



## The Role of Public Administration in Managing Social Welfare Programs for Vulnerable Groups in Enrekang Regency

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### Abstract

*A research investigates how public administration handles social welfare services that support vulnerable populations in Enrekang Regency, South Sulawesi. This research takes a qualitative investigative method to study how these programs work through implementing steps and what administrative approaches local officials use in addition to analyzing both difficulties and program results in rural areas. The research obtains complete understanding of welfare program management complexities by interviewing local government officials combined with program coordinators along with community leaders and those who receive aid. The research established that local governments working together with NGOs and local community leaders help resolve operational difficulties along with scarce resources. Through administrative approaches such as urgency-focused need management and qualified staff training the service delivery system has experienced improvement. Financial limitations combined with geographic distance continue as main obstacles that reduce the effectiveness of program delivery. Transparency in fiscal operations becomes essential because annual inspections combined with public records improve public trust and responsibility standards. Participants experienced different outcomes in their assessment of the program which ranged from enhanced service accessibility for some sections but others encountered obstacles stemming from distance and administrative issues. The researched study fills a literature gap about rural social welfare program administration through essential knowledge applicable to sparsely populated areas. The study demonstrates the necessity for specific approaches to handle rural administrative limitations through suggested policy measures which boost program execution. These conclusions create opportunities for better social welfare programs in comparable rural districts.*

### Introduction

Social welfare programs function as essential instruments to protect vulnerable population groups since economic difficulty alongside social inequality together with scarce resources block equal opportunities access. Enrekang Regency demands exceptional social welfare programs since they serve essential functions to help vulnerable groups which include elderly citizens alongside people with disabilities along with lower-income families and other marginalized groups. Public administration serves as the essential force behind welfare program oversight which enables proper implementation and distribution to target beneficiaries (Rosenbloom et al., 2022; Drolc & Keiser, 2021; Shafritz et al., 2022).

Welfare program management consists of allocating resources while designing and implementing and monitoring policy methods to enhance the life quality of vulnerable

populations. Public administration institutions within local government have the role of delivering these programs in an efficient manner. The administration requires cooperation among government agencies to provide transparent resource distribution while keeping open dialogues with target communities (Androniceanu, 2021; Efunniyi et al., 2024). The comprehension of public administration mechanisms operating here proves essential for enhancing the delivery and scope of social welfare services.

Research about public administration activities in Enrekang Regency remains limited. The administrative process related to social welfare programs targeting disadvantaged groups operates in unclear ways which makes outcome assessment challenging for program administrators. Local authorities such as those operating in Enrekang implement national social welfare guidelines by transforming them into community-based solutions (Astaman et al., 2024; Khuzaimah et al., 2024; Yusriadi et al., 2024). Like numerous Indonesian rural regions Enrekang struggles with minimal funds coupled with inefficient administration and confined provider coordination which obstructs program implementation for social welfare.

Limited resources present one of the key difficulties for managers to overcome when running social welfare programs. Public administrators need to allocate funds for financial support alongside healthcare and education as well as essential services so these resources achieve maximum benefits for vulnerable groups. The budget limitations local governments face often lead them to choose how to distribute their resources between available needs thus creating service gaps and unfulfilled needs (Valle et al., 2022; Li & Du, 2021; Tangi et al., 2021). Enrekang faces an intensified version of this issue since its population lacks appropriate economic assets. Through public administration organizations can detect service deficiencies which support legislative changes to develop new programs that fulfill community requirements.

Social welfare program achievements depend heavily on how much skill public administrators demonstrate when they move through bureaucratic processes. The administrative processes of many local governments move gradually through systems that face obstacles from dominant organizational cultures which emphasize habitual operations. The geographic isolation together with restricted infrastructure access in Enrekang extends program implementation delays. Public administration needs to develop cutting-edge solutions which dismantle bureaucratic impediments for delivering prompt services and running efficient programs (Ahmed, 2024; Damar et al., 2024; Kumar, 2023).

