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IMPLEMENTATION OF FAMILY HOPE PROGRAM (PKH) IN IMPROVING COMMUNITY WELFARE IN SUKAHAJI DISTRICT, MAJALENGKA REGENCY

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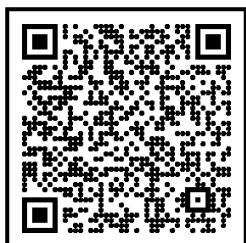
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Abstract. The Family Hope Program (PKH) is one of Indonesia's main social protection programs aimed at reducing poverty and improving access to education, health, and social welfare services for poor households. This study aims to analyze the implementation of PKH in Sukahaji District, Majalengka Regency, by examining policy implementation indicators, external influencing factors, and the role of local government in supporting program effectiveness. This research employed a qualitative descriptive case study approach based on the policy implementation frameworks of Sabatier and Mazmanian and Grindle. Data were collected through interviews, observation, and documentation involving ten informants consisting of seven PKH facilitators, one district coordinator, one sub-district head, and one beneficiary family. Data were analyzed through data reduction, data display, and conclusion drawing, while validity was ensured through source and method triangulation. The findings reveal that PKH implementation has generally followed established guidelines and contributed to reducing the economic burden of beneficiary families as well as increasing access to education and health services. However, several challenges remain, including inconsistencies in DTKS data, delays in beneficiary data updating, limited public understanding of program provisions, and constraints in human resources and inter-institutional coordination. In addition, local socioeconomic conditions and the level of local government involvement significantly influence program effectiveness. These findings indicate that successful policy implementation depends not only on policy design but also on implementation capacity and contextual factors. Strengthening data management, socialization strategies, and stakeholder coordination is therefore essential to improve the sustainability and effectiveness of PKH implementation.

Keyword: Policy Implementation; PKH; Poverty; Social Welfare.

Abstrak. Program Keluarga Harapan (PKH) merupakan salah satu program perlindungan sosial pemerintah Indonesia yang bertujuan mengurangi kemiskinan serta meningkatkan akses masyarakat miskin terhadap layanan pendidikan, kesehatan, dan kesejahteraan sosial. Penelitian ini bertujuan menganalisis implementasi PKH di Kecamatan Sukahaji Kabupaten Majalengka dengan mengkaji indikator implementasi kebijakan, faktor eksternal yang memengaruhi pelaksanaan program, serta peran pemerintah daerah dalam mendukung efektivitas program. Penelitian menggunakan pendekatan studi kasus deskriptif kualitatif dengan landasan teori implementasi kebijakan Sabatier dan Mazmanian serta Grindle. Data dikumpulkan melalui wawancara, observasi, dan dokumentasi terhadap sepuluh informan yang terdiri atas tujuh pendamping PKH, satu koordinator kabupaten, satu camat, dan satu keluarga penerima manfaat. Analisis data dilakukan melalui reduksi data, penyajian data, dan penarikan kesimpulan dengan uji keabsahan menggunakan triangulasi sumber dan metode. Hasil penelitian menunjukkan bahwa implementasi PKH pada umumnya telah berjalan sesuai pedoman dan memberikan kontribusi dalam mengurangi beban ekonomi keluarga penerima manfaat serta meningkatkan akses pendidikan dan kesehatan. Namun demikian, masih ditemukan beberapa kendala, seperti ketidaksesuaian data DTKS, lambatnya pemutakhiran data penerima manfaat, rendahnya pemahaman masyarakat terhadap ketentuan program, serta keterbatasan sumber daya manusia dan koordinasi antarinstansi. Selain itu, kondisi sosial ekonomi masyarakat dan tingkat keterlibatan pemerintah daerah turut memengaruhi efektivitas pelaksanaan program. Temuan ini menunjukkan bahwa keberhasilan implementasi kebijakan tidak hanya ditentukan oleh desain kebijakan, tetapi juga oleh kapasitas pelaksana dan faktor kontekstual di tingkat lokal. Oleh karena itu, diperlukan penguatan pengelolaan data, strategi sosialisasi, dan koordinasi antarpemangku kepentingan untuk meningkatkan efektivitas dan keberlanjutan program.

Kata Kunci: Implementasi Kebijakan; PKH; Kemiskinan; Kesejahteraan.



INTRODUCTION

Poverty is a multidimensional phenomenon that extends beyond economic limitations and encompasses social, educational, and health aspects (Sundar, 2024; Widayatsari et al., 2025). In the context of national development, poverty is a major issue that continues to receive government attention (Qulsum et al., 2024). According to Statistics Indonesia (BPS), the national poverty rate in March 2025 was 8.47%, equivalent to approximately 23.85 million people, indicating that poverty remains a significant development challenge despite continuous government intervention (BPS-Statistic Indonesia, 2025). Various policies and programs have been designed to reduce poverty levels and improve community welfare. One of the government's efforts is through social protection programs that provide direct assistance to the poor (Zein & Gusvi, 2025). These programs are expected to have a significant impact on improving the community's quality of life. Therefore, the effectiveness of policy implementation is a critical factor in determining the success of poverty alleviation programs.

One of the government's focused programs in poverty alleviation efforts is the Family Hope Program (PKH). This program is a form of conditional social assistance aimed at improving human resource quality through access to education and healthcare (Kemensos RI, 2023). Conceptually, PKH is similar to Conditional Cash Transfer (CCT) programs that have been widely implemented in developing countries to reduce poverty and improve human capital outcomes through conditional assistance mechanisms (Bastagli et al., 2016; Fiszbein & Schady, 2009). PKH not only provides financial assistance but also encourages behavioral changes in accessing public services (Khairullah et al., 2024). By fulfilling specific requirements related to education and health, beneficiary families are expected to improve their welfare and break the intergenerational cycle of poverty. Therefore, examining the implementation of PKH remains important in understanding the effectiveness of poverty alleviation policies.

From a policy implementation perspective, the success of a program is determined not only by good planning but also by implementation in the field (Peckham et al., 2022). Sabatier &

Mazmanian (1979) stated that successful implementation is influenced by the clarity of policy objectives, the availability of resources, and the ability of implementers to carry out the program. Furthermore, Grindle (1989) emphasized that successful implementation is also determined by the content of the policy and the context of implementation. Both theories demonstrate that policy implementation is a complex process influenced by various factors. Therefore, a comprehensive analysis of PKH implementation is necessary. This way, we can determine the extent to which the program is operating in accordance with its stated objectives.

In practice, the implementation of the Family Hope Program (PKH) still faces various challenges. Several studies have identified inaccurate beneficiary targeting (Sari et al., 2025), weak program socialization (Rosyid, 2023), limited human resources (Saputra, 2025), and data management problems that affect program effectiveness (Taufik et al., 2025). Although PKH has generally contributed to poverty reduction and improvements in welfare, educational access, and social services (Syahwanes et al., 2025; Zahran, 2025), implementation problems continue to hinder the achievement of optimal outcomes. These findings indicate that evaluating policy outcomes alone is insufficient because program success is also influenced by the quality of policy implementation.

Previous studies have predominantly focused on the effectiveness and impacts of PKH on poverty alleviation, welfare improvement, and access to public services (Karningsih & Wahyuningsih, 2024; Widayat & Sugiyanto, 2025; Zahran, 2025). Other studies have examined specific implementation barriers such as administrative capacity, socialization, and beneficiary data management (Mustapa et al., 2022; Rosadi et al., 2025; Saputra, 2025). However, limited studies have comprehensively analyzed PKH implementation by integrating policy implementation indicators with contextual factors at the local level. Furthermore, the relationship between internal implementation factors, such as policy objectives, resources, and implementer capacity, and external factors, such as community social conditions and local government involvement, has received relatively limited attention in the existing literature. This

gap suggests the need for a more comprehensive analysis that combines policy implementation theory with empirical realities in the field.

The novelty of this study lies in its integration of the policy implementation perspectives of Sabatier & Mazmanian (1979) and Grindle (1989) to analyze the implementation of PKH at the sub-district level. Unlike previous studies that mainly focused on program outcomes or isolated implementation constraints, this study simultaneously examines policy implementation indicators, contextual conditions, and the role of local government in influencing program effectiveness. By focusing on PKH implementation in Sukahaji District, Majalengka Regency, this study is expected to contribute to the development of policy implementation studies and provide practical recommendations for improving the effectiveness and sustainability of poverty alleviation programs. Therefore, this study aims to analyze the implementation of the Family Hope Program (PKH) in improving community welfare in Sukahaji District, Majalengka Regency.

METHOD

This study employed a qualitative descriptive case study approach to analyze the implementation of the Family Hope Program (PKH) in improving community welfare in Sukahaji District, Majalengka Regency. A qualitative approach was chosen because it enables an in-depth understanding of policy implementation processes based on the experiences, perceptions, and interactions of the actors involved in the program (Beery, 2010). The study focused on examining PKH implementation using the policy implementation frameworks proposed by Sabatier & Mazmanian (1979) and Grindle (1989). The analysis covered both internal implementation factors and external contextual factors that influence program effectiveness.

The research was conducted in Sukahaji District, Majalengka Regency, West Java Province. The location was selected purposively because Sukahaji is one of the districts implementing the Family Hope Program (PKH) and continues to face poverty-related challenges. Based on preliminary observations and local conditions, a considerable proportion of residents still depend on agricultural

activities, while limitations in supporting infrastructure may affect socioeconomic development. These characteristics make Sukahaji a relevant setting for examining the implementation of poverty alleviation policies and understanding how PKH is implemented at the local level.

The study involved ten informants consisting of one PKH District Coordinator, seven PKH Facilitators in Sukahaji District, one Sub-district Head, and one representative of a PKH beneficiary family. Informants were selected using purposive sampling based on their direct involvement, knowledge, and experience related to PKH implementation. The selected informants were considered capable of providing comprehensive information regarding program implementation, supporting factors, obstacles, and community responses to PKH. The number of informants was considered sufficient because the information obtained had reached data saturation, indicated by the absence of new themes, perspectives, or substantial information emerging from subsequent interviews.

Table 1.1 Research Informant

No.	Informants	Position	Total
1.	PKH Coordinator of Majalengka Regency	District Coordinator	1
2.	PKH Facilitators of Sukahaji District	Facilitators	7
3.	Head of Sukahaji District	Sub-district Head	1
4.	PKH Beneficiary Family Representative	Beneficiary Family	1
Total			10

Data were collected through semi-structured interviews, observation, and documentation (Miles et al., 2018). Interview guidelines were developed based on the implementation indicators proposed by Sabatier & Mazmanian (1979) and Grindle (1989), including targeting accuracy, program socialization, goal achievement, program evaluation, community socioeconomic conditions, and the role of local government. Semi-structured interviews were conducted to explore informants' experiences and perceptions regarding PKH implementation. Observations were undertaken to examine the actual implementation of the

program in the field, while documentation was used to obtain supporting data from official reports, archives, regulations, and other documents related to PKH implementation.

Data analysis followed the interactive model of (Miles et al., 2018), consisting of data reduction, data display, and conclusion drawing. The analysis process began with organizing and transcribing interview results. Subsequently, open coding was conducted to identify initial concepts and issues emerging from the data. The identified codes were then grouped through axial coding to establish relationships among categories and subcategories. Finally, selective coding was applied to develop major themes and formulate a comprehensive interpretation of PKH implementation and its influencing factors.

To ensure the trustworthiness of the findings, data validity was established through source triangulation, method triangulation, and document verification. Source triangulation was conducted by comparing information obtained from PKH facilitators, government officials, and beneficiary families. Method triangulation was achieved through the combination of interviews, observations, and documentation. Document verification was carried out by comparing interview findings with official records and program documents related to PKH implementation.

The analyzed data were systematically categorized into two main dimensions, namely internal and external factors affecting policy implementation. Internal factors consisted of targeting accuracy, program socialization, goal achievement, and program evaluation, while external factors included community socioeconomic conditions and the role of local government. Through this approach, the study was able to provide a comprehensive understanding of PKH implementation and the factors influencing its effectiveness in improving community welfare in Sukahaji District, Majalengka Regency.

RESULT AND DISCUSSION

The implementation of the Family Hope Program in this study is analyzed not only in terms of internal policy factors but also external factors influencing its implementation at the local

level. Internal factors include aspects directly related to program design and implementation, such as targeting accuracy, socialization, goal achievement, and evaluation. Meanwhile, external factors encompass the community's socioeconomic conditions and the roles of actors outside the policy system, such as local governments. This division is carried out to provide a more comprehensive analysis of program implementation. Thus, this study can explain in greater depth the various factors influencing the success of the Family Hope Program (PKH). Therefore, the results and discussion are presented from both perspectives.

PKH Implementation Based on Policy Indicators

Based on research conducted through interviews, observation, and documentation, the implementation of the Family Hope Program (PKH) in Sukahaji District can be analyzed using internal policy indicators, including targeting accuracy, program socialization, goal achievement, and program evaluation as the main dimensions of implementation. In general, program implementation has followed the guidelines established by the central government. This is evident in the clear implementation structure, from district coordinators and PKH facilitators to sub-district governments. Documentation data shows that the number of beneficiaries in this area is significantly higher than in other areas. Furthermore, aid distribution is carried out periodically in accordance with applicable mechanisms. However, in practice, various obstacles remain that affect the effectiveness of program implementation.

