

Strengthening Digital Data Governance for Poverty Alleviation and Community Economic Empowerment in Lebak Regency

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Abstract

This study examines how digital data governance supports poverty alleviation and community economic empowerment in Lebak Regency, with particular attention to the use of Targeting Data for the Acceleration of Extreme Poverty Elimination (P3KE). A descriptive qualitative approach was employed, using interviews, direct observation, and document-based evidence, while data were analyzed interactively through reduction, display, and conclusion drawing. The analytical framework adopts Suharto's community empowerment dimensions of enabling, empowering, and protecting. The findings show that digital data provides a strategic foundation for identifying poor households, mapping locations, defining intervention priorities, and connecting vulnerable groups with economic empowerment programs. However, the effectiveness of P3KE and other government databases is constrained by discrepancies between administrative records and actual field conditions, limited data integration and updating, uneven human resource capacity, inadequate technological infrastructure, and weak internet connectivity. These limitations can reduce targeting accuracy and weaken the accountability of poverty alleviation programs. The study therefore emphasizes the need for routine field validation, interoperable data management, continuous updating, stronger inter-organizational coordination, improved staff capacity, and adequate digital infrastructure. Effective data governance should also link poverty identification with access to capital, technology, information, markets, training, and public services. The study concludes that digitalization will contribute to inclusive and sustainable poverty reduction only when data quality, institutional capacity, and community empowerment are integrated within an evidence-based governance system.

Abstrak

Penelitian ini menganalisis bagaimana tata kelola data digital mendukung penanggulangan kemiskinan dan pemberdayaan ekonomi masyarakat di Kabupaten Lebak, dengan perhatian khusus pada pemanfaatan Data Pensasaran Percepatan Penghapusan Kemiskinan Ekstrem (P3KE). Penelitian menggunakan pendekatan deskriptif kualitatif melalui wawancara, observasi langsung, dan bukti dokumenter, sedangkan data dianalisis secara interaktif melalui reduksi data, penyajian data, serta penarikan kesimpulan. Kerangka analisis mengacu pada dimensi pemberdayaan masyarakat Suharto yang mencakup enabling, empowering,

dan protecting. Hasil penelitian menunjukkan bahwa data digital menjadi landasan strategis untuk mengidentifikasi rumah tangga miskin, memetakan lokasi, menetapkan prioritas intervensi, dan menghubungkan kelompok rentan dengan program pemberdayaan ekonomi. Namun, efektivitas P3KE dan basis data pemerintah lainnya masih terkendala oleh perbedaan antara data administratif dan kondisi faktual di lapangan, keterbatasan integrasi dan pemutakhiran data, kapasitas sumber daya manusia yang belum merata, infrastruktur teknologi yang terbatas, serta konektivitas internet yang belum memadai. Kondisi tersebut dapat menurunkan ketepatan sasaran dan melemahkan akuntabilitas program penanggulangan kemiskinan. Penelitian ini menekankan perlunya validasi lapangan secara berkala, pengelolaan data yang interoperabel, pemutakhiran berkelanjutan, koordinasi antarlembaga, peningkatan kapasitas aparatur, dan penguatan infrastruktur digital. Tata kelola data juga perlu menghubungkan identifikasi kemiskinan dengan akses terhadap modal, teknologi, informasi, pasar, pelatihan, dan pelayanan publik. Penelitian menyimpulkan bahwa digitalisasi hanya akan berkontribusi pada penanggulangan kemiskinan yang inklusif dan berkelanjutan apabila kualitas data, kapasitas kelembagaan, dan pemberdayaan masyarakat diintegrasikan dalam sistem tata kelola berbasis bukti.

Introduction

Thematic bureaucratic reform is a systematic effort to improve government administration by concentrating change on priority policy areas. In the context of poverty reduction, this approach requires bureaucracy to become more efficient, transparent, accountable, adaptive, and responsive to citizens. Digital data governance is increasingly important because policy performance depends not only on the size of public expenditure but also on the accuracy of information used to identify problems, determine beneficiaries, coordinate programs, and evaluate outcomes. For local governments, reliable data can reduce fragmentation between agencies and support evidence-based decisions, particularly in sectors where vulnerable populations require precisely targeted interventions.

