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Implementation of Quality Family Village Program to Enhance Family Welfare in Moya Village, Central Ternate Subdistrict

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Abstract---The research findings and discussions presented a comprehensive analysis of the implementation of the Quality Family Village Program in Moya Village, Central Ternate Subdistrict, Indonesia. The program aimed to enhance family welfare and improve the quality of life at the village level through population programs, family planning, and related sector development. The success of the program was assessed using Edawar III's policy implementation theory, focusing on four key variables: Communication, Resources, Disposition, and Bureaucratic Structure. Communication played a pivotal role in program implementation, with intensive efforts to overcome initial resistance from the community. Various responsible institutions, including the National Population and Family Planning Agency (BKKBN) and the Family Planning Office (OPD-KB), were involved in the program. Assurance of success was linked to effective communication, coordination, and advocacy among cross-sector stakeholders. Resources, including budget allocation, staff involvement, and compliance with regulations, were well-managed, and evaluations were conducted regularly. However, challenges such as irregular budget disbursement and limited community participation persisted. The study highlighted the competence of Family Planning Counselors and their contributions to community development. Despite successes, community engagement remained an area for improvement. In conclusion, the program demonstrated effectiveness through well-managed resources and dedicated staff. Continued advocacy, community involvement, and consistent budget disbursement are essential for further success. Enhancing community participation will be crucial for the program's continued positive impact.

Keywords---communication strategies, community engagement, community welfare, cross-sector collaboration, family planning program, policy implementation, population development, resource allocation.

Introduction

The national development policy direction of the Government for the 2015-2019 period mandated BKKBN to contribute to the success of the Priority Development Agenda (Nawacita), particularly Priority Agenda number 5, "Improving the Quality of Life of the Indonesian People" through Population and Family Planning Development, as well as implementing the National Development Strategy 2015-2019 (Development Dimensions) for Human Development in the Health and Mental/Character Fields (Mental Revolution). The strategic environmental developments and policy directions of the Government for the 2015-2019 period were further elaborated in the National Medium-Term Development Plan (RPJMN) and the Strategic Plan (Renstra) of BKKBN for the Year 2015-2019, with six established Strategic Targets; 1) We are reducing the national average Population Growth Rate

(percent per Year) from 1.38 percent per year in 2015 to 1.21 percent in 2019. 2) We are reducing the Total Fertility Rate (TFR) per reproductive-aged woman from 2.37 in 2015 to 2.28 in 2019. 3) We are increasing the Contraceptive Prevalence Rate (CPR) for all methods from 65.2 percent to 66 percent. 4) We are reducing the unmet need for family planning from 10.6 percent of couples of reproductive age (percent) in 2015 to 9.91 percent in 2019. 5) Reducing the Age-Specific Fertility Rate (ASFR) from 46 (in 2015) to 38 per 1,000 women aged 15-19 years by 2019. 6) Decreasing the percentage of unintended pregnancies among Women of Reproductive Age from 7.1 percent in 2015 to 6.6 percent in 2019.

To strengthen the KKBPK (Population and Family Planning Development Program) for 2015-2019, the President of the Republic of Indonesia mandated BKKBN to develop activities/programs that can strengthen the efforts to achieve the targets/goals of Population and Family Planning Development in 2015-2019. It should be iconic for BKKBN and benefit Indonesian society at all levels. In this regard, it was agreed that BKKBN should promptly establish a quality family Village in Moya Village, Central Ternate Subdistrict (BKKBN, 2016; BKKBN, 2017; BPS, 2017).

Family Planning is a territorial unit at the Community Unit level, sub-district, or equivalent, with specific criteria. It integrates population programs, family planning, family development, and related sector development, implemented systematically and systematically. Family Planning is planned, implemented, and evaluated by and for the community. The Government, local Government, non-governmental organizations, and the private sector play a role in facilitating, assisting, and coaching (Winarno, 2007; Hardiyansyah & Si, 2018).

