

**Gender-Based Social Network Analysis in the
Implementation of the Program for Increasing the Role of
Women Towards Healthy and Prosperous Families in the
City of Padang, West Sumatra Province**

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ARTICLE INFO	ABSTRACT
Received: 18 Dec 2024	<p>This research aims to look at social networks through collaboration between stakeholders in implementing the Increasing the Role of Women towards Healthy and Prosperous Families (P2WKSS) program in Padang City. Data analysis was carried out using a mix method, namely descriptive qualitative and quantitative using social network analysis techniques with data processing using the UCInet application. The results of qualitative research show that the P2WKSS program is implemented in collaboration between various elements involving 6 stakeholders, namely the government through the Women's Empowerment Service, Child Protection, Population Control and Family Planning (DP3AP2KB), the business world, women's organizations, academics or professional practitioners, mass media and traditional leaders, so this form of collaboration is also known as Hexa Helix. Quantitative analysis shows that there has been 54% collaboration in the social network built with DP3AP2KB as the core element and determinant of implementing collaboration with a Betweenness Centrality value of 27.673. The non-government elements that have had a significant influence on success in implementing the P2WKSS program are traditional leaders through Bundo Kanduang with a Betweenness Centrality value of 20.004 because the people of Padang City still hold strong traditional values. This causes the level of obedience of the community, especially women, to traditional leaders Bundo Kanduang higher so that it is easier to accept every activity that is carried out.</p> <p>Keywords: Social Network Analysis, Collaboration, Gender, Traditional Leaders</p>
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INTRODUCTION

Sustainable Development Goals (SDG's) still make gender equality one of the goals that must be achieved and an indicator of the success of a country's development process. This is driven by the still large inequality in the conditions of men and women in various areas of life in the family, social, community and state environments. Every country is required to be able to formulate various strategies to achieve gender equality. Indonesia is one of the countries that is committed to actively participating in realizing gender equality in various areas of life. Indonesia's commitment to realizing gender equality was implemented long before the SDGs were formulated. This commitment began with formulating Law No. 7 of 1984 concerning Ratification of the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) which became the legal basis for Indonesia in eliminating various forms of discrimination against women. Based on developments and various forms of gender equality problems that occur, changes are also made to the efforts and strategies carried out by the government.

The strategy that aims to realize gender equality is also known as the Gender Mainstreaming (PUG) policy which aims to provide certainty to all communities that every development policy and program is implemented on a gender basis. The policy that is the basis for implementing PUG in Indonesia is Presidential Regulation no. 9 of 2000 concerning Gender Mainstreaming in National Development which contains guidelines for the development process and preparation of policies, programs and various activities at every level of government in all areas of life. The government also has Government Regulation no. 4 of 2014 concerning Gender Mainstreaming in Regions which is the legal basis for regional governments to integrate gender values in the preparation of regional development policies and programs so that they are gender-based. This series of policies shows Indonesia's commitment to realizing gender equality in various areas of life so that men and women have the ability to have independent and prosperous conditions.

Gender mainstreaming efforts aim to provide equal and fair conditions for men and women in meeting the needs of life in every field. The condition of gender equality can be seen from the Gender Development Index (IPG) with indicators of equality between men and women in the fields of health, education, labor and politics. In 2023 the national IPG has increased to 91.85 points compared to 2022 of 91.63 points (Central Statistics Agency, 2024). This condition illustrates that several provinces in Indonesia have experienced an increase in IPG, one of which is West Sumatra Province. BPS data shows that the IPG for West Sumatra Province in 2022 is 94.72 points and 94.93 points in 2023. Padang City, as the capital of West Sumatra Province, is often used as a benchmark for implementing policies, including those for realizing gender equality. Padang City's IPG in 2022 is 93.85 points and will increase to 93.94 points in 2023.

The regional government has of course made various efforts to continue to create equal conditions for men and women, especially through efforts to empower women, one of which is the implementation of the Increasing the Role of Women towards Healthy and Prosperous Families (P2WKSS) program. P2WKSS is a national program that must be implemented by each region according to the characteristics of each region. The P2WKSS program is implemented guided by Domestic Meteri Regulation no. 26 of 2009 concerning Implementation Guidelines for Increasing the Role of Women Towards Healthy and Prosperous Families in the Regions. The P2WKSS program covers the fields of education, health, economics and the environment which focuses on increasing women's involvement in the development process and starting from the family scope in order to create healthy and prosperous families by making women the main driving actors (Salsabila & Virianita, 2024). Based on Minister of Home Affairs Regulation No. 26 of 2009, the implementation of the P2WKSS program is carried out in each region based on

poverty rates and involving various stakeholder elements. Poverty is an economic condition in which people are unable to meet their family's basic needs (Noer, 2021). The P2WKSS program began to be implemented in 2017 in Padang City as one of the Level II Regions in West Sumatra Province.

Data on poverty rates in Padang City at the beginning of the implementation of the P2WKSS program are as in table 1:

Table 1
Poverty Rate in Padang City

NO	Year	% Poverty
1	2016	6,27
2	2017	6,05
3	2018	5,99
4	2019	5,80
5	2020	5,99
6	2021	5,40
7	2022	4,20
8	2023	4,17
9	2024	4,06

Source: BPS Padang City, 2025

Data from the Padang City Central Statistics Agency shows a decline in poverty rates in the last 9 years (see table 1). Although in 2020 there was an increase in poverty rates caused by the Covid-19 pandemic. The economic conditions of society mean that women must also be able to work in the public sector as additional breadwinners, some even become the main breadwinners. Data from BPS West Sumatra Province shows that the number of women who can work in the public sector as professionals has decreased. In 2022 there will be 60.20% of women working in the professional public sector and this will decrease in 2023 to 59.09% (Rahayu et al., 2025). On the other hand, the success of Padang City in reducing the poverty rate is of course due to the implementation of various government strategies and activity programs which also involve various stakeholder elements outside the government. One of the strategies implemented is the P2WKSS program by building collaboration between various stakeholder elements in Padang City.

Initial identification shows that in implementing the P2WKSS program there is collaboration between local governments and other stakeholder actors who are outside the government. According to Freeman, stakeholders are individuals or groups of people who interact and influence each other in achieving common goals (Freeman, 1984). Walker states that stakeholders can be individuals or community groups who have rights, interests and are willing to contribute, providing a positive influence in the implementation of an activity to achieve predetermined goals (Walker & Walker, 2015). The involvement of various stakeholder elements is an implementation of the concept of government collaboration (Collaborative Governance). Ansell and Gash explain that collaborative governance is a procedure for implementing

government by involving stakeholder elements outside the government system based on joint deliberation in making decisions to achieve the goals set in public policy and each government activity program (Ansell & Gash, 2007).

The P2WKSS program is implemented by the Padang City regional government by involving stakeholder elements outside the government including the business world, academics and professional practitioners, mass media, non-governmental organizations. Seeing the complexity of the stakeholder elements involved, researchers will see how much collaboration occurs and who the stakeholder elements are (*stakeholders*) which is dominant in the implementation of the P2WKSS program in Padang City. Collaboration is also the basis for managing social networks in implementing programs and activities (Astuti et al., 2020).

Library Review

Government Collaboration Concept

Ansell and Gash explain that collaborative governance is a strategy for managing government by involving stakeholders from elements outside the government to achieve common goals (Ansell & Gash, 2007). Collaborative governance according to Emerson and Nabatchi is the active management of a cooperative process between public and non-public actors to resolve complex problems by focusing on constructive dialogue, a joint decision-making process and commitment to achieving common goals (Emerson & Nabatchi, 2015). Collaboration can be carried out in three stages, namely: (1) identifying and determining problems that will be solved together, (2) establishing basic rules and policies to facilitate the collection of resources in collaborative activities, (3) implementing programs and activities with collaborative strategies that have been mutually agreed upon (Ruing et al., 2025).

Collaboration carried out by the government with stakeholder elements outside the government can be in the form of: (1) internal collaboration, namely between government institutions, (2) government collaboration with private institutions or the business world, (3) government collaboration with the community (Astuti et al., 2020). According to Daniel Saigler, there are 8 main principles in implementing collaborative governance, namely: (1) actively involving the community in service activities and the production of public goods, (2) encouraging the community to be able to distribute resources, assets and capabilities to solve public problems, (3) empowering the community through professional staff, (4) prioritizing the implementation of the deliberation process in the decision-making process, (5) building sustainable collaborative partnership relationships, (6) the policies set must be strategic in nature, (7) policies must be able to empower the community, (8) policies have the value of accountability (Seigler, 2011). Saigler's theory is used to analyze collaboration in implementing the P2WKSS program in Padang City.