Poverty alleviation illustrates the need for this form of reform. The problem is multidimensional and cannot be addressed effectively through isolated sectoral interventions. Economic conditions, health, education, housing, access to basic services, and social vulnerability are interconnected, while the institutions responsible for these areas often maintain different administrative databases. Digital systems can support coordination and accountability, but only when the information is valid, updated, interoperable, and accessible to the officials responsible for implementation. Consequently, digitalization must be understood as a governance process rather than merely as the conversion of manual records into electronic files.

A thematic reform agenda also requires institutions to translate national priorities into local operational practices. Extreme poverty reduction is one such priority because it demands accurate targeting, cross-sector coordination, and continuous monitoring. In this setting, the quality of digital data determines whether government interventions reach the households that need them most. Data governance therefore becomes closely connected to public service quality, bureaucratic capacity, and community empowerment. When data systems are fragmented or outdated, local governments face a higher risk of exclusion errors, duplication, and interventions that do not reflect actual community conditions.

Poverty trends in Lebak Regency show why this issue is relevant. The proportion of the population living in poverty increased during the COVID-19 period and declined again as economic conditions recovered. The study uses 2022 data indicating a poverty rate of 8.91% and an extreme

poverty rate of approximately 2.8%, while policy targets sought to reduce extreme poverty to zero and general poverty to about 8.9%. The remaining gap cannot be addressed simply by increasing budget allocations. Policy effectiveness also depends on the precision of the target population, location, and type of intervention. Valid and current data are therefore essential to determine who should receive assistance, where interventions should be concentrated, and what form of empowerment is most appropriate.

At the operational level, Lebak Regency faces a data governance problem because several versions of poverty data are generated by different national digital systems and are not always fully validated at the local level. The P3KE dataset provides by-name and by-address information and is intended to support more precise targeting, yet administrative records still need to be matched with actual household conditions. Field verification is particularly important for documenting housing conditions, available assets, geographic coordinates, and previous government assistance. In this sense, digital data should support evidence-based and inclusive policymaking so that poverty reduction programs do not overlook vulnerable households and can be connected with community economic empowerment initiatives.

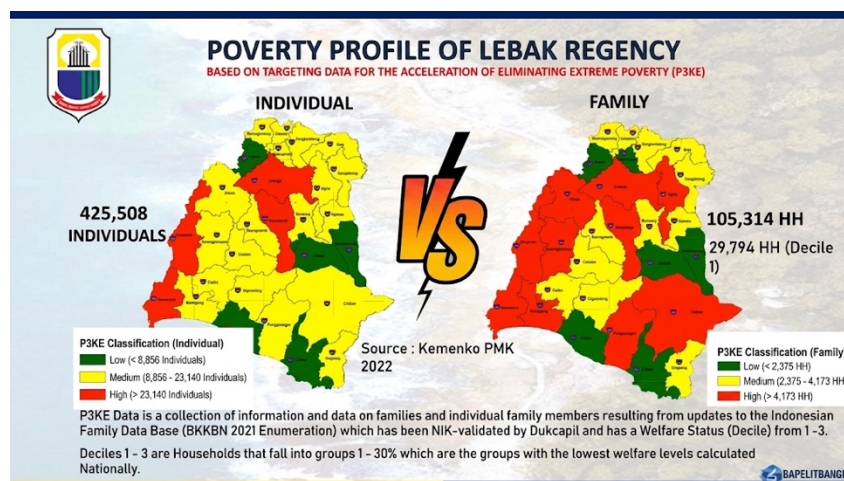


Figure 1. Poverty Profile of Lebak Regency

Source: P3KE Lebak Regency, 2026

The P3KE poverty profile used in this study indicates that approximately 425,508 individuals and more than 105 thousand families were included in the poverty database. The data originated from the Coordinating Ministry for Human Development and Cultural Affairs and had been matched with civil registration identifiers and welfare deciles. The spatial distribution shows substantial variation across areas of Lebak Regency. This variation reinforces the importance of integrated and validated digital data for determining policy targets, program locations, and appropriate combinations of poverty alleviation and economic empowerment interventions.