The Family Planning aims to improve the community's quality of life at the village or equivalent level through population programs, family planning, family development, and related sector development to create high-quality small families. Furthermore, it was determined that Moya Village, located in Central Ternate Subdistrict, Ternate City, would be the location for Family Planning. This village covers an area of 0.22 square kilometers, situated 5.720 kilometers from the center of Ternate City, and consists of residential areas and swidden agricultural land directly adjacent to Mount Gamalama. The residents of Moya Village include families classified as Pre-Prosperous I above average, Pre-Prosperous Families, and Prosperous I Families at the village level.

Table 1.1
Family Stages Data Table

Family Stages	Amount
Pre-S Family	1
S I Family	60
Family S II	169
Total	130

Source of PBDKI Data: 2020

To address this issue, it is necessary to involve field officers, the Government, and stakeholders to ensure the success of existing programs in Family Planning in improving family welfare in Indonesia. However, the synergy between field officers (PLKB) and various sectors is yet to be optimal, and there is a lack of socialization across sectors and among the community, resulting in limited support from the Government, cross-sectors, and community participation. Based on the above description, the main problem in this research is the suboptimal implementation of the Family Planning program in enhancing family welfare in Moya Village, which means that the community in Moya Village has not fully realized the benefits of the program in Family Planning (Arifin, 2010; Mardiyono, 2017).

Research Method

The type of research used in this study is descriptive research with a qualitative approach. This type of research, based on the opinions of Bogdan and Taylor as cited in Moleong (2013), aims to describe events or phenomena based on what is happening in the field, where the resulting data consists of written or oral words from individuals and observable behaviors. The collected data include words from interviews, pictures, field notes, photographs, and personal documents. In other words, the descriptive method portrays a phenomenon through words and images. The researcher uses this method to describe and gain a comprehensive and in-depth understanding of implementing the Family Planning program in improving family welfare in Moya Village, South Ternate District, Ternate City, North Maluku Province (Dwiyanto, 2021; Bachtiyar & Wibawani, 2017).

Result and Discussion

Implementation of the Quality Family Village Program to Enhance Family Welfare in Moya Village: In the national development policy direction of the Government for the 2015-2019 period, BKKBN was mandated to contribute to the success of the Priority Development Agenda (Nawacita), especially Priority Agenda number 5, "Improving the Quality of Life of the Indonesian People" through Population and Family Planning Development, as well as implementing the National Development Strategy 2015-2019 (Development Dimensions) for Human Development in the Health and Mental/Character Fields (Mental Revolution). To strengthen the KKBPK (Population and Family Planning Development Program) for 2015-2019, the President of the Republic of Indonesia mandated BKKBN to develop activities/programs that can strengthen the efforts to achieve the targets/goals of Population and Family Planning Development in 2015-2019. It should be iconic for BKKBN and benefit Indonesian society at all levels. In this regard, it was agreed that BKKBN should promptly establish a Family Planning Village in Moya Village, Central Ternate Subdistrict. The objective of establishing the Family Planning is to improve the community's quality of life at the village or equivalent level through population programs, family planning, family development, and related sector development to create high-quality small families. Based on the explanations above, successfully implementing the Family Planning Program becomes one of the efforts to improve Family Welfare, especially in Moya Village. To measure the success of the Implementation Program, the researcher refers to the policy implementation theory according to Edawar III as cited in [Agustino \(2008\)](#), which states that four variables significantly determine the success of policy implementation, namely Communication, Resources, Disposition, and Bureaucratic Structure. These variables can be depicted based on the research results as follows:

Communication

Communication plays a crucial role in successfully implementing a program or policy. Two informants were interviewed during an interview conducted on Monday, April 11, 2022, at the Family Planning and Population Control Office of Ternate City, located at Batu Angus Street, Dufa-Dufa Village, Central Ternate District, Ternate City. The first informant was Fathiyah Suma, a Civil Servant holding the position of Head of the Family Planning and Population Control Office of Ternate City. The second informant was Nia Yurmiana, the Family Planning Counsellor and Family Planning Facilitator at Gam Marasai ([Zultha, 2017; Pasolong, 2011](#)).

