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Assessing the effectiveness of the Kampung Keluarga Berkualitas program management in Banjarbaru

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ABSTRACT

Based on the disparities in the implementation of activities in Quality Family Village (Kampung KB) in each region, this study aims to analyze the effectiveness of the Kampung KB program in Banjarbaru City using a qualitative descriptive approach and comparative methodology. The object of this study is the effectiveness in the management of the Quality Family Village program, while the subject of this study is the manager responsible for the management of the Kampung KB. The results of the study reveal several factors that hinder the implementation of the Kampung KB program, thereby impacting its effectiveness. The KB Village in Guntung Manggis is one of the best Kampung KB, with all Working Groups (POKJA) actively providing guidance. This is despite limited funds and the managers' approach to the community. However, the managers have prioritized activities to ensure they remain effective and have a positive impact on the community, build bonds, and record and listen to the community's complaints and needs in terms of guidance. Meanwhile, Kampung KB Sungai Tiung is still trying to make its activities more effective by minimizing obstacles, particularly the lack of coordination between stakeholders in managing Kampung KB. Furthermore, weak community participation in Kampung KB activities remains an issue that continues to be discussed between managers and the community in an effort to improve the effectiveness of Kampung KB.

Keywords: community empowerment; community participation; POKJA.

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RESEARCH & PUBLISHING



1. INTRODUCTION

In a few years, the Indonesian Government, through the *Bangga Kencana* (Program for Family Development, Population, and Family Planning) program, has emphasized the importance of establishing *Kampung Keluarga Berkualitas* (Kampung KB) as a family-based development strategy. Since the change in nomenclature from *Kampung KB* to *Kampung Keluarga Berkualitas* in 2020 ([Kementerian Dalam Negeri Republik Indonesia, 2020](#)), there has been an increase in the number of *Kampung KB* nationwide, reaching 68,510 villages in 2023 ([BKKN, 2025c](#)). However, the effectiveness of its implementation still faces regional disparities.

Often, the implementation of national programs in the regions focuses overly on formal rules, while important factors such as the role of local institutions, collaboration between stakeholders, and the socio-economic and political conditions of the region are neglected ([Hill & Hupe, 2014](#); [O’Toole Jr. & Meier, 2004](#); [Pressman & Wildavsky, 1984](#)). As a result, the effectiveness of the program varies, depending on cross-sector coordination. This also happens in community empowerment program such as *Quality Family Village* (*Kampung KB - Kampung Keluarga Berkualitas*). The effectiveness of this program is not only determined by formal policies, but also by the quality of collaboration among local authorities, the private sector, and the community in decision-making ([Ansell & Gash, 2008](#); [Emerson et al., 2012](#)). Meanwhile, regions with weak cross-sectoral integration will result in fragmented and merely symbolic programs. Meanwhile, regions with weak cross-sectoral integration will result in fragmented and merely symbolic programs. Meanwhile, regions with weak cross-sectoral integration will result in fragmented and merely symbolic programs.

In Banjarbaru City, there are at least 20 *Kampung Keluarga Berkualitas* (*Kampung KB*) spread across five subdistricts. This number demonstrates Banjarbaru City's commitment to community development, particularly family-based community development. However, the spread of *Kampung KB* across sub-districts and administrative villages in Banjarbaru City does not automatically guarantee uniform program performance and effectiveness. [Table 1](#) presents the distribution of *Kampung KB* in Banjarbaru. However, this spatial coverage does not show significant variations in management capacity and governance conditions by local governments (see [Table 1](#)).

