisms operate simultaneously through coordination among government institutions, financial institutions, community facilitators, and beneficiaries throughout the implementation process.Success implementation KSB Maju's policy is also influenced by leadership political strong region .

The Regent of West Sumbawa plays a role No only as maker policy , but also as actors who build legitimacy and support social to the program. In theory Grindle implementation , position maker policy (site of decision making) becomes factor important Because determine legitimacy and capacity mobilization source Power in implementation policy (Grindle, 1980). Leadership Regent in the KSB Maju program show the existence of strong political will through consolidation bureaucracy , strengthening coordination cross sectors and development narrative welfare based service public.

From the perspective context implementation (context of implementation), research This find that power become variables important things that influence the way implementation policy . Power No only operate through formal regulations and structures bureaucracy , but also through network social and relations patronage at the level local . This is in accordance with Michel Foucault's view that power No always nature repressive , but rather productive Because Work through networks, knowledge, and practices social everyday life (Foucault, 1980). In implementation of KSB Maju, power productive seen from How government build narrative " government present For people " through distribution cards , digital services , and symbols welfare that forms perception public towards the country.

Mechanism power in KSB Maju policy is also visible through digital control over community data . Integration of recipient data help allows government do mapping , monitoring and control to distribution help social in a way more systematic . In Foucault's perspective , practice kind of This can understood as form of governmentality, namely technique modern government at work through management population and surveillance administrative (Foucault, 1991). Digital systems in KSB Maju No only tool services , but also instruments control that forms behavior society to comply with categories and standards set by the state.

On the other hand , the implementation KSB Maju policy show existence relation power of a nature relational and based network . Mutual Cooperation Agent (AGR), device village and figures public play role strategic in bridge connection between bureaucracy and society recipient benefits . They become actor important in the process of socialization , data verification , to distribution assistance . In perspective theory network power , position actor in network social determine capacity they in influence implementation policy (Castells, 2010). AGR obtained legitimacy social Because proximity they with public so that capable build trust towards government programs .

Implications welfare in KSB Maju policy show ambivalent character . On one side , this program succeed increase access public to service education , health , assistance social , and support economy productive . Decline number poverty in West Sumbawa Regency is becoming indicator empirical that policy This give impact positive to material welfare of society . In approach welfare objective , improvement access to service base is indicator important success policy social (Midgley, 1995). KSB Maju Program give help directly capable reduce burden economy poor communities and groups vulnerable . However thus , in perspective Amartya Sen's capabilities , welfare No only measured from material possessions , but also from ability individual For determine choice his life in a way free (Sen, 1999). Research This find that part public recipient benefit Still experience dependence to help government . Dependence the appear Because help social Not yet fully followed by reinforcement capacity economy productive society . With Thus , the KSB Maju program Not yet fully capable create independence socio-economic recipient benefit .

Besides that , implementation The KSB Maju policy also produces change in connection between the state and society . Society begins see government as provider service present well-being in a way direct through system digital card . In perspective welfare state theory , policy social kind of This strengthen state legitimacy through distribution service public to society (Esping - Andersen, 1990). However , at the same time , the relationship also has the potential create

subordination new when public become highly dependent on access aid controlled by the bureaucracy and local elites .

In a way overall , implementation KSB Maju policy show that success policy the public is greatly influenced by interactions between content policy , context implementation , mechanism power and capacity actor implementer . This program succeed present innovation service social relatively digital based effective in increase access welfare society . However , the implementation policies also show existence dynamics complex power , both in form digital control , relations network , as well as production narrative welfare by the state. Therefore that , the sustainability of the KSB Maju program need strengthening participation public , transparency of governance , and empowerment strategies society so that prosperity is generated No only material in nature , but also capable of increase capability and independence social society (Grindle, 1980; Sen, 1999; Foucault, 1980).