Table 1. Total Number of Extreme Poverty Households in Gunungkencana District

No	District	Amount
1	Bojongkoneng	7
2	Bulakan	21
3	Ciakar	32
4	Cicaringin	56
5	Cigilinggang	22
6	Cimanyangray	22
7	Cisampang	41
8	Gunungkencana	8

9	Gunungkendeng	11
10	Kramatjaya	65
11	Sukanegara	21
12	Tanjungsari Indah	6
Amount		312

Source: P3KE Bappeda Lebak Regency, 2026

The P3KE data also place Gunungkencana District among the areas with a relatively high number of households in the lowest welfare decile. Because the dataset is derived from national family data and contains by-name and by-address information, it offers an important starting point for local targeting. Nevertheless, district officials still require factual knowledge of household conditions that cannot always be captured by administrative records alone. For this reason, the study emphasizes field validation that records housing and environmental conditions, geographic coordinates, and the services or assistance already received by poor families.

Data constitute the first critical step in selecting an appropriate policy response. Extreme poverty cannot be addressed effectively when institutions work separately or when interventions are limited to a single sector such as health, education, or economic assistance. Poverty reduction requires coordinated action across development sectors, including attention to gender inequality and the vulnerabilities of women and children. A shared and validated data foundation can help agencies identify overlapping needs, reduce duplication, and combine social protection with empowerment measures that strengthen household capabilities.

Several implementation constraints remain. These include limited staffing, uneven competence in digital public services, inadequate software and hardware, weak internet connectivity, and workloads that are not proportional to available personnel. Infrastructure limitations affect the speed and reliability of service delivery, while limited human resource capacity restricts the ability of local institutions to validate, update, analyze, and use data consistently. These constraints demonstrate that digital transformation depends on organizational capacity as much as on the availability of an information system.

Against this background, the study analyzes the use of digital data in poverty alleviation and community economic empowerment in Lebak Regency, identifies the principal implementation barriers, and examines government efforts to address them. The study is expected to contribute to public administration research on evidence-based governance and to provide practical recommendations for improving data validity, inter-agency coordination, transparency, accountability, and the quality of local public services.

Literature Review

Understanding Community Empowerment

Community empowerment is closely associated with the redistribution and strengthening of social capacity. Suharto (2009, as cited in Jamaludin, 2015) relates empowerment to the concept of power, while Mubyarto (1996, as cited in Jamaludin, 2015) emphasizes the development of community strength and potential. From this perspective, empowerment is not limited to assistance. It involves encouraging awareness, strengthening capabilities, and expanding opportunities so that individuals and groups can improve their own conditions.

Safe'i and Machendrawaty (2001, as cited in Jamaludin, 2015) describe empowerment as a process of strengthening that is closely connected to development. This perspective positions communities as active subjects rather than passive recipients of public programs. Empowerment therefore requires institutions to create conditions in which people can participate, develop capabilities, access resources, and influence decisions that affect their welfare.

Community empowerment also represents a people-centered, participatory, and sustainable development orientation. It extends beyond the provision of a safety net because it seeks to improve the capacity of communities to use resources, build organizations, and participate in economic development. Indonesian studies have examined empowerment through village economic development, electronic village-enterprise applications, mosque-based initiatives, farmer groups, and other locally grounded approaches (Afandi & Prathama, 2022; Arfianto & Balahmar, 2014; Menghayati & Iqbal, 2022; Zulkarnain et al., 2022). These perspectives are relevant to poverty policy because data-based targeting should ultimately lead to interventions that expand community capabilities rather than only classify households administratively.

Empowerment Goals

Huda (2009) explains that empowerment is directed toward increasing the power of disadvantaged groups. Two concepts are central to this objective: power and disadvantage. Empowerment seeks to reduce unequal relationships by expanding access, participation, and opportunities for groups that possess fewer economic, social, or political resources.

- a. Power. The reality that occurs in society, between one group and another, often involves competition that is not beneficial. Wealthy social groups tend to have absolute power. The political elite who control the government create an unbalanced relationship, so empowerment must be able to open and encourage open access to prevent domination.
- b. Misfortune. The weakness of the power held by one group of society causes them to be less fortunate. Thus, empowerment is expected to address the disadvantaged communities due to structural, cultural, and personal factors.

Zaenal (2006) identifies several objectives of community empowerment, including accelerating rural development, fulfilling basic needs, strengthening community participation, building the capacity of local institutions, integrating empowerment programs, and developing information and documentation systems. These objectives highlight that empowerment requires both institutional support and access to reliable information.

- a. Assisting in the acceleration of rural community development projects directly related to poverty alleviation and the fulfillment of basic needs of village communities, such as clean water, electricity, housing, roads, and productive economic enterprises.
- b. Encouraging and enhancing social awareness and the social participation of village community members in the implementation of rural community development.
- c. Encouraging and enhancing the capacity of local community institutions, such as DPD, PKK, KUD, and youth organizations, to be functionally active in the village community development process.
- d. Developing institutions and institutionalizing community empowerment movements in development, as an alternative to accelerate equitable development, foster community economic growth, and maintain development stability.
- e. Developing a network of community empowerment institutions to foster cooperation and integration among programs for basic needs fulfillment, human resource quality development, and community quality of life improvement.
- f. Developing documentation and information centers on community empowerment movements.

Empowerment Actor

Jamaludin (2015) emphasizes that community empowerment should mobilize the potential of government institutions, community organizations, and other social actors. Government bureaucracy has a particularly important role because it can open access to information, create supportive regulations, build participation, provide technical assistance, and strengthen local capacity.

- 1) The role of the government is very important. This means that the government bureaucracy must be able to adapt to this mission. In this regard, there are several efforts that must be made.

Bureaucracy must understand the aspirations of the people and be sensitive to the problems faced by the people.

- 2) Bureaucracy must build public participation. It means giving as much trust as possible to the people to improve themselves. In this case, government officials help solve problems that cannot be addressed by the community.
- 3) The bureaucracy must prepare the community as best as possible, both in terms of knowledge and work methods, so that community empowerment efforts can be effective. This is part of the efforts of social educators to enable the people to build with independence.
- 4) The bureaucracy must open a dialog with the community. Openness and consultation are necessary to raise public awareness, so that officials can promptly assist if there are issues that the people cannot resolve themselves. 5) Bureaucracy must open channels of information and access needed by the public, which they cannot obtain on their own. 6) Bureaucracy must create regulatory instruments and market mechanism regulations that favor the weaker segments of society. To be able to carry out its mission, the authority of the bureaucracy must be enhanced down to the lowest levels, and its quality must be improved to be able to provide guidance and empowerment to the community. Emphasis should be placed on officials at the levels that directly interact with the community, both hierarchically, such as village and sub-district officials, and functionally, such as PPL, teachers, doctors, and midwives.
- 5) Social organizations outside the community environment. In this case, the major potential players are non-governmental organizations (NGOs), in addition to national and local community organizations. NGOs can function as implementers of government programs (representing the government), as assistants (consultants) to the government, but they can also assist the people in government programs. Conversely, NGOs, in accordance with their name, can also develop their own programs.

Community organizations that grow from and within the community, often referred to as local community organizations. These organizations can be semi or quasi-formal, such as LKMD, PKK, or youth organizations, or those that truly emerge from the community, such as savings groups, mutual aid groups, package groups, and so on.