Table 1. Numbers of Kampung Keluarga Berkualitas in Banjarbaru City

No.	Sub-district	Administrative Village
1	LiangAnggang	North Landasan Ulin Central Landasan Ulin South Landasan Ulin West Landasan Ulin
2	Landasan Ulin	Syamsudin Noor East Landasan Ulin Guntung Payung Guntung Manggis
3	North Banjarbaru	Sungai Ulin North Loktabat Mantaos Komet
4	South Banjarbaru	Sungai besar North Loktabat Kemuning Guntung Paikat
5	Cempaka	Palam Cempaka Bangkal Sungai Tiung
Total		20

Source: ([BKKN, 2025c](#))

Although there is a rapidly growing body of local and global literature on collaborative governance and participatory development, empirical studies on Kampung KB in Indonesia are still largely descriptive and focus on a single location. Previous studies emphasize administrative output, socialization, or target achievement, which are less relevant when applied to other locations, even within the same region or city. Previous studies are considered insufficient in exploring how differences in local governance capacity and cross-sector coordination result in the uneven effectiveness of Kampung KB programs within the same city. This represents a critical gap, as variations within the same policy and institutional environment provide a stronger basis for explaining why some Kampung KB programs perform better than others.

Studies on the effectiveness of the Kampung KB program can be categorized into three main themes. First, there are studies that assess the implementation of the program in improving family welfare, particularly through the accuracy of program targeting, socialization activities, and achievement of program objectives (Radeswari, 2021). Second, studies that evaluate program interventions in improving community knowledge and participation, particularly in relation to reproductive health, economic empowerment, and family development (Juliarta, 2022; Pratama, 2022). The last theme consists of studies that identify factors hindering the implementation of Kampung KB, such as weak stakeholder coordination, low community understanding, and limited facilities (Fahmi, 2025). Although these studies provide important information, most of them only examine a single location and have not conducted comparative analyses within the same administrative area to capture variations in management, strategies, and constraints more comprehensively.

For instance, a previous study identified a lack of community participation as the main obstacle to the effectiveness of the Kampung KB program in Pulau Aro Village (Radeswari, 2021). Juliarta (2022) found that the implementation of the Kampung KB program in Rejasa Village was ineffective because of weak coordination and the lack of facilities. This is in accordance with Pratama (2022), whom mentioned that the effectiveness of the Kampung KB program is also influenced by local government support and the availability of infrastructure. Additional studies noted low community knowledge and participation as obstacles to increasing the percentage of family planning program achievement (Ibikunle, et al., 2024; Silumbwe, et al., 2018), while Fahmi (2025) highlighted weak awareness community awareness of long-term contraceptive methods as a major obstacle. Although these studies are important, the lack of a comparative analysis between villages in the same city remains a significant gap.

This study addresses this gap by comparing the effectiveness of Kampung KB management between the Administrative Villages of Guntung Manggis and Sungai Tiung in Banjarbaru City. This study is based on two theoretical frameworks. First, the human-oriented development model (Kartono & Nurcholis, 2016), which emphasises that community development must prioritise improving quality of life rather than merely achieving formal indicators. Second, Steers (1985) theory of organizational effectiveness highlights three dimensions: goal attainment, integration, and adaptation. These two theoretical frameworks are combined with the Kampung KB success indicators established by the National Population and Family Planning Agency (BKKBN), which include policy commitment, cross-sectoral integration, optimization of support and partnerships, managerial dedication, and community participation.

Thus, this study contributes by (1) providing a comparative analysis between two locations within the same city, (2) determining the mechanisms of community coordination and participation as distinct factors, and (3) offering localized managerial recommendations that could be replicated in other areas.

2. RESEARCH METHOD

2.1. Types and Approaches of Research

An analysis of the effectiveness of the Quality Family Village (Kampung KB) program in Banjarbaru City was conducted through a descriptive qualitative comparative study. It was chosen for its ability to provide an in-depth picture of the effectiveness of the Kampung Keluarga Berkualitas (Kampung KB) program in Banjarbaru City, particularly in the Guntung Manggis and Sungai Tiung administrative

villages. A comparative design was used to highlight the gap between locations with the same policy context.

2.2. Location and Object

This study was conducted in Banjarbaru City, South Kalimantan, and focused on two administrative villages: one representing the urban area (Guntung Manggis) and one representing the suburban area (Sungai Tiung). The research object was the effectiveness of the Kampung KB program management, while the research subjects were the managers responsible for program implementation in both locations.

2.3. Population and Sample

The research population included all Kampung KB program managers in Banjarbaru City. The sample was determined using purposive sampling based on the following criteria: (1) having significant advantages or constraints in program implementation and (2) representing urban and suburban areas. Based on these criteria, seven informants were selected, consisting of structural officials, subdistrict heads, family planning counsellors, and POKJA chairpersons in each location (see Table 2).

Table 2. Profile of Research Informants

Informant Code	Position/Role	Brief Profile	Experience/Involvement in Kampung KB Program
I ₁	Interim Head of Family Planning and Family Welfare Division of the P3APMP2KB Banjarbaru City	Structural official with responsibility for policies and coordination of family planning programs at city level	Monitoring the implementation of Kampung KB, issuing policy directives, and facilitating multi-sector coordination
I ₂	Chief of Guntung Manggis Administrative Village	Villages chief who facilitates Kampung KB activities	Involved in planning activities, mobilizing village apparatus, and supporting POKJA integration.
I ₃	Chief of Sungai Tiung Administrative Village	Villages chief who facilitates Kampung KB activities	To deal with coordination constraints and limited facilities, the project strives to enhance community participation.
I ₄	Guntung Manggis Administrative Village Family Planning Counsellor	Community-based technical staff who assist the community	Actively educate the community, support BKB, BKR, and BKL activities, and connect the community with government programs
I ₅	Sungai Tiung Administrative Village Family Planning Counsellor	Community-based technical staff who assist the community	Act as a liaison for program promotion, but face challenges due to low community participation
I ₆	Head of the Guntung Manggis Kampung KB working group (POKJA)	Local community leader who leads the Kampung KB working group	Experience in coordinating integrated activities related to reproductive health, economic development and the environmental
I ₇	Head of the Sungai Tiung Kampung KB working group (POKJA)	Local community leader who leads the Kampung KB working group	Active in reproductive health-related activities, but with limited integration

Source: Processed from primary data (2025)

2.4. Data and Sources

The study data consisted of primary and secondary data. Primary data were obtained through field observations and in-depth interviews with the selected informants. Secondary data were obtained from official documents, such as Kampung KB activity reports, BKKBN data, and local policies related to the Bangsa Kencana program.

2.5. Data Collection Techniques and Validity

Data was collected using three main techniques, which were observation (Pohan, 2017), interviews (Margono, 2010), and literature review (Supargoyo, 2001). Observation was conducted to assess the effectiveness of the Kampung KB program in the area and to obtain a general outline as a basis for the interviews. Interviews were conducted by asking a number of questions related to the results of field observations to seek, explore, and collect data related to the causes of the problems that occurred. Moreover, a literature review was conducted to examine program implementation reports, such as official BKKBN data and relevant regional policy documents to support the conclusions. to support the conclusions.

Data validity was maintained through source triangulation, that is, by comparing the results of interviews, observations, and official documents. In addition, member checking was conducted with key informants to ensure the accuracy of information and minimize bias.

2.6. Timeline

The study was conducted over five months, from June to October 2025, allowing researchers to conduct repeated observations, in-depth interviews, and comprehensive document verification.

3. RESULT AND DISCUSSION

3.1. Result

The differences in management effectiveness of the Kampung Keluarga Berkualitas (Kampung KB, or Quality Family Villages) between Guntung Manggis urban village and Sungai Tiung urban village are shown in Table 1. The table provides a systematic overview of the achievement of goals, integration across sectors, adaptability to support facilities, level of enthusiasm among facilitators, community participation, and inhibiting factors faced by each village. This overview is intended to provide readers with a brief and structured view of the variations in effectiveness between the research locations (see Table 3).