The findings of this study have important implications for Asia's development agenda, particularly in accelerating digital transformation and strengthening inclusive social protection systems. Across many developing countries in Asia, governments are increasingly adopting digital technologies to improve the efficiency, transparency, and responsiveness of public service delivery while addressing persistent challenges related to poverty, social vulnerability, and regional disparities. The KSB Maju policy demonstrates how an integrated digital welfare system can combine legal frameworks, institutional coordination, financial inclusion, and community participation to improve the implementation of social assistance at the local level. These findings support broader regional efforts to modernize public administration while ensuring that vulnerable populations remain at the center of development policies.

The empirical findings are consistent with the policy frameworks promoted by the Asian Development Bank (ADB), the World Bank, and the United Nations Development Programme (UNDP). The ADB emphasizes that digital transformation should be accompanied by institutional reforms, interoperable digital platforms, and inclusive governance to enhance the effectiveness of social protection systems across Asia. Similarly, the World Bank promotes adaptive and integrated digital social protection systems that strengthen resilience, improve targeting accuracy, and expand financial inclusion among vulnerable households. UNDP also highlights that digital governance should support transparency, accountability, citizen participation, and equitable access to public services as fundamental components of sustainable development. The implementation of the KSB Maju policy reflects these principles through integrated beneficiary databases, digital financial transfers, cross-sectoral coordination, and collaborative service delivery involving government agencies, financial institutions, and local communities.

Beyond its relevance to Indonesia, the KSB Maju model provides valuable lessons for developing countries in Asia that are pursuing digital transformation in public welfare administration. The study demonstrates that effective digital social protection depends not only on technological innovation but also on coherent legal frameworks, institutional collaboration, transparent financial management, and active community engagement. These governance components may serve as practical references for local governments in other Asian developing countries seeking to improve the effectiveness, accountability, and inclusiveness of welfare policies. Although institutional contexts differ across countries, the governance principles identified in this study offer transferable insights for strengthening digital public administration and achieving more inclusive development outcomes throughout the region.

Furthermore, the study contributes to international discussions on digital governance in the Global South by demonstrating that local policy innovation can support broader development objectives when technological systems are integrated with collaborative governance and citizen-oriented public services.

Consequently, the KSB Maju policy represents not only a local innovation in social protection but also an example of how local governments can contribute to regional development priorities through institutional capacity building and inclusive digital governance.

5. Conclusion

Implementation policy KSB Advance Card ongoing through a gradual , structured and involving process various actor cross sector . Implementation started from stage preparation , approval regulation , program launch , distribution cards and accounts , implementation services , up to stage program evaluation . Success implementation influenced by synergy between content policy (content of policy) and context implementation (context of implementation) as put forward by Merilee S. Grindle. From the side content policy , this program own clear goals , concrete benefits , and support source relative power adequate . Meanwhile from side context implementation , the success of the program is influenced by support strong politics , coordination cross- OPD, involvement of Bank NTB Syariah, government village , AGR Team, and support society . However Thus , the implementation Still face a number of challenge like gap digital literacy , dependency public to assistance , limitations human resource capacity at the level village , as well as potential inaccuracy of recipient data benefit .

Mechanism power in policy KSB Advance Card operate through four mechanism main , namely mechanism legality , mechanism digital control , mechanism financial , and mechanisms network . Mechanism legality realized through Regulation Regent as base formal legitimacy and legal-rational authority in running the program. Mechanism control executed through digital system based applications that allow real-time monitoring of program implementation , forming a “digital panopticon” model in governance policy . Mechanism financial operate through non- cash transfer system based NTB Syariah Bank account that creates integration at a time control to distribution assistance . Meanwhile that , the mechanism network Work through relation collaborative between government regions , OPD, DPRD, Bank NTB Syariah, Forkopimda , government village , Babinsa , and AGR Team until level public below . Fourth mechanism the No Work in a way separate , but each other conditioning and strengthening so that form system power of a nature circular , capillary , and integrated . Research This show that power in implementation policy No only nature repressive , but also productive , relational , and diffuse through network social as well as digital technology .

