

Implementation of Population Control and Family Planning Policy at the Office of Women's Empowerment, Child Protection, Population Control, and Family Planning of Banda Aceh City

Dini Ramadini¹, Siti Aisyah², Nur Hafni³, Ridha Ilham⁴

¹ Magister Administrasi Publik, Universitas Terbuka, Indonesia

² Universitas Terbuka, Indonesia

³ Universitas Malikulsaleh, Lhokseumawe

⁴ Perwakilan BKKBN Provinsi Aceh

*Correspondence Author: diniramadini57@gmail.com

Abstract

The purpose of this study is to examine how the Population Control and Family Planning Policy is implemented by the Office of Women Empowerment, Child Protection, Population Control, and Family Planning in Banda Aceh City. The research applies a qualitative descriptive method through interviews, observations, and document analysis. The findings show both supporting and inhibiting factors in policy implementation, including resources, communication, and organizational structure. The research focuses on three main questions: how the policy is implemented, what supporting and inhibiting factors exist, and what strategies can be applied to improve its implementation. A qualitative approach was employed, with data collected through in-depth interviews using an interview guide. Informants included institutional leaders, family planning field officers, and other relevant stakeholders. Data were analyzed by categorizing responses, classifying findings, and reviewing interview transcripts and audio recordings based on source and date. The findings reveal that policy implementation is influenced by four key aspects: communication, which ensures clarity of program delivery, methods, objectives, and target groups; resources, including adequate personnel, facilities, and infrastructure; disposition or attitude, reflected in motivation, commitment, and the use of rewards and punishments; and organizational structure, supported by technical guidelines, regulations, and implementation manuals. Supporting factors include sufficient facilities, competent human resources, and clear regulations, while constraints are primarily limited budgets and the lack of competence among some implementers. Strategies to strengthen policy implementation involve continuous socialization, expanding outreach to various partners, and collaborative approaches with religious, traditional, and community leaders. This study highlights the importance of synergy between communication, resources, attitudes, and organizational structures in ensuring the success of population control and family planning programs in Banda Aceh City.

Keywords: *policy implementation, population control, family planning*

1. Introduction

The population size in Indonesia is influenced by its distribution across provinces, one of which is Aceh Province. Data from the Central Bureau of Statistics (BPS), through the 2015 Intercensal Population Survey (SUPAS), recorded Aceh's population at 4.03 million people. In the most recent 2020 Population Census, the figure increased to 5.27 million people. One of the cities in Aceh Province that experienced significant demographic change is Banda Aceh, the provincial capital, which also serves as a center of economic,

educational, political, social, and cultural activities. BPS data (2005) indicate that the population of Banda Aceh increased to 177,881 people, further rising to 223,446 people in 2010, and reaching 252,899 people by 2020 (BPS Banda Aceh City, 2019). However, despite the increasing population, the Office of Women Empowerment, Child Protection, Population Control, and Family Planning (DP3AKB) in Banda Aceh faces significant challenges in implementing population control and family planning policies. These include limited budget allocation, shortage of qualified human

resources, and inadequate program coverage. Such constraints hinder the effectiveness of policy implementation and highlight the urgency of this research.

Population density resulting from rapid growth presents several challenges. First, the high population growth rate leads to increased birth rates and greater demand for essential commodities (particularly food). Second, uneven population distribution results in limited mobility. Third, the growing number of school-age children increases the demand and opportunities for education, accompanied by higher rates of urbanization. Alongside these factors, population density contributes to rising poverty levels, high unemployment, and insufficient job opportunities. As Rusli (2012:56) notes, "Population growth is influenced by birth rates, mortality, and migration."

On the other hand, a large population can contribute positively to economic growth if managed effectively, as it enhances productivity and income generation, thereby stimulating regional economic development. However, in practice, data from BPS Banda Aceh City (2019) show that the city's economic growth declined to 3.04 percent in 2017, down from 5.93 percent in the previous year, and even lower than the national economic growth rate of 5.2 percent. Economic growth refers to the development of economic activities that increase the production of goods and services in society, thereby improving overall welfare.

An important factor in mitigating population density lies in policy approaches to population control and family planning. Policy processes must be institutionalized and implemented effectively. The success of policy implementation depends on the extent to which programs can be executed according to organizational goals and targets Siswati dkk, (2022). A policy must be implemented to generate impact and achieve desired outcomes. The implementation phase is critical within the overall policy

structure, as it largely determines the success or failure of the policy objectives.