Implementation of the P2WKSS Program

Gender equality can be realized through wider active participation of women in various fields of development, so that women are not just the target group for every existing program and activity. Women must be able to be equal partners with men so that they both have an obligation to play a role in realizing gender equality. Realizing the importance of women's role, the P2WKSS program encourages women's active involvement by providing training to improve expertise and skills as well as changing mindsets and attitudes.

The implementation of the P2WKSS program aims to increase the role of women through various forms of programs and activities to improve the welfare and quality of family life. The P2WKSS program is implemented by regional governments across sectors with the involvement of stakeholders from various elements. The involvement of various stakeholder elements in the

form of collaboration encourages the formation of social networks that interact actively to achieve common goals. Through this social network, it is known which stakeholders have the greatest influence in implementing the P2WKSS program.

METHOD

The research was conducted using mixed methods, namely qualitative and quantitative. Descriptive qualitative methods were used to analyze stakeholders who collaborated in implementing the P2WKSS program in Padang City. Informants were obtained through a purposive sampling technique by using the Padang City Department of Women's Empowerment, Child Protection, Population Control and Family Planning (DP3AP2KB) as the key informant. Using the snowball technique, the number of informants has increased with other stakeholders including banking institutions, professional practitioners, women's NGOs, mass media and also traditional leaders.

The quantitative method uses the Social Network Analysis (SNA) method which aims to determine the level of closeness of relationships between stakeholders collaborating (Wasserman & Faust, 1994). The closeness of relationships between stakeholders as measured by the SNA method will be processed using UCInet to be able to find out 2 basic things (Borgatti et al., 2013): (1) Density, namely the level of closeness of relationships between stakeholders in a collaboration in a social network, (2) Centrality which will show the most dominant stakeholders in the collaboration, how much correlation is built between stakeholders, how much influence one stakeholder element has on other elements, and knowing which stakeholders are mediators and have great control in implementing the collaboration. The parties who are respondents to obtain data and information on close relationships in social networks using the SNA method are representatives of all stakeholders identified as collaborating in the implementation of the P2WKSS program.

RESULT AND DISCUSSION

Efforts to achieve gender equality are no longer just the government's responsibility. The government has carried out various strategic efforts and various activity programs involving all elements of stakeholders outside the government. This strategy which involves various elements of non-government stakeholders, is also known as collaborative governance. Gender mainstreaming also requires the active involvement of women in every effort carried out by the government. One program that requires women's participation is the Increasing Women's Role Towards Healthy and Prosperous Families (P2WKSS) program. Indicators of a healthy and prosperous family according to the Ministry of Home Affairs No. 26 of 2009 concerning Implementation Guidelines for Increasing the Role of Women Towards Healthy and Prosperous Families in the Regions is the formation of families from legal marriages that are physically and spiritually healthy and can meet all the needs of a decent life (Minister of Home Affairs Regulation No. 26 of 2009, 2009). The P2WKSS program is aimed at poor families with women as the main drivers in each region.

According to Minister of Home Affairs Policy No. 26 of 2009, the implementation of the P2WKSS program consists of 3 programs, namely: (1) basic program, (2) advanced program, and (3) supporting program. The basic P2WKSS program begins with identifying field conditions by collecting data on each area of need. Data collection activities are carried out in stages by sub-district and sub-district officials until they are reported and collected by DP3AP2KB Padang City.

Data collection activities were carried out together with women's organizations with the aim of being able to analyze the condition of gender-based data. The data that has been obtained is analyzed to get an overview of the condition of poor families and which will be the target of the follow-up program from the implementation of the P2WKSS program in Padang City. The next basic activity is to provide counseling specifically given to target groups or poor families who are the targets of the P2WKSS program. The counseling was carried out by DP3AP2KB Padang City in collaboration with academics and professional practitioners in the field of gender studies such as lecturers, researchers and psychologists. The participation of academics and professional practitioners aims to transfer knowledge and expertise to women who are the main breadwinners in poor families so that they are more independent and empowered in meeting their family's needs and health. The counseling material takes the form of instilling the values of independence and justice as well as training on abilities or skills that a woman can possess and master. The expertise and skills provided can be in the form of procedures for managing the use of family finances, entrepreneurial skills and the ability to manage natural resources and the living environment so that women can be more active and productive in meeting the needs and health of the family. The second stage in implementing the P2WKSS program is a follow-up program consisting of services and mentoring. The service program carried out is in the form of maternal, child and family planning health services provided directly by the lowest health service, namely the community health center. Mentoring activities can take the form of increasing knowledge and skills carried out by DP3AP2KB Padang City together with women's organizations. Through this skills assistance, women can improve their skills so that they can be used to work independently or become entrepreneurs. DP3AP2KB also collaborates with private institutions, especially banks, in the form of providing funds through CSR programs. Banking institutions provide financial assistance intended as business capital assistance for women as the main breadwinners of the family and also assistance with training tools for groups of women who undertake various skills training. The final stage in implementing the P2WKSS program is a supporting program which includes monitoring and evaluating activities. Monitoring is carried out to ensure that activities run as planned. Evaluation activities aim to find out how effective an activity is in influencing positive change for women. The three stages of implementing the P2WKSS program were carried out using collaboration because it involved stakeholders from various elements outside the government. The implementation of collaboration can be seen from the principles of collaboration according to Daniel Saigler, namely (Astuti et al., 2020):

1. Active community involvement.

Gender equality issues must involve society more widely and actively. This is because the community is the target group and is considered to better understand the conditions they are facing. The P2WKSS program specifically involves women to be more actively involved in making family conditions healthy and prosperous so that gender equality can be realized. DP3AP2KB Padang City collaborates with the government at the sub-district and sub-district levels to determine lower middle economic families or tend to be poor with women as the main or additional breadwinner as targets for implementing the P2WKSS program. Data collection on families in the target categories of the P2WKSS program was carried out together with women's NGOs.

The P2WKSS program is considered capable of mobilizing women to become actively involved in various activities carried out by DP3AP2KB or by stakeholders outside the government. The activities carried out focus more on training activities to improve women's skills. This training aims to provide another option for women who have to work in the public sector to be able to become entrepreneurs themselves.

2. Encouraging society to be able to distribute resources to solve problems.

After involving women directly and actively, collaboration must be able to maximize all the resources that women have in order to create a healthy and prosperous family. The resources in question can be in the form of expertise and skills possessed by women. For example, with the ability to process and distribute traditional food, DP3AP2KB collaborates with cross-sector government agencies, namely the Padang City Cooperatives and SMEs Service. The need for financial resources is met through collaboration with private institutions, including banking. Through the CSR program, Bank Nagari provides financial assistance which is used to support various P2WKSS program activities, one of which is funding the processing and distribution of women's SME products in Padang City.

3. Community empowerment through professional staff.

The involvement of professional experts is something that must be fulfilled in implementing collaboration. The implementation of the P2WKSS program in Padang City has involved professional experts such as gender academics and psychologists. Activities carried out by academics and professional staff include providing material about the position of men and women in everyday life. The aim of delivering this material is to provide understanding to the public that men and women have the same position and opportunities to fulfill their daily needs. This understanding aims to make women more empowered and independent in meeting their needs. Apart from that, assistance and training are also provided to improve women's various skills to become more independent and competitive. Training on various kinds of skills has been carried out in the form of food processing training, healthy and hygienic food serving methods, embroidery training and so on which has been carried out in every sub-district in Padang City. Experts such as psychologists provide assistance to women to obtain justice in various areas of life.

4. Implementation of deliberation in decision making.

The large number of stakeholders involved in implementing the P2WKSS program requires the development of a good communication system between all stakeholders. Good communication can start with deliberation. DP3AP2KB Padang City holds regular meetings once every 3 months involving relevant cross-sector agencies, sub-district and sub-district governments, Bank Nagari, women's organizations, mass media, professional practitioners and traditional leaders to agree on strategies for implementing the P2WKSS program. In this routine meeting, it is discussed what activities will be carried out by each stakeholder with the superior resources owned by each stakeholder. Private institutions through banking carry out their role as budget providers through CSR programs. Funds provided by Bank Nagari are used to carry out outreach and training activities for women who have lower-middle income families. Professional practitioners in the field of gender and health play a role in providing training and healthy living habits.

5. Building sustainable collaborative partnerships.

The involvement of non-government actors confirms that the implementation of the P2WKSS program is carried out with the principle of collaboration. The P2WKSS program has been implemented since 2009 and is still being pursued and improved to this day. The implementation is still in collaboration with various stakeholder elements, thus showing that sustainable collaboration has been established. This is also what makes the results of implementing the P2WKSS program able to reduce the poverty of poor families in Padang City and improve the quality of life for their families to become healthier and more prosperous.

6. Policies are strategic.

The P2WKSS program is considered quite strategic because it is a long-term policy, namely a program that is implemented over a certain period of time and has results that are complex and broad and even cover cross-sectors and have a more comprehensive impact (Ansoff et al., 2019).

