

Grassroots Women's Leadership in the Family Hope Program as Part of Sustainable Development

Sabinus Beni¹, Yeremia Niaga Atlantika², Eligia Monixa Salfarini³, and Benedhikta Kikky Vuspitasari⁴

^{1,2,3,4} Institut Shanti Bhuana, Bengkayang, Indonesia

Article Info

Article history:

Received 12, 03, 2026

Revised 09, 04, 2026

Accepted 20, 04, 2026

Keywords:

Empowerment; Gender Equality; Poverty Reduction; Women.

ABSTRACT

The Family Hope Program (PKH) is an Indonesian government program aimed at improving the welfare of poor families. The effectiveness of this program is strongly influenced by the participation of grassroots women. This study aims to examine the leadership of grassroots women in the PKH program in Bengkayang Regency, West Kalimantan, as part of efforts to achieve the Sustainable Development Goals (SDGs). This study uses a qualitative approach with a case study method. Data were collected through in-depth interviews, participatory observation, and documentation during monthly assistance activities for PKH Beneficiary Families through P2K2 activities in Lumar District, Bengkayang Regency. The research subjects were grassroots women involved in leadership in the PKH program. The results showed that grassroots women have an important role in the socialization and dissemination of PKH information, assisting beneficiary families, organizing groups, and advocacy and mediation. Personal characteristics such as caring, empathy, strong communication skills, and a strong commitment to the community are important assets to effective leadership. Social support from family, community, and government is also crucial.



Corresponding Author: beni@shantibhuana.ac.id

INTRODUCTION

The Family Hope Program (PKH) is a strategic initiative by the Indonesian government aimed at improving the welfare of impoverished families through the provision of conditional cash transfers. This assistance is designed to help families meet basic needs, such as education, healthcare, and overall living standards. In the context of development, women play an essential role due to their multitasking abilities and their influence in domestic decision-making. As beneficiaries, women's involvement at the grassroots level is crucial to the PKH program's effectiveness in achieving inclusive and sustainable development goals.

Theoretically, women's leadership is often collaborative, participatory, and transformational. Grassroots leaders, despite lacking official titles, possess strong "social

capital" to mobilize communities organically through social relationships and trust. They serve as strategic bridges connecting the community with the government, ensuring that programs meet local needs. However, the implementation of PKH on the ground is highly dependent on local social, economic, and cultural contexts. In border regions such as Bengkayang Regency, West Kalimantan, limited communication infrastructure and high poverty rates present unique challenges. Here, female leaders must often adapt to local wisdom, such as utilizing regional dialects, to ensure that socialization and mentoring remain effective.

Despite their vital roles, women often face a double burden, stemming from internal factors such as low self-confidence and external factors like patriarchal culture and domestic responsibilities. Therefore, strengthening their leadership is not merely a matter of inclusivity, but an economic strategy to break the cycle of intergenerational poverty. This research aims to examine in depth the grassroots leadership of women within the PKH program in Lumar District, Bengkayang Regency, while exploring their contribution to the achievement of the Sustainable Development Goals (SDGs). The results of this study are expected to provide recommendations for stakeholders to enhance the effectiveness of the PKH program in the future.

LITERATUR REVIEW

The Family Hope Program (PKH) provides social assistance in the form of cash transfers to families that meet specific criteria (Anggraini et al., 2024). It is expected that the provided assistance will help them fulfill basic needs, particularly in education and healthcare, while improving their overall quality of life. Within the scope of development, women play an essential role; they possess multitasking abilities in the domestic sphere and in decision-making processes (Sudiyono et al., 2024). Women participating as beneficiaries hold a vital role at the grassroots level, especially for programs like PKH, where they have the potential to offer highly contributory insights toward program effectiveness and the achievement of inclusive and sustainable development goals.

PKH aims to assist families by providing cash transfers to those who qualify based on specific guidelines, with the expectation that this will aid them in meeting basic needs such as education, healthcare services, and overall living standards (Alba et al., 2024). The implementation of PKH at the local level may vary significantly according to the social, economic, and cultural contexts of the local population. Women can take on roles as primary motivators and facilitators to ensure that the program is executed effectively and that beneficiary families truly maximize the benefits of the program (Subono, 2025). Grassroots women's leadership refers to the role of women as informal leaders at the community or social group level. Women at this level are essentially informal leaders within their communities (Sudiyono et al., 2024). Although they may not hold official positions, in reality, they are highly influential in mobilizing or, at the very least, influencing the actions and behaviors of the community. The collective spirit of all institutions and the intellectual resources of their members for the nation will enhance the eradication of illiteracy. However, the effectiveness of such programs depends heavily on the active participation of all parties, including grassroots women (Hayati, 2025).

Every leader must have followers in the context of achieving the specific goals and objectives that have been established (Fadilah et al., 2024). Leadership is not only tied to formal positions of authority but can also stem from social relationships and an individual's extraordinary ability to influence others (Sundari, 2013). There is evidence that women

employ different leadership styles compared to men. Women tend to demonstrate leadership styles that are more collaborative, participatory, and transformational (Fadilah et al., 2024).

Women often encounter obstacles and challenges in fulfilling their leadership roles, arising from both internal factors (such as gender stereotypes and low self-esteem) and external factors (such as patriarchal culture and a lack of environmental support) (Maisuroh et al., 2024). Grassroots leadership is a type of leadership that originates from below—from the people or the community. Grassroots leaders usually do not occupy formal positions, yet they possess a strong influence in shaping public opinion and action (Khalik & Permata, 2024).

Grassroots leadership plays a vital role in community development, particularly in the context of specific programs like PKH. Grassroots leaders can act as a bridge between the people and the government, ensuring that development programs meet the needs and aspirations of the public (Berawi, 2021). These leaders typically demonstrate distinct characteristics, such as being close to the people, having a deep understanding of local issues, the ability to mobilize community resources, and a profound commitment to the public interest (Syukri, 2013).

Grassroots leadership is now viewed as a primary pillar in the sustainability of social safety net programs. Unlike top-down leadership models, grassroots leaders possess strong "social capital" to mobilize communities organically (Saini et al., 2025). In the context of conditional cash transfers, this leadership functions as a safety valve that ensures assistance is not only received but also utilized for long-term human resource investment (Takada, 2022). The effectiveness of these local leaders depends heavily on the level of trust they build through intensive daily interactions. Furthermore, their ability to navigate local bureaucracies often becomes a determining factor for the success of aid distribution in remote areas (Zaky, 2014).

Although patriarchal challenges persist, women's involvement in local leadership structures has been proven to increase the transparency of social programs (Susantyo et al., 2018). Women tend to allocate family resources more effectively toward health and nutrition compared to men (Laksamana, 2020). Therefore, empowering women as PKH group leaders is not merely a step toward inclusivity but an economic strategy to break the cycle of intergenerational poverty. Digital literacy is also becoming a crucial component, where tech-savvy female leaders can accelerate data verification and program reporting processes. However, the double burden (domestic and public work) remains a major obstacle that requires affirmative policy support (Widhiasthini et al., 2025).

The integration of social assistance and the achievement of the SDGs requires cross-sector collaboration that does not rely solely on the central government (Ricotta et al., 2025). Grassroots women's leadership directly contributes to SDG 5 (Gender Equality) and SDG 1 (No Poverty) by strengthening economic independence (Wulandari, 2018). In border regions such as West Kalimantan, the role of local leaders is vital in mitigating geographical barriers and access to healthcare services. The eradication of extreme poverty requires an approach sensitive to local wisdom, where female leaders often act as translators of national policies into local cultural practices. A sustainable assistance model must prioritize active participation over mere passive distribution (Harahap et al., 2025).

METHODS

This research focuses on a qualitative approach using the case study method. The qualitative approach was selected as this study intends to explore the phenomenon of grassroots women's leadership with a specific emphasis on the context of the Family Hope Program (PKH) in Bengkayang Regency. The case study method is employed to comprehensively and deeply examine grassroots women's leadership within the PKH

program in Lumar District, Bengkayang Regency. A case study is an in-depth research method that explores a phenomenon within its natural context (Yin, 2014). This study adopts the case study method to examine grassroots women's leadership in the PKH program in Bengkayang Regency. It establishes a conceptual framework that seeks to link the concepts of grassroots women's leadership, the PKH program, and community development. The research will test the hypothesis that grassroots women's leadership plays a vital role in the effective implementation of the PKH program in Bengkayang Regency.

The study will be conducted in Lumar District, Bengkayang Regency, West Kalimantan. The research will be carried out during the monthly monitoring of PKH beneficiaries (KPM) through the Family Capacity Building Meetings (P2K2) in the regency. The research subjects are grassroots female leaders involved in the leadership of the PKH program in Lumar District. This may include women leaders who actively participate in P2K2, PKH group administrators, or other women deemed to have significant roles.

Data Collection Techniques:

1. In-depth Interviews

In-depth interviews will be conducted with the research subjects to extract information regarding their experiences in leadership within the PKH program, their roles in P2K2 activities, the challenges they face, and various factors influencing their leadership effectiveness.

2. Participant Observation

Participant observation will be carried out during P2K2 and other activities related to the PKH program in Lumar District. This observation is intended to ascertain as accurately as possible how grassroots women interact and what roles they play in these activities.

3. Documentation

Various supporting sources will provide data, including P2K2 activity logs, PKH program reports, activity photographs, and other documents relevant to the research.

To ensure data validity, this study will employ data triangulation. Data triangulation involves comparing data from various sources (interviews, observation, and documentation) to obtain a constructive and comprehensive description of the phenomenon under investigation.

FINDINGS AND DISCUSSION

This study aims to understand grassroots women's leadership within the Family Hope Program (PKH) in Bengkayang Regency, West Kalimantan. Through a case study in Lumar District, this research examines the roles and contributions of grassroots women in the PKH program, as well as the factors influencing their leadership effectiveness.

The Roles and Contributions of Grassroots Women in PKH

The research findings indicate that grassroots women play a significant role in the PKH program in Lumar District. They are not merely beneficiaries but also actively participate in various activities, such as:

- 1) *Socialization and Information Dissemination*

Grassroots women play a vital role in spreading information about PKH, including requirements, benefits, and registration procedures. This aligns with the research by Anggarini et al. (2024), which indicates that grassroots leaders function essentially in connecting the community with development programs.

The use of word-of-mouth communication is one of the primary methods for disseminating PKH information by grassroots women. They socialize with neighbors, friends, and other family members, informing them about the objectives of PKH, the benefits offered, as well as the eligibility criteria and registration procedures. The advantage of this method lies in its personal nature, which is easily understood, making the message more persuasive.

They also actively participate in community meetings, including *arisan* (social gatherings), *pengajian* (religious recitals), or PKK (Family Welfare Movement) meetings, to spread PKH information. Participants may be invited as guest speakers or provide information and educate attendees about PKH during these gatherings. This method is effective because information is shared within a familiar context that is relatable to the daily lives of the beneficiaries.

In addition to traditional methods, grassroots women also innovate through local media to reach others with PKH information. For instance, they may post announcements on village notice boards, share information through community WhatsApp groups, or even utilize local radio stations to broadcast messages about PKH. Women have played roles as grassroots leaders within the socio-political framework of PKH socialization and dissemination, as researched by Anggarini et al. (2024). This specific study focuses on the analysis of construction framework systems, emphasizing dominant efforts to drive development at the grassroots level. It reveals that grassroots leaders serve as a fundamental link between the community and development programs while facilitating information dissemination at the base level. They act as intermediaries between the government or implementing agencies and the target community, ensuring that program information is accessible.

The socio-political impact generated by grassroots women significantly increases the level of participation and engagement in the PKH program. When community members are provided with accurate and detailed information regarding PKH, they feel more inclined to register and participate actively toward specific actions. This phenomenon of community aspiration leads to the realization of PKH program goals, outlined through improved functions in leveraging poverty potential to achieve better outcomes in improving the living conditions of impoverished families.

2) Mentoring and Support

They provide mentoring and support to PKH beneficiary families, particularly regarding the utilization of assistance funds and the improvement of quality of life. Grassroots women often possess a better understanding of the needs and challenges faced by impoverished families, enabling them to provide more effective support (Sudiyono et al., 2024). A crucial aspect of the mentoring provided by grassroots women is assisting PKH beneficiary families in using the assistance funds wisely and effectively. They provide education on how to manage family budgets, prioritize the most urgent needs, and avoid unnecessary expenditures. Grassroots women also assist PKH beneficiaries in accessing financial services, such as savings or microcredit, to develop small businesses or increase family income.

Beyond mentoring in fund utilization, grassroots women provide support in various aspects of the beneficiaries' family lives. They offer information on the importance of education and healthcare, while helping PKH families access quality educational and health

services. Furthermore, grassroots women provide motivation and encouragement to help families overcome the challenges they face and achieve their goals.

The effectiveness of the mentoring and support provided by grassroots women is inseparable from their profound understanding of the needs and struggles of poor families. As part of the same community, grassroots women share similar life experiences with PKH beneficiaries. They deeply understand the hardships of living in poverty and the obstacles that must be overcome to break the cycle of poverty. This deep understanding allows them to provide more relevant and effective support. This aligns with research (Subono, 2025), which indicates that grassroots leaders have a superior understanding of local needs and issues compared to other parties involved in development programs.

The success of this mentoring and support is also bolstered by the close and trusting relationships between grassroots women and PKH beneficiary families. These women do not merely act as facilitators or mentors, but also as friends and confidants with whom experiences can be shared. This intimate and trust-based relationship creates a comfortable environment for PKH families to accept guidance and support from grassroots women.

3) Group Organization

Grassroots women play a role in forming and organizing PKH groups at the local level, thereby facilitating coordination and communication among members. These groups serve as a forum for women to share experiences, learn together, and support one another (Fadilah et al., 2024). Grassroots women often act as agents in the formation of PKH groups at the local level. They identify other women who qualify as PKH beneficiaries, invite them to join the group, and facilitate the formation process. This group formation process can be carried out through informal meetings, group discussions, or other activities involving women at the local level.

Once a PKH group is established, grassroots women are responsible for organizing various group activities. These activities may include routine meetings, skills training, group discussions, social activities, or other initiatives relevant to the needs, interests, and opportunities of the members. Grassroots women also play a role in scheduling activities, seeking resource persons or facilitators, and ensuring that these activities run smoothly and effectively.

The PKH groups formed and organized by grassroots women also function as a platform to facilitate communication and coordination among members. Grassroots women act as a link between group members and other related parties, such as the government, non-governmental organizations, or other institutions providing support to the PKH program. They are also responsible for delivering information about the PKH program to group members and coordinating group activities with other initiatives related to the PKH program. One of the primary benefits of the PKH groups organized by grassroots women is the opportunity to enhance the capacity of group members. Through these group activities, women can learn about various topics, such as family financial management, parenting skills, entrepreneurship, or other skills relevant to their needs. Grassroots women also share their experiences and knowledge with other members, fostering mutual learning and support to improve their quality of life.

PKH groups organized by grassroots women also serve as a space to build solidarity and social support among members. Women joined in these groups can share experiences, provide mutual encouragement, and assist each other in overcoming the challenges they face. This solidarity and social support are vital for women living in poverty, as it helps them feel more empowered and confident in navigating life's difficulties.

4) Advocacy and Mediation

They serve as advocates for PKH beneficiary families, championing their rights and helping to resolve issues that may arise. Grassroots women often possess strong negotiation and mediation skills, enabling them to act as a bridge between beneficiary families and relevant stakeholders (Alba et al., 2024). Grassroots women act as advocates for PKH beneficiaries, fighting for rights that may be overlooked or violated. They assist families in accessing information about their entitlements, filing complaints or grievances if their rights are not met, and negotiating with relevant parties to ensure those rights are fulfilled.

In the implementation of the PKH program, it is not uncommon for conflicts or disputes to arise between beneficiary families and related parties, such as PKH facilitators, village officials, or even among the beneficiaries themselves. Grassroots women can serve as mediators to resolve these conflicts. Their proficiency in negotiation and mediation allows them to help disputing parties reach mutually beneficial agreements. Grassroots women frequently act as a conduit between PKH beneficiary families and relevant authorities. They assist families in communicating with these parties, conveying their aspirations or grievances, and seeking solutions to the problems they encounter. Conversely, grassroots women also help stakeholders understand the needs and aspirations of the beneficiaries, ensuring the PKH program is implemented more effectively and in accordance with community needs. This aligns with research by (Laksamana, 2020), which demonstrates that grassroots leaders play a vital role in connecting the community with those in power, ensuring that the community's voice is heard and considered in decision-making processes.

The advocacy and mediation roles performed by grassroots women also contribute to increasing community participation in decision-making related to the PKH program. When community members feel that their voices are heard and valued, they become more motivated to participate in the decision-making process. Ultimately, this leads to better policies and programs that are more aligned with the needs and aspirations of the people.

Factors Influencing the Effectiveness of Grassroots Women's Leadership

This research also identifies several factors that influence the effectiveness of grassroots women's leadership within the PKH program, including:

1) Personal Characteristics

Effective grassroots women typically possess characteristics such as compassion, empathy, strong communication skills, and a deep commitment to the community. These traits are essential for building trust and maintaining positive relationships with community members (Harahap et al., 2025). This compassion is not merely a feeling but a tangible action driven by the desire to help others. Such empathy enables them to communicate and interact with community members more effectively, fostering closer and more meaningful relationships. Empathy allows leaders to understand the needs and aspirations of the community, thereby providing more relevant and effective support. Furthermore, strong communication skills enable them to establish productive dialogues and facilitate the exchange of information. A solid commitment also drives leaders to act consistently with their core values and principles. Trust is a vital foundation in leadership, and integrity is the key to building that trust.

2) Social Support

Support from family, the community, and the government is crucial for the effectiveness of grassroots women's leadership. Without social support, grassroots women may face significant difficulties in fulfilling their leadership roles (Absor, 2021). The family serves as the most immediate environment and plays a vital role in providing support to

grassroots women. This support can manifest as emotional encouragement, motivation, and the building of self-confidence. It also includes practical support, such as assisting with household chores or childcare, which provides grassroots women with the time and opportunity to fulfill their leadership roles. Furthermore, government support plays a significant role in strengthening grassroots women's leadership. The government can provide support through policies and programs that favor women's empowerment, such as leadership training, capacity-building programs, or other relevant initiatives. Additionally, the government can provide financial or logistical support to assist grassroots women in executing their activities.

3) Access to Resources

Access to information, training, and other resources can enhance the leadership capacity of grassroots women. Leadership training, for example, can help grassroots women develop the skills necessary to become effective leaders (Nindito, 2025). The effectiveness of grassroots women's leadership depends not only on personal characteristics and social support but is also heavily influenced by their access to resources. These resources include information, training, mentoring, networks, as well as financial and material support. Adequate access to these resources enables grassroots women to develop their leadership capacity.

4) Challenges and Obstacles

Grassroots women frequently encounter various challenges and obstacles, such as gender stereotypes, time constraints, and a lack of recognition. These challenges can hinder their leadership effectiveness (Takanjanji, 2018). These obstacles are complex and multidimensional, originating from both internal and external factors, and must be identified and addressed for grassroots women to lead optimally.

Persistent gender stereotypes in society often impose a double burden on grassroots women. They are expected to fulfill traditional roles as homemakers and caregivers, while simultaneously being required to be active in community activities and take on leadership roles. These stereotypes can also trigger discrimination and unfair treatment against grassroots women within the family, community, and government environments.

Time constraints represent one of the most common challenges faced by grassroots women. They must balance the multiple roles of housewife, caregiver, and community leader. This limited time can impede their participation in leadership activities and reduce their effectiveness in performing those roles.

Furthermore, grassroots women often suffer from a lack of recognition for their contributions to community development. They may feel undervalued or even ignored by relevant stakeholders, such as the government, private institutions, or other community members. This lack of acknowledgment can diminish their motivation and enthusiasm for leadership. Cultural and social challenges, such as customary norms or traditions, may also restrict the leadership roles of grassroots women. These norms can limit their agency in decision-making, community participation, or even public speaking.

In addition to external challenges, grassroots women may face internal conflicts, such as self-doubt, a lack of self-confidence, or a feeling of inadequacy in leadership roles. These internal struggles can prevent them from taking initiative, making decisions, or speaking in public. To overcome these multifaceted challenges, a comprehensive strategy involving various stakeholders is required. Proposed strategies include: increasing public education and awareness regarding the importance of women's roles in development, eliminating harmful gender stereotypes, providing training and mentoring to enhance their knowledge and confidence, building strong social support networks involving families and the

government, and encouraging the government to formulate policies and programs that favor women's empowerment.

Linkage with the Sustainable Development Goals (SDGs)

Grassroots women's leadership within the PKH program is closely linked to several Sustainable Development Goals (SDGs), particularly:

1) SDG 1: No Poverty

The PKH program directly contributes to poverty alleviation, and grassroots women's leadership plays a vital role in ensuring that the program operates effectively and reaches its targets. Grassroots women assist impoverished families in accessing the PKH program, utilizing assistance funds wisely, and improving their quality of life. This aligns with research by (Sundari, 2013), which demonstrates that grassroots leaders have a critical role in connecting the community with development programs and ensuring those programs align with the community's needs and aspirations.

The first Sustainable Development Goal, No Poverty, sets an ambitious target to end all forms of poverty everywhere. As one of the poverty alleviation programs in Indonesia, the Family Hope Program (PKH) makes a significant contribution toward achieving this noble goal. However, the effectiveness of PKH is inseparable from the active participation of grassroots women. They serve as the frontline in ensuring the program functions effectively and achieves its intended impact.

Due to their proximity to the community, grassroots women possess a deep understanding of the conditions and needs of poor families in their environment. They act as an essential bridge connecting these families to the PKH program. Through their socialization and information dissemination efforts, grassroots women help impoverished families understand the objectives of PKH, the benefits offered, as well as the eligibility requirements and registration procedures.

Once poor families are registered as PKH beneficiaries, grassroots women continue to play an active role by providing mentoring and support. They assist these families in utilizing PKH funds wisely and effectively. Grassroots women provide education on family budgeting, prioritizing the most urgent needs, and avoiding unnecessary expenditures. They also help PKH beneficiaries access financial services, such as savings or microcredit, to develop small businesses or increase family income.

Beyond assisting with fund utilization, grassroots women also play a role in improving the overall quality of life for poor families. They provide information on the importance of education and healthcare, while helping PKH beneficiary families access quality educational and health services.

2) SDG 5: Gender Equality

Grassroots women's leadership is a tangible manifestation of women's empowerment and gender equality. Grassroots women demonstrate that they possess the same capabilities and potential as men to become leaders and agents of change. Research conducted by (Subono, 2025) indicates that women's leadership is essential for achieving gender equality and female empowerment. The fifth Sustainable Development Goal, Gender Equality, calls for the elimination of all forms of discrimination and violence against women and girls, while ensuring that women have equal access to education, health, employment, and leadership. Grassroots women's leadership within the PKH program is a concrete realization of the government's commitment to gender equality and women's empowerment.

By focusing on improving the welfare of impoverished families, the PKH program also indirectly empowers women. As PKH beneficiaries, women play a vital role in managing and

utilizing assistance funds to meet family needs. Furthermore, through activities organized by the PKH program, women have the opportunity for self-development, enhancing their knowledge and skills, and expanding their social networks.

Grassroots women's leadership in the PKH program not only benefits women individually but also has a broader impact on society. As community-level leaders, grassroots women can serve as catalysts for positive change. They can advocate for women's rights, encourage women's participation in development, and inspire other women to courageously take on leadership roles.

3) SDG 8: Decent Work and Economic Growth

The PKH program can assist impoverished families in increasing their income and participating in economic activities. Grassroots women's leadership can encourage other women to develop Micro, Small, and Medium Enterprises (MSMEs), thereby contributing to local economic growth. This is supported by research from (Anggraini et al., 2024), which indicates that empowering women through economic activities can enhance economic growth and reduce poverty.

The eighth Sustainable Development Goal, Decent Work and Economic Growth, emphasizes the importance of inclusive and sustainable economic growth, decent work for all, as well as innovation and infrastructure. Although its primary focus is on poverty alleviation, the Family Hope Program (PKH) makes a significant contribