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SYNERGY STRENGTHENING PROGRAM TO SUPPORT THE SUCCESS OF QUALITY VILLAGE PROGRAMS IN EAST JAVA (Study of Malang City and Tuban District)

The Quality Family Village Program (Kampung Keluarga Berkualitas / KB) is one of the government's programs to address population problems and other problems involving the integration of population programs, family planning, family development (Bangga Kencana), and development of other sectors in order to improve people's quality of life. However, to ensure that the implementation of the Quality Family Village Program is successful, cooperation

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between all stakeholders is needed, including family planning village cadres, government officials, and the community. This study examines how the government apparatus synergizes with field-level officers. In order to find out how successful the implementation of KB Village is in districts / cities, it is necessary to evaluate and monitor the formation and implementation of Family Planning Village that are already underway in each district / city, whether the program has synergy in the field, which is the purpose of the article. This research is an evaluative study with data collection carried out through quantitative and qualitative approaches. This study was conducted using an evaluative method with a descriptive exploratory design to see the synergy of the success of KB Villages. The informants in this study were provincial and district SKPD KB, Head of SKPD, Partners: Health Office, National Education Office, Social Service, manpower and transmigration agencies, Bapemas, Ministry of Religion, Cooperative Office, Industry and Trade Office, heads of districts, KUA, Head of Public Health Center, related sectors at sub-district level, PLKB, midwives, village heads, welfare services, heads of PKK / relevant sectors, BPD, LPMD, Toga/Toma (RW / Kasun), PPKBD / Sub PPKBD, Cadres & Families. The research results are the success factors in developing Quality Family Villages to improve the *Bangga Kencana* program and other related programs, namely policies and commitments as well as financial support from the Regent / Mayor, the cohesiveness of government officials with the synergy of all existing works units. Referring to the success indicators of KB Village, hopefully, the regency and city POKJA (working team) will further strengthen the understanding and contribution of each cross-sectoral OPD in supporting the success of KB Village. Furthermore, there is a need for periodic and integrated monitoring and evaluation for the continuity of the KB Village program.

Keywords: synergy strengthening; *Bangga Kencana* Program; KB village.

Introduction. The 2017 Indonesia Demographic and Health Survey (IDHS) results show that the total fertility rate (TFR) is stagnant at 2.6 children per woman. Apart from IDHS, another survey that measures TFR annually is the program performance indicator survey. Based on a survey of the performance of the *Bangga Kencana* program in 2022, Indonesia's TFR is 2.21 children per woman. Likewise, with participation in family planning (Contraceptive Prevalence Rate), there has been an increase in the use of modern contraceptives. However, the increase in the last decade has been quite slow. The use of modern contraceptives increased from 47 % (1991 IDHS) to 54.7 % (1997 IDHS), 56.7 % (2002/3 IDHS), 57.4 % (2007 IDHS), and 57.9 % (2012 IDHS). The percentage of contraceptive use among Couples of Reproductive Age mCPR in 2022 based on *new siga* data is 62.54 %.

Some problems that need special attention include the stagnation of program achievements and the weakening implementation of the *Bangga Kencana* program in the field. Based on the evaluation results of the program's activities and achievements, several strategic innovations were formulated to strengthen the *Bangga Kencana* program, especially in the form of priority activities that have the leverage to achieve the set targets/goals and expand the scope of *Bangga Kencana* work at all regional levels.

As the step to strengthen the *Bangga Kencana* program, the President of the Republic of Indonesia has mandated that National Family Planning Coor-

dinating Agency be able to develop an activity / program that can strengthen efforts to achieve the targets / goals of Development in the Field of Population Control and Family Planning, can become an icon of National Family Planning Coordinating Agency and can directly come in contact with and provide benefits to the communities of Indonesia at all regional levels. In this case, it was agreed that the National Family Planning Coordinating Agency could immediately form a Quality Family Village.

Relevance of research. Quality Family Village (*Kampung Keluarga Berkualitas* / KB) is one of the strategic innovations to fully implement the priority activities of the *Bangga Kencana* program in the field. KB Village is a form / miniature model of the comprehensive implementation of the *Bangga Kencana* program as a whole, which involves all fields within the National Family Planning Coordinating Agency activities and synergizes with ministries / institutions, work partners, and relevant agency stakeholders with regard to the needs and conditions of the region, and is implemented at the lowest level of government (according to the prerequisites for determining the location of the quality family villages in all regencies and cities in the province of East Java).

The purpose of the article. In order to find out how successful the implementation of Quality Family Village is in districts / cities, it is necessary to evaluate and monitor the formation and implementation of Family Planning Village that are already underway in each district / city, whether the program has synergy in the field.

Scientific novelty. Based on the results of research conducted by Rochaeni & Christianingsih (2022) regarding the implementation of the Family Planning Village Program Policy in Arjasari District, Bandung Regency, the support of the political elite is good, the response, understanding, and serious attitude of implementing agents are already good but need to be improved (Dewi, 2020) researched the synergy of *Gampung* cadres and apparatus in implementing quality family village in Aceh in 2020, resulting in the synergy between cadres and government officials working together and helping each other. From the research results above, the program's synergy and support from the political elite in quality family village are quite good. Research conducted by Rahmat & R (2020) shows that the implementation of the quality family village policy by the Tasikmalaya Regency Health and Population Control Service has yet to achieve its goals. Inhibiting factors in achieving the success of the quality family village program in Tasikmalaya district include the need for more involvement of the family and community environment, as well as support for infrastructure and adequate budgets to implement the various programs contained in the Quality Family Village.

Research methods. This study was conducted using an evaluative method with a descriptive exploratory design to see the synergy of the success of Quality Family Villages. Meanwhile, provincial and district level I SPKD family

planning informants; cross-sectoral agencies: Health Service, Education Service, Population Service, Labor and Civil Registry Office, Industry and Trade Service, Social Service, Cooperative Service, as well as religious leaders, community leaders (RT / RW), cadres, family planning officers (midwives, PLKB / PKB) and village heads, BPD were engaged. Method of data collection: in-depth interviews with interview guideline instruments and FGDs for families who have or have not had quality family and coaching group activities BKB, BKR, BKL, PIK / R / M, and UPPKS. The time frame of this research is February—April 2023.

Data collection was carried out in Tuban Regency from October 30 to November 3, 2017, starting with coordination with the head of the OPDKB of Tuban Regency, followed by interviews with environmental divisions of the PODKB of Tuban Regency and related cross-sectoral agencies which contributed to the KB village area in Bancan District, Bulumeduro Village. On November 2, a seminar on interim results was held for all PKB and PKB Coordinators in KB village areas as well as on one line R/ R socialization data for KB villages from the East Java BKKBN representative area.

For Malang City, data collection was carried out from 6 to 10 November 2017 in Kedung Kandang District, Kota Lama Village, which began with a report and coordination from the head of the Malang City KB OPD, followed by interviews with the heads of each division, then with the cross-sectoral offices that participated in making the program a success in the KB village area in Kota Lama sub-district RW 08. The interim results presentation was held on November 7, 2017, attended by all PKBs from Malang City.

The quality family village program started when it was launched by President Joko Widodo on January 14, 2016. Since then KB Villages continues to grow rapidly. The enthusiasm for forming and establishing family planning villages throughout the archipelago has resulted in hundreds of family planning villages.

Analysis of recent research and publications.

In the Big Indonesian Dictionary, *synergy* is defined as a collaboration between people or organizations whose overall results are greater than the sum achieved if each works alone.

Synergy is the power to combine perspectives, resources, and expertise from a group of people or an organization. This concept refers to an article written by Triana Rahmawati et al. (Rahmawati et al., 2014) entitled «Stakeholders synergy in regional innovation (Study on a Week Program in Probolinggo City (SEMIPRO))», which argues that synergy can be understood as a joint operation or combination of elements to produce better output. In his research, Dwinugraha (2017) also explained that synergy could be built through communication and coordination.

The concept of synergy has something in common with the concept of collaboration. According to Apriono (2019), collaboration is an essential aspect of personality and needs to be possessed by everyone in social life in society.

Another definition of synergy comes from literal understanding of the word synergy, which means cooperation. According to the Big Indonesian Dictionary, synergy means joint activities or operations. In the book «Synergy Trap», Slower put forward the basics of synergy consisting of strategic vision, cultural strategy, power and culture, and initial investment to get rewards. Meanwhile, according to Sri Najiyati & Slamet Rahmat Topo Susilo (2011), synergy is also a combination or part of elements that can produce better output with the stakeholders.

Based on some concepts above, synergy can be interpreted as a collaboration process between several people or organizations to combine their perspectives, resources, and expertise, oriented to common results and common goals, and produce something greater than each other had attempted. In the synergy process, a third alternative can be developed as part of the process.

Quality Family Villages is the idea of the President of the Republic of Indonesia as a national development effort that focuses on development at the lowest level in villages. The Quality Family Village, launched by the President on January 14, 2016, is one of the National Family Planning Coordinating Agency (BKKBN) innovation programs to improve the implementation of the KKBPK program and related sectoral programs in the field. Quality Family Villages are regional units at the RW, sub-village, or equivalent level which have certain criteria and where an integration of Population, Family Planning, and Family Development programs and related sectoral programs is carried out systematically (BKKBN, 2017).

In essence, Quality Family Villages are formed to improve the quality of life of the community at the village or equivalent level through the implementation of population activities; family planning and reproductive health; family resilience and empowerment (family development); as well as the development of related sectors (adjusted to regional needs) in order to create quality small families (BKKBN, 2017). In addition, the quality family village was formed to increase cross-sectoral integration so that in the implementation of interventions, it places more emphasis on the integration of program implementation and activities with partners. Hence, in the Quality Family Village Technical Manual, the special purpose of the quality family village is to increase the role of the government, regional government, non-governmental institutions and private sector in facilitating, providing assistance and coaching to the community so that the residents can participate actively in improving the quality of life of the community.

Indicators for improving the quality of life are designed to synergize with other sectors that intersect so that, in this case, they can be formulated and implemented by related sectors, such as the housing, social, economic, health, education, women's empowerment, child protection, and other appropriate fields according to the needs and characteristics of the region. Quality Family Village reflects the implementation of the *Bangga Kencana* program activities as a whole and is integrated with related cross-sectoral activities (ministries / authorities,

partners, stakeholders, agencies) concerning the needs and conditions of the area where the benefits are received directly by the community. In carrying out its programs and activities, it targets all segments of society in the field, such as Couples of Reproductive Age, youth, the elderly population, families with toddlers, families with teenagers, families with older people, and targets related sectors according to their respective fields of work. The program's implementation also involves all village officials such as village heads, RW heads, RT heads, PKB / PLKB / TPD, field officers, PKK, PPKBD / Sub PPKBD, community leaders/traditional leaders/religious leaders, and cadres.

Presentation of the main research material.