Regarding the accuracy of targeting indicators, the research found that beneficiary determination still faces several challenges. The data used to determine beneficiaries are derived from the Integrated Social Welfare Data (DTKS), yet discrepancies remain between administrative records and actual community conditions. Documentation and field observations revealed cases in which Population Identification Numbers (NIK) were not synchronized, causing delays in beneficiary verification and assistance distribution. In addition, several households that were no longer categorized as poor remained registered as beneficiaries, while some eligible households had not yet been included in the

program. Interviews with PKH facilitators confirmed that data updating often requires a lengthy verification process, resulting in delays in beneficiary adjustments. These findings indicate that the beneficiary data management system has not functioned optimally and continues to affect the effectiveness of program implementation.

These findings are reinforced by interview results, field observations, and supporting documentation obtained during the study. Several informants stated that data issues remain a major obstacle to program implementation. One PKH facilitator explained that *“the data used often does not match field conditions, and some assistance is even delayed due to NIK issues.”* Documentation records and field observations also indicated discrepancies between administrative data and actual beneficiary conditions, particularly during the verification and updating process. This indicates that problems occur not only at the data collection stage but also during data verification and validation. From a policy implementation perspective, this condition reflects weaknesses in policy implementation capacity, particularly regarding targeting accuracy and administrative support. According to Grindle (1989), targeting accuracy is a critical factor in determining the effectiveness of social policy implementation because policy outcomes are strongly influenced by the compatibility between policy objectives and beneficiary characteristics. Therefore, data inconsistencies can directly affect the effectiveness and success of the Family Hope Program (PKH).

Compared with previous research, these findings align with those indicating that data issues are a major obstacle to the implementation of social assistance programs. Several previous studies also found that inaccurate targeting often occurs due to limitations in data collection systems and weak coordination between institutions (Umara et al., 2026). However, this study provides an additional contribution by demonstrating how these data issues directly impact aid delays at the local level. This demonstrates that implementation issues are not merely administrative but also affect community well-being. Therefore, improving the data system is an urgent need in the implementation of the Family Hope Program (PKH).

Regarding the program socialization indicator, the research indicates that PKH

facilitators have conducted outreach activities through various methods. These include group meetings, direct visits, and informal communication with the community. However, community understanding of the program remains relatively low (Mustapa et al., 2022). This is evident from interviews, which revealed that most beneficiaries only knew they were receiving assistance, without understanding the obligations they must fulfill. This situation indicates a communication gap between program implementers and the community. Therefore, program socialization has not been running optimally.

One beneficiary stated, *“We only know we're getting assistance, but we don't know the full rules.”* This statement indicates that the information received by the community is still partial and incomplete. Furthermore, field observations indicate that not all beneficiaries actively participate in the outreach activities. This is due to various factors, such as community busyness and low levels of education. From a policy implementation theory perspective, communication is a critical factor influencing the success of program implementation. Sabatier & Mazmanian (1979) state that ineffective communication can lead to distortions in policy implementation. Therefore, a more effective and participatory communication strategy is needed.

Compared with previous research, these findings also align with studies that found that socialization is one of the factors inhibiting the implementation of social policies (Mustapa et al., 2022). However, this study adds that low public understanding is not only due to a lack of socialization but also to the community's social characteristics. This suggests that the socialization approach needs to be adapted to local conditions. Therefore, the one-way socialization method needs to be changed to a more interactive approach. This way, the community can better understand the program comprehensively.

Regarding goal achievement indicators, research indicates that the Family Hope Program (PKH) has had a positive impact on community welfare. The assistance provided has reduced the financial burden on poor families, particularly in meeting basic needs such as education and healthcare (Widayat & Sugiyanto, 2025). Field data indicate an increase in

educational participation of children from beneficiary families. Furthermore, there has been an increase in community visits to health facilities, particularly for pregnant women and toddlers. This indicates that the program has encouraged changes in community behavior in how public services are used. Thus, the program's goal of improving the quality of human resources is beginning to be achieved.