During the interview, the researcher asked when the Family Planning program was implemented in Moya Village and what criteria were met to select Moya as a Family Planning. Fathiyah Suma responded, "Moya Village was designated as a Family Planning on August 14, 2017, because Moya Village met the criteria for the establishment of a Family Planning, which are as follows: 1) General criteria: the number of low-income families above the average level of the village where the village is located, and the number of family planning participants is still low at the village level. 2) Area criteria: Poor areas (including urban poverty), tourist areas, and areas with high population density."

The researcher then asked the Family Planning Counsellor, who also serves as the Family Planning Facilitator, about the initial communication that led to establishing the Family Planning program in Moya Village. Nia Yurmiana replied, "Initially, there was a lot of resistance from the community regarding this program, so intensive communication was conducted with community leaders, both formal and informal, in Moya Village. Eventually, the program was accepted and welcomed by the community."

Next, the researcher inquired about the objectives of establishing the Family Planning and the responsible institutions for the Family Planning program. Fathiyah Suma explained, "The Family Planning was established with several objectives, including the general objective of improving the quality of life at the village or equivalent level through Family Development, Population, and Family Planning Programs, as well as related sector development, to achieve high-quality small families. The specific objectives include enhancing the role of the Government, local Government, non-governmental organizations, and the private sector in facilitating, providing guidance, and mentoring to the community to actively participate in improving the quality of life."

Furthermore, Fathiyah Suma mentioned that the responsible institutions for the Family Planning program are the National Population and Family Planning Agency (BKKBN) at the central and provincial levels. In contrast, at the district/city level, it is the Family Planning Office (OPD-KB). This is following the President of the Republic of Indonesia's mandate to BKKBN to develop activities/programs that can strengthen efforts to achieve the targets/goals of Family Development, Population Control, and Family Planning Development. These activities serve as icons of BKKBN and directly benefit Indonesian society at all levels. The Family Planning is one of the strategic innovations for comprehensively implementing the *Bangga Kencana* Program's priority activities at the grassroots level ([Setiawati, 2017; Yani et al., 1995; Wahab, 2021](#)).

In line with the above explanations, the Family Planning Counsellor also stated that the goal of the Family Planning program is to improve family welfare and the community's quality of life. Furthermore, the researcher inquired about the assurance that the Family Planning can improve family welfare and how communication transmission is built to ensure the smooth operation of the Family Planning program. Fathiyah Suma responded, "There is assurance if communication transmission is built through coordination between the task force officials, Family Planning managers, and the managing government agency."

Responding to the same question, the Family Planning Counselor stated, "There is assurance if all relevant cross-sector entities play a role in enhancing resources in Family Planning. For communication transmission, the Family Planning task force should advocate more with cross-sector stakeholders, especially policymakers, and actively inform the community about Family Planning." The researcher also inquired about the stages of implementing the Family Planning program, from regulations to implementation, and the number of villages targeted by the Family Planning program. Fathiyah Suma explained, "It begins with the issuance of the Decree for the Family Planning task force and the Mayor's Decree on the determination of the location of the implementation of the Family Planning at the sub-district and village levels, along with coordination at the grassroots level. There are a total of 8 Family Planning distributed in each sub-district within Ternate City."

The researcher also asked about the collaboration model and synergy among institutions and which institutions are involved. Fathiyah Suma replied, "Involvement in monitoring and evaluation activities and workshops includes all relevant institutions, such as the Health and Agriculture Department." In this interview, the researcher also inquired about any challenges in communication with related institutions and the solutions in case of differences of opinion in implementing the Family Planning program. Fathiyah Suma responded, "There are several challenges, such as harmonizing programs across sectors, but this can be overcome through meetings and coordination with cross-sector entities." The next question posed by the researcher was whether there is an agreement on consistency in implementing the Family Planning program and the consequences if there is inconsistency. Fathiyah Suma answered, "There is an agreement on consistency through cooperation and collaboration in implementing activities. So far, there have been no consequences."