Table 3. Evaluation of the Effectiveness of Kampung KB Programs in Banjarbaru City

Effectiveness Dimensions (Steers, 1985)	Guntung Manggis	Sungai Tiung
Goal Achievement	BKB, BKR, BKL targets are running routinely; the activities are in line with community needs	Target has been set, but activities are occasional and not relevant to community needs
Cross-Sector Integration	Reproduction, Economy, and Environment POKJA are active; cross-sector coordination is well established	Only POKJA Reproduction is active; coordination among stakeholders is weak
Facility Support	<i>House of Data is available as a center for activities; work partners provide consistent support (government, private sector)</i>	Does not have a House of Data; activities are held at the centre sub-district; support from partners is minimal
Enthusiasm and Dedication of Managers	High; evidenced by the Best Kampung KB award at city level in Banjarbaru in 2024	Dedicated, but has not achieved significant results due to weak coordination systems
Community Participation	Comparatively active; community participating in BKB, BKR, BKL; a successful personalised approach	Less effective; community perceives activities as having little impact on their needs
Inhibiting Factors	Limited funding; challenges in community engagement	Limited funds and facilities; lack of coordination; low community participation

Although based on the same national policy and local government frameworks, the effectiveness of each KB village varies significantly. In accordance with the theory by Hill and Hupe (2014) and

Pressman and Wildavsky (1984), which states that the implementation of a program does not only depend on the national policy, but is also influenced by the management of the administrators.

3.1.1. Goal Achievement

Goal achievement is the main dimension in assessing the effectiveness of the Kampung KB program management. The Kampung KB program aims, among other things, to improve the quality of life of the population through focused counselling for specific targets through Bina Keluarga Balita (BKB - Early Childhood Family Development), Bina Keluarga Remaja (BKR - Youth Family Development), and Bina Keluarga Lansia (BKL - Elderly Family Development). Kampung KB in Guntung Manggis showed higher outcomes than Sungai Tiung. This was evident from the good cross-sector coordination, which enabled activities to be carried out in accordance with the needs of the target community. For example, the BKB program in Guntung Manggis regularly provides education and information on child nutrition and growth, while BKR actively provides information to adolescents on reproductive health. The BKL program is also effectively implemented through health education for the elderly and other social activities. However, the achievement of goals in Sungai Tiung is still not optimal. Weak coordination among stakeholders has resulted in inconsistent implementation of activities. Although the aims of the activities are appropriate, there is a lack of continuity and alignment with community needs. Thus, the effectiveness of the program's implementation depends not only on the intensity of the target group but also on the coordination and commitment of community leaders.

3.1.2. Cross-Sectoral Integration

The integrity of management is closely related to the capacity to build cross-sector integration. Guntung Manggis has successfully integrated the reproductive, economic, and environmental working groups (POKJA) by collaborating and cooperating with multiple stakeholders. The Health and Reproduction POKJA actively provides reproductive health counselling, the Economic POKJA actively supports the development of family-based micro-businesses, and the Environment POKJA actively promotes household waste management. This integration reflects a shared sense of commitment to achieve the program's goals. In contrast, cross-sector integration in Sungai Tiung has not been effectively implemented. There is only one active working group focused on reproductive health, while the POKJAs of economic and environmental issues are underdeveloped and unsustainable. Generally, a lack of integration stems from a lack of coordination with stakeholders and limited support. Consequently, programs that are supposed to improve the community's quality of life are not effectively implemented. The lack of integrity among stakeholders is a major issue in the implementation of the program.

3.1.3. Facility Support

The availability of adequate facilities plays a role in determining the effectiveness of Kampung KB management. Facilities and support for Kampung KB management in Guntung Manggis are very adequate, with the existence of a secretariat for activities and Rumah Dataku, which is designated as a center for population information and Kampung KB activities. In addition, cross-sector support for economic empowerment is also sufficient and is realized through business coaching and the establishment of MSMEs with capital assistance from government institutions, banks, and corporations that provide CSR funds. The establishment of a healthy and comfortable environment is also supported by the environmental institution through the provision of seedlings and fertilizers. Meanwhile, the KB Village in Sungai Tiung still lacks attention from the government in terms of its success. The role of the sub-district office has not been fully effective in supporting KB Village activities. Facilities and support are still inadequate for coaching activities. Emerson et al. (2012) characterise this as a system of low-capacity collaboration, where a lack of institutional support and weak facilitation prevent collective action. In this case, even a highly motivated individual would find it difficult to achieve sustainable results at the community level.