Implications policy KSB Advance Card to welfare public is multidimensional and ambivalent . From the dimensions objective - material, this program give impact positive to improvement access public to service education , health , protection social , assistance economy productive and efficient service public . This program also increases the sense of security social for group prone to like elderly , disabled , extremely poor communities , and family earning low . From the dimensions subjective-capability , society feel increased sense of being cared for by the government , ease access services , as well as decrease burden psychological consequence certainty help social . However Thus , on the other hand , this program also creates dependence new to help government and strengthen relation power asymmetric between bureaucracy , elite politics and society recipient benefits of digitalization expected service increase efficiency also has the potential widen digital divide for group society that has not own access and capabilities adequate technology . Therefore that , welfare in KSB Maju policy No can understood only as mere material increase , but also as a process of formation capabilities , relationships social , and position inhabitant in structure power local .

In a way theoretical , research This show that studies implementation policy public need beyond approach technical-administrative solely with enter dimensions power and prosperity in a way integrative . Integration of theory Grindle implementation , analysis Foucault's power and approach Amartya Sen's producing capabilities framework more analysis holistic in understand

policy welfare digital- based at the level local . Research this also shows that success implementation policy is largely determined by synergy between formal power , power relational , and power productive in something integrated governance system .

References

Agustino , Leo. 2022. *Policy Fundamentals Public* . Bandung: Alfabeta.

Anderson, James E. 2015. *Public Policymaking: An Introduction* . 8th Edition. Boston: Cengage Learning.

Andrews, M., Pritchett, L., & Woolcock, M. (2022). *Building State Capability*. Oxford University Press.

Andrews, R., Boyne, G. A., & Walker, R. M. (2021). Public management and organizational performance. *Public Administration Review*.

Ansell, C., & Gash, A. (2021). *Collaborative Governance in Theory and Practice*. Journal of Public Administration Research and Theory.

Bovens, M., Goodin, R. E., & Schillemans, T. (2023). *The Oxford Handbook of Public Accountability*. Oxford University Press.

Brixi, H., Lust, E., & Woolcock, M. (2023). Trust, governance, and public service delivery in developing countries. *World Development*.

Criado, J. I., & Gil-Garcia, J. R. (2022). Digital government transformation and public value creation. *Government Information Quarterly*, 39(4).

Dean, M. (2019). Governmentality: Power and Rule in Modern Society. London: Sage Publications.

Dunleavy, P., Margetts, H., Bastow, S., & Tinkler, J. (2021). *Digital Era Governance Revisited*. Oxford University Press.

Dunn, W. N. (2018). Public Policy Analysis: An Integrated Approach. New York: Routledge.

Dunn, William N. 2018. *Public Policy Analysis: An Integrated Approach* . 6th Edition. New York: Routledge.

Fukuyama, F. (2022). Liberalism and its governance implications in the twenty-first century. *Journal of Democracy*.

Foucault, M. (1980). Power/Knowledge: Selected Interviews and Other Writings. New York: Pantheon Books.

Gil-Garcia, J. R., Dawes, S. S., & Pardo, T. A. (2021). Digital government and public management research. *Public Management Review*, 23(2).

Grindle, M. S. (2017). Politics and Policy Implementation in the Third World. Princeton: Princeton University Press.

Goggin, Malcolm L., Ann O'M. Bowman, James P. Lester, and Laurence J. O'Toole. 1990. *Implementation Theory and Practice: Toward a Third Generation* . Glenview: Scott Foresman.

Grindle, Merilee S. 1980. *Politics and Policy Implementation in the Third World* . New Jersey: Princeton University Press.

Heeks, R. (2022). Information and Communication Technology for Development. Routledge.

Hill, M., & Hupe , P. (2021). Implementing Public Policy: Governance in Theory and Practice. London: Sage Publications.

Howlett, M., & Ramesh, M. (2020). Studying Public Policy: Policy Cycles and Policy Subsystems. Oxford: Oxford University Press.

Janowski , T. (2021). Digital Government Evolution: From Transformation to Contextualization. Government Information Quarterly, 38(3), 1–12.

Islamy , M. Irfan. 2017. *Principles Formulation State Policy* . Jakarta: Bumi Script .

Lipsky, M. (2019). Street-Level Bureaucracy: Dilemmas of the Individual in Public Services. New York: Russell Sage Foundation.

Margetts, H., & Dunleavy, P. (2020). The Second Wave of Digital-Era Governance. Philosophical Transactions of the Royal Society A, 374(2083), 1–17.

Mazmanian, D., & Sabatier, P. (2019). Implementation and Public Policy. Lanham: University Press of America.

Meijer, A., & Bekkers, V. (2021). Governing in the digital age. *Public Management Review*, 23(7).

Moleong , Lexy J. 2021. *Methodology Study Qualitative* . Bandung: PT Remaja Rosdakarya.

Nugroho, Riant. 2021. *Public Policy* . Jakarta: Elex Media Komputindo .

Osborne, S. P. (2021). Public Service Logic: Creating Value for Public Service Users. Routledge.

Osborne, S. P., Radnor, Z., & Strokosch, K. (2022). Co-production and value creation in public services. *Public Management Review*.

Organisation for Economic Co-operation and Development. (2023). *Government at a Glance 2023.*

Peters, B. G. (2021). Administrative traditions and public administration reform. *Public Organization Review*.

Pierre, J., & Peters, B. G. (2021). *Governance, Politics and the State*. Palgrave Macmillan.

Pramusinto , A., & Purwanto , EA (2022). Bureaucratic Reform and Digital Transformation of Services Public in Indonesia. Yogyakarta: Gadjah Mada University Press.

Pressman, Jeffrey L., and Aaron Wildavsky . 1973. *Implementation* . Berkeley: University of California Press.

Purwanto , Erwan Agus and Dyah Ratih Sulistyastuti . 2015. *Implementation Policy Public : Concept and Application in Indonesia* . Yogyakarta: Gava Media.

Pollitt, C., & Bouckaert, G. (2022). *Public Management Reform: A Comparative Analysis*. Oxford University Press.

Sen, A. (1999). Development as Freedom. New York: Alfred A. Knopf.

Subarsono . 2020. *Analysis Policy Public : Concepts , Theories , and Applications* . Yogyakarta: Pustaka Pelajar .

United Nations. (2024). *United Nations E-Government Survey 2024: Accelerating Digital Transformation for Sustainable Development*.

United Nations Development Programme. (2022). *Digital Transformation and Inclusive Governance*.

Van Meter, D., & Van Horn, C. (1975). The Policy Implementation Process: A Conceptual Framework. Administration and Society, 6(4), 445–488.

Wahab, Solichin Abdul. 2021. *Analysis Policy : From Formulation to Implementation State Policy* . Jakarta: Bumi Script .

World Bank. (2022). *Social Protection and Jobs Compass*.

7. Acknowledgments

The authors gratefully acknowledge the support of the Postgraduate Program in Social Sciences, Merdeka University of Malang, for providing an academic environment that facilitated this research. Appreciation is also extended to the Government of West Sumbawa Regency, implementing agencies, community representatives, and all informants who generously contributed their time, knowledge, and experiences during interviews, observations, and document collection. Their participation was essential to the completion of this study.

8. Author Declaration

Akhairuddin is a doctoral candidate in the Postgraduate Program in Social Sciences at Merdeka University of Malang, Indonesia. His research interests include public policy, digital governance, social protection, public administration, and local governance.

Mudjia Rahardjo, Professor, is a faculty member in the Postgraduate Program in Social Sciences at Merdeka University of Malang, Indonesia. His research focuses on qualitative research methodology, public policy, governance, and social sciences.

Catur Wahyudi, Associate Professor, is a faculty member in the Postgraduate Program in Social Sciences at Merdeka University of Malang, Indonesia. His research interests include public administration, governance, policy implementation, and regional development.

Corresponding Author;

Akhairuddin

Postgraduate Program in Social Sciences

Merdeka University of Malang

Malang 65146, Indonesia