The Banda Aceh City Government, through the Office of Women's Empowerment, Child Protection, Population Control, and Family Planning, has undertaken various initiatives to manage population growth. However, implementation has not been optimal due to internal and external factors.

Internal factors include insufficient budget allocation from the local government, with programs largely dependent on the Special Allocation Fund (DAK) for family planning. Limited financial resources directly affect program execution in the field. Furthermore, inadequate human resource support has posed challenges, particularly concerning family planning field officers (PKB). Ideally, one PKB supervises one to two villages, but in practice, many oversee five to six villages. In addition, many PKBs lack comprehensive knowledge of population programs, particularly with the introduction of new initiatives that require additional training.

External factors include low public awareness of family planning programs, limited access to services, gender disparities in contraceptive use, and inadequate knowledge among communities regarding population control and family planning Suci dkk, (2020). Many people do not fully understand the importance and benefits of family planning, while access to family planning services including contraceptives and information remains uneven. In some areas, there is even open resistance to family planning programs, reflecting a lack of understanding of their long-term benefits.

Based on these issues, this study aims to further examine the implementation of policies, the influencing factors, and the strategies employed in carrying out population control and family planning programs under the Office of Women's Empowerment, Child Protection, Population Control, and Family Planning in Banda Aceh City.

2. Theoretical Perspectives

2.1 Public Policy Theory

Public policy is understood as a set of decisions, actions, or inactions taken by the government to regulate societal life. Anderson defines public policy as policies developed by governmental institutions in response to public issues. Dye emphasizes that public policy is “what government chooses to do or not to do.” Nugroho adds that public policy constitutes activities aimed at achieving specific objectives, while Jenkins describes it as a series of decisions taken by political actors within their authority. From these various definitions, it can be concluded that public policy serves as a vital instrument for governments in managing the broader interests of society (Anirwan & Hidayat, 2018).

2.2 Policy Implementation Theory

Policy implementation is the stage that determines whether a policy achieves its intended objectives. Mazmanian and Sabatier stress the importance of understanding the events that occur after a policy is formulated and its eventual impact on society Prihati dkk, (2018). Van Meter and Van Horn define implementation as the actions of individuals or groups, whether governmental or private, directed toward achieving policy goals. Grindle evaluates implementation success through two aspects: the conformity of program execution with planned procedures, and the achievement of program objectives. Lester and Stewart suggest that implementation can also be measured through the outputs produced (KhalidaUlfa & Safirussalim, 2021).

2.3 Policy Effectiveness Theory

Effectiveness is understood as the degree to which predetermined goals are achieved. Sumaryadi notes that an organization is considered effective when its objectives are fully met. Ndarah emphasizes that effectiveness is measured by comparing results with goals, assessed through outputs,

outcomes, and feedback. Gibson et al. distinguish two approaches: the goal approach and the system approach. Meanwhile, Sutarto and Munir explain effectiveness as the outcome of integrated processes of input, throughput, and output generated by an organization (Suryono, 2018).

2.4 Models of Policy Implementation

Several models are employed to analyze factors influencing policy success. Van Meter and Van Horn identify six key variables: policy standards and objectives, resources, characteristics of implementing agencies, attitudes of implementers, communication, and the external environment. Mazmanian and Sabatier classify implementation factors into three categories: the nature of the problem, the capacity of policy to structure the implementation process, and external variables affecting execution. George C. Edwards III highlights four critical determinants of successful implementation: communication, resources, implementers' disposition, and bureaucratic structure. This model is widely used as it emphasizes the direct link between policy and practice. Merilee S. Grindle, on the other hand, underscores the importance of both the content of policy and the context of implementation. Implementation success, according to Grindle, is measured by the alignment of processes with planned objectives and the extent to which intended outcomes are achieved (Yayat, 2017).

2.5 Concept of Population Control and Family Planning Policy

Population control and family planning (FP) policies aim to reduce population growth rates, improve family quality, and prepare for a healthier and more prosperous generation. The FP program in Indonesia is designed not only to regulate childbirth but also to enhance maternal and child health and strengthen family resilience. Adioetomo defines family planning as an effort to regulate the number and spacing of

children in accordance with reproductive rights. FP policies are outlined in the national development agenda, including the 2020–2024 National Medium-Term Development Plan (RPJMN) and the *Bangga Kencana* Program managed by the National Population and Family Planning Board (BKKBN). At the local level, these policies are implemented by the Office of Women’s Empowerment, Child Protection, Population Control, and Family Planning (DP3AKB) Banda Aceh through the 2017–2022 Strategic Plan, which focuses on enhancing family welfare and controlling population growth rates.