Social welfare programs require a better approach to include vulnerable groups in evaluation and management processes. Public administration requires more than policy implementation because it must bring vulnerable communities into full participation during decision-making (Berry et al., 2023; Farazmand, 2023; Androniceanu, 2021). Active community participation within welfare program development enables organizations to discover social requirements of disadvantaged populations while making programs more efficient and enduring. The existing mechanisms in Enrekang alongside other areas need transformation to make sure vulnerable populations actively participate in social services delivery and policy design assessment.

Public administrators and local communities who perceive social welfare programs as ineffective will negatively impact the success of such initiatives. Some vulnerable groups lack connection with program activities and do not trust administrative systems because they believe programs are inefficient or inaccessible. When these groups fail to connect with the programs, they display reduced resource use coupled with decreased participation rates. Public welfare programs need open lines of communication and trust between administrative employees and vulnerable group members for them to succeed (Döring, 2021; Schmidhuber et al., 2021).

Public administrators within Enrekang face the necessary task of tracking program benefits delivered through social welfare programs. Seeking proper monitoring enables administration to evaluate program benefits for vulnerable groups and spot important changes that need program adjustments. The monitoring systems throughout Enrekang face development challenges because rural areas lack both technological infrastructure and trained personnel (Haeruddin et al., 2024). Public administration should create enhanced monitoring approaches that deliver prompt useful program performance and vulnerable community requirements data.

## **Method**

The qualitative research methods analyzed public administration techniques related to social welfare management programs that serve vulnerable populations in Enrekang Regency. The investigation sought to understand welfare implementation strategies public administrators use while overseeing welfare initiatives as well as their encountered barriers and methodical problem-solving approaches. The researchers selected qualitative methods because they needed insights regarding the detailed understanding of welfare service administrators and deliverers in this region.

The research design involved studying Enrekang Regency to obtain specific insights as this served as the targeted location for examination. The case study research method delivered extensive examination of administrative processes as they occurred in a live setting thus yielding comprehensive understanding of how social welfare programs operated in an Indonesian rural community. Several data collection methods including semi-structured interviews as well as participant observations and document analysis provided information from important stakeholders responsible for social welfare program administration.

The study primarily used semi-structured interviews as the main source of data collection. The research gathered data by conducting interviews among individuals responsible for running administrative services and social welfare programs like local officials, program administrators, social workers and beneficiaries of welfare services. The research obtained firsthand understandings about welfare program administration and its associated difficulties and operational experiences through interviewing different participants. The researchers selected their interview subjects using a targeted sampling approach because of their administration experience in social welfare programs. Fifteen participants were part of this study while researchers conducted interviews that lasted between 45 minutes and one hour. Interviewers recorded the discussion then took verbatim transcripts for analyzing the information further.

The researcher combined interviews with participant observation techniques to grasp better insight into daily interactions and activities concerning social welfare program management. The researcher observed local government meetings and community outreach programs and welfare service distribution activities throughout four weeks. The researcher collected field notes that described observed behaviors together with interactions and identified processes during these observations so these notes contributed to a broader perspective on welfare program administration.

Many official records and program reports and relevant social welfare policies within Enrekang Regency were analyzed through document assessment. The documents supplied supplementary information about welfare programs by demonstrating their structural guidelines while describing operational and assessment elements and administrative mechanisms. The researcher obtained documents from local government offices to review formal guidelines together with budgets and social welfare strategic objectives in the region.

The research data from interviews as well as participant observation and document analysis underwent thematic analysis. As a qualitative methodology thematic analysis enables researchers to detect distinct patterns called themes that exist in collected data. Researchers used inductive coding methods because themes generated directly from raw data instead of being chosen beforehand. The researcher began the analysis by performing multiple readings of transcripts and notes to gain full understanding of the collected data. The researcher generated preliminary codes to represent significant ideas together with patterns and concepts in the data. The research analyst structured the codes into major themes which answered key questions about social welfare program management in Enrekang.