Characteristics of the age groups of couples of reproductive age (PUS) respondents showed that the largest percentage was in the age group of 20—35 years old (52 %), followed by the age group >35 years old (45 %), and the young age group <20 years old (3 %). Meanwhile, the largest percentage of husband's age was found in the age group >35 years old (67 %), followed by the age group 20—35 years old (33 %), and none was recorded in the young age group <20 years old.

Table 1. Respondents Characteristics, by Age

Respondents Characteristics		
Age	Couples of Reproductive Age, %	Husband, %
<20 years	3	0
20-35 years	52	33
>35 years	45	67

Source: Author using data from own study.

Table 2. Respondents Characteristics, by Graduate

Respondents Characteristics		
Graduate	Couples of Reproductive Age, %	Husband, %
SD	51	57
SMP	24	29
SMA	20	10
Non graduate/ no school	3	1
Diploma or University	2	1

Source: Author using data from own study.

The characteristics of couples of reproductive age (PUS) respondents according to their last education (graduated or not graduated) show that the largest percentage of couples of reproductive age respondents studied at the elementary level (51 %), then at the junior high school level (24 %), at the high school level (20 %), did not graduate from elementary school/did not go to school (3 %), and the lowest at diploma or university level (2 %). Meanwhile, the last education of the respondent's husband (graduated or not graduated) shows that the largest percentage of respondent's husbands studied at the elementary level (57 %), then at the junior high school level (29 %), at the high school level (10 %), did not finish elementary school or did not go to school (1 %), and the lowest at diploma or university level (1 %).

Based on the jobs of couples of reproductive age respondents, most of them were not working/housewives (82 %), then self-employed (11), private employees (2), farm laborers (2), teachers (2) and the number of civil servants was the lowest (1 %). Meanwhile, the jobs of husbands of couples of reproductive age (PUS) respondents showed that most of them were self-employed (45 %), then farm laborers (38), private employees (9), civil servants / ABRI (3), military personnel (1) and there are still those not working (2 %).

When viewed in terms of the number of children born alive (*Anak yang Lahir Hidup / ALH*), most respondents have two children (55 %); then are those having 1 child (22 %); 3 children (14); 4 children (4); 5 children (2); women who have not had children (3 %). Meanwhile, the ideal number of children, according to couples of reproductive age (PUS) respondents, is at most 2 children (71 %), then at most 3 children (23), at most 4 children (2), at most 5 children (2), and at most one child (2 %).

Knowledge and Participation in the Quality Family Village Program

The percentage of couples of reproductive age (PUS) who had ever heard of quality family village, according to the officers who provided information based on a survey in the quality family village area of Malang City which provided much information about quality family village, was the following: 52 % said they had heard about it from PPKBD / sub-PPKBD cadres, and 12 % said they had been visited directly by the quality family, the remaining 36 % felt not visited. Furthermore, among those who had heard about quality family village from the field extension officers for family planning (PKB / PLKB), 2 % said these officers had visited them, and from other sources, that was 4 %.

As for those in the quality family village area of Tuban district, the

Table 3. Respondents Characteristics, by Job

Respondents Characteristics		
Job	Couples of Reproductive Age, %	Husband, %
Not working/housewives	82	2
Self-employed	11	45
Private employees	2	9
Farm laborers	2	38
Teachers	2	—
Civil servants	1	3
Military personnel	—	1

Source: Author using data from own study.

Table 4. Respondents Characteristics, by Number of Children

Respondents Characteristics		
Number of children	Children born alive, %	Couples of Reproductive Age, %
One child	22%	2%
Two children	55%	71%
Three children	14%	23%
Four children	4%	2%
Five children	2%	2%

Source: Author using data from own study.

percentage of couples of reproductive age (PUS) who had heard of quality family village mostly from PPKBD / sub-PPKBD cadres, according to the officer who provided information about the quality family village, was as much as 74 %, but those who said they had visited the quality family were 6 %. The rest said they have yet to visit the office. Furthermore, 2 % had heard about quality family village from officers of PKB / PLKB who had visited them.

Input Aspect

Formation of Quality Family Village. The basis for the formation of Quality Family Villages as well as a source of reference and implementation of central government policies, among others, is the Circular of the Minister of Home Affairs No. 440/70/SJ of January 11, 2016, regarding the Designation and Establishment of Family Planning Villages. Provincial BKKBN Representatives throughout Indonesia use it to form a KB Village and carry out the declaration. Then the Head of the Central BKKBN followed up the circular letter from the Minister of Home Affairs by issuing a Letter from the Head of the Central BKKBN No. 046/BL/200/B4/2016 of January 12, 2016, Concerning the Live Broadcast of the Declaration and Establishment of the quality family village.

Pursuant to the Circular Letter from the Minister of Home Affairs and the heads of the Central National Family Planning Coordinating Agency (BKKBN) addressed to Governors throughout Indonesia, the Governor of East Java issued Governor of East Java Letter No. 440/4675/031/2016 of March 21, 2016, regarding the Improvement of Coordination of the *Bangga Kencana* and Health Programs in East Java. This letter is the basis for reviving and improvement of the *Bangga Kencana* and health programs in East Java through the Quality Family Village program. Then on April 28, 2017, the Governor's decree No. 188/236/KPTS/013/2017 concerning the Working Group for the Integration of cross-sectoral development programs in the East Java quality family village for the 2017 fiscal year was issued.