2.6 Research Framework

This study adopts an input–process–output framework. The input consists of population control and family planning policies established by the government. The process is carried out by DP3AKB Banda Aceh, in collaboration with family planning counselors, through predesigned programs. The expected output is improved family welfare and balanced population growth.

3. Method

This study employs a descriptive research design with a qualitative approach. The data sources consist of both primary and secondary data (Amirulkamar et al., 2024). Primary data were obtained directly from the Office of Women’s Empowerment, Child Protection, Population Control, and Family Planning of Banda Aceh City, as well as from family planning counselors, who provided information in the form of statements or responses to interview questions. Secondary data were gathered from notes, books, papers, monographs, and other references, particularly those relevant to the research problem, as well as from archives in the form of documents and statistical data (such as survey results or research findings).

The data collection procedure involved interviews, which were conducted as conversations with a specific purpose. These conversations involved two parties: the

interviewer, who posed the questions, and the interviewee, who provided responses. The research instrument applied in this study is based on George C. Edwards III’s policy implementation theory, which adopts a top-down perspective. This approach implies that the process of population control and family planning policy implementation within the Office of Women’s Empowerment, Child Protection, Population Control, and Family Planning operates systematically and structurally from the top level to the grassroots. It also provides a comprehensive explanation of the concrete performance of policy implementation. Edwards’s model identifies four indicators that may influence policy implementation: communication, resources, disposition, and organizational structure.

Data analysis was carried out by organizing the collected data, breaking them down into units, synthesizing, arranging them into patterns, identifying key elements for study, and drawing conclusions that could be communicated to others. This process was conducted through three stages: (1) data reduction, namely the selection, simplification, abstraction, and transformation of raw data from various field notes and documents; (2) data display, which involves presenting organized information in ways that help researchers understand the overall picture or specific aspects of the study; and (3) conclusion drawing and verification, which were carried out continuously throughout the research process to answer the research questions formulated at the outset.

4. Results and Discussion

1. Implementation of Population Control and Family Planning Policy at the Office of Women’s Empowerment, Child Protection, Population Control, and Family Planning of Banda Aceh City

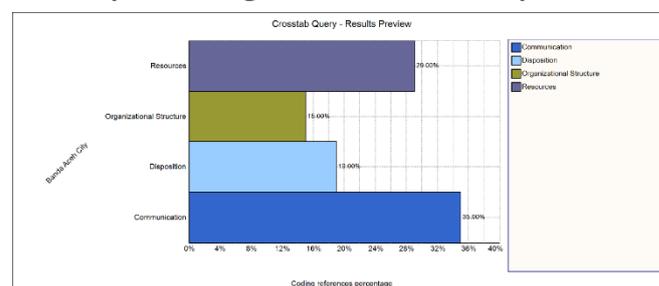


Figure 1. Percentage of Data Based on Research Indicators, Processed by the Researcher, 2025.

The results presented in Figure 1 show that the communication indicator received the highest percentage compared to other factors. This finding indicates that effective coordination and information sharing between officials and staff have been relatively well established in the implementation of population control and family planning policies. Clear communication reduces the potential for misunderstanding in program execution and ensures that directives from the leadership can be translated into concrete actions at the operational level.

In contrast, the resource indicator recorded the lowest percentage. This suggests that limited budget allocation and a shortage of qualified human resources remain the most critical barriers for the Office of Women Empowerment, Child Protection, Population Control, and Family Planning (DP3AKB) in Banda Aceh. Without sufficient staff and financial support, many programs cannot be carried out optimally, resulting in gaps between planning and actual implementation. Similarly, the relatively low percentage in organizational structure highlights the need for institutional strengthening to improve efficiency and accountability. These findings reinforce that while communication is a strength, structural and resource limitations significantly hinder the effectiveness of policy implementation.

Based on the results of data analysis regarding the implementation of the population control and family planning policy in Banda Aceh City, there are differences in the proportion of contributions from the four main factors influencing successful implementation, according to George C. Edward III's model. The communication factor occupies the highest percentage, at 35%. This indicates that the success of policy implementation in Banda Aceh is strongly influenced by the process of information delivery, socialization, and

coordination between the Office, family planning field officers, and the community. Effective communication allows the program to be understood and accepted by policy targets, although challenges remain in terms of consistency and outreach of information.

The resource factor ranks second with 29%. This figure highlights that the availability of human resources, facilities, and budgets plays a crucial role in program execution. The limited number of family planning field officers and transportation facilities remains the main issue affecting implementation effectiveness, although efforts have been made to collaborate with village cadres and related institutions to compensate for these shortages.