7. Policies empower communities.

The P2WKSS program which actively involves women and is the main target of this program has shown that one of the goals of P2WKSS programs and activities is to empower the community, especially women.

8. The value of policy accountability can be seen from the government's ability to account for every agreed policy or decision and the various actions taken in implementing a policy (Anderson et al., 2011).

In implementing the P2WKSS program in Padang City, it is known that the government, through DP3AP2KB, is trying to convey information clearly and quickly to all stakeholders involved. Initial information regarding the conditions of poor families with women as heads of families is the main requirement in formulating appropriate activities to form healthy and prosperous families. Through various outreach, training and empowerment activities in the form of providing micro-enterprise funding, female heads of families have been able to increase their independence. This condition makes women who are heads of poor families have knowledge about healthy living and improving family welfare. The condition of poor families with women as heads of families has improved as proof that the P2WKSS program policy can be implemented well and responsibly in Padang City. Based on the analysis of collaboration principles, it can be identified that there are 6 elements of collaborating stakeholders, namely: (1) the government through DP3AP2KB, (2) the business world through banking institutions, especially Bank Nagari, (3) academics and professional practitioners such as psychologists, (4) local mass media including Padang Ekspres, (5) women's organizations such as the Women Crisis Center Conscience, and (6) Traditional Leaders, namely *Bundo Kandung*. This collaboration with six stakeholder elements is also known as Hexa Helix and can be described as:

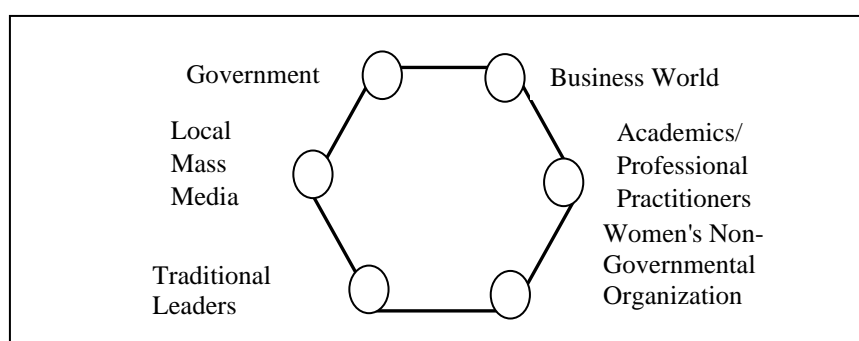


Figure 1

Collaborative Hexa Helix Model

Source: research report, 2025

Social Network Analysis (SNA) in the Implementation of the P2WKSS Program in Padang City

Social Network Analysis (SNA) was analyzed using quantitative analysis methods which were processed using the UCInet application. According to Sekaran and Bougie, the number of respondents in quantitative analysis can be carried out in small numbers, between 10 and 20 respondents (Sekaran & Bougie, 2016), so this research uses 15 respondents consisting of all stakeholder elements who collaborate in implementing the P2WKSS program. SNA aims to determine and analyze the close relationship between stakeholders involved in collaboration (Borgatti et al., 2013).

SNA data processing using UCInet shows the closeness of the relationship in collaboration in the form of (Borgatti et al., 2013):

1. Density is a value that describes the level of closeness of relationships between stakeholders or stakeholders in a collaboration. The results of data processing using UCInet show that the density of collaboration between stakeholders in implementing the P2WKSS program in Padang City is 0.54 or 54%. This value shows that collaboration has occurred at 54%, which means that collaboration between stakeholders is quite large, but there is still a greater possibility for collaboration with other stakeholders.
2. Centrality can be seen from;
 - a. Eigenvector Centrality is a value for knowing which actors have the strongest influence in building communication and directing the implementation of collaboration. Data processing using UCInet shows that the stakeholder with the highest Eigenvector Centrality value is DP3AP2KB Padang City, which is 0.337. This value means that DP3AP2KB as an element of government is a key actor who builds communication to mobilize all stakeholder elements in implementing collaboration. Non-government stakeholders who have high Eigenvector Centrality values are *Bundo Kanduang* of 0.335. As a traditional figure then *Bundo Kanduang* has quite a big influence in building collaboration because people's lives are still influenced by traditional values. The strength of traditional values in the social life of the people of Padang City makes approaches to changing mindsets and behavior easier to carry out by traditional leaders, one of whom is *Bundo Kanduang*.
 - b. Degree Centrality is used to find out how many relationships there are between stakeholders. The highest Degree Centrality value in the collaborative implementation of the P2WKSS program in Padang City is 14, namely by DP3AP2KB Padang City and a value of 13 by *Bundo Kanduang* and a score of 12 by academics or professional practitioners in the study of women's empowerment and gender. From the Degree Centrality value, it is known that the government through DP3AP2KB has built very active collaboration with various stakeholders. Not only the government but non-government stakeholders such as *Bundo Kanduang* as traditional leaders and academics have also been actively involved in building collaboration.
 - c. Closeness Centrality shows stakeholders who have the ability to access information and interact more quickly in the social network being built. Non-government stakeholders who have a high Closeness Centrality value are *Bundo Kanduang* with a value of 0.933. Even though other stakeholders are also actively involved in building social networks in implementing the P2WKSS program, the efforts made by *Bundo Kanduang* more easily accepted by society. Simple skills and instilling traditional values conveyed by *Bundo Kanduang* make it easier for society to understand the importance of women having empowerment and independence through various skills that can be trained and developed.