After a letter from the Governor of East Java addressed to Regents and Mayors throughout East Java, the city of Malang issued a Decree of the Mayor of Malang No. 188.45/192/35.73.112/2017 concerning the Malang City quality family village Working Group in order to improve the policy for creating healthy and prosperous families in the city of Malang. It is necessary to form a family planning village in order to be able to synergize the family planning program with cross-sectoral programs so that it can ensure sustainable development in an area of the family planning village in the city of Malang.

Whereas in Tuban Regency, a Population and Family Planning Advocacy Working Group was formed, which was strengthened by the Regent's Decree No 188.45/38/2016 concerning Amendments to Regent's Decree No. 188.45/58/KTPS/414.012/2013 concerning Population and Family Planning Advocacy Working Groups. The LWG consists of representatives from various district stakeholders such as local government agencies, including the Regional Sec-

retariat (*Sekretariat Daerah / Setda*), Regional Development Planning Agency (*Badan Perencanaan Pembangunan Daerah / Bappeda*), Health Service, Community and Village Empowerment and Family Planning Service, Social Service, Education Service, Manpower Service, Population and Civil Registry Service, Ministry of Religion, hospitals, community groups and NGOs, such as the Indonesian Midwives Association (*Ikatan Bidan Indonesia / IBI*), Family Empowerment and Welfare (*Pemberdayaan dan Kesejahteraan Keluarga / PKK*) and the Indonesian Entrepreneurs Association (*Ikatan Wanita Pengusaha Indonesia / IWAPI*).

Funds Sources and the Allocation in Formation Process

The funds used in forming Quality Villages in the Quality Family Village area of Malang City come from the state budget and amounts to Rp 20,000,000 for the declaration of a Quality Family Village and the installation of a Quality Village banner as a sign of entering the Quality Family Village area.

Meanwhile, in Tuban district, the source of funds for the process of establishing Quality Villages, besides those coming from the state budget and totaling Rp 20,000,000, which was intended for the declaration of a Quality Village and the installation of a Quality Family Village banner as a sign of entering the Quality Family Village area, were funds originating from ADD with a total APBDes from ADD funds, according to the proposed 311 villages, of Rp 1,420,453,816. It is budgeted for each village to receive an average disbursement of funds between the lowest Rp 1,300,000 and the highest Rp 22,500,000 village / year or an average of Rp 4,600,000 village / year.

The Existence of Family Planning Village team work (POKJA) at the District / City and Village / Sub-District Level

Cross-sectors involved in Quality Family Village activities. In the existence of cross-sector quality family village, members of the Quality Family Village team work (POKJA) in the Quality Family Village of RW 08 Malang City, including those from the agriculture service, are instrumental. They have conducted regular counseling to residents in RW 08 about making soap from betel leaves, also taught them to make salted eggs, *special* sauce, and cooking oil, and the results in cooperation with the trade service are marketed through exhibitions. Likewise, the Malang City Social Service conducted entrepreneurial training for residents of RW 08 in the Quality Family Village area, especially for street children, so that they can be independent.

The Department of Transportation of Malang City has also provided signs with directions to Quality Family Village so that it is better known to the community and residents of Malang City or other areas who will visit the Quality Family Village, other thematic villages, colorful villages, etc. The Malang City Parks Service provided 100 chili plant seeds to residents of RW 08 to tackle the scarcity of chili plants. Also, the Ministry of Religions-KUA Malang City counseled residents to always do good according to the teachings of their respective religions and beliefs and suggested not to marry too early and to be

physically and mentally ready to support their families. *Babinsa-babinkamtib-mas*, in collaboration with the police and BNN, provide counseling on drug problems which are rife currently, on juvenile delinquency in big cities and on crime to residents in the Quality Family Village area.

Furthermore, the Malang City Health Service contributed to the existence of the KB Village in RW 08 *Kotalama* Sub-district, carried out family planning safari activities at the *Pustu* in collaboration with PLKB. Two family planning safaris were carried out, especially for IUDs and implants, the acceptors who obtained them in the safari numbered between 50 and 70. Meanwhile, the Department of Education of Malang City contributes to solving the problems. If it is known that residents still need to be in school, they are directed to pursue non-formal education (*Sekolah Kejar Paket*). There are also 11 Community Learning Activity Centers (*Pusat Kegiatan Belajar Masyarakat / PKBM*) specifically oriented at the nearest KB Village and founded by the community. If the community cares, then the extent of the deficiencies in education will be known. The Government also created a Community Learning Activity Center (*Sanggar Kegiatan Belajar Masyarakat / SKB*).

The Malang City Civil Registry Population Service provides convenience for all residents, especially residents of RW 08 Quality Family Village, and issues identity cards, family cards, birth certificates, and marriage certificates. Whereas Family Empowerment and Welfare (PKK) plays a role in fostering Integrated Health Care Center, HIV AIDS prevention, it works in close coordination with the Women's Empowerment Service and Family Planning, CSR, Unilever with Integrated Health Care Center cadres for clean and healthy homes, when using family planning through an IVA examination. Sometimes family planning acceptors are afraid of being caught if they have a disease.