3.1.4. Managers Dedication

The managers of the Guntung Manggis Village Family Planning program are dedicated to implementing activities and working effectively and consistently, and their dedication has earned them recognition for their management of the program. This recognition has come from both regional and national levels. The KB cadres are enthusiastic in carrying out their duties in engaging the community to participate in activities effectively, thereby achieving the targets of the counseling program. Additionally, they consistently receive guidance and full appreciation from the KB program in terms of their performance.

The managers of Kampung KB in Sungai Tiung work together to implement existing activities despite constraints in terms of support for development. KB cadres in Sungai Tiung acknowledged their enthusiasm and efforts to find activities that can have a positive impact on the community.

3.1.5. Community Participation

Community participation is a significant factor in assessing the effectiveness of a program. The community of Kampung KB Guntung Manggis is always active in counseling and community service activities. Although sometimes they need to be followed up regularly, the community's enthusiasm in participating in activities is excellent and enthusiastic. According to the KB cadre of Guntung Manggis, the community is always enthusiastic and active in any activities carried out in the Kampung KB program. In contrast, the participation of the Sungai Tiung KB community is still lacking because they feel there is a lack of innovation in developing activities that are more beneficial to the wider community. Inadequate facilities for activities are also a reason for the community's lack of enthusiasm for participating in activities (see [Figure 1](#)).

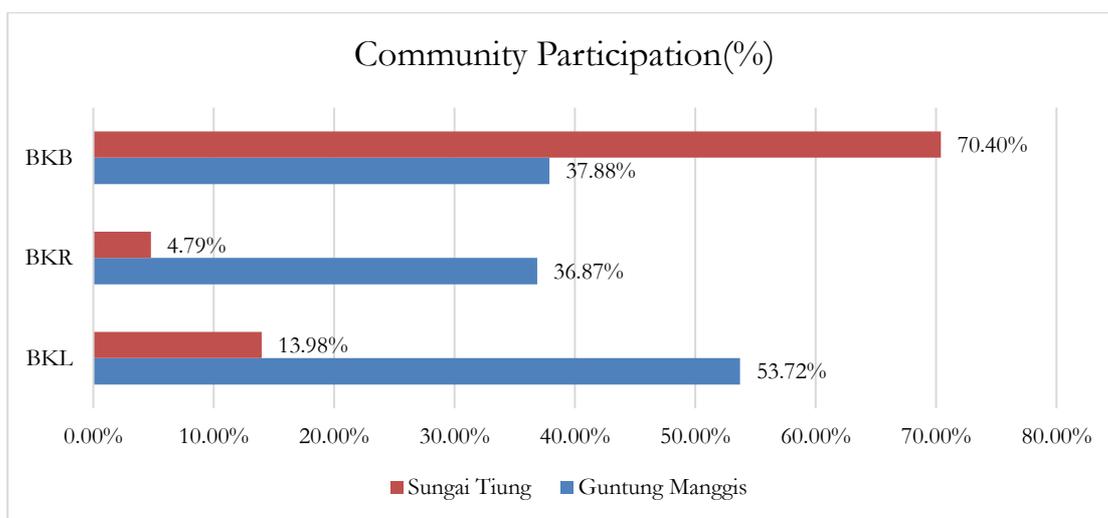


Figure 1. The Percentage of Community Participation at Guntung Manggis and Sungai Tiung

Source: BKKBN (2025a, 2025b)

As indicated by the high level of community participation in activities such as Early Childhood Family Development (BKB), Adolescent Family Development (BKR), and Elderly Family Development (BKL). In comparison, only the Early Childhood Family Development (BKB) program received enthusiasm from the community, as reflected in the high percentage of community participation. Low and uneven community participation indicates that the activities are not sufficiently aligned with the needs of the community. Participation without an impact on community life often results in apathy ([Arnstein, 1969](#)). Sungai Tiung reflects where community-based programs are ineffective if they are not based on local priorities and socio-cultural dynamics ([Mansuri & Rao, 2013](#)).

3.1.6. Obstacles

The lack of budget is a major obstacle in managing the Kampung KB in Guntung Manggis, especially in executing its activities. Funds that had been planned had to be diverted to activities that required more funding. This was influenced by the efficiency of the national government's budget, so that managers had to rework the budget plan to ensure that it was sufficient for all activities. In addition, in terms of guidance and service activities, the lack of enthusiasm among the community was also an obstacle to improving the effectiveness of the Kampung KB program in Guntung Manggis.