One informant stated that "*now children are more diligent in school and mothers go to the integrated health post (Posyandu) more often since the PKH program was introduced.*" This statement indicates that the program has generated tangible benefits for beneficiary families, particularly in improving access to education and health services. Documentation and interview findings further suggest that PKH has contributed to reducing household expenditure burdens and encouraging greater utilization of public services. These findings are consistent with the objectives outlined in the PKH Implementation Guidelines issued by the Ministry of Social Affairs (Kemensos RI, 2023), which emphasize improving the quality of human resources through better access to education, health, and social welfare services. However, further analysis indicates that the observed impacts remain predominantly short-term. The program continues to focus primarily on social assistance rather than long-term economic empowerment (Khairullah et al., 2024). Therefore, although PKH has successfully improved access to basic services, its contribution to strengthening the economic independence of beneficiary households remains limited.

Compared with previous research, these findings align with those that found the Family Hope Program (PKH) to be effective in improving short-term welfare (Widayat & Sugiyanto, 2025). However, this study demonstrates that the sustainability of the program's impact remains a challenge. This suggests that the program needs further development beyond its mere social assistance function. Integration with economic empowerment programs is one possible solution. This will ensure a more sustainable impact. Therefore, program development is crucial.

Regarding program evaluation indicators, the research indicates that the monitoring and reporting system is not functioning optimally.

Program evaluations are not conducted routinely and cannot comprehensively identify problems. This results in various program implementation obstacles not being promptly addressed (Peckham et al., 2022). Interviews revealed that program implementers stated that evaluations are more administrative than analytical. One informant stated, "*Evaluations exist, but they don't address all the issues in the field.*" This situation indicates weaknesses in the program's oversight system.

From a policy implementation theory perspective, evaluation is crucial for ensuring program sustainability (Grindle, 1989). Without effective evaluation, programs struggle to develop and address existing deficiencies. Weaknesses in the evaluation system also indicate limited institutional capacity to manage the program. Compared with previous research, these findings indicate that evaluation issues are quite common in social policy implementation. However, this study emphasizes the importance of data-driven and field-based evaluation. Therefore, strengthening the monitoring and evaluation system is an urgent need.

Furthermore, human resources are also a crucial aspect of program implementation (Karningsih & Wahyuningsih, 2024). Research results indicate that the number of PKH facilitators is still limited compared to the number of beneficiaries. This situation creates a heavy workload for field facilitators. Observations indicate that a single facilitator must handle many beneficiary families in a limited time. One facilitator stated, "*The number of facilitators is not proportional to the number of KPMs that must be assisted.*" This results in a less-than-optimal facilitation process.

From the perspectives of Sabatier & Mazmanian (1979) and Hill & Hupe (2021), the availability of adequate resources and implementation capacity are fundamental requirements for effective policy implementation. The findings indicate that limited human resources have affected the quality of mentoring, monitoring, and beneficiary assistance activities. Although PKH facilitators generally demonstrate commitment and experience, the increasing complexity of beneficiary data management, reporting systems, and administrative procedures

requires continuous capacity development. These findings suggest that policy implementation effectiveness depends not only on policy design and regulatory frameworks but also on the competence, availability, and operational capacity of policy implementers. Hill & Hupe (2021) argue that successful policy implementation is strongly influenced by operational governance and the ability of implementing actors to translate policy objectives into practical actions. Therefore, increasing both the number and capacity of facilitators through continuous training and institutional support is essential for improving program effectiveness and sustainability.

Tabel 1.2 Summary of PKH Implementation in Sukahaji District

No	Indicator	Findings	Analysis
1	Target Accuracy	Not yet accurate	DTKS and NIK issues
2	Socialization	Less than optimal	Ineffective communication
3	Goal Achievement	Positive	Short-term impact
4	Evaluation	Weak	Monitoring is not optimal

Overall, the implementation of the Family Hope Program (PKH) in Sukahaji District shows that it has provided benefits to the community but has not been running optimally. The gap between the designed policy and its implementation on the ground indicates various structural and contextual constraints. Factors such as data accuracy, communication, evaluation, and human resources are interrelated in influencing the program's success. From a policy implementation theory perspective, this situation indicates that policy success is determined not only by policy design but also by the dynamics of its implementation. Therefore, a more integrative and adaptive approach is needed. This way, PKH can be more effective in achieving its poverty alleviation goals.

External Factors in the Implementation of PKH

In addition to the main indicators of policy implementation, this study also found that external factors significantly influence program success. These external factors include the community's socioeconomic conditions, education level, and local culture (Sundar, 2024; Umara et al., 2026). Based on observations, some residents still have relatively low levels of

education, which affects their understanding of the PKH program. This also results in low participation in program outreach activities. Furthermore, the community's unstable economic conditions lead some beneficiaries to focus more on meeting daily needs than on adhering to program regulations. Thus, external factors are a crucial variable in social policy implementation.