The disposition or attitude factor contributes 19%, reflecting that the commitment, motivation, and responsibility of implementers are also decisive in ensuring program continuity. Family planning field officers demonstrate strong loyalty and accountability, even to the extent of using personal funds to support activities. Nevertheless, the lack of institutional recognition and support may become a challenge in sustaining their motivation in the field.

The organizational structure factor records the lowest percentage, at 15%. Although comparatively low, organizational structure remains essential as a procedural foundation to ensure accountability and legitimacy of the program. However, rigid bureaucracy often slow down decision-making and reduces flexibility in field implementation. Overall, these findings illustrate that the implementation of the family planning policy in Banda Aceh is predominantly shaped by communication and resource factors, while implementers' disposition and organizational structure serve as supporting elements that can either strengthen or weaken implementation effectiveness. Therefore, strategies to enhance implementation should focus on strengthening cross-sector communication, optimizing

resources, and providing moral and institutional support to implementers.

a. Communication

Communication plays a decisive role in the implementation of the population control and family planning policy in Banda Aceh City. Based on the interviews, communication is carried out through both formal and informal channels. Officials at the Office of Women's Empowerment, Child Protection, Population Control, and Family Planning emphasized that the vision and mission of the family planning program are aligned with the local government's mission and then disseminated through activities funded by the Regional Budget (APBD), the Special Allocation Fund (DAK), and support from BKKBN. Dissemination is conducted not only by structural officials but also directly by family planning field officers at the village level.

These officers actively conduct regular counseling sessions for the community, particularly couples of reproductive age, through village meetings, Posyandu activities, and other strategic forums such as PKK meetings and health programs. Through these activities, the community gains understanding of the importance of family planning, reproductive health, and stunting prevention. Despite the intensive communication efforts, some challenges remain in the field.

Several officers reported that policy messages transmitted from the central to the local level sometimes undergo distortion. As a result, the information received by the community is not always consistent, leading to varying interpretations. Moreover, inter-agency cross-sectoral communication still needs to be strengthened for more solid program coordination. Thus, while communication efforts have been fairly effective, further improvements are needed in expanding outreach, ensuring message consistency, and reinforcing coordination among actors to achieve more effective implementation.

b. Resources

The availability of resources human, infrastructural, and financial constitutes a central issue in the implementation of the family planning policy. Interview results reveal that the number of family planning field officers in Banda Aceh remains limited, resulting in heavy workloads. Each officer is responsible for vast areas with a high number of couples of reproductive age, disproportionate to existing workforce capacity. This situation forces officers to exert extra effort, often involving village cadres or volunteers to support program implementation. In addition to manpower shortages, facility constraints are also widely reported.

Officers frequently complain about the lack of transportation facilities, such as official motorcycles, service vehicles, and family planning demonstration kits. Many of them resort to using personal vehicles to ensure mobility. From a budgetary perspective, although funds are allocated through APBD and DAK, their utilization is largely concentrated on priority programs such as stunting prevention, leaving some technical field needs underfunded. Nonetheless, officers strive to overcome these limitations by collaborating with PKK, health cadres, and educational institutions. This demonstrates their commitment to maximizing available resources despite constraints.

c. Disposition/Attitude

The attitude and commitment of implementers, particularly family planning field officers, prove to be decisive factors in ensuring program success amidst resource limitations. Based on interviews, the officers emphasized that their duties are an entrusted responsibility that must be carried out with accountability. They believe their presence in the community makes a tangible contribution to raising awareness about the importance of family planning and reproductive health. This sense of responsibility drives them to devote energy,

time, and even personal financial resources to ensure program implementation. However, despite strong disposition, challenges remain concerning recognition and institutional support. Officers revealed that their heavy workloads are not always matched with adequate incentives, which could potentially reduce motivation if left unaddressed. Nevertheless, their positive attitudes, loyalty, and strong moral commitment remain the backbone ensuring that the family planning program continues to operate despite numerous technical and administrative obstacles.

d. Organizational Structure

Organizational structure plays an important role in the implementation of the family planning policy in Banda Aceh City. Interview results indicate that every activity must adhere to strict administrative procedures, starting from planning, budget approval, to reporting.

The presence of standard operating procedures (SOPs) and bureaucratic mechanisms ensures that activities are carried out in compliance with regulations and remain accountable. The formal structure also provides legitimacy to program implementation. However, on the other hand, rigid organizational structures often reduce flexibility in program execution. Officers cannot make quick decisions when urgent issues arise in the field, as they must wait for directives from superiors.