Furthermore, the researcher asked about the role of the Family Planning program stakeholders and the forms of accountability to be undertaken. Fathiyah Suma stated, "Everything is carried out according to the guidelines and manuals." The Family Planning Counselor answered the same question: "Accountability should be consistent and guided by principles and targets to make the Family Planning program successful." Additionally, the researcher conducted interviews with Sahrain Sangadji, the Chair of the Family Planning Task Force in Gam Marasai Village, Moya, Central Ternate District, and Nurlela Hafel, the Chair of RT 004 in Family Planning Gam Marasai Village, Moya. The first question posed to Sahrain Sangadji was about his knowledge of the Family Planning program itself. He responded, "The Family Planning is a government program implemented by BKKBN to improve community welfare. This program has been in place since 2017 in Moya Village. Initially, it was called the Family Planning, but it has now been renamed the Family Planning."

The next question from the researcher was whether there was any government-sponsored socialization about the Family Planning. He answered, "There has been socialization by the Ternate City Population Control and Family Planning Office, as well as by Family Planning Counselors through the Family Planning task force meetings." In line with the Family Planning Task Force Chair, Nurlela Hafel also answered, "There was socialization conducted during the formation and Family Planning task force meetings." Furthermore, the researcher asked whether the Family Planning program effectively improves family welfare in Moya Village. Sahrain Sangadji responded, "The Family Planning is a fairly effective program in improving family welfare if everything can run as it should with maximum support from all responsible institutions involved in building the Family Planning." Nurlela Hafel also responded to the same question from the researcher, saying, "The Family Planning program is good because it facilitates the community in developing natural resources, such as agricultural utilization, and pays attention to family health."

The researcher asked about the types of Family Planning programs known and the impacts felt. Sahrain Sangadji replied, "The Family Planning task force activities include religious section activities, such as Fardu Kifayah and the establishment of Dashat gardens in Moya Village. Additionally, there is mentoring for Group Activities (Poktan) and free family planning services. This impacts human resource development in the community through the development of Poktan tribina." The next question concerns ongoing communication or coordination between the community and relevant institutions. Nurlela Hafel responded, "Ongoing communication is carried out through Poktan meetings, Family Planning task force meetings, and other Dasawisma activities." Answering the same question, Sahrain Sangadji stated, "Ongoing communication is also conducted through regular Family Planning task force meetings and workshops with cross-sector entities."

The researcher's next question was about suggestions from the Chair of the Family Planning Task Force to ensure the program's success in the future. He answered, "There must be continuous mentoring from program facilitators and other cross-sector entities to ensure the program runs smoothly." Nurlela Hafel answered the same question: "For the Family Planning program to succeed, all components involved in the program must be more active to achieve all the goals." From these interviews, it is evident that conceptually, both the responsible institutions, the Family Planning facilitator, and the community, represented by the Chair of the Family Planning Task Force and the Chair of RT 004, have a good understanding of the objectives of establishing the Family Planning. However, the program's implementation has yet to be optimal because the success of the Family Planning program is also highly dependent on cross-sector involvement. Still, only a few cross-sector entities, such as the Department of Agriculture and the Department of Health, are currently involved. Communication media are available in the form of meetings and workshops with cross-sector entities, but these have not yet run optimally because not all cross-sector entities are involved in these meetings. Based on the observation results in this interview, some community members perceive that the Family Planning is the responsibility of the Family Planning Office as the program initiator. However, this program is a shared responsibility, including community participation in developing work programs or community work plans, which will be used for coordination and advocacy to obtain support from relevant cross-sector entities.

Therefore, based on the analysis of the researcher's observations and interviews with the informants, it can be concluded that there is still a need for communication through coordination and advocacy with stakeholders to build commitment to implementing the Family Planning program, with the ultimate goal of improving family welfare.