The research followed thematic analysis through multiple phases which included open coding and after that theme classification of the open codes. Several rounds of evaluation took place between data review activities and research question assessment until the themes reached completion. The research revealed important factors that determine welfare program management through studies of resource distribution and bureaucratic hurdles and community participation and program quality. The researcher constantly examined themes under analysis by reliable data-tracking methods such as interview transcripts and observational notes and program documents.

## **Result and Discussion**

Social welfare programs for vulnerable populations in Enrekang Regency succeed due to proper collaboration between public institutions and suitable resource strategies and active community engagement. The implementation guidelines for local programs have specific rules but local governments struggle with bureaucratic hurdles alongside monetary shortages which creates delivery limitations in distant parts. Analyzing the practical workings of these programs requires close observation of public management approaches and inter-institutional collaboration and the ways programs affect their designated recipients. The research findings present details about successes together with obstacles and opportunities for enhancement in regency social welfare initiative management.

## **Program Implementation and Administration**

The proper execution together with administration of programs plays a vital role which determines success for social welfare initiatives that assist vulnerable populations. The social welfare program administration in Enrekang Regency involves multiple steps that demand proper coordination between public entities in addition to efficient resource management and prompt policy execution. Local government officials need to fulfill their vital duties because they make sure social programs serve the requirements of elderly citizens as well as disabled people and families with limited income. The implementation process for the program exhibits both beneficial and unfavorable aspects according to the collected interview data and observational findings.

Enrekang Regency follows standard operating procedures (SOPs) to run their social welfare program management process. Standard operating procedures govern how the program identifies beneficiaries then distributes help while assessing result achievement. One local government official describes these assessment results.

*"The program starts with a thorough data collection process, where we identify the households or individuals most in need of assistance. Once the beneficiaries are identified, we ensure that the distribution of resources happens in a timely and transparent manner".*

The established procedures create systematic methods for delivering welfare services by targeting minimization of administrative flaws. Implementation of welfare programs experience regular delays even though they have clear procedures in place. Too many bureaucratic delays occur because offices do not have enough skilled workers and their workers need better education on welfare protocols.

*"While we have clear guidelines, the real challenge is ensuring that these processes are carried out without delays, especially when we face staff shortages or unexpected resource limitations".*

The program effectiveness suffers because beneficiaries encounter delays when receiving necessary assistance. At least some delays were caused by bureaucracy process slowness together with communication breakdowns between different departments. The situation overwhelms public administrators thus leading to reduced effectiveness of social welfare programs. As a key program implementation requirement welfare program should provide hidden barriers to accessibility for the target beneficiaries. Vulnerable target groups who need social welfare assistance face substantial barriers because of the geographical conditions in Enrekang Regency. The difficult rural mountain environment within the regency creates obstacles in accessing remote areas that mainly contain groups of vulnerable people.

*"In rural areas, we sometimes struggle to reach families because the infrastructure is lacking. Many of them live in isolated areas, which makes it difficult for us to deliver aid on time".*

The distribution system creates problems because delays occur between assistance delivery and some beneficiaries struggle to obtain any help. The local government created mobile service units together with community outreach programs to deliver services more conveniently to the people. Remote population locations regularly present challenges which efforts to address them are unable to eliminate completely. Some interviewees expressed their requirement for improved transportation systems that would improve access to services.

*"While we've tried to adapt by using mobile units and working with community leaders, the root cause of accessibility issues is still the lack of roads and transportation in some parts of the region".*

The method used to correctly identify beneficiaries along with the additional administrative factors create challenges regarding accessibility especially for the beneficiaries in the most need.

*"Sometimes, people who need help don't know how to apply, or they don't have access to the information. This results in delays in processing and often means that some groups are left out".*

Vulnerable groups encounter ongoing difficulties in obtaining their entitled services because administrators' best efforts are insufficient to eliminate information concerns and understanding deficits. The absence of sufficient communication between local government and communities resulted in a breakdown of contact between select areas. The delivery process of services to targeted beneficiaries becomes more complicated because some communities lack full knowledge regarding programs and eligibility requirements. The community leader highlighted the fact that residents lack sufficient information regarding the entitlements to which they should have access.