This bureaucratic process slows program effectiveness and occasionally hampers responsiveness to community needs. Nevertheless, officers continue to carry out their duties in line with organizational directives while maintaining regular communication with their supervisors. Thus, organizational structure can be seen as a double-edged sword: it provides direction, legitimacy, and accountability but also risks delaying innovation and rapid response in the field.

2. Supporting and Inhibiting Factors in the Implementation of Population Control and Family Planning Policy

Based on the interviews, several factors were identified as either supporting or inhibiting the implementation of the population control and family planning policy in Banda Aceh City. On the inhibiting side, an informant from the Office of Women's Empowerment, Child Protection, Population Control, and Family Planning highlighted both internal and external challenges. Internally, the main issue concerns limited funding. The local budget (APBD) allocation is considered very insufficient, leaving most activities dependent on the Special Allocation Fund (DAK) from BKKBN. This limitation affects the scope of socialization programs since, without stakeholder support, outreach activities cannot run optimally. Externally, challenges arise from community resistance, as many citizens remain hesitant to accept family planning programs. Low levels of education, coupled with urban migration into Banda Aceh, further complicate the adaptation process, requiring additional efforts to provide education for newcomers from rural areas.

Similar issues were reported by family planning counselors, who emphasized that budget constraints represent the primary obstacle. Although financial support is available through DAK BKKBN, most of the funds are directed toward priority programs such as communication, information, and education (CIE) campaigns through mass media. Counselors also noted technical difficulties in field operations. Many couples of reproductive age (CRA) prefer to access free contraceptive services at government health facilities, which affects the planned service schedules. Furthermore, scheduling conflicts arise because counselors are tasked not only with family planning programs but also with priority activities such as stunting prevention and directives from BKKBN's provincial office. These overlapping responsibilities require counselors to constantly adjust their

communication and outreach schedules in the field.

On the supporting side, the availability of human resources is considered a significant asset. According to officials, each sub-district in Banda Aceh is assigned at least one family planning counselor, in addition to competent staff in their respective divisions. Supporting facilities are also available, such as official motorcycles, mobile information units, and service vehicles, even though the number remains limited. Nevertheless, it was acknowledged that most of the civil servant counselors are nearing retirement, which creates an urgent need for additional personnel to sustain program continuity.

3. Strategies for Strengthening Population Control and Family Planning Programs

To address these challenges, several strategies have been implemented. A key official at the Office of Women's Empowerment, Child Protection, Population Control, and Family Planning emphasized that coordination and communication with stakeholders and subordinates are essential to achieving program objectives. Socialization is carried out not only through face-to-face meetings but also via social media platforms such as Instagram and Facebook. Teamwork is also considered crucial in compensating for financial limitations. Moreover, capacity-building initiatives, such as training programs funded by the office, are provided to ensure that counselors are capable of performing their duties in accordance with technical guidelines and standard operating procedures.

The importance of training was also echoed by family planning counselors, who explained that they had received various capacity-building opportunities from BKKBN's Aceh Provincial Office. These included training on the use of the SIGA application, communication and information techniques, as well as other technical skills. Counselors further noted that they were trained to manage family development

groups such as *Bina Keluarga Balita* (BKB), *Bina Keluarga Remaja* (BKR), and most recently, the management of Family Planning Villages (*Kampung KB*). Such training has strengthened the counselors' preparedness in facing field challenges and has enhanced the overall effectiveness of program implementation.

Discussion

The implementation of the population control and family planning policy at the Office of Women's Empowerment, Child Protection, Population Control, and Family Planning of Banda Aceh City is influenced by several factors as emphasized by George C. Edward III, namely communication, resources, disposition or attitude, and bureaucratic structure. In terms of communication, the program's implementation is guided by the government's strategic plan, its set targets, and the forms of communication established between implementers and beneficiaries.

Effective communication is also supported by collaboration with partners and approaches to both formal and informal community leaders. Nevertheless, many community members have not fully understood the messages delivered. Previous research has also demonstrated that counseling plays a significant role in the implementation of policies in the field (Dian Wahyu Pamilu, 2017). Edward III stresses that communication is a key determinant of successful policy implementation, requiring clarity, consistency, and effectiveness in information delivery.

The final outcome of policy implementation is reflected in the achievements felt by the community. Based on interviews, observations, and performance reports, it can be concluded that the policy has been implemented well. This is evident from the Annual Performance Report, which can be accessed through the Family Information System, showing a steady increase in contraceptive use each year. These findings align with Sumaryadi (2005), who asserts that organizational

effectiveness is achieved when the predetermined objectives are fully realized. Similarly, Grindle in Agustino (2008) explains that the success of implementation can be assessed through both the process and the outcome, by examining whether the program was executed according to the established provisions and whether its objectives were achieved.