Interviews indicate that community social conditions significantly influence program implementation. One facilitator explained that *"not everyone understands the program easily because of their varying educational backgrounds."* This statement demonstrates that differences in educational attainment, economic conditions, and community characteristics create challenges for program implementation (Menser et al., 2020). From Grindle (1989) perspective, these conditions reflect contextual factors that influence policy implementation outcomes. The effectiveness of a policy is not determined solely by its design but also by the social environment in which it is implemented. Compared with previous studies, these findings provide additional evidence that local social characteristics directly affect beneficiaries' understanding of program objectives and obligations. Therefore, implementation strategies should be adapted to local conditions to ensure that policy objectives can be achieved more effectively.

Compared with previous research, these findings reinforce the findings that sociocultural factors play a significant role in public policy implementation. However, this study provides an additional contribution by demonstrating how these factors concretely influence public understanding of the Family Hope Program (PKH). This demonstrates that policy implementation cannot be carried out uniformly across all regions (Zhang & Li, 2026). Therefore, a locally based approach is necessary for program implementation. This can significantly improve program effectiveness.

The Role of Regional Government in PKH Implementation

In addition to external factors, local governments play a crucial role in supporting the implementation of the Family Hope Program (PKH). Research shows that sub-district governments play a key role in facilitating

coordination between PKH facilitators and the community. However, this role is still not optimal in supporting comprehensive program implementation (Arfindo et al., 2025). This is evident in the limited support provided during the program's socialization and evaluation process. Furthermore, coordination between institutions has not been optimal. Therefore, the role of local governments in policy implementation needs to be strengthened.

Interviews indicate that local governments primarily function as facilitators rather than as the main drivers of PKH implementation. One informant explained that *“the sub-district government provides assistance, but the implementation is mostly handled by PKH facilitators.”* While this arrangement supports the operational implementation of the program, it also indicates that local government involvement remains relatively limited. From the perspective of policy implementation theory, coordination among actors is a critical factor influencing policy success. Grindle (1989) argues that institutional environments and stakeholder interactions play an important role in shaping implementation outcomes. The findings of this study suggest that stronger local government involvement could improve coordination, facilitate beneficiary verification, support program socialization, and strengthen problem-solving mechanisms at the local level. Therefore, enhancing collaboration between local governments, PKH facilitators, and beneficiary communities is essential for improving the effectiveness and sustainability of program implementation.

Compared with previous research, these findings indicate that local governments often implement social policies suboptimally. However, this study adds that active involvement by local governments can improve program effectiveness. This demonstrates that policy implementation requires collaboration between various parties. Therefore, strengthening the role of local governments is a strategic step in enhancing program success. This way, PKH implementation can be more coordinated and sustainable.

CONCLUSION

This study concludes that the implementation of the Family Hope Program (PKH) in Sukahaji District has generally been

carried out in accordance with established guidelines and has contributed to reducing the economic burden of beneficiary families while improving access to education and health services. However, the implementation process has not been fully optimized due to several challenges, including inaccuracies in beneficiary data, delays in data updating, limited public understanding of program obligations, weaknesses in program evaluation, and limited human resources. These issues indicate that achieving the long-term objective of poverty alleviation requires not only policy compliance but also continuous improvements in implementation mechanisms.

The findings further demonstrate that the effectiveness of PKH implementation is influenced by both internal and external factors. Internal factors include targeting accuracy, program socialization, goal achievement, evaluation mechanisms, and the availability of human resources. Meanwhile, external factors include community socioeconomic conditions and the level of support provided by local government institutions. These findings suggest that successful policy implementation depends on the interaction between policy design, implementation capacity, and the broader social context in which the policy operates.

Theoretically, this study contributes to the policy implementation literature by demonstrating that policy success is influenced not only by internal implementation indicators but also by local socioeconomic conditions and government support. The findings support the perspectives of Sabatier and Mazmanian (1979) and Grindle (1989), which emphasize the importance of administrative capacity, policy resources, institutional coordination, and contextual factors in determining implementation effectiveness.

Practically, the findings imply that local governments should strengthen DTKS updating mechanisms, improve coordination among implementing agencies, and enhance facilitator capacity through regular training programs. In addition, more adaptive socialization strategies are needed to accommodate varying community characteristics and improve beneficiaries' understanding of program objectives and obligations. Future studies are encouraged to

examine PKH implementation in different regional contexts and explore its long-term impact on community economic independence and sustainable poverty reduction.

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