As for the existence of cross-sector Quality Family Village, members of the POKJA KB Village team in the Quality Family Village area of *Bulumeduro village, Tuban district*, including government agencies, namely the Regent and the Regional Secretariat (*Sekretariat Daerah / Setda*), are very concerned about the existence of the Quality Family Village. Even though its name is the Quality Family Village Team, the substance is the same as in the POKJA KB Village. The Regional Development Planning Agency (Bappeda) helps plan the budget for activities in the Quality Family Village. The Health Service and its staff are very helpful in reaching out to Quality Family participants, especially KB MKJP. The Community and Village Empowerment Service and Family Planning Service are the driving force behind establishing the KB Village in the Tuban district. The Social Affairs Service has provided training and assistance for underprivileged residents. The Education Service encourages residents who do not continue to study at school or drop out of school to be prioritized in the KB Village area to join in pursuing non-formal education (*Sekolah Kejar Paket*). The Manpower Service provides training for mothers to supplement their hus-

band's income. The Department of Population and Civil Registry is ready to help residents in the KB Village area by bringing access to their services closer. The Ministry of Religion helps residents through counseling, recitations and existing coaching group activities. Community groups and NGOs, such as the Indonesian Midwives Associations (IBI), Family Empowerment and Welfare (PKK), and the Indonesian Entrepreneurs Association (IWAPI), play an active role in financing activities in the KB Village area.

Commitment

With cross-sectoral commitment to the existence of KB Village both in Malang City and Tuban district, all cross-sectors help the success of KB Village by providing programs that are related to problems that exist in the KB Village area, with a shared commitment and synergy that has been built quite harmoniously with several coordinating meetings, holding advocacy meetings together with policy stakeholders so that the previous understanding that the KB Village only belonged to the KB Office began to shift. The aim is complete development, both physical and non-physical, in an area that meets the criteria of KB Village as a place for all cross-sectors to provide their best programs so that the areas that are intervened together have a positive impact in terms of human empowerment and physical development.

The success of the KB Village is viewed from the input aspect, it is characterized by the support of human resources (proportional number of PLKB / PKB); availability of demographic data for the KB Village area, Family Planning Data, Socio-Economic Data for the KB Village area, Family Member Data / Individual Data and other data; availability of operational facilities, contraceptives and other supporting stuff and facilities such as KIE KKBPK media (banners, backdrops, posters, KB Information Unit Cars, KB Service Unit Cars); availability of operational support (budget) for the KKBPK program from the APBD and APBN and other funding sources such as PNPM, Village Fund Budget (ADD), Family Hope Program (PKH), Jamkesmas or Jamkesda where this budget assistance is aimed not only at the launch but at the continuity of activities in KB Villages too. There are regulations/policies from the regional government as well as the commitment of related stakeholders to implementation of Family Planning Village.

Process Aspect

KB Village Training/Socialization. The socialization of the KB Village, which was carried out before the declaration of the KB Village, was started by representatives of the East Java BKKBN in the *Rupatama* Room of the East Java Regional Police under the direction of the SKPD KB head. Socialization was followed up in all districts / cities throughout East Java, including Malang City. The aim was to socialize the *Bangga Kencana* program and the formation of KB Village. In Tuban district, socialization has also been carried out since that time by revitalizing the family planning program at the village level, then by socializing the family

planning village through the *Cipta Cara Padu* Foundation which is supported by the UN Foundation and FP2020 Rapid Response Mechanism to help replicate and strengthen the implementation of the KB Village in each sub-district.

Representatives of the East Java BKKBN carried out the KB Village training through 3 training facilities, namely the East Java KB Training and Development Center, the Malang Training Center, and the Jember Training Center, and participants were trained by *esalon* IV OPDKB, BPD in the KB Village area, PKB in the KB Village area, PPKBD / Sub PPKBD of KB Village throughout East Java, including Tuba district and Malang City.

The Population and Family Planning Advocacy Working Group in Tuban district, in collaboration with the *Cipta Cara Padu* Foundation, with the support of the FP2020 Program with the Rapid Response Mechanism (RRM), held

Table 5. Input Success Indicators

No.	Indicators of the Success of Family Planning Villages	Malang city		Tuban district	
		Before	After	Before	After
1.	Decree on the Establishment of KB Village	Non-available	available	available	available
2.	PLKB total	1	1	1	1
3.	APBN Budget support	available	available	available	available
4.	APBD Fund Support	none	none	finished	finished
5.	IMP quality	—	basic	—	basic
6.	Population;				
	a. Number of individuals with a birth certificate	41.15 4.35	45.26 4.01	49.01 5.61	52.32 4.25
	b. Number of women of marriageable age < 19 years	621	592	203	206
	KB / KR:	195	166	67	40
	a. PUS Total	13.91%	18.11%	45.09%	55.11%
	b. Unmet need total	61.35	68.07	68.73%	72.12%
	c. % KB MKJP				
	d. Number of KB participation	0	4	0	4
	KS / PK:	0	0	0	1
	a. Total of BKB, BKR, BKL and UPPKS	279	290	97	63
	b. PIK total	64.87%	73%	56.76%	79.45%
	c. Number of families with toddlers	0	21.97	0	35.33%
	d. % Toddlers attending Posyandu	301	300	181	185
	e. % Toddlers who take part in BKB	0	11.67%	0	36.75%
	f. Total of families with teenagers	0	7.67	0	18.5%
	g. % Families participating in BKR				
	i. % Individuals who joined PIK / R				

Source: Author using data from own study.

a Work Plan Preparation Workshop for 20 KB Villages in Tuban district. The workshop training was carried out in 2 batches involving 20 TKBD.