From the perspective of resources, the success of policy implementation largely depends on the ability to utilize available resources. Human resources are the most critical factor, in addition to funding and infrastructure. A shortage of personnel directly impacts program achievements, making the enhancement of human resource capacity a crucial requirement. The findings indicate that the number of implementers and field counselors is sufficient in relation to the number of activities conducted, and the supporting facilities and infrastructure are also adequate, particularly for field counseling activities. However, in terms of budget, the support from the municipal budget (APBD) remains very limited compared to the special funds provided by the central government (DAK-BOKB). This situation reinforces Edward III's view that resources are a vital factor in effective policy implementation, as without adequate resources, policies will merely remain as written documents.

Disposition or attitude also plays a significant role in determining the success of implementation. The findings reveal that the implementers' attitudes are generally positive, as reflected in their motivation and willingness to set good examples in carrying out the program. This has encouraged greater acceptance of the family planning program within the community, particularly due to approaches involving religious and community leaders. The motivation of implementers is further supported by a system of rewards and punishments through monthly and annual program evaluations. When implementers have a good disposition, they tend to be more committed, dedicated, and diligent in executing the

policy, thereby facilitating the implementation process and increasing the likelihood of success. Conversely, poor disposition whether due to a lack of understanding, inadequate capacity, or disagreement with the policy can lead to resistance or delays in implementation, which in turn hinders the achievement of policy objectives.

The organizational structure is another crucial factor. Research findings show that the implementation of the population control and family planning policy in Banda Aceh has been well supported by organizational structure. This is evidenced by the existence of clear technical guidelines, manuals, and operational procedures for each program activity. These procedures serve as references for field counselors, ensuring that program implementation is more systematic. Previous research has similarly noted that policy implementation tends to be more effective when technical guidelines and field procedures are in place (Dian Wahyu Pamulu, 2017). An effective organizational structure, including the presence of standard operating procedures (SOPs), provides essential guidance for implementers. In contrast, overly complex organizational structures may weaken supervision and create bureaucratic red tape.

Overall, supporting factors for policy implementation include effective communication through socialization, information, education, and counseling activities, both face-to-face and via mass media. The existence of technical guidelines, instructions, and SOPs also facilitates program execution. Coordination with partners and community leaders further strengthens implementation. However, several inhibiting factors remain, such as limited community knowledge, insufficient understanding among implementers, restricted funding from the municipal budget, and limited support from religious, customary, and community leaders.

In addressing these challenges, the strategies for strengthening the population control and family planning program in

Banda Aceh have focused on improving human resource quality through training, developing more creative information, education, and communication (IEC) approaches, and utilizing social media, advertisements, and local languages to better convey messages to the community. Continuous engagement with religious, customary, and community leaders is also emphasized to enhance program acceptance. Moreover, ongoing coordination with key stakeholders, particularly the BKKBN of Aceh Province, forms an integral part of the strategy. Routine monitoring and monthly evaluation of records and reports are also carried out to ensure the sustainability and quality of family planning services.

5. Conclusion

The implementation of population control and family planning policy in Banda Aceh shows both strengths and limitations. Communication has been identified as the most influential factor, ensuring that information flows effectively between leaders, implementers, and the community. The use of social media also supports wider outreach, particularly to younger audiences. On the other hand, resource constraints remain the most critical barrier, as limited budget allocations and the shortage of qualified personnel hinder program continuity.

Interestingly, while most staff and field counselors are considered competent, there are still gaps in technical knowledge among a small group of implementers. This indicates the need for continuous training and capacity-building to maintain the quality of service delivery. Furthermore, the limited number of facilities and aging workforce create additional challenges for sustaining program implementation.

Overall, the findings highlight that strong communication and digital innovation are key assets, but persistent issues related to funding, human resource renewal, and infrastructure must be addressed to strengthen the effectiveness of

population control and family planning policies in Banda Aceh.

