

Original Article

Implementation of the quality family village program in East Ogan Komering Ulu reGENCY: A qualitative study

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Abstract

Background: The Quality Family Village Program (Kampung KB) is a strategic initiative of the Indonesian government aimed at improving family welfare at the village level through the integration of population, family planning, and family development programs. However, in East Ogan Komering Ulu (OKU) Regency, the program faces several challenges, including limited resources, suboptimal sustainability, and inconsistent implementation across administrative levels.

Objective: This study aimed to explore the implementation of the Kampung KB program in Kerujon Village, Semendawai Suku III District, East OKU Regency in 2025.

Methods: A qualitative case study design was employed. Data were collected through in-depth interviews, field observations, and document review involving 16 informants representing village, sub-district, and district stakeholders. Data were analyzed using the Miles and Huberman interactive model, which includes data reduction, data display, and conclusion drawing/verification.

Results: Four major themes were identified: (1) communication, (2) resources, (3) implementer disposition, and (4) bureaucratic structure. Although implementers demonstrated strong commitment to the program, several barriers persisted, such as ineffective communication flow between administrative levels, inadequate human and material resources, weak intersectoral coordination, and low community participation. These issues hinder program optimization at the local level.

Conclusion: The implementation of the Kampung KB program in Kerujon Village has progressed but remains suboptimal due to communication barriers, resource constraints, and limited organizational support. Strengthening strategic communication, enhancing resource capacity, and improving bureaucratic responsiveness are essential to advance program effectiveness. Local government should prioritize cadre training, establish structured communication mechanisms across levels, and increase community engagement in all phases of program planning, implementation, and evaluation.

Background

The Quality Family Village Program (Kampung Keluarga Berkualitas/Kampung KB) serves as a national strategy to accelerate the development of high-quality families at the village level, as mandated by Government Regulation No. 87 of 2014 on Population Development and Family Empowerment (Peraturan Pemerintah Republik Indonesia, 2014). The National Population and Family Planning Board (BKKBN) integrates population services, family planning, and family development through a multisectoral approach in rural settings (BKKBN, 2023). Presidential Instruction No. 3 of 2022 strengthens the urgency of optimizing Kampung KB implementation to improve community welfare (Sekretariat Kabinet Republik Indonesia, 2022). These policy directives reinforce the responsibilities of BKKBN and local governments in promoting human resource quality through family resilience initiatives (Widodo, 2021). Effective

implementation requires measurable, adaptive, and context-specific processes (Permatasari, 2020) supported by community-based approaches that emphasize collaboration between government and citizens (Ripley & Franklin, 1986). The alignment of planning, execution, and evaluation is therefore essential to ensure the successful achievement of family development goals (Putra & Khaidir, 2019).

The implementation of Kampung KB represents the operationalization of family development policy through community empowerment (Rahman & Indrawadi, 2019). The program aims to function as a multisectoral integration model that improves community welfare through population control and family quality enhancement (Zuhriyah et al., 2017). Its success depends heavily on the capacity of local actors to manage resources, coordinate across institutions, and encourage active community participation (Rafi'i et al., 2020). Local governments play a central role in facilitating

synergy between technical agencies, community organizations, and educational institutions to sustain program continuity (Regina & Candradewini, 2020). Participatory community empowerment enhances family awareness and responsibility in driving socioeconomic development (Sundus Pramudhita Subekti & Choiriyah, 2022). Implementation effectiveness is also shaped by the ability of implementers to translate national policies into local realities (Surur, 2019). Therefore, studies on Kampung KB implementation must consider local social, cultural, and bureaucratic dynamics as key determinants of success (Prasethyo Darmawan Sumba et al., 2021).