Team work (POKJA) Meeting

The POKJA for the KB Village in Tuban district, which has been running, is the POKJA for the KB Village Team. At the same time, the POKJA for the KB Village in East Java Province and the POKJA for the KB Village in Malang City are still limited to a decree that has yet to be implemented and have not held regular meetings. The members of the POKJA KB Village in Tuban district are representatives from various district stakeholders such as local government agencies, including the Regional Secretariat, Regional Development Planning Agency, Health Service, Community and Village Empowerment Service, Family Planning Service, Social Affairs Service, Education Service, Manpower Service, Population and Civil Registration Service, Ministry of Religion, hospitals, community groups, and NGOs, such as the Indonesian Midwives Association, Family Welfare Empowerment, and the Indonesian Women Entrepreneurs Association.

Coordination meetings of members of the POKJA KB Village in Tuban District are held regularly once every three months. However, under certain conditions and if needed, coordination meetings can be held once or twice a month. The communication and coordination established among the POKJA members are quite synergistic.

Monitoring, Evaluation, Recording, and Reporting

Monitoring and evaluation of KB Village were launched in 2016 in which 1 KB Village in district / city was intervened and 1 KB Village was handled without intervention. The results showed that some were already running according to technical guidelines, some still need to start or to grow. Meanwhile, the recording and reporting have been separated between the monthly report and the report on the KB Village, which is submitted once every 3—6 months to representatives of the East Java BKKBN; there still needs to be a standard form of reporting.

As for the monitoring and evaluation of the KB Village, in RW 08 KB Village, *Kotalama* sub-district, Malang City, they are still carried out by OPDKB Malang City, the POKJA that was formed was limited only to a decree. In contrast, in the KB Village in *Bulumeduro* village, the POKJA that had been formed was already active in its respective duties, monitoring, and evaluation of the program that has been implemented. However, all POKJA activities have yet to be carried out collectively due to budget constraints. Based on information from the Population and Family Planning Regional Apparatus Organization (OPDKB) in Malang City and the Tuban district, it will be budgeted through the Regional Revenue and Expenditure Budget (APBD) to monitor and evaluate the Quality Family Village.

The success of the Family Planning Village program can be viewed from process aspects including: training related to Family Planning Villages; Utilization of PK Data and other cross-sectoral data; KB Village Working Group

Meetings (POKJA) including cross-sectoral coordination meetings (government and private agencies) which can take the form of workshops, mini workshops at sub-district level and village level; discussion with the community; home visits; coaching as well as monitoring and evaluation, both carried out before the launch and carried out routinely after the launch. Evaluation of meeting activities will be take into account how many meetings were held, where, who attended and what was the result of the meeting / workshop.

Output Aspect

Forms of Activity. The Governor of East Java established the East Java BKKBN Representative Office of the POKJA KB Village by Governor Decree

Table 6. Process Success Indicators

No.	Indicators of the success of Family Planning Villages	Malang city		Tuban district	
		Before	After	Before	After
1.	Total of KKBPK program outreach				
	a. 1—3 activity	0	1	0	1
	b. > 3 activity	0	2	0	3
2.	Total of MKJP KB registrations up to November 2017	0	0	0	0
	a. MOP	3	6	-	4
	b. MOW	31	46	1	8
	c. IUD	19	66	0	20
	d. Implant				
3.	Regular meetings for BKB, BKR, BKL, PIK activities	0	4	0	1
	a. BKB, BKL, BKR, UPPKS	0	0	0	1
	b. PIK				
4.	Mekop Meeting				
	a. KB village thematic meeting staff	Once a month	Once a month	Once a month	Once a month
	b. Village coordination meeting	2 months	2 months	2 months	2 months
	c. Sub-district coordination meeting	Once every 3 months	Once every 3 months	Once every 3 months	Once every 3 months
5.	Posyandu service (BKB, PAUD, Posyandu)	0	Once a month	0	Once a month
6.	Population administration services				
	a. 100% have population administration	—	—	—	—
	b. 75—99% have population administration	—	—	—	—
	c. <75% have population administration	—	37.77%	—	22.30%

Source: Author using data from own study.

No. 188/236/KPTS/013/2017 concerning the Working Group for the Integration of cross-sectoral development programs in the East Java KB Village. However, the activities of the KB Village in the regency / city have been running according to the conditions and situation in each regency.

The POKJA in the Malang City was also newly formed with the issuance of the Malang City Mayor Decree No. 188.45/192/35.73.112/2017 concerning the Malang City KB Village Working Group, but the KB Village activities have been running before and have even been visited by many from various other provinces and always make KB Village training field for practice. Activities in the RW 08 KB Village which are currently starting to run after the declaration, namely UPPKS «*Nusa Indah*», which was formed by the *Kotalama* village head with decree No. 400/18/3573031001/2016, have been running until now with its business making soap from betel leaves, also the residents are being taught how to make salted eggs, *special* sauce, and cooking oil and the results in collaboration with the trade service are marketed through exhibitions.

The POKJA in Tuban district was formed under the name POKJA KB Population and Advocacy and then strengthened by District Head Decree No. 188.45/38/2016 concerning Amendment to Regent Decree No. 188.45/58/KTPS/414.012/2013 concerning KB Population and Advocacy Village Management award in East Java from the Provincial BKKBN Representative. Following the success of KB Village Planning Team 20 villages have been launched by each sub-district head with Tuban Regent Decree No. 120 of 2016 concerning P2KP. APBD from ADD funds has been included according to the proposal of 311 villages and CTU (Contraceptive Technology Update) midwife training was held independently in 2014: 2 batches = 40 people, in 2015: 7 batches = 140 people, in 2016: 2 batches = 40 people, and until 2016: 11 batches = 220 people.