Resources

Resources are a crucial factor for effective program implementation. Without resources, programs and policies remain mere documents. In the subsequent interviews, the researcher asked Fathiyah Suma, the Head of the Population and Family Planning Control Agency in Ternate city, about specific guidelines and training regarding handling and implementing the Family Planning program. She responded, "There are guidelines and management guidelines for Family Planning issued by the National Population and Family Planning Board (BKKBN) Central Office. There are also technical training sessions specifically for Family Planning Counselors who serve as Family Planning facilitators and for the Family Planning task force officials conducted at the provincial and Ternate city levels." In line with this, the Family Planning Counselor, who serves as the facilitator of Family Planning, also confirmed, "Yes, there is a guidebook for managing the Family Planning program that serves as a reference for implementing activities in Family Planning. As facilitators and members of the Family Planning task force, we have also undergone specific training, and we share the knowledge gained from these trainings with other task force members through task force meetings."

Staff Involvement

Regarding staff involvement in the implementation of the Family Planning program in village Moya, Fathiyah Suma, M.Kes, explained, "All divisions responsible for the Family Development, Population, and Family Planning Program within the Family Planning and KB Office (OPD KB) are involved in the program's implementation. However, the technical field activities are carried out by Family Planning Counselors who serve as facilitators for Family Planning. Their roles include socialization, coordination, monitoring, and evaluation. They subsequently report the results of these activities to the Head of OPD KB, who is responsible for the program and conducts quarterly evaluation meetings at the OPD KB."

Budget

The budget for Family Planning activities varies each Year depending on the annual allocation from the national budget (APBN), ranging from 60 to 80 million per Year. This budget is sourced from the APBN through the Non-Physical DAK (Special et al.). The budget is disbursed through regional accounts and is managed by the OPD KB. It covers expenses related to meeting logistics and participant allowances.

Compliance with Regulations

All program directives are consistently followed based on guidelines, manuals, and regulations issued by BKKBN. These include the Regulation of the Head of BKKBN RI No. 02/2022 on the use of the Special Allocation Fund for

the Family Planning Sub-Sector and the Decree of the Head of BKKBN RI No. 13/2022 on Technical Guidelines for the Use of the Family Planning Operational Assistance Fund in 2022.

Evaluation

Program evaluation is conducted every three months at the OPD KB. The evaluation includes presenting the Community Activity Plan that has been prepared, the results of routine meetings with the Family Planning task force, and other cross-sectoral meetings. Additionally, routine activities and innovations within the Family Planning are evaluated.

Challenges

Challenges include irregular budget disbursement, which can hinder program discussions and the involvement of partners and the community.

Resource Sharing

Resource sharing is actively practiced, and there is cooperation among field staff members. For instance, agricultural extension officers enhance productivity within Family Planning, while Family Planning Counselors help with marketing. Additionally, women's groups receive sewing and flower arrangement training, contributing to family income.

Perceived Success and Importance

Stakeholders perceive the Family Planning program as successful, attributing this success to the dedication of staff and their coordinated efforts. The program is considered highly important as it aims to improve family welfare and is integral to community development. In conclusion, the Family Planning program has been effectively implemented with well-managed resources, competent staff, compliance with regulations, and regular evaluations. Challenges related to budget disbursement and community participation remain. The program's success is attributed to staff dedication and coordinated efforts. Continued advocacy, community engagement, and timely budget disbursement are crucial for further enhancing the program's impact. The researcher further inquired with Family Planning Counselor Nia Yurmiana, who serves as the facilitator for Family Planning, about obstacles or challenges in implementing the Family Planning program. She explained, "Common challenges and obstacles include irregular disbursement of funds, which hampers the follow-up process for program discussions. Additionally, there is a lack of involvement from working partners and community participation."

The researcher sought clarification regarding the distribution of responsibilities among field staff in implementing the Family Planning program. Nia Yurmiana elaborated, "We engage in collaborative work among field staff, all working together under the leadership of the Family Planning Counseling Center Coordinator. The Coordinator also assists in program implementation, monitoring, and evaluation. These activities are discussed during staff meetings at the beginning of each month." The researcher then inquired with Fathiyah Suma about the budget allocation method for Family Planning activities and the accuracy of targeting the budget. She explained, "The management of the Family Planning budget follows a centralized approach, where the funds are disbursed through the financial department of the city Ternate Family Planning and KB Office (OPD KB). The implementation and distribution are handled by the implementation team, working in collaboration with Family Planning Counselors who serve as facilitators for Family Planning. There is no jealousy or competition among facilitators and managers of Family Planning because all Family Planning receive an equal budget allocation regarding program menu and activity volume. The community does not directly manage these funds; they are the target beneficiaries of the activities outlined in the guidelines."