*"People in remote areas often don't know about the available welfare programs, and by the time they hear about them, the registration period is over".*

The achievement of social welfare programs in Enrekang Regency depends crucially on effective collaboration between the Ministry of Social Affairs and the Department of Health and the local government and related agencies. The interviews show insufficient coordination is currently taking place between these governmental agencies.

*"There are often communication gaps between different departments. While each department plays a vital role, the lack of regular communication can sometimes delay the implementation of joint initiatives".*

In some cases, overlapping responsibilities or unclear roles between agencies have led to inefficiencies.

*"Sometimes, the roles of different government bodies overlap, leading to confusion about who is responsible for what. This makes it difficult to ensure smooth service delivery".*

Health department cooperation with social welfare officials creates essential structures to offer comprehensive services toward vulnerable populations which includes elderly groups and people with disabilities. The absence of standardized procedures results in incomplete services because there is no shared organization responsible for comprehensive beneficiary care. The healthcare service delivers better coordination through its consistent scheduled meetings and planning sessions involving multiple departments.

### **Challenges in Managing Social Welfare Programs**

Running social welfare programs for vulnerable groups in Enrekang Regency encounters multiple obstacles which block the smooth delivery of these programs. The implementation of social welfare programs for vulnerable groups in Enrekang Regency faces different challenges which result from both administrative rules and systemic problems as well as resource limitations and population remoteness. Local government officials together with program managers and community leaders participate in interviews where they acknowledge programs for vulnerable populations but recognize major barriers which prevent these initiatives from fulfilling their potential requirements. The research revealed three main obstacles that surface during program assessment and implementation: the sluggishness of bureaucratic procedures and scarce resources. Additionally, the study touched on insufficient community participation in welfare-based activities.

The main hurdle in social welfare program management occurs because government institutions in Enrekang Regency frequently display inefficient bureaucratic processes. The existing welfare program implementation protocols face delays as well as paperwork challenges along with unresponsive service delivery. Fragments related to the bureaucratic system generate service-delivery delays to target populations particularly when approval timelines extend or administrative paperwork requirements exceed reasonable levels.

*"There are often delays in getting the necessary approvals from higher levels of government, which then causes a delay in distributing aid to the communities. It's frustrating, especially when we know that the beneficiaries are in urgent need of support".*

Such delays create negative effects on beneficiary welfare because they must wait for additional extended time periods to receive help. The slow administrative processes inflict significant stress upon federal staff members together with the recipients of government services. Bureaucratic inefficiencies result from the insufficient coordination between different departments.

*"Each department is working within its own silo, and that makes it harder to streamline the processes. For instance, while the social welfare department handles beneficiary registration, the health department is responsible for providing medical assistance, but there's little communication between the two".*

Welfare program achievement suffers when different public bodies handle welfare programs with no coordination because it creates inefficient resource utilization and slows down service delivery times. The scaled-down financial support together with restricted resource allocation presents a major obstacle for social welfare programs in Enrekang Regency. These vital programs struggle to meet the needs of all vulnerable groups despite being essential because available funding runs short of requirements. The limited budget available restricts welfare program implementation because the local government struggles to maintain standard service quality for its beneficiaries.

*"The budget we receive from the central government is often not enough to cover all the program costs. We have to prioritize certain groups, which means some vulnerable populations miss out on vital support".*

The welfare services demand is rising while the regency's population increases especially in its poorest regions thus intensifying this concern. The low level of funding causes service quality to decrease along with reducing the scope of welfare programs. The funds allocated for management expenses consume a substantial part of the budget so there remains small room for direct assistance to welfare recipients.

*"Most of the budget is consumed by overhead costs salaries, operational expenses, and transportation. What's left for direct assistance is minimal, and that impacts the quality and quantity of support we can provide to the community".*

The financial challenges prevent the local authorities from enhancing or expanding welfare services which results in diminished program effectiveness. The success of Enrekang Regency social welfare programs becomes limited due to insufficient community involvement and limited community assistance. The implementation of social welfare programs demands local community members to actively participate because their involvement helps services adjust to beneficiary needs. The vulnerable populations in Enrekang tend to remain uninformed about support programs and have no substantial influence on decisions about service delivery. The remoteness of rural areas makes it difficult for people to receive information about social welfare programs because communication channels remain limited and administrative procedures seem distant.

*"Many people don't know how to apply for assistance or even that it's available to them. We often find that when the information reaches the community, it's already too late for them to apply".*

Eligible people forfeit their aid because of this lack of information and at the same time the program's transparency and fairness are both diminished. The government has limited capacity to correctly assess and address community problems when local people fail to actively participate. Lack of awareness joins cultural and social obstacles which prevent community participation. Community members who remain detached from welfare programs may believe their opinions will fall powerless in the system or that the benefits structure does not serve their needs.

*"A lot of the vulnerable groups we work with, especially the elderly and people with disabilities, have lost trust in the government's ability to meet their needs. This apathy is a barrier to our efforts in engaging them in the welfare programs".*

When trust is absent between welfare program providers and recipients, eligible groups develop a habit of non-action by avoiding support services because they perceive their efforts to be futile. Welfare programs suffer from being ineffective because they lack an adequate feedback process. Local authorities struggle to determine initiative success or implement changes because there is no established feedback process for the community.

### **Effectiveness of Social Welfare Programs**

Social welfare program success rates in Enrekang Regency stand as essential for guaranteeing that at-risk populations get needed support for life quality enhancement. Local interviews with government representatives along with program administrators and community officials demonstrated that social welfare initiatives have achieved several beneficial effects yet face certain limitations which prevent achievement of maximum potential. Social welfare programs create benefits that decrease poverty levels while expanding basic service availability and bettering well-being conditions for vulnerable individuals. The effectiveness of these initiatives gets reduced due to restricted funding combined with minimal outreach and insufficient system for evaluation.

A significant number of social welfare program beneficiaries from Enrekang Regency state that their involvement in such initiatives generated positive effects. The participants in this study identified access to healthcare food and housing as their main advantage from social welfare programs. The social welfare programs directed toward poor families and individuals with disabilities play a fundamental part in securing their essential requirements.

*"Through the social welfare programs, we've been able to provide essential support like healthcare services and food aid. For many of our beneficiaries, this is the only help they receive".*

This sentiment was echoed by a community leader, who emphasized the importance of these programs in sustaining families in need:

*"Without these welfare programs, many families here would struggle to survive. They provide food, medical assistance, and other basic necessities that people simply cannot afford on their own".*

The temporary findings show such support measures successfully meet their core objective by supplying critical assistance to needy populations which enhances their ability to get fundamental services. The programs generate beneficial results for beneficiaries but their coverage fails to reach numerous vulnerable populations who still remain excluded. Remote communities together with marginalized people face difficulties when it comes to accessing assistance because of the limited reach of social welfare programs. The rural portions of Enrekang Regency experience poor distribution efficiency of aid programs because they face inadequate transportation infrastructure as well as multiple logistical obstacles involving rural roads and destinations.

*"In some of the more remote villages, we face significant challenges in reaching beneficiaries. Poor roads, lack of transportation, and geographical barriers mean that some areas are simply too difficult to access on a regular basis".*

The limited accessibility produces resource disparities because accessible residents get program benefits but marginalized populations fail to get them. The participants observed that social welfare program application and enrollment pathways prove difficult to understand for elderly residents as well as uneducated members of the community.