Previous research indicates that Kampung KB implementation in several regions continues to face challenges related to coordination, funding, and community engagement (Bachtiyar & Wibawani, 2017). These obstacles often arise due to limited understanding among village-level implementers regarding program objectives and performance indicators (Hasriani, 2022). A study in Pangkep District found that insufficient cadre capacity and limited infrastructure contributed to suboptimal program execution (Nirmala Makuta et al., 2024). Another study in East Java emphasized the need for strengthened development communication strategies to increase public awareness of program benefits (Khoirun Nisa, 2021). Evidence from Gorontalo showed that program effectiveness depended largely on consistent counseling and multisectoral involvement (Mohamad Rusdiyanto Ladiku et al., 2024). Regional differences in institutional capacity and government commitment create disparities in program achievement (Rahman & Indrawadi, 2019). District-level analysis is therefore crucial to understanding variations in implementation outcomes across diverse local contexts (Lettiyani et al., 2020).

These challenges are also evident in East Ogan Komering Ulu Timur (OKUT) Regency, a rural region characterized by diverse socioeconomic conditions (Lettiyani et al., 2020). Although Kampung KB has been implemented in this region since 2017, its effectiveness in improving family welfare remains insufficiently assessed (Arri Handayani et al., 2020). Studies report that community participation often remains ceremonial and fails to address core family issues (Mursito, 2021). The limited use of

population data for planning leads to poorly directed program activities (Sastia Nur Anzhari, 2025). Weak coordination among village officials and inadequate supervision from relevant agencies hinder program sustainability (Istifadhillah, 2024). Low public understanding of family resilience highlights the need for culturally sensitive communication approaches (Anggi Arfianisa et al., 2022). Therefore, a more comprehensive evaluation is required to ensure that family development strategies are contextually relevant and effectively implemented (Lanida et al., 2025).

The implementation of Kampung KB in OKUT is also influenced by diverse social dynamics, including cultural values, women's participation, and household leadership structures (Lettiyani et al., 2020). A study in Gumawang identified that women's perceptions of contraceptive use were shaped by knowledge, spousal support, and access to health services (Lanida et al., 2025). These findings demonstrate that program success relies not only on government policy but also on behavioral change and social acceptance (Yanti et al., 2025). A sociological perspective argues that community knowledge of family planning must be built through dialogue that respects local customs and family traditions (Nirmala Makuta et al., 2024). Within this context, adaptive development communication becomes a key instrument in shifting public attitudes (Khoirun Nisa, 2021). Strengthened collaboration among government institutions, community leaders, and health workers is needed to build community trust and reinforce program legitimacy (Sastia Nur Anzhari, 2025). Such efforts highlight the importance of strengthening social institutions to support Kampung KB implementation in rural areas (Shinta Angellina et al., 2024).

From a policy perspective, Kampung KB is designed as a multisectoral integration model to reinforce family resilience and human development (BKKBN, 2023). Successful implementation requires coordinated efforts across health, education, economic, and environmental sectors to ensure sustainable family welfare (Sekretariat Kabinet Republik Indonesia, 2022). However, studies show that multisectoral coordination remains partial and inconsistent (Regina & Candradewini, 2020). This condition reflects structural weaknesses in public policy implementation and underscores

the need for context-based evaluation (Permatasari, 2020). Comprehensive assessment can identify obstacles and guide improvement strategies (Creswell, 2015). Qualitative approaches offer methodological strength in exploring implementation dynamics and stakeholder perceptions (Hamzah, 2020). Therefore, qualitative inquiry is necessary to capture the experiences of implementers and communities involved in Kampung KB (Sugiyono, 2023).

Based on these considerations, the implementation of the Quality Family Village Program in East Ogan Komering Ulu Timur requires in-depth examination through a qualitative approach. Such analysis can identify supporting and inhibiting factors and illuminate coordination patterns among local stakeholders (T. Sahindra & Kushandajani, 2024). Understanding implementer and community perceptions is essential for assessing program effectiveness in improving family quality (Arri Handayani et al., 2020). The findings of this study are expected to inform policy recommendations aimed at strengthening Kampung KB implementation in rural contexts, particularly in East Ogan Komering Ulu Timur (Lettiyanani et al., 2020). The overarching aim of this research is to analyze the implementation of the Quality Family Village Program in East Ogan Komering Ulu Timur Regency.