6. References

- Amirulkamar, S., Mulya, S. M., & Ulfa, K. (2024). Aceh Government Accountability: Implementation of Open Access Data Aceh to Realize Public Transparency a Review of Disclosure Theory. *Formosa Journal of Applied Sciences*, 3(9), 3635– 3644. <https://doi.org/10.55927/fjas.v3i8.10874>
- Alawiyah, R. (2016). Implementasi Program Percepatan Penanggulangan Kemiskinan Oleh Dinas Kesejahteraan Sosial Kota Samarinda. *EJournal Administrasi Negara*, 4(4), 4896–4910.
- Anirwan, & Hidayat, R. (2018). Penerapan Prinsip Citizen'S Charter Pada Dpm Ptsk Kota Makassar. *Jurnal Administrasi Publik*, 14(2), 133– 142. <https://doi.org/10.52316/jap.v14i2.5>
- BKKBN. (2020). Rencana Strategis BKKBN 2020-2024. Badan Kependudukan dan Keluarga Berencana Nasional.
- BKKBN Aceh. (2021). Umpan Balik Bulan an Pelaporan dan Pencatatan. Perwakilan BKKBN Provinsi Aceh.
- BPS Indonesia. (2010). Statistik Indonesia 2010. BPS.
- BPS Indonesia. (2020). Statistik Indonesia 2020. 2019.
- BPS Kota Banda Aceh. (2019). Banda Aceh Dalam Angka 2020. BPS.
- David (2004). Manajemen Strategi Konsep. Selemba Empat.
- Dinas PP, P. P. dan K. (2018). Rencana Strategis Dinas Pemberdayaan Perempuan Perlindungan Anak Pengendalian Penduduk dan Keluarga Berencana Kota Banda Aceh Tahun 2017-2022. Dinas PP, PA, PP dan KB.
- Gibson, J. L., Ivancevich, J. M., & Donnelly, J. H. J. (1997). *Organizations: Bussiness, Structure, Processes* (8 ed). Irwin.
- Gudono. (2012). Teori Organisasi. BPFE.
- Handyaningrat, S. (1996). Pengantar Studi Ilmu Administrasi dan Manajemen. Gunung Agung.

- Hasan A, (2010). Marketing Bank Syariah. Ghalia Indonesia.
- Hitt michael, dkk. (1997). Manajemen Strategis. Erlangga.
- KhalidaUlfa, & Safirusalim, S. (2021). Implementation of the Curfew as a Policy of the Aceh Government on Handling COVID- 19: A Social Responsibility. *Journal of Governance and Social Policy*, 2(2), 96– 111. <https://doi.org/10.24815/gaspol.v2i2.22714>
- Martono, Nanang. 2011. *Sosiologi Perubahan Sosial (Perspektif, Modern, Posmodern, dan Poskolonial)*. Jakarta: PT Rajagrafindo Persada.
- Moleong, L. J. (2013). *Metodologi Penelitian Kualitatif*. PT Remaja Rosdakarya.
- Mulyadi, D. (2016). *Studi Kebijakan Publik dan Pelayanan Publik: Konsep dan Aplikasi Proses Kebijakan Publik Berbasis Analisis Bukti untuk Pelayanan Publik*. Alfabeta.
- Munir, dkk. (2004). *Kebijakan dan Manajemen Keuangan Daerah*. YPAPI.
- Muslihin. (n.d.). *Memahami Definisi Operasional dalam Penelitian*. [Http://Www.Muslim.Com](http://www.Muslim.Com).
- Ndarah, T. (2005). *Teori Budaya Organisasi*. PT. Rineka Cipta.
- Nugroho, T. C. (2021). Implementasi Kebijakan Program Gerakan “Mappadeceng” dalam Bidang Pendidikan di Kabupaten Soppeng. *Sekolah Pasca Sarjana Universitas Hasannudin Makasar Program Studi Administrasi Publik*.
- Nirwana. (2019). Analisis Kebijakan Program Daerah Pemberdayaan Masyarakat (PDPM) Kecamatan Palu Timur di Kota Palu. *E- Jurnal Katalogis*, 1(7), 167–174.
- Nirwan. 2013. Analisis Implementasi Kebijakan Program Daerah Pemberdayaan Masyarakat (PDPM) Kecamatan Palu Timur di Kota Palu. *Palu: e-Jurnal Katalogis*. Vol 1, No. 7.
- Pasolong, Harbani. 2011. *Teori Administrasi Publik*. Bandung: Alfabeta.
- Pamilu, D. W. (2017). Analisis Efektifitas Implementasi Kebijakan Penyuluh Keluarga Berencana (Studi pada Dinas Pengendalian Penduduk, Keluarga Berencana, Pemberdayaan Perempuan dan Perlindungan Anak Kabupaten Kendal. Universitas Terbuka Jakarta.
- Prihati, P., Dailiati, S., Hernimawati, H., & Yandra, A. (2018). Tourism and Environmental Policy Strategies: Promoting Local Destination in Riau Province. *IOP Conference Series: Earth and Environmental Science*, 156(1). <https://doi.org/10.1088/1755-1315/156/1/012061>
- Pemerintah Indonesia. (2014). *Undang-Undang Nomor 23 Tahun 2014 tentang Pemerintahan Daerah*. Sekretariat Negara.
- Pemerintah Indonesia. (2009). *Undang-Undang Nomor 52 Tahun 2009 tentang Perkembangan Kependudukan dan Pembangunan Keluarga*. Sekretariat Negara.
- Pemerintah Kota Banda Aceh. (2016). *Peraturan Walikota Banda Aceh Nomor 48 Tahun 2016 tentang Susunan, Keududukan, Tugas, Fungsi, Kewenangan dan Tata Kerja Dinas Pemberdayaan Perempuan, Perlindungan Anak, Pengendalian Penduduk dan Keluarga Berencana Kota Banda Aceh*. Pemerintah Kota Banda Aceh.
- Rusli. (2012). *Pengantar Ilmu Kependudukan*. LP3S.
- Rizki Alawiyah. 2016. Implementasi Program Percepatan Penanggulangan Kemiskinan oleh Dinas Kesejahteraan Sosial Kota Samarinda. *Samarinda: e-Jurnal Administrasi Negara*. Vol 4, No.4.
- Siswati, L., Eterudin, H., Setiawan, D., Ratnaningsih, A. T., & Yandra, A. (2022). *Penyadaran Kepada Ibu Rumah Tangga dalam Pemisahan Sampah Organik dan Anorganik Rumah Tangga di Kecamatan Minas*. *Jurnal Manajemen Pendidikan Dan Pelatihan*, 6(1), 94– 101. <https://ejournal.kompertif.com/index.php/diklatreview/article/view/913>