Furthermore, in the KB Village in *Bulumeduro* village, Tuban district, after the declaration of the KB Village, the village head, with ADD funds and self-help communities, has a building in the KB Village area built as a facility for KB Village coaching group activities. All coaching group activities that have been formed include BKB *Bahari*, BKR *Sehat*, BKL *Sedap Malam*, UPPKS *Sumber Urip*, and PIK / R *Laskar Bahari*, run once a month, while PAUD activities three times a week.

Viewed from the output aspect, the success of the KB Village study is marked by an increase in the achievements of the KKBPK program and of other related sector programs, measured by comparing data before and after the launch of the KB Village.

Increasing the achievements of the *Bangga Kencana* program

The success of the KB Village indicates that in the area of the KB Village, counseling was carried out by KB officers before the KB Village existed. However, after the KB Village was declared, there were 1—3 activities per month. The achievements of KB Village, especially KB MJKP, has increased in RW 08 KB

Village *Kotalama* sub-district, Malang City, as well as in the KB Village *Bulu-meduro* village, Tuban district.

Activities still need to be held at KB Village after they are formed. The operational mechanism activities are carried out as monthly routine staff meetings in the sub-district, while the village council is held every two months. Administrative services still need to be broader in Malang City and Tuban districts.

Increasing cross-sectoral program achievements

Despite the success of the KB Village by the supporting indicator, there are still children aged 0—8 years who do not have birth certificates, and those aged over 17 years who do not have ID cards and houses with latrines, still need a little counseling. Besides that, four houses in the KB Village area are still unfit for habitation. In Malang City, there are four such houses; in the Tuban district, there are 20 houses and houses that do not have clean water.

In the KB Village area, school-age children still do not attend school. Some have economic reasons to help their parents earn a living, and some do not because they have no reason to go to school anymore. In addition, the number of unemployed is not obvious because many do not go fishing in the sea when the weather is uncertain.

SWOT Analysis

SWOT analysis discusses the strengths, weaknesses, opportunities, and threats in developing Quality Family Village in Malang City and Tuban district.

Table 7. Output Success Indicators

No.	Indicators of the success of Family Planning Villages	Malang city		Tuban district	
		Before	After	Before	After
1.	Percentage of Active Family Planning Participants	59.8%	61.49%	58.49%	53%
2.	Percentage of MKJP KB participants	20%	32%	35%	41%
3.	Unmet need percentage	43.20%	40.39%	43.39%	46%
4.	The number of pregnant women who have their health checked	4	8	3	9
5.	Number of families with toddlers who are members of BKB	0	58	0	18
6.	Number of teenage families who are members of BKR	0	45	0	46
7.	Number of elderly families who are members of BKL	0	26	0	16
8.	Total of teenagers participating in PIK	0	0	0	46
9.	Total of children aged 0—6 who become members of Posyandu	165	180	41	63

Source: Author using data from own study.

The **strength** for developing KB villages in Malang City and Tuban district is the PLKB in the KB Village because, with support from PLKB, it is possible to increase the achievement of the *Bangga Kencana* program-related programs in the KB Village area. Then it is the availability of financial support (APBN & APBD) for the KB village area, because with financial support, KB Village activities will run as expected. A KB Village Manager is also appointed by a Regent's Decree and Mayor's Decree.

The **weaknesses** are that the number of Field Extension Officers for Family Planning (*Petugas Penyuluh Lapangan Keluarga Berencana* / PLKB) is very limited, the difficulty of finding cadres in the KB Village area because human resources are very low, as well as limited facilities, infrastructure and operational funds in the area.

The **opportunities** in the KB Village area is the political support from the Regent and Mayor of both Tuban district and Malang City, evidenced by the declaration of the KB Village by the Regent and Mayor themselves and the budget for KB Village activities included in the APBD. The support for the KB Village area also comes from all service agencies and cross-sectoral interventions and press support for the KB Village is carried out so that most people know about all activities in the KB Village.

The **threat** is from the socio-economic conditions of the people in the KB village area. Most residents are underprivileged, have low human resources, and need stronger advocacy by program managers before local governments.

Conclusions

The impact of success factors in developing Quality Family Villages to enhance the *Bangga Kencana* program and other related programs are: (a). Policy factors, commitment, and financial support: Policy and commitment and financial support from the Regent / Mayor for the community's welfare, especially that of residents in remote areas in KB Villages. (b). The cohesiveness of government officials: The synergy of all existing work units for the development program eliminates the sector's ego in developing the KKBPK program and other related programs in the KB village area. *POKJA* needs to be established up to the District and Village / Kelurahan levels as a forum for implementing cross-sectoral and multi-stakeholder collaborative activities to accelerate program achievements. The selection of potential administrators / working groups who can be relied upon to influence the community, from various ages, occupations, and positions in the village / district government, optimizing resources in the community and village / sub-district government are necessary.

Another impact of this program is a strong commitment to advancing village development and implementing programs in the field for the community's welfare and increasing the village's status, continuous outreach to the community about the benefits of KB Village.

Suggestions

1. Referring to the indicators of success for Quality Family Village, it is expected that regency and city POKJA will further strengthen the understanding and contribution of each cross-sectoral OPD in supporting the success of KB Village.

2. Optimization of PLKB assistance in realizing the utilization of the Village Fund Budget for the *Bangga Kencana* program by the local wisdom of each village.

3. Referring to the success indicators of KB Village, regency and city POKJA are expected to further strengthen the understanding and contribute to each cross-sectoral OPD in supporting the success of KB Village and add more cross-sectoral elements and other related stakeholders (e.g., BNN, NGOs, professional and community organizations).