The researcher also conducted interviews related to resource indicators with Sahrain Sangadji, the Head of the Family Planning Task Force, and Ibu Nurlela Hafel, who serves as the Chair of Rt 04 in village Moya. When asked about their opinions regarding the presence and competence of Family Planning Counselors as Family Planning facilitators, Sahrain Sangadji responded, "The Family Planning Counselors who serve as Family Planning facilitators in Gam Marasai, village Moya, are highly competent, both in terms of program knowledge and their ability to interact with the community." Answering the same question, Ibu Nurlela Hafel stated, "The Family Planning

Counselors are very competent and are always involved in community activities in village Moya. They also assist in promoting the agricultural products of women's farming groups within Family Planning."

The researcher then inquired about their satisfaction with the services provided by Family Planning Counselors and other field staff in implementing the Family Planning program and the importance of the program in the community. The Head of the Family Planning Task Force responded, "I am quite satisfied with the services provided by the staff, including the Family Planning Counselors, community midwives, agricultural extension officers, and other field workers involved in program implementation. This satisfaction is due to their intense coordination, both personally and during task force and community-level meetings. Regarding the importance of the Family Planning program, I believe it is highly significant because it aims to improve the well-being of families."

The researcher also inquired about the mentoring methods employed by staff to ensure the productivity of the Family Planning task force and the specific skills gained through this mentoring. Nurlela Hafel explained, "As an example, in the case of mentoring women's farming groups within Family Planning, the agricultural extension officers provide guidance and bring in individuals with specialized agricultural expertise to train and enhance understanding in agricultural productivity. The Family Planning Counselors also assist with marketing. Additionally, through Family Planning, several women's groups have received sewing and flower arrangement training, which helps boost family income."

The final question posed by the researcher to the Head of the Family Planning Task Force was whether the Family Planning program is running successfully and if there are any suggestions for improvement for the staff and overseeing agencies to enhance service delivery. He responded, "The program is running fairly successfully because several activities have already been implemented, such as fardhu kifayah practice and mentoring for Portal 4 farming groups. As for suggestions, I believe that staff or personnel should establish closer connections with the community, getting to know them better and fostering strong collaborations."

These interview findings were supported by the researcher's observations during discussions with the Family Planning Counselor concerning program comprehension and knowledge of the working area's potential within Family Planning Gam Marasai. The Family Planning Counselor adeptly answered all the researcher's questions regarding the program and provided supporting data. Furthermore, they easily coordinated with the Village Chief, Chair of the Task Force, and Community Leaders to facilitate the research process.

Consequently, the researcher can conclude that the resource indicators in Family Planning Gam Marasai are well established in supporting the Family Planning program's goal of improving family well-being. This is evident from the competence of the staff, the understanding of task force members and community leaders about the program, and the successful implementation of several activities. However, one notable issue is the relatively low level of community participation. Enhanced community involvement is a critical factor for the success of the Family Planning program, as it thrives when the program is genuinely perceived and embraced as a community necessity.

Disposition

Disposition, or the attitude of policy implementers, is a crucial factor in public policy implementation. The researcher then conducted interviews to explore the Disposition indicator in implementing the Family Planning program. Interviews were conducted with the Head of the Population Control and Family Planning Office in Ternate city and the Family Planning Counselor serving as the facilitator for Family Planning in Gam Marasai, Moya Village, Central Ternate City District. When asked about the government agencies involved in the implementation of the program in Family Planning, they responded: "Based on the Mayor of Ternate's Decree No. 190/II.13/KT/2018 regarding local government agencies and working partners in implementing activities in Family Planning, 17 local government agencies (OPDs) and eight working partners are involved. These include the Regional Development Planning Agency (Bappeda) of Ternate city, the Inspectorate of Ternate city, the Central Statistics Agency Ternate city, the Health Office of Ternate city, the Population and Civil Registration Office of Ternate city, and other relevant agencies."