The weak policies of stakeholders regarding the development of the Sungai Tiung area, especially for Kampung KB, meant that Kampung KB in Sungai Tiung did not have a clear management objective. As a result, it was difficult to build relationships and coordination between cross-sectors for its management. Furthermore, the efficiency of the national government's budget has also impacted regional development plans, resulting in limited funds for Kampung KB management activities. This has also affected the effectiveness and impact of Kampung KB on the community in Sungai Tiung.

3.2. Discussion

Variations in program effectiveness are not only determined by structure or program targets but are also influenced by coordination, integration across sectors, availability of facilities, and the relevance of activities to community needs. It is essential to identify bottlenecks in the implementation of the Kampung KB program to increase the quality of its implementation in the community, as the effectiveness of program implementation among regions often varies. This is particularly relevant because Kampung KB is a strategy formulated at the national level to improve the quality of Indonesian families, control population growth, and empower communities. By integrating Steers (1985) 's theory of organisational effectiveness and the Kampung KB performance indicators established, this study will provide a comprehensively analysis of the effectiveness of Kampung KB in two locations in the city of Banjarbaru.

The study results showed that Kampung KB in Guntung Manggis was comparatively more effective than that in Sungai Tiung. Effective management in Guntung Manggis was reflected in the high and even achievement of program goals, as seen from the effectively integrated cross-sectoral approach, proper facilities, highly dedicated managers, and participation of the community in all activities. In contrast, Sungai Tiung faces persistent problems, including a lack of coordination between stakeholders, inadequate facilities, and low community participation, resulting in the ineffective implementation of the KB Village program.

In terms of goal achievement, Guntung Manggis has successfully carried out development programs to enhance family quality, such as BKB (Early Childhood Family Development), BKR (Youth Family Development), and BKL (Elderly Family Development), while Sungai Tiung remains less effective due to insufficient participation and weak coordination among stakeholders. Accordingly, goal achievement is related not only to the accuracy of the program targets but also to the coordination and dedication of the program implementers. From the perspective of integration, Guntung Manggis has successfully optimised all working groups (POKJA), while Sungai Tiung has only been able to optimise the reproductive health POKJA. Regarding adaptability, Guntung Manggis has access to excellent facilities and partnerships, as well as a Data House serving as a coordination centre, while Sungai Tiung relies solely on facilities provided by the sub-district. Implementable policy strategies could include training in program management, facilitate stakeholder coordination forums, and establishing a Data House as a centre of activity in each Kampung KB. While these solutions are applicable to improving the effectiveness of the program in Banjarbaru, they could also potentially serve as a blueprint for other villages throughout Indonesia.

The relationships between constraints, management strategies, and the effectiveness of the program are shown in Figure 2. The figure shows that the effectiveness of the program is affected by cross-sectoral coordination and strong partnerships (see Figure 2).

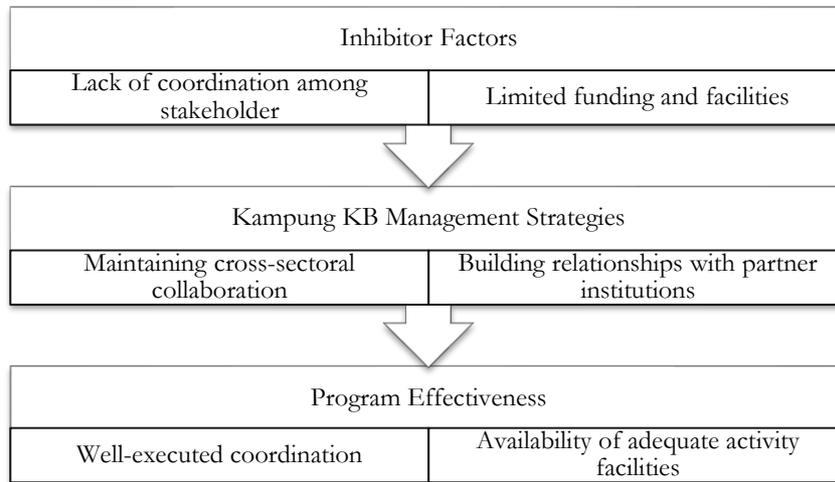


Figure 2. Conceptual Diagram of Kampung KB Effectiveness

Source: Processed from primary data (2025)