Community Empowerment Efforts

Suharto (2009, as cited in Jamaludin, 2015) groups empowerment efforts into three interrelated dimensions: enabling, empowering, and protecting. This framework is used in the present study because it provides a practical basis for examining how digital data can support the identification of community potential, the delivery of capacity-building interventions, and the protection of vulnerable households.

- a. Creating an atmosphere or climate that enables the potential of society to develop. Here, the starting point is the recognition that every individual or community has potential that can be developed, meaning there is no community that is completely powerless. Empowerment is an effort to build capacity by encouraging, motivating, and raising awareness of the potential they possess, as well as striving to develop it.
- b. Strengthening the potential or capacity possessed by the community (empowering). In this regard, positive steps are needed beyond just creating a climate and atmosphere of empowerment. This also includes concrete measures, involving the provision of various inputs and the opening of access to various opportunities that will further empower the community. In this empowerment effort, the most fundamental steps are to improve the level of education and health, as well as access to sources of economic advancement, such as capital, technology, information, job opportunities, and markets. The inputs for this empowerment are related to the development of basic infrastructure, both physical, such as irrigation, roads, electricity, bridges, and schools, as well as health service facilities that can be accessed by the lowest layers of society, and the availability of funding, training, and marketing institutions in rural areas, where the empowerment

of the population is very limited. Therefore, there needs to be special programs for the underprivileged community, because general programs that apply to everyone do not always reach this segment of society.

- c. Empowerment means protection. In the process of empowerment, it must be prevented that the weak become weaker due to their inability to face the strong.

Digitalization

The Great Dictionary of the Indonesian Language defines digitalization as the provision or use of digital systems, while digitization refers to converting information or documents into digital form (KBBI, 2016). In public administration, the distinction is important because digitizing records does not automatically transform governance. Digitalization becomes meaningful when digital information is integrated into organizational processes, decision-making, service delivery, and accountability.

Sukmana (2015) describes digitization as the transfer of printed, audio, or visual material into digital form. Although this definition originates from information and documentation management, the underlying principle is relevant to government data systems: digital information must be created, stored, processed, retrieved, and maintained using appropriate technological infrastructure and human resources.

Aji (2016) further describes digitalization as a transition from conventional processes toward systems that can be processed and accessed through digital technology. This transition increases flexibility and accessibility, but it also creates new demands for technical competence, reliable infrastructure, and organizational adaptation.

In local economic empowerment, digital technology has been used for electronic village-enterprise applications, digital marketing, QR-based literacy initiatives, product promotion, integrated tourism marketing, and online market access (Afandi & Prathama, 2022; Aryanto & Handayani, 2022; Mistriani & Putra, 2023; Nursalam et al., 2020; Rofi'i et al., 2023; Salindri et al., 2021; Zaifuddin, 2022). These examples show that the contribution of digitalization depends on whether communities can convert access to technology and information into productive opportunities.

Digitalization of the Economy

The digital economy refers to economic activity in which information technologies, networks, and digital transactions shape production, exchange, and access to services (Doughty, 2014). Blackman et al. (2014) emphasize the importance of connectivity, transactional access, and entrepreneurship in developing digital economic ecosystems. For community empowerment, these elements suggest that data-based poverty programs should be connected to practical opportunities such as market access, financial services, business information, and entrepreneurship support.

1. Internet Access

Internet Access In carrying out digital economic activities, internet access is the most fundamental aspect. This internet access will serve as a link between businesses, the government, and the community. With internet access, economic digitalization will be created, connecting business actors with consumers from all regions.

2. Transactional access

Transactional access allows a product and service to be enjoyed and consumed by the community. In a developing economy, the ease of transactional access becomes something quite complex to support the growth of the economy in a region. This is because transactional access has two benefits: it opens up opportunities for new types of businesses and enhances the ability to manage transactions for every business actor.

3. Entrepreneurship

Entrepreneurship plays an important role in the development of digital technology systems among entrepreneurs. Because entrepreneurs are one of the drivers of economic growth with one of their roles as business actors.