Methods

Study Design

This study employed a qualitative approach with a case study design to explore the implementation of the Quality Family Village Program (Kampung Keluarga Berkualitas/Kampung KB) in Kerujon Village, Semendawai Suku III District, East Ogan Komering Ulu Timur Regency in 2025. The qualitative approach was selected because it is appropriate for addressing exploratory research questions, particularly those related to social processes and contextual dynamics that influence the effectiveness of policy implementation at the local level. The case study design enabled an in-depth and contextual understanding of policy implementation phenomena. Edward III's implementation model served as the conceptual framework, focusing on four dimensions—communication,

resources, implementer disposition, and bureaucratic structure. This study aimed to identify how these dimensions interact in the policy implementation process at the village level, while considering relevant social, cultural, and institutional factors.

Participants

The study was conducted from May to June 2025 in Kerujon Village, which was purposively selected based on its status as a Kampung KB with limited development of activity groups (poktan). Informants were categorized into three groups. First, key informants included the Head of the Population and Family Planning Office and the Head of the Counseling and Empowerment Division of the Family Planning Field Workers (PLKB) of East OKU Regency. Second, primary informants consisted of the Head of Kerujon Village, the Coordinator of the Family Planning Counseling Center in Semendawai Suku III District, and Family Planning Field Workers. Third, supporting informants included the Head of the Kerujon Kampung KB, as well as the leaders and members of activity groups such as Bina Keluarga Balita (BKB), Bina Keluarga Remaja (BKR), Bina Keluarga Lansia (BKL), the Youth Information and Counseling Center (PIK-R), and the Family Welfare Improvement Enterprise (UPPKA). Informant selection considered their direct involvement in implementing and coordinating Kampung KB activities and their experience in managing community empowerment programs.

Data Collection

Data were collected using three primary techniques: in-depth interviews, field observations, and document review. Semi-structured interviews were conducted to allow informants to express their perspectives freely and comprehensively regarding program implementation. Interview questions were developed based on the four dimensions of Edward III's model to ensure alignment with the research focus. Field observations were carried out directly on program activities, interactions among implementers, and community participation using a structured observation guide. Document review included the

examination of official documents such as regulations, program reports, meeting minutes, and visual documentation of activities. Data from these three techniques complemented one another, providing a comprehensive understanding of the implementation process of the Kampung KB program in Kerujon Village.

Data Analysis

Data were analyzed using the interactive model of Miles and Huberman, which comprises three stages: data reduction, data display, and conclusion drawing and verification. Data reduction involved selecting relevant information, organizing categories based on Edward III's dimensions, and identifying emerging patterns. Reduced data were then presented in thematic narratives and matrices that illustrated the relationships among findings. Conclusions were drawn inductively through interpretation of field data, considering consistency across sources and the coherence of emerging themes. Verification was conducted by comparing interview results, observations, and documentation to ensure data validity. The analysis process was continuous, beginning from initial data collection and extending through the final report preparation, ensuring that findings accurately reflected empirical realities.

Trustworthiness

To ensure the trustworthiness of the data, the study employed source and methodological triangulation. Source triangulation was conducted by comparing information from key, primary, and supporting informants to assess the consistency and accuracy of the data. Methodological triangulation integrated findings from interviews, observations, and document analysis to strengthen empirical grounding. Member checking was conducted by presenting preliminary findings to informants to validate the accuracy of interpretations. Additionally, the researcher maintained an audit trail by documenting all stages of the research process—from data collection to final analysis—to ensure transparency and accountability. These strategies established the credibility, dependability, confirmability, and transferability of the study's findings.

Ethical Considerations

This study adhered to ethical principles of qualitative research, including informed consent, anonymity, and confidentiality. Prior to data collection, all informants were provided with detailed explanations regarding the aims, benefits, procedures, and their rights, including the right to withdraw without consequences. Voluntary participation was confirmed through signed consent forms. Informant identities were anonymized using coded identifiers to protect personal confidentiality. All collected data were securely stored and used solely for academic purposes. Ethical clearance and official permission were obtained from the East OKU Population and Family Planning Office and the Kerujon Village Government prior to fieldwork implementation.