- Suci, A., Maryanti, S., Van FC, L. L., & Yandra, A. (2020). Dilema Ex-Officio Terkait Pencegahan Korupsi Dan Penjaminan Mutu Di Perguruan Tinggi Swasta. *Jurnal Penjaminan Mutu*, 6(1), 1. <https://doi.org/10.25078/jpm.v6i1.1169>
- Suryono, A. (2018). Kebijakan Publik Untuk Kesejahteraan Rakyat. *Transparansi Jurnal Ilmiah Ilmu Administrasi*, 6(2), 98–102. <https://doi.org/10.31334/trans.v6i2.33>
- Suryawati, C. 2005. Memahami Kemiskinan Secara Multidimensional: *JMPK*. Vol 08, No.3.
- Suaib, & Muhammad R. (2016). Pengantar Kebijakan Publik: dari Administrasi Negara, Kebijakan Publik, Administrasi Publik, Pelayanan Publik, Good Governance, hingga Implementasi Kebijakan Publik. Calpulis.
- Sugiyono. (2013). Metode Penelitian Kuantitatif, Kualitatif dan R & D. Alfabeta.
- Sumaryadi, I. N. (2005). Perencanaan Pembangunan Daerah. Otonom dan Pemberdayaan Masyarakat. Citra Utama.
- Sutarto. (2000). Dasar-dasar Organisasi. Gadjah Mada University Press.
- Susanti, H. A. (2015). Strategi komunikasi badan kependudukan dan keluarga berencana nasional (bkkbn). *Jurnal ASPIKOM*, 2(4), 243-254.
- United Nations. (2010). The Sex and Age Distribution of the World Population. The 1996 Revision.
- Utami, N. A. T., & Alawiya, N. (2021). Peran Badan Kependudukan dan Keluarga Berencana Nasional Dalam Mewujudkan Program Pembangunan Keluarga, Kependudukan dan Keluarga Berencana “Bangga Kencana”(Studi di BKKBN Provinsi Jawa Tengah). *Prosiding*, 10(1).
- Yayat, R. (2017). Kualitas Pelayanan Publik Bidang Administrasi Kependudukan Di Kecamatan Gamping. *Jurnal Ilmiah Magister Ilmu Administrasi (JIMIA)*, 2, 56–65.
- Wahab, & Solichin A. (2012). Analisis Kebijakan: dari Formulasi Penyusunan Model- Model Implementasi Kebijakan Publik. PT. Bumi Aksara.
- Wursanto. (2015). Dasar- Dasar Ilmu Organisasi. Andi.
- Winarno, Budi. 2012. Kebijakan Publik (Teori, Proses, dan Studi Kasus) Yogyakarta: PT Buku Seru.