Understanding Public Service

Public service quality provides an additional governance perspective. Gaspersz (1995, as cited in Sedarmayanti, 2014) associates quality with attributes that meet user needs and minimize deficiencies. In public administration, this principle requires services to be designed around citizens' needs rather than bureaucratic convenience. Abdullah (2015) similarly emphasizes the importance of responsive public service arrangements, while Surjadi (2012) links service performance to institutional capacity and the quality of delivery processes.

A customer-oriented public service perspective does not mean that citizens are treated solely as market consumers. Rather, it underscores the obligation of government institutions to provide accessible, reliable, and accountable services. For poverty alleviation, digital data governance contributes to service quality when it improves the accuracy of beneficiary identification, reduces administrative duplication, and supports timely interventions (Abdullah, 2015; Sedarmayanti, 2014).

Service quality also depends on conformity with established requirements and the extent to which services respond to user needs (Abdullah, 2015). In a digital poverty governance context, this means that information systems should be assessed not only by technical availability but also by data accuracy, accessibility, responsiveness, and their practical contribution to improving public services.

Perspective on the Quality of Public Service

Different perspectives on service quality may emphasize excellence, measurable attributes, user satisfaction, conformity with standards, or value (Abdullah, 2015). These perspectives reinforce the need to evaluate digital data systems from several dimensions at once: technical reliability, administrative accuracy, user accessibility, service outcomes, and the value created for vulnerable communities.

- a. Transcendental Approach, which views quality as innate excellence, where quality can be felt or known, but is difficult to define and operationalize;
- b. Product based approach, which considers quality as a characteristic or attribute that can be quantified and measured;
- c. User based approach, which views quality as dependent on the person perceiving it, so the product that most satisfies someone's preferences is considered the highest quality product;
- d. Manufacturing based approach, which views quality as conformity to requirements. In the service sector, it can be said that its quality is operations-driven;
- e. Value-based approach, which views quality in terms of value and price by considering the trade-off between performance and price, quality is defined as "affordable excellence."

Research Methods

This study employs a descriptive qualitative approach. Qualitative research is appropriate when the objective is to understand social processes, institutional practices, and the meanings attached to observed phenomena (Moleong, 2017). The study focuses on three issues: the implementation of digital data-based poverty alleviation and community economic empowerment in Lebak Regency through the enabling, empowering, and protecting framework; the barriers encountered in implementation; and the efforts undertaken by government institutions to overcome those barriers.

Data were collected through interviews and direct observation. Interviews were used to obtain information from actors involved in poverty data management and community empowerment, while observation was used to examine implementation practices and the use of digital data in the field. These techniques are consistent with qualitative data collection procedures described by Yusuf

(2016). Documentary information, including P3KE data and local administrative records, was used to contextualize the interview and observation findings.

Data analysis followed the interactive model of Miles and Huberman (1984, as cited in Sugiyono, 2019), consisting of data reduction, data display, and conclusion drawing or verification. The analysis was conducted iteratively so that emerging findings could be compared across information sources. This procedure supported the identification of patterns related to data validity, institutional capacity, infrastructure, coordination, empowerment interventions, and the protection of vulnerable groups.

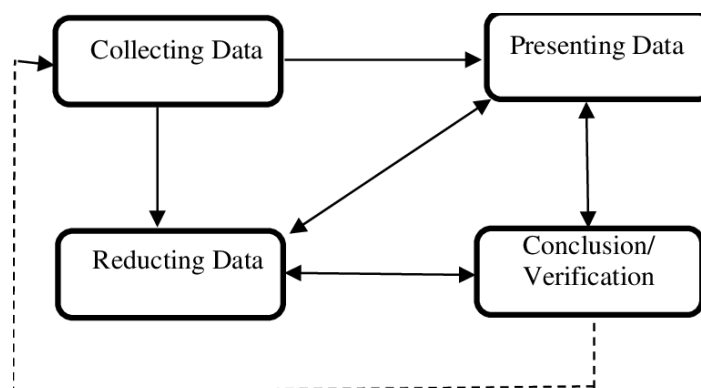


Figure 2. Data Analysis

Source: Miles and Huberman (1984, as cited in Sugiyono, 2019)

Data Reduction

Data reduction involved selecting, organizing, and focusing the information most relevant to the research questions. Interview and observation data were grouped according to the study's main analytical dimensions so that patterns concerning data use, implementation barriers, and empowerment strategies could be identified more clearly.