Responding to the same question, the Family Planning Counselor explained: "In line with the Mayor's Decree, 17 OPDs and eight working partners are supposed to be involved in implementing the Family Planning program. However, as of now, only a few OPDs, such as the Health Office, the Agriculture Office, the Sub-District Religious Affairs Office (KUA Kecamatan), and the National Narcotics Agency (BNNP) of North Maluku, have been actively participating in the development of Family Planning. Other agencies have not been directly involved in developing Family Planning"

Following up on these statements, the researcher asked about the attitudes of the respective agencies and whether there was any overlap or redundancy in their programs. The Family Planning Counselor responded: "There is still some sectoral ego in the field, where certain agencies feel that they have no vested interest or are indifferent when

invited to local work meetings. This may be due to a need for more understanding and the perception that Family Planning belongs to the National Family Planning and Population Board (BKKBN) rather than the community. In reality, there is no overlapping of tasks or responsibilities since each agency carries out its role and functions as per its respective mandate. The implementation is divided into eight sections within the Family Planning organizational structure" (Marcus et al., 2000; Liu et al., 2011).

The next question was directed to Fathiyah Suma who is responsible for the program, regarding how she addresses the challenges related to the attitudes of various agencies. She responded: "We aim to improve coordination and communication, providing more information about the objectives of the Family Planning program." The researcher also asked about the awareness of staff regarding their roles and responsibilities in implementing the Family Planning program and the effectiveness of involving various agencies in Family Planning activities. Fathiyah Suma stated: "Regarding roles and responsibilities, the staff, including Family Planning Counselors and personnel from other agencies, understand their roles and responsibilities well. This can be seen in the successful implementation of activities by each agency in the field. However, the activities and reporting still need to be fully integrated. They tend to carry out their functions independently without coordinating with the Family Planning task force to plan and implement activities in the field. The involvement of multiple agencies could be highly effective if all activities are integrated and aligned with the activities identified through mapping and the Community Activity Plan developed through meetings in Family Planning."

Finally, the researcher asked for recommendations to ensure the Family Planning program runs optimally and for an overview of the program's success in village Moya Fathiyah Suma responded: "To ensure the program runs optimally, innovative programs should be developed, and leading sectors should be involved to support the program's implementation. Family Planning success overview is reflected in the classification of Family Planning. Family Planning Gam Marasai in village Moya has reached the highest classification level, indicating its high performance based on activities and available data." The responses suggest that the Family Planning program has made significant progress in resources and disposition. However, there is room for further integration and collaboration among government agencies and stakeholders to maximize its impact on improving family well-being (Bernardo et al., 2012; Sapienza et al., 2007).

From the interviews, things are progressing reasonably well regarding the Disposition indicator. This is evident from the fact that the implementation of the Family Planning Program has been strengthened by regulations in the form of the Mayor's Decree regarding the involvement of cross-sectoral and working partner participation in Family Planning activities. However, several agencies still need to be made aware of the progress of the Family Planning program at the grassroots level. This ultimately affects the achievement of the Family Planning program's goals. Despite the administrative classification of Family Planning Gam Marasai being at the highest level, the statements from the Family Planning Counselor regarding the field conditions indicate that there is still sectoral egoism in implementing activities at the grassroots level (Frame, 2001; Castro-Kemp & Samuels, 2022).

Bureaucratic Structure

The organizational structure responsible for policy implementation significantly influences policy implementation. A critical aspect of any organization's structure is the presence of Standard Operating Procedures (SOPs). Regarding the bureaucratic structure indicator, the researcher posed several questions during the interview with the Head of the Population Control and Family Planning Office in Ternate city. It was stated that the Family Planning program aims to improve the well-being of families, especially in village Moya, Central Ternate City District. The questions revolved around the supervision model used by various agencies involved in Family Planning, whether there are SOPs in the Supervision of the program, and how they are applied in the field (Guida et al., 1999; Ramchandani et al., 2005).