Results

Information was collected through in-depth interviews with 16 informants, consisting of one Secretary of the Office of Population Control and Family Planning (PPKB) of East OKU Regency (key informant), one Section Head, one Field Coordinator of the Family Planning Counseling Center in Semendawai Suku III District, one Family Planning field worker in Kerujon Village, one Head of Kerujon Village, one Chairperson of the Kerujon Kampung KB, one Chairperson of the BKB (Bina Keluarga Balita) activity group, one Chairperson of the BKR (Bina Keluarga Remaja) activity group, one Chairperson of the BKL (Bina Keluarga Lansia) activity group, one Chairperson of the PIK-R (Pusat Informasi dan Konseling Remaja) activity group, one Chairperson of the UPPKA (Usaha Peningkatan Pendapatan Keluarga Akseptor) activity group, as well as one member each from the BKB, BKR, BKL, PIK-R, and UPPKA activity groups.

This study aimed to explore in depth the implementation of the Quality Family Village Program (Kampung Keluarga Berkualitas/Kampung KB) in Kerujon Village using a qualitative approach. The findings were generated from in-depth interviews with program implementers at the village, sub-district, and district levels, as well as direct observations of program activities. Based on

thematic analysis, four major themes emerged that represent the dynamics of program implementation in the field: (1) Communication in program implementation, (2) Resources supporting program execution, (3) Implementers' disposition or attitudes, and (4) Bureaucratic structure as an institutional support system. Each theme is elaborated into

several subthemes that highlight the diversity of perspectives, experiences, and challenges faced by implementers in carrying out the Kampung KB Program. These findings provide a comprehensive overview of the factors that contribute to both the success and the barriers of the program at the grassroots level.

Table 1. Themes and Subthemes of the Implementation of the Quality Family Village Program

Themes	Sub-themes
Communication in the Implementation of the Quality Family Village Program	<ul style="list-style-type: none"> a. Understanding of the Quality Family Village Program b. Extent to Which the Implementation of the Kampung KB Program Aligns with Its Objectives c. Socialization Conducted to Provide Understanding of the Kampung KB Program d. Barriers and Strategies for Overcoming Communication Challenges Across Levels (District-Subdistrict-Village) e. Support from Cross-Sector Stakeholders for the Kampung KB Program f. Frequency of Socialization Activities Related to the Kampung KB Program g. Barriers and Strategies for Overcoming Challenges in Delivering Information to the Community
Resources in the Implementation of the Quality Family Village Program (Kampung KB)	<ul style="list-style-type: none"> a. Adequacy of Available Resources (Human Resources, Funding, and Facilities) b. Experiences in Managing Resource Limitations During Field Implementation of the Kampung KB Program c. Forms and Implementation of Coaching or Training Provided to Kampung KB Administrators
Disposition (Implementers' Attitude) in the Implementation of the Quality Family Village Program (Kampung KB)	<ul style="list-style-type: none"> a. Commitment to the Kampung KB Program b. Understanding of the Objectives of the Kampung KB Program c. Program Implementation Practices in the Field d. Delivery of Program Services within the Kampung KB Area e. Challenges Faced During the Management of the Kampung KB Program
Bureaucratic Structure in the Implementation of the Quality Family Village Program (Kampung KB)	<ul style="list-style-type: none"> a. Coordination flow among units (village, subdistrict, and PPKB Office) in program implementation b. Role of Bureaucratic Structure in Supporting Smooth Implementation of the Kampung KB Program c. Coordination Procedures Between Agencies in Implementing the Kampung KB Program d. Forms of Regular Monitoring and Evaluation Conducted in the Implementation of the Kampung KB Program e. Routine Meetings and Types of Activities Discussed by Kampung KB Administrators

1. Communication in the Implementation of the Quality Family Village Program (Kampung KB)

Communication serves as a critical determinant of policy implementation, especially in the execution of the Quality Family Village Program (Kampung KB). The effectiveness of the

program depends largely on how information is transmitted across administrative levels and how consistently implementers interpret and carry out program directives. The findings reveal that most implementers possess a general conceptual understanding of Kampung KB as an integrated platform for coordinating family development activities. As one district official stated, *“Kampung KB is meant to coordinate all activities related to family development, so all activity groups are involved.”* Another key informant from the village level echoed this sentiment, noting, *“Kampung KB is where we conduct all family-related activities—BKB, BKR, BKL, PIK-R, and UPPKA—but not all of them are running well.”* These statements indicate that while basic understanding is present, it has not fully translated into comprehensive implementation.