Data Display

Data display involved organizing the reduced information in narrative, tabular, and visual forms. This stage enabled the researchers to compare statements from different informants, relate them to administrative data, and identify relationships between data quality, policy targeting, and community empowerment.

Conclusion Drawing/verification

Conclusion drawing and verification were conducted throughout the analytical process. Initial interpretations were reviewed against the available evidence, and conclusions were refined when additional information indicated a different pattern. This iterative process was intended to strengthen the credibility and consistency of the qualitative findings.

Results and Discussion

Handling and Empowerment of Community Economy Based on Digital Data in Lebak Regency

The findings show that digital data occupies a strategic position in poverty alleviation and community economic empowerment in Lebak Regency because it provides a basis for determining target groups, locations, policy focus, and forms of intervention. The study's 2022 poverty data show a general poverty rate of 8.91% and an extreme poverty rate of approximately 2.8%. These figures

indicate that improving outcomes requires more than higher expenditure. It requires accurate targeting based on valid, current, and locally verified data.

Digital data are used not only to count poor households but also to describe household conditions, assets, previous assistance, and other characteristics relevant to policy design. When these dimensions are recorded accurately, the database can support planning and can also be used to evaluate whether government interventions correspond to the actual needs of beneficiaries. This function is particularly important when poverty alleviation is linked to economic empowerment rather than limited to short-term assistance.

P3KE is one of the principal data sources used in the study. It contains information on families and individual family members derived from national family data and matched with civil registration identifiers and welfare deciles. The database provides a systematic starting point for identifying vulnerable households. However, its policy value depends on local validation because administrative classification may not fully capture changes in household conditions or differences between recorded information and field realities.

The availability of P3KE and other digital datasets creates an opportunity for more precise policy targeting, but the findings show that data availability does not automatically guarantee accurate interventions. Multiple data sources, incomplete integration, and limited field validation can generate inconsistencies between administrative records and actual community conditions. Such inconsistencies may lead to exclusion errors, duplication, or inappropriate forms of assistance.

For this reason, digital data governance must be treated as a continuous cycle rather than as a one-time database construction exercise. Data should be verified in the field, updated periodically, and connected across relevant institutions. Field validation should include housing conditions, environmental circumstances, geographic coordinates, and information on assistance or services already received by poor households. This process helps convert administrative information into evidence that can support more responsive decisions.

The findings therefore indicate that digitalization can strengthen administrative processes and decision-making only when data quality is maintained. The key governance issue is the relationship between digital records and factual verification. In Lebak Regency, stronger data governance requires clear responsibilities for updating data, interoperability between information sources, adequate human resources, reliable technological infrastructure, and coordination between agencies and territorial government units.

Discussion

Overall, the use of digital data offers significant opportunities to improve the accuracy of poverty alleviation and community economic empowerment. P3KE provides a structured information base on low-welfare individuals and families, but the database must be complemented by field validation. The findings confirm a direct relationship between data quality and policy quality: invalid or outdated data increase the risk of incorrect targeting, while verified and current data enable more precise interventions. This relationship supports an evidence-based policy approach in which decisions are grounded in the empirical conditions of communities.

Viewed through Suharto's empowerment framework, digital data can support all three dimensions. In the enabling dimension, data help government institutions identify community conditions, needs, and potential. In the empowering dimension, data can guide access to capital, technology, information, markets, education, training, and mentoring. In the protecting dimension, data help ensure that the most vulnerable groups are not overlooked in government interventions. Community empowerment literature similarly stresses that effective development requires access, participation, institutional capacity, and supportive public policy (Jamaludin, 2015; Mardikanto & Soebiato, 2013). Digitalization should therefore be positioned as part of policy governance transformation rather than merely as a technical conversion of records.