The Head of the Population Control and Family Planning Office responded, "Supervision is carried out only during the quarterly evaluation meetings held at the Population and Family Planning Office, where the Family Planning Counselor, who serves as the facilitator for Family Planning, presents the activity plan and completed activities. As for SOPs, there are currently no SOPs specifically for supervising the Family Planning Program, especially regarding the involvement of cross-sectoral actors in program implementation."

The final question related to overcoming sectoral egoism in the implementation of the Family Planning program, how to address it, and any recommendations from the Head of the Population Control and Family Planning Office, who is responsible for the Family Planning program, to ensure its effectiveness and success. The response was, "Sectoral egoism in program implementation still exists, but I believe it can be overcome through coordination, effective communication, and collaboration in program implementation, with the ultimate goal being the

community's welfare. My recommendation is to set aside sectoral egos and return to the shared goal of the Government for the community, where the community directly enjoys the result through improved family well-being."

The interviews depict the state of the bureaucratic structure in implementing the Family Planning program. In terms of the bureaucratic structure indicator, things are not progressing well. This is due to the absence of SOPs, which are essential for supervising the involvement of cross-sectoral actors in achieving the program's goals and evaluating the program's progress (Dolan, 2000; Fiedrich et al., 2000).

Conclusion

Based on the research findings, interviews, and documents obtained, the researcher has drawn several conclusions regarding the implementation of the Family Planning Program in village Moya (Family Planning Gam Marasai) as an effort to improve community well-being. Based on interviews with various informants, including relevant government agencies involved in establishing the Family Planning and residents of village Moya, it is evident that information about the Family Planning Program has been effectively communicated and accepted by the community. This is reflected in the numerous activities carried out during the existence of the Family Planning, and residents are aware of the program's goals to improve their quality of life. The information is apparent due to the directives from President Jokowi, the Nawacita Agenda, and local regulations related to establishing the Family Planning. The consistency of information delivery is also evident. This conclusion is based on several research findings obtained through document analysis, observations, and interviews regarding various indicators:

1. *Communication*: There is still a need for communication through coordination and advocacy with stakeholders to build commitment to implementing the program in the Family Planning, ensuring the program's goals of improving family well-being are achieved.
2. *Resource*: In Family Planning Gam Marasai, resources are well-utilized to support the Family Planning program in improving family well-being. This is evident in the competence of the staff and the understanding of the members of the Family Planning working group and community leaders regarding the program. It is also reflected in the various activities that have been implemented. However, a significant challenge is still related to community participation, which is crucial for the program's success. The program needs to be perceived and recognized as essential by the community.
3. *Disposition*: The disposition indicator has progressed reasonably well. The program implementation has been strengthened by regulations such as the Mayor's Decree concerning the involvement of various sectors and working partners in Family Planning activities. However, some government agencies still need to be made aware of the program's progress at the grassroots level, resulting in challenges in achieving the Family Planning program's goals.

Recommendations Based on the conclusions drawn, the researcher offers the following recommendations:

1. The Population Control and Family Planning Office in Ternate city should continue advocacy efforts to involve cross-sectoral partners and working partners to improve community well-being in Family Planning through their respective agency programs.
2. The Population Control and Family Planning Counselors (PLKB) should keep abreast of the latest information regarding the progress of the Family Planning in village Moya so that progress can be quickly identified, allowing for interventions by various sectors to support the work programs developed by the Family Planning working group.
3. The Family Planning working group should be able to present valid data and the progress of the Family Planning with the optimization of Population Data Houses to serve as a reference for program implementation in the field.
4. To facilitate the monitoring and evaluation process related to the implementation of the Family Planning program and the support of cross-sectoral partners, the development of SOPs for program supervision is necessary, along with the creation of a supervision model involving various agencies involved in the development of Family Planning.
5. The Family Planning Program is part of the Nawacita mandate to improve the quality of life for communities. It is hoped that there will be strong support from all parties in terms of budget and policy.

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