- d. Betweenness Centrality is the value of knowing which stakeholders have the ability to control more in the implementation of social networks in building collaboration as shown in table 2:

Table 2
Nilai Betweenness Centrality

FREEMAN BETWEENNESS CENTRALITY			

Input dataset: TABEL INDUK-JAWABAN RESPONDEN			
	1	2	
	Betweenness	nBetweenness	
	-----	-----	
1	DP3AP2KB	27.673	15.205
10	Ketua Bundo Kanduang	20.004	10.991
8	Lecturer/Researcher of Gender Studies	17.729	9.741
5	Women Crisis Center Nurani	10.328	5.675
2	Social Service	6.163	3.387
6	Padang Express	3.356	1.844
9	Psychologist	2.969	1.631
11	Chairman of KAN	2.376	1.306
3	Cooperatives and SMEs Office	2.294	1.261
13	The Beneficiaries 2	1.063	0.584
14	The Beneficiaries 3	0.536	0.294
15	The Beneficiaries 4	0.254	0.140
7	West Sumatra Post 0.143	0.078	
12	The Beneficiaries 1	0.111	0.061
4	Bank Nagari	0.000	0.000
Network Centralization Index = 12.56%			
Output actor-by-centrality measure matrix saved as dataset: TABLE INDUK-JAWABAN RESPONDEN-bet			

Running time: 00:00:01 seconds.			
Output generated: 26 Mar 25 12:39:21			
UCINET 6.800 Copyright (c) 2002-2023 Analytic Technologies			

Source: Questionnaire Data Processing using UCInet, 2025

It is known that the stakeholders who can control and encourage the implementation of the P2WKSS program in the social network that has been built are elements of the government (DP3AP2KB), elements of traditional leaders (*Bundo Kanduang*), academics or professional practitioners (lecturers and gender studies researchers), NGOs that focus on studying women's issues (Women Crisis Center Conscience) (see table 2).

The results of the Social Network Analysis (SNA) in implementing the P2WKSS program using a collaborative model show that it has been implemented by involving stakeholders from various elements. The government, through DP3AP2KB, has become the leading sector for determining communication and controlling the implementation of various strategies that have been previously agreed upon. The interesting thing is the large involvement of traditional leaders through *Bundo Kanduang* who actively participate in providing various support activities in the form of training and changing women's mindsets so that they become more independent and

empowered. The involvement of various elements outside the government is one of the positive values that has become a success in implementing the P2WKSS program in Padang City.

CONCLUSION

The Program for Increasing the Role of Women Towards Healthy and Prosperous Families (P2WKSS) in Padang City is implemented by the Women's Empowerment, Child Protection, Population Control and Family Planning Service (DP3AP2KB). DP3AP2KB builds social networks in the form of collaboration involving 6 stakeholder elements, namely the government, business world, women's organizations, academics or professional practitioners, mass media and traditional leaders so that this form of collaboration is also known as Hexa Helix.

In social networks in collaborating, the elements that have the greatest influence in implementing the P2WKSS program are DP3AP2KB Padang City and *Bundo Kanduang* as a traditional figure. This is known from the results of social network analysis (SNA) data processing using UCInet which shows that collaboration between elements has occurred quite significantly, namely 54%. This means that it is still possible to strengthen collaboration and involve new elements who have not collaborated before. SNA shows that collaboration between the government and various non-government elements provides a higher level of success in implementing a program.

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