An integrated approach is consequently required. Local government must ensure that data reflect actual community conditions, are managed by competent personnel, are supported by adequate infrastructure, and are translated into empowerment programs that respond to local needs. In this arrangement, digital data become more than an administrative instrument. They become a basis for transparent and accountable decisions and for linking vulnerable households with practical opportunities for economic improvement.

Table 2. Summary Matrix of Interview Results

DIMENSION	INFORMANT	MAIN FINDINGS	PROBLEM
Enabling	Bappeda	Digital data is used to identify targets and the conditions of society.	The data has not yet been fully integrated and validated.
Enabling	District	Data is used as the basis for identifying the poor community.	There is a difference between administrative data and field conditions.
Empowering	Social Services Department	Data helps determine the targets of intervention.	Data needs to be updated periodically.
Empowering	Village Government	Data can be used to identify the potential of community businesses.	Information regarding the potential of the community has not been fully documented.
Empowering	Society	The program needs to be accompanied by training, market access, information, and mentoring.	Access to information and support is not yet equitable.
Protecting	District/Village	Validation is necessary so that the needy community is not overlooked.	The risk of misfire still exists.
Protecting	Social Services Department	Data is used to ensure that vulnerable groups receive interventions.	Changes in societal conditions require data updates.

Source: Processed by the authors, 2026

The interview findings indicate that digital data have provided a more systematic basis for identifying program targets in Lebak Regency. P3KE and related information sources help government institutions identify individuals and families in low-welfare groups. Nevertheless, informants consistently highlighted problems of validity, integration, updating, and differences between administrative records and field conditions.

In the enabling dimension, digital data assist institutions in recognizing community conditions and potential so that programs can be designed according to need. In the empowering dimension, data can connect communities with capacity-building programs, capital, technology, information, and markets. In the protecting dimension, data help ensure that vulnerable households receive interventions and are not omitted from policy coverage.

The findings also show that the effectiveness of digital data is not determined solely by the existence of an information system. Human resource competence, technological devices, internet connectivity, inter-organizational coordination, and the ability to conduct field validation are equally important. Strengthening data governance must therefore be accompanied by investment in staff capacity and digital infrastructure.

Based on these findings, the study proposes a practical governance sequence: digital data -> field validation -> identification of needs and potential -> selection of interventions -> community empowerment -> monitoring and data updating. This sequence ensures that data do not stop at administrative classification but are translated into decisions and empowerment measures that can be adjusted as community conditions change.

Conclusion

This study concludes that digital data play a strategic role in poverty alleviation and community economic empowerment in Lebak Regency. P3KE provides a systematic basis for identifying poor individuals and families and for determining policy targets, locations, priorities, and forms of intervention. However, the use of digital data remains constrained by data validity, incomplete integration, irregular updating, and discrepancies between administrative records and actual conditions. The availability of a digital database is therefore insufficient on its own. Periodic verification and field validation are necessary to maintain targeting accuracy and policy relevance.

From the perspective of community empowerment, digital data can support enabling, empowering, and protecting functions. Data help government institutions identify community conditions and potential, connect households with access to capital, technology, information, markets, education, training, and mentoring, and ensure that vulnerable groups are not excluded from interventions. Digitalization should therefore be understood as a transformation of policy governance that improves problem identification, target setting, program integration, service delivery, and evaluation.

The effectiveness of this approach depends on human resource capacity, technological infrastructure, internet connectivity, inter-organizational coordination, and the government's ability to validate information in the field. Lebak Regency should therefore strengthen data governance through routine validation, interoperable databases, continuous updating, clearer institutional responsibilities, capacity building, and improved infrastructure. A sustainable cycle linking digital data, field verification, needs assessment, intervention, empowerment, monitoring, and updating can make poverty policy more targeted, transparent, accountable, and responsive to community needs.

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