Program execution does not consistently align with its intended objectives because some activity groups remain inactive due to limited resources. A PLKB officer explained, *“If we talk about meeting the objectives, it’s not 100 percent, because many groups are still inactive—only BKB runs routinely.”*

Socialization efforts—conducted through village forums and group meetings—often fail to reach all segments of the community. As the Kampung KB Chair described, *“Only the same people show up; the younger residents rarely attend.”*

Vertical communication across district–subdistrict–village levels is hindered by late information flow and weak formal mechanisms. A village head admitted, *“Sometimes information from the district arrives late, so we often work without clear guidance.”* As a field coordinator added, *“We usually coordinate through a WhatsApp group, but for official technical instructions, we must wait for letters or meetings.”*

Cross-sector support occurs but is inconsistent. A BKB leader shared, *“The health center sometimes helps with socialization, but other sectors like education are not very involved.”* Socialization frequency remains irregular, as explained by the UPPKA Chair: *“We do socialization when there’s a new program or*

during national events, but there is no monthly schedule.”

At the community level, low literacy limits the effectiveness of written materials. A PIK-R leader mentioned, *“Information is posted on the board, but many residents don’t read it or understand it.”* Similarly, a BKL leader added, *“We often deliver information verbally because pamphlets are rarely read.”* These conditions reflect the need for more structured, targeted, and inclusive communication strategies.

2. Resources in the Implementation of the Quality Family Village Program (Kampung KB)

Resources human resources, funding, and infrastructure serve as the foundation of successful Kampung KB implementation. However, the availability of these resources in Kerujon Village remains insufficient. A PLKB officer described the workload imbalance: *“The number of cadres is very limited. One cadre might handle two or three activities at once, so the performance is not optimal.”*

Although the village has a data center and secretariat, key equipment remains unavailable. As noted by the Kampung KB Chair, *“We have a data house and a secretariat, but not all supporting tools are available. When we request from the district, it often takes a long time to arrive.”*

Resource limitations compel implementers to adopt temporary solutions, often relying on community contributions or personal funds. A BKR Chair explained, *“If there is no budget from the village, we contribute our own money so activities can continue.”* An UPPKA cadre shared, *“We once had to postpone an activity because there was no transportation for cadres. We waited until someone could use their personal funds.”*

Training for cadres is also insufficient and unevenly distributed. The BKL Chair stated, *“The last training was two years ago, and only a few of us could join because the quota was limited.”* A PIK-R Chair added, *“Usually only the core administrators attend district trainings; others only learn by listening to stories.”*

Limited and irregular training results in unequal capacity among implementers and weakens program professionalism. These conditions indicate structural resource gaps that hinder sustainable program development.

3. *Disposition (Implementers' Attitude) in the Implementation of the Quality Family Village Program (Kampung KB)*

The disposition or attitude of program implementers strongly influences program outcomes. Despite minimal financial incentives, implementers demonstrate high levels of commitment. The Kampung KB Chair emphasized, *"I joined because I care about the community. Even when there is no honorarium, I continue working."* A BKL cadre expressed a similar view: *"We are used to doing social work; it's not about the money but about helping the community."*

However, understanding of the strategic purpose of Kampung KB varies. A cluster leader shared, *"Kampung KB is simply a place where all family activities are gathered, like BKB, BKL, and UPPKA."* The UPPKA Chair added, *"We know the goal is to improve family welfare, but not all activities can be carried out according to the guidelines."*

Field implementation is heavily influenced by resource availability. A PIK-R leader noted, *"We usually run activities when we have funds or support from the village; otherwise, we adjust."* For larger activities, external funding is necessary. The BKR Chair explained, *"We carry out routine activities, but for major events, we wait for district funding."*