*"The process for applying to welfare programs can be quite confusing for some people, especially for the elderly or those who are not literate. This creates a barrier to accessing the support they need".*

Eligible individuals together with their families frequently miss seasonal welfare assistance programs because they lack knowledge of their existence. The social welfare programs in Enrekang Regency suffer from ineffectiveness because there is an absence of a strong evaluation and monitoring system to measure program impact. The local government has started to evaluate program outcomes but lacks a standardized method which prevents them from determining long-term achievements or identifying solution points. There are difficulties in evaluating the goals of programs and determining if adjustments are necessary because of inadequate monitoring systems.

*"We don't have a comprehensive system to track the long-term impact of these programs. We do some basic follow-ups, but it's not enough to really understand how these programs are changing lives over time".*

Current data inadequacy about program success makes it difficult for policy makers to determine appropriate programs adjustments or expansions. Both shortcomings prevent organizations from showing their program accomplishments and shortcomings to outside stakeholders who include donor agencies alongside central government bodies. The difficulty in evaluating program effectiveness becomes worse when beneficiaries do not provide sufficient feedback to developers.

*"Without proper feedback from the beneficiaries, we cannot truly know if the programs are meeting their needs. Most of the time, we only hear about problems when it's too late to address them".*

Insufficient timely feedback prevents government authorities from developing modified programs which correspond with evolving needs of vulnerable populations. Unproductive distribution of social welfare funds diminishes the effectiveness of social welfare programs. Veteran financial limitations stop the local government from offering extensive and continuous support to every vulnerable group in the community. Some resource distribution patterns in the programs create imbalances between different programs which results in unsatisfied service areas. The uneven allocation of resources negatively impacts the total success of social welfare programs operated in Enrekang Regency.

*"The resources are not always allocated to where they are most needed. Sometimes, we see some programs get more attention because they are easier to implement or because they have more political backing, while others are neglected".*

This unequal allocation of resources means that some vulnerable groups, such as people with disabilities or elderly individuals, may not receive the full benefits they deserve from the social welfare programs.

### **Administrative Strategies and Best Practices**

Social welfare program management in Enrekang Regency progresses through an amalgamation of optimal strategies together with established practices that maximize service delivery to vulnerable citizens. The main strategies in Enrekang Regency concentrate on accessibility improvements and program performance enhancement and local agency cooperation with NGOs (non-governmental organizations) and community groups. Successes in these programs have been achieved despite present challenges to extend their reach across the broadest demographic group possible.

The administrative strategy that stands out in Enrekang Regency relies on joining forces between all organizations participating in social welfare initiatives. The local government works closely with NGOs and community groups as well as local leaders to distribute resources efficiently and to generate community involvement during program implementation. Through these partnerships the delivery of services became more effective especially in places lacking basic services.

*"We rely heavily on partnerships with NGOs and community groups to reach the most vulnerable people. Without these collaborations, it would be almost impossible to ensure that aid gets to the people who need it the most, especially in rural areas".*

The welfare initiatives achieve greater success because NGOs and local organizations operate as partners with the government. Community engagement functions as the base of these administrative strategies. Through their deliberate efforts the local government includes community leaders in decision-making choices to ensure that social welfare initiatives meet specific local needs.

*"We have regular consultations with the local government, where we discuss the needs of our people and help ensure that the programs are relevant and effective for them".*

Through this approach welfare programs gain greater strength while community members develop increased sense of ownership that leads to important program sustainability. Resource allocation efficiency and budget control stand as important administrative strategies implemented by the local government. The local government supports its target groups by using limited funds to address their most pressing needs through their strategic spending priorities. The government dedicates its efforts toward resolving fundamental needs related to food supply and healthcare and housing provisions since both have immediate effects on beneficiary wellness.

*"We have limited resources, so we focus on the most urgent needs first the healthcare for those in critical condition, food support for families struggling to make ends meet. Our goal is to maximize the impact of every dollar spent".*

The local government successfully handles most critical needs by focusing strategically on priority areas despite budgetary constraints. The community requires further efforts to achieve equitable distribution of funds among its different sectors. The local government manages to enhance both financial transparency and program administration accountability through recent initiatives. The organization carries out regular audits, financial reports to verify funds properly manage funds and reach their designated purposes.