4. Strengthening the cross-sectoral partnerships through the preparation of POKJA *Renja*.

5. The Mayors and Regents decrees issuance regarding establishing the POKJA advocacy team for the *Bangga Kencana* program through KB Village at the sub-district and urban village levels and funding through the APBD.

6. Periodic and integrated monitoring and evaluation of program sustainability.

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ПРОГРАМА ПІДСИЛЕННЯ СИНЕРГІЇ
ДЛЯ ПІДТРИМКИ УСПІХУ ЯКІСНИХ ПРОГРАМ
У СЕЛАХ НА СХІДНІЙ ЯВІ
(Дослідження міста Маланг і району Тубан)

Програма Kampung Keluarga Berkualitas / KB Village («Якісне сімейне село») є однією з урядових програм для вирішення проблем народонаселення та інших проблем, пов'язаних з інтеграцією програм з народонаселення, планування сім'ї та її розвитку (Bangga Kencana) та розвитку інших секторів з метою поліпшення якості життя людей. Щоб забезпечити успішне впровадження програми KB Village, необхідна співпраця між усіма зацікавленими сторонами: сільськими кадрами з планування сім'ї, урядовцями та громадою. У цьому дослідженні розглянуто, як державний апарат взаємодіє з виконавцями на місцевому рівні. Для того щоб з'ясувати, на якому етапі перебуває впровадження KB Village в районах / містах, необхідно оцінити та здійснити моніторинг формування та впровадження «Містечка планування сім'ї», які вже тривають у кожному районі / місті: чи виконано програму синергії на практиці, що і є метою статті. Це дослідження є оціночним зі збором даних за допомогою кількісного та якісного підходів. Під час реалізації було використано метод оцінки з описом дослідження вибірки, щоб побачити синергію успіху KB Village. Інформаторами дослідження були провінційні та районні SKPD KB, голова SKPD, партнери: Управління охорони здоров'я, Національне управління освіти, Соціальна служба, органи з питань трудових ресурсів та міграції, Варемас, Міністерство релігії, Кооперативний офіс, Управління промисловості та торгівлі, голови районів, KUA, голова Центру громадського здоров'я, пов'язані сектори на підрайонному рівні, PLKB, акушерки, сільські голови, служби соціального забезпечення, керівники РКК / відповідних секторів, BPD, LPMD, Toga / Toma (RW / Kasun), PPKBD / Sub PPKBD, профільні кадри та сім'ї. Результати дослідження є чинниками успіху у створенні якісних сімейних селищ для вдосконалення програми Bangsa Kencana та інших пов'язаних програм, а саме у сфері політики та зобов'язань, а також фінансової підтримки з боку регента / мера, згурто-

ваності урядових чиновників із синергією всіх наявних робочих груп. Щодо показників успіху KB Village, сподіваємося, що POKJA (робоча команда) регентства та міста посилюватиме розуміння та внесок кожного міжгалузевого OPD у підтримку успіху KB Village. Крім того, є потреба в періодичному та інтегрованому моніторингу та оцінці для безперервності програми KB Village.

Ключові слова: посилення синергії, програма Bangsa Kencana, KB Village (якісне сімейне село).

LIST OF ABBREVIATIONS

KB / Kampung Keluarga Berkualitas: Quality Family Village
BKKBN: National Family Planning Coordinating Agency
SPKD / Strategi Penanggulangan Kemiskinan Daerah: Regional Poverty Reduction Strategy
RT / RW: community unit
PLKB / PKB: Field Extension Officers for Family Planning
BPD / Badan Permusyawaratan Desa: Village Consultative Agency
BKB / Bina Keluarga Balita: Toddler Family Building
BKR / Badan Keamanan Rakyat: People's Security Agency
BKL / Bina Keluarga Lansia: Elderly Family Building
PIK / Pusat Informasi dan Konseling: Information and Counseling Center
UPPKS / Usaha Peningkatan Pendapatan Keluarga Sejahtera: Efforts to Increase Prosperous Family Income
KKBPK / Kependudukan, Keluarga Berencana dan Pembangunan Keluarga: Population, Family Planning and Family Development
TPD / Tim Pemeriksa Daerah: Regional Investigation Team
PKK: Family Empowerment and Welfare
PUS: Couples of Reproductive Age
ABRI: Civil Servant
ALH / Anak yang lahir hidup: children born alive
PPKBD / Sub-PPKBD / Pembantu Pembina Keluarga Berencana Desa: Village Family Planning Assistant
Setda / Sekretariat Daerah: Regional Secretariat
Bappeda / Badan Perencanaan Pembangunan Daerah: Regional Development Planning Agency
IBI / Ikatan Bidan Indonesia: Indonesian Midwives Association
IWAPI / Ikatan Wanita Pengusaha Indonesia: Indonesian Entrepreneurs Association
ADD / Anggaran Dana Desa: Village Budget
POKJA / Kelompok Kerja: team work
BNN / Badan Narkotika Nasional: National Narcotics Agency
PKBM / Pusat Kegiatan Belajar Masyarakat: Community Learning Activity Centers
SKB / Sanggar Kegiatan Belajar Masyarakat: Community Learning Activity Center
Sekolah Kejar Paket: non-formal education
OPDKB / Organisasi Perangkat Daerah Kependudukan dan Keluarga Berencana: Population and Family Planning Regional Apparatus Organization
APBD / Anggaran Pendapatan dan Belanja Daerah: Regional Revenue and Expenditure Budget