Service delivery is limited due to a shortage of cadres. A BKB cadre explained, *"We conduct home visits, especially for families with toddlers, but we cannot reach everyone."* Meanwhile, the Kampung KB Chair noted, *"For services requiring health professionals, we often have to wait for the health center."*

Implementers face significant obstacles such as minimal guidance, lack of training, and low community engagement. The UPPKA Chair admitted, *"Sometimes we don't even know where to start because training and guidance are rare."*

A Kampung KB working group Chair stated, *"Activities are hard to run when the community isn't enthusiastic, especially when only one or two cadres are active."*

These attitudes reflect the urgency for stronger support systems and sustainable engagement strategies.

4. *Bureaucratic Structure in the Implementation of the Quality Family Village Program (Kampung KB)*

The bureaucratic structure governs coordination, supervision, and decision-making processes, deeply affecting implementation outcomes. Coordination across administrative units often relies on informal communication channels. The Kampung KB Chair noted, *"We coordinate through WhatsApp when there is an urgent activity. For official matters, we wait for letters from the subdistrict or district."*

A district official acknowledged structural delays: *"We send instructions to the subdistrict, and the subdistrict passes them to the village, but sometimes the information arrives late."*

Although bureaucratic structures exist formally, their operational engagement is inconsistent. The village head stated, *"The structure is there, but not all members are active. It's usually the PLKB officers and village officials who are involved."* The subdistrict head added, *"We help when we can, but due to workload, our focus on Kampung KB is limited to certain moments."*

Cross-sector coordination occurs mainly during major events. A Kampung KB working group leader explained, *"Coordination between agencies usually happens only during big activities; the rest of the time each agency works independently."* Health authorities confirmed this, stating, *"There is an annual coordination meeting, but communication outside that is limited."*

Monitoring and evaluation tend to be administrative rather than substantive. A BKL Chair explained, *"We are asked to submit monthly reports, but direct visits from the district are rare."* A PLKB officer added, *"Evaluation happens when there is a big event, such as during Kampung KB competitions."*

Internal meetings among administrators occur irregularly. A PIK-R Chair noted, *“We hold meetings when there is a new program from the subdistrict; outside that, we rarely gather.”* The Kampung KB secretary added, *“We usually discuss who will be responsible for which activity, but not all members can attend.”*

These patterns show that bureaucratic processes require strengthening to ensure coordinated, structured, and continuous program implementation..

Discussion

The implementation of the Quality Family Village Program (Kampung Keluarga Berkualitas/Kampung KB) in Kerujon Village demonstrates a complex dynamic, reflecting both partial achievements and persistent challenges (Lettiyani et al., 2020). The study identified four overarching themes—communication, resources, implementer disposition, and bureaucratic structure (Rahman & Indrawadi, 2019). These themes interact to illustrate how national policy is translated into local practice with its distinctive characteristics (Ripley & Franklin, 1986). Despite efforts to ensure community involvement and program integration, gaps remain in information dissemination, resource support, and inter-institutional coordination (Regina & Candradewini, 2020). While most informants expressed enthusiasm and commitment to program execution, limited capacity and structural support have hindered optimal implementation (Hasriani, 2022). Therefore, it is essential to examine each theme more deeply to understand weaknesses and opportunities for strengthening Kampung KB implementation (Bachtiyar & Wibawani, 2017). Such an approach provides a stronger foundation for improving future implementation strategies (Creswell, 2015).

Communication serves as the foundational element of effective program implementation; however, findings from Kerujon Village reveal that communication pathways have not operated optimally (Putra & Khaidir, 2019). Information about Kampung KB has not been distributed evenly across governmental levels

nor to the community (Khoirun Nisa, 2021). Socialization activities tend to be sporadic and reach only a small portion of intended participants, resulting in low public understanding of program goals and benefits (Anggi Arfianisa et al., 2022). Coordination between village, subdistrict, and district-level institutions is often constrained by differing interpretations and the absence of effective communication media (Regina & Candradewini, 2020). Furthermore, horizontal communication among sectors has yet to develop systematically, limiting opportunities for cross-sectoral collaboration (Sastia Nur Anzhari, 2025). These findings are consistent with Edward III’s policy implementation theory, which identifies communication as a critical determinant of policy execution (Putra & Khaidir, 2019). Thus, more structured, intensive, and participatory communication strategies are required to ensure comprehensive understanding among all stakeholders (Permatasari, 2020).

Resource limitations represent a critical challenge in Kampung KB implementation at the village level (Hasriani, 2022). Informants explained that the shortage of personnel, limited operational funding, and inadequate facilities significantly hinder program continuity (Rahman & Indrawadi, 2019). Although certain activities continue through cadre initiative and voluntary contributions, this arrangement cannot guarantee program sustainability in the long term (Mursito, 2021). Activity groups such as BKB, BKL, and PIK-R operate only when supported by external funds from village or district authorities (Lettiyani et al., 2020). In addition, training for program managers and cadres has not been conducted regularly, resulting in insufficient technical capacity to perform educational and service functions effectively (Lanida et al., 2025). These results reinforce Grindle’s and Edward III’s argument that resources constitute a fundamental dimension of successful policy implementation (Putra & Khaidir, 2019). Therefore, increased resource allocation and continuous capacity-building initiatives are urgently needed to strengthen implementer capacity at the village level (Naila Trisna Sa’adah & Sukmana, 2025).

The disposition or attitude of program implementers reflects strong commitment, despite the absence of adequate incentives (Sundus Pramudhita Subekti & Choiriyah, 2022). Most implementers stated that they carried out their duties based on a sense of social responsibility rather than material motivation (Lettiyani et al., 2020). Their understanding of the program's objectives is generally good, although some still conceptualize Kampung KB merely as an activity hub rather than a strategic family-development initiative (Bachtiyar & Wibawani, 2017). Field activities such as home visits, counseling, and posyandu services are conducted routinely, but the limited number of cadres and facilities restricts service coverage (Rahman & Indrawadi, 2019). Even so, implementers maintain strong participation because they perceive the program as crucial for family well-being in the village (Arri Handayani et al., 2020). This positive disposition represents an important asset that must be nurtured through ongoing supervision, recognition, and deeper involvement in program planning (Lanida et al., 2025). Consequently, implementer-strengthening strategies must incorporate motivational and non-material appreciation components (Hasriani, 2022).

The bureaucratic structure underlying Kampung KB implementation reveals coordination pathways that are not yet fully functional (Rahman & Indrawadi, 2019). In practice, village actors often face difficulties because procedures from higher administrative levels are not disseminated comprehensively (Lettiyani et al., 2020). Coordination among village, subdistrict, and district institutions is hindered by the limited frequency of routine meetings, weak supervision, and the absence of scheduled evaluations (Istifadhillah, 2024). As a result, responsibilities are not clearly distributed, forcing village implementers to adjust activities based on existing resources (Sastia Nur Anzhari, 2025). Furthermore, monitoring and evaluation tend to focus on administrative compliance rather than on the substantive quality of program implementation (Arri Handayani et al., 2020). Previous studies

similarly suggest that overly top-down bureaucratic structures often inhibit local innovation in policy implementation (Ripley & Franklin, 1986). Strengthening participatory monitoring-evaluation mechanisms and improving inter-level SOPs are therefore essential to creating more effective bureaucratic synergy (Permatasari, 2020).

One cross-cutting challenge across all four themes is the limited cross-sectoral integration required for holistic program implementation (Regina & Candradewini, 2020). Ideally, Kampung KB should involve multiple sectors—including health, education, women's empowerment, and economic resilience—but field implementation remains dominated by a sectoral approach led by the Population and Family Planning Office (Lettiyani et al., 2020). The absence of joint coordination forums results in fragmented activities that lack continuity (Prasethyo Darmawan Sumba et al., 2021). Dependence on a single funding source also restricts the implementers' ability to develop innovative activities beyond the annual plan (Nirmala Makuta et al., 2024). These findings align with BKKBN's principle that Kampung KB success depends on strong cross-sectoral synergy and community participation (BKKBN, 2023). Strengthening program integration and expanding collaboration spaces across operational units would enable more coordinated and sustainable implementation (Sekretariat Kabinet Republik Indonesia, 2022).