*"We have a strict system in place to ensure transparency in how welfare funds are spent. Audits are carried out annually, and we regularly update the public on the status of the programs".*

The policy of openness builds both accountability and enhances the relationship between public agencies and their service communities. The development and training of personnel who work in social welfare programs serves as the main administrative approach for enhancing service quality delivery. The local government addresses personnel requirements by implementing educational projects that develop expertise among social welfare program staff. These initiatives provide staff members with specific tools to address special problems of managing vulnerable people especially in rural and remote locations.

*"Training is a key part of our strategy. We invest in training our staff to ensure they have the skills to effectively deliver services, communicate with beneficiaries, and handle the complexities of working with vulnerable groups".*

The focus on building staff capabilities has resulted in better performance and higher efficiency for social welfare program personnel. The local government has achieved improved service delivery quality and expanded service areas through its enhancements of employee skills. The staff at social welfare administration receives regular workshops alongside refresher courses which maintain their knowledge about new policies and procedures and best practices. Employee professional growth through continuous development keeps workers able to address emerging challenges and deliver optimal support to their community. Social welfare programs in Enrekang Regency benefit from technological management strategies. Modern technology helps expedite administrative operations while improving data systems as well as establishing superior communication networks between stakeholder groups. The local government implements digital tools which supports program monitoring along with resource distribution tracking and benefit delivery service provision for qualified recipients.

*"We've implemented a digital system to track the allocation of resources and monitor the delivery of services. This system has made it easier to track the progress of social welfare programs and to identify any gaps in service delivery".*

Through technological advancements social assistance programs have improved communication with beneficiaries which made registration and application processes more manageable. The implementation of technology has resulted in better beneficiary data accuracy which decreases both errors and fraud risks within program execution. Despite the good outcomes more advanced integration of technology could help particularly in rural areas because of limited internet access and digital literacy in those zones. The complete implementation of these technological tools depends on providing universal community access and benefits to maximize their effectiveness. The administrative practices plus the strategic techniques implemented in Enrekang Regency developed multiple fundamental lessons and efficient operational procedures which present potential value for other towns. The essential elements behind effective social welfare programs involve team collaboration and open resource management together with ongoing training for staff members and intelligent deployment of technological tools. Through the adoption of these proven methods the local government has advanced its administration of social welfare programs toward higher inclusivity and effectiveness.

*"What we've learned over the years is that no single entity can manage social welfare programs alone. Collaboration, transparency, and continuous learning are key to success. These are the practices we continue to build on".*

Enrekang Regency maintains best practices which establish itself as a benchmark for improving social welfare programs and creating solutions for regions that handle vulnerable populations.

This research investigated the public administration methods used to handle social welfare programs serving vulnerable populations in Enrekang Regency. The research offers complete understanding of how rural authorities manage their social welfare services by studying their administrative approaches and implementation methods along with encountered implementation difficulties. The research adds important information to existing knowledge by studying administrative components of welfare program management in non-urban areas. The research on social welfare has concentrated mainly in urban areas yet has limited its scope to investigate rural settings (Hadley & McGrath, 2021; Mahtta et al., 2022; Sudmeier et al., 2021). This research investigates Enrekang Regency which serves as a rural example of South Sulawesi because managing welfare programs in this area displays dissimilarities to developed urban programs.

Multiple studies indicate that successful program execution guarantees social welfare initiative outcomes. Existing studies predominantly focus on urban service delivery while ignoring rural implementation practices because rural areas lack sufficient financial resources and trained staff and weak infrastructure. The research methodology differs from previous studies by exploring implementation processes exclusively in Enrekang Regency because it belongs to a rural area which requires distinct strategies.

Local government officials in Enrekang use coordinated strategies to work with NGOs and community leaders while facing resource constraints for delivering welfare programs efficiently. Local partnerships remain essential for Enrekang officials because they help solve the transport problems of accessing vulnerable residents especially in rugged territories. Local government procedures heavily depend on NGO partnerships along with community organizations for delivering help to marginalized populations according to a government official interview. The local official stated that such joint efforts "would make it nearly impossible to deliver aid to its intended beneficiaries living in rural areas" (Local Government Official Interview). The service delivery enhancement method through partnership development stands out as a valuable practice that resolves literature gaps in rural welfare administration.

Studies conducted by Træen (2024) have demonstrated the necessity of partnership-based approaches in social welfare initiatives but their analysis mainly occurred within urban settings. The findings from this research extend existing urban literature through an analysis of rural welfare contexts and partnership characterizations alongside welfare program execution. Rural districts such as Enrekang require partnerships above all else because their government agencies encounter severe challenges with logistics and resources. Rural service delivery benefits from NGO and community group participation because these organizations deliver needed help to marginalized people who reside in areas difficult to access.

Recent research in public administration and social welfare has focused on understanding agency programs under government management for their difficulties in resource distribution and staff education along with financial accountability. The research present in these studies fails to address the unique issues that rural governments struggle with because of their limited administrative ability and organizational funds. This study presents exclusive views on rural program administration barriers by exploring the scenarios faced in Enrekang Regency whose inadequate funds combined with staff capability limitations and personal shortages negatively impact program effectiveness.

The local government unit of Enrekang implements two strategic approaches which focus on immediate requirement assessments and improved employee training to tackle their problems. The program coordinator emphasized training as their main strategic component. Our organizational training investments equip staff members with abilities to meet service requirements while talking with beneficiaries and addressing complex requirements tied to vulnerable populations (Interview, Program Coordinator). This discovery emphasizes that staff training remains crucial for resolving program administration obstacles according to scholarly sources yet rural areas with minimal funding rarely focus on this matter.

The analysis dealt with finance transparency and accountability issues that social welfare administration faces. This research explores Enrekang Regency's approach to managing audits and reporting systems that build financial accountability within welfare programs after many researchers studied these reporting mechanisms. Welfare fund transparency at the local level is prioritized through regular public updates and yearly audits which demonstrate effective welfare fund usage. The official of local government said that we maintain a firm system to guarantee transparency in spending welfare funds. During each year the local government

performs at least one audit of their programs followed by regular public updates on their status (Interview, Local Government Official). Public financial transparency has filled a knowledge deficit since it demonstrates rural municipalities' methods to manage fundraising correctly and maintain community support.

Social welfare effectiveness research underlines the necessity to conduct detailed assessments that verify program. Welfare program evaluations for urban areas exist in abundance yet the same level of analysis does not extend to rural locations because services prove difficult to access. The study enhances existing knowledge by researching welfare program success within rural communities which face obstacles stemming from transportation difficulties together with health service restrictions and financial barriers.

The welfare programs in Enrekang created positive outcomes for essential needs yet several obstacles block their complete success according to interview data. Beneficiaries experienced contrasting results about program effects since some communities achieved better healthcare and food access although other regions encountered limitations regarding administrative obstacles and distant locations. The program provided food for hard times to beneficiaries yet some distant communities received support too late according to a beneficiary interview. The program shows effective performance in particular areas however logistical problems remain key obstacles for overall success. Comparison to urban welfare observations becomes significant because it brings attention to specific administrative problems within rural welfare programs.

## Conclusion

This study demonstrated the essential role that public administration performs in conducting social welfare programs for vulnerable populations within Enrekang Regency through analysis of both positive and negative aspects in rural settings. The research study filled gaps in existing literature which focused mainly on urban areas by uncovering the successful program implementation methods which depended on combined approaches and financial resource optimization along with transparent financial handling. Research demonstrates that rural welfare administration needs local solutions which overcome physical barriers to create fair access to public services. Based on their accomplishment of providing basic needs the programs require continuous work to increase administrative capacity and community engagement because persistent logistical issues and resource restrictions remain. The gathered insights serve as a basis for developing research agendas and governmental social welfare policies which enhance rural social welfare program effectiveness.

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