Based on the diagram, the main issues faced in implementing Kampung KB were the lack of coordination between stakeholders and limited funds and facilities available. However, these issues can be resolved by developing a Kampung KB management strategy that maintains collaboration with various parties, such as the local government, local partners, and the local community, to encourage mutual support, effective coordination, and participation in the various activities of the Kampung KB program. In addition, an appropriate approach is needed with partner institutions, such as collaboration with health agencies (public health centers), institutions of education (schools), or companies, to compensate for the lack of funds and limited resources, both in terms of manpower and facilities. If these measures can be implemented by Kampung KB managers, the program can run effectively, as all stakeholders will be aware of their capabilities and responsibilities, and the necessary funds and facilities will be available for the implementation of the Kampung KB program.

4. CONCLUSION

The results of the study show variations in the effectiveness of the Kampung KB program management in two locations in the same region/city. The implementation of Kampung KB in Guntung Manggis is comparatively more effective because of the achievement of family guidance objectives through the integration of cross-sectoral working groups, optimization of facilities and partnerships, as well as high community participation and commitment from facilitators. In contrast, Sungai Tiung faces ongoing problems, including a lack of coordination between stakeholders, inadequate facilities, and a lack of community participation, resulting in the ineffective implementation of the Kampung KB program. It is necessary to strengthen the capacity of Kampung KB managers through relevant training, improved multisectoral and multipartisan coordination, and regional policies that are in line with local socioeconomic and political conditions.

Ethical Approval

Not Applicable

Informed Consent Statement

Not Applicable

Authors' Contributions

SH conceptualized the study, designed the qualitative descriptive and comparative approach, led data collection with Kampung Keluarga Berkualitas (Kampung KB) managers in Banjarbaru, conducted data reduction and thematic analysis, and drafted the manuscript. MRS contributed to the development of the analytical framework on program effectiveness and community participation, supported field coordination and validation of findings across sites (Guntung Manggis and Sungai Tiung), and strengthened the interpretation in the results and discussion sections. SS assisted in literature review and contextualization of Kampung KB management and POKJA roles, conducted critical revision of the manuscript, and performed final editing. All authors have read and approved the final version of the manuscript.

Disclosure statement

No potential conflict of interest was reported by the author(s).

Data Availability Statement

The data presented in this study are available on request from the corresponding author due to privacy reasons.

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Notes on Contributors

Safira Hayati

Safira Hayati is affiliated with Lambung Mangkurat University, Indonesia. Her academic interests focus on community development, social policy, and interdisciplinary approaches to sustainable development. She is actively engaged in research addressing local socio-economic challenges and contributes to scholarly discussions on participatory development strategies.

Muhammad Riduansyah Syafari

Muhammad Riduansyah Syafari is a lecturer at Lambung mangkurat University, Indonesia. His teaching and research focus on public policy, governance, and community empowerment. He has actively involved in developing academic discourse on policy management and participatory approaches to local governance. Through his work, he contributes to strengthening the link between public administration theory and practical applications in community development.

Syahrial Shaddiq

Syahrial Shaddiq is currently affiliated with the with Lambung Mangkurat University, Indonesia, as an assistant professor. He holds multidisciplinary expertise spanning Islamic Studies and Finance, Economics and Business, as well as Electrical and Electronics Engineering, Information Systems, and Information Technology. His academic and professional background reflects a strong integration of technical, managerial, and socio-economic perspectives. Dr. Shaddiq has contributed to teaching, research, and community engagement, with a focus on advancing interdisciplinary approaches to development and innovation. He is actively involved in mentoring graduate students and publishing scholarly work that bridges engineering, economics, and social sciences.

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