At the same time, community involvement remains suboptimal, particularly in program planning and evaluation (Sundus Pramudhita Subekti & Choiriyah, 2022). The community tends to function as passive recipients rather than active contributors who help shape program direction (Rahman & Indrawadi, 2019). This passive participation is influenced by limited program understanding, inadequate participatory spaces, and the prevailing top-down approach in defining activities (Nirmala Makuta et al., 2024). Yet community involvement is one of the core principles of Kampung KB, as families are expected to serve as the primary drivers of change (Lettiyani et al., 2020). The lack of active participation constrains the program's ability to meet real

community needs and decreases its relevance to local conditions (Anggi Arfianisa et al., 2022). Therefore, participatory mechanisms must be strengthened from planning to evaluation, supported by community organizing strategies and sustained facilitation (Lanida et al., 2025; Shinta Angellina et al., 2024).

Overall, the findings demonstrate that Kampung KB implementation in Kerujon Village has shown promising efforts but continues to face structural and technical challenges (Rahman & Indrawadi, 2019). Suboptimal communication, limited resources, insufficient systemic support for implementer disposition, and a bureaucratic structure that lacks responsiveness constitute major barriers (Bachtiyar & Wibawani, 2017). Nevertheless, strong implementer commitment and potential community engagement serve as valuable social capital (Sundus Pramudhita Subekti & Choiriyah, 2022). To improve program outcomes, the implementation strategy must be reformulated based on local needs, strengthened inter-level coordination, and supported by sustainable cross-sectoral collaboration (Lettiyani et al., 2020). Moving forward, Kampung KB should be viewed not merely as a technical program but as an integrated platform for holistic family development (BKKBN, 2023). With such an approach, Kampung KB can truly become a strategic instrument for empowering and strengthening family quality at the village level (Sekretariat Kabinet Republik Indonesia, 2022).

Conclusion and Recommendation

The implementation of the Quality Family Village Program (Kampung Keluarga Berkualitas/Kampung KB) in East Ogan Komering Ulu (OKU Timur) Regency has been carried out reasonably well, although it continues to face several structural and technical challenges. Communication across levels of government and with the community has taken place, yet it remains suboptimal in terms of intensity, coverage, and effectiveness. The availability of resources—human resources, funding, and facilities—still needs improvement to ensure the continuity of activities at the grassroots level. Meanwhile, implementers demonstrate strong commitment and a solid understanding of the program's

objectives, which is evident from their active involvement in various community groups. The bureaucratic structure has been clearly and procedurally established, enabling tiered coordination from district offices to village-level actors, although monitoring and evaluation processes require further strengthening, particularly in terms of quality. Overall, the program has yielded positive contributions to family strengthening; however, further efforts are needed to ensure its long-term effectiveness and sustainability. Participatory, collaborative, and locally tailored approaches are essential for enhancing the implementation of the Kampung KB Program.

It is recommended that the program's communication functions be further optimized through strategic and continuous efforts that engage multiple stakeholders, utilize both digital and traditional communication channels, and empower local leaders as community connectors. Strengthening resource capacity through regular training, additional personnel, and adequate facilities also represents a critical step to support program success. In addition, periodic evaluations should be conducted not only administratively but also to assess the quality and relevance of program activities. The existing bureaucratic structure must be fully leveraged to reinforce inter-agency synergy through cross-sector coordination forums. For educational institutions such as the Master of Public Health Program at STIK Bina Husada, the findings of this study can serve as teaching material and curriculum enrichment, particularly in community-based health promotion approaches. This study may also serve as a valuable reference for students wishing to pursue similar research that is contextually grounded and capable of generating meaningful impact on the development of quality families at the local level.

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Declaration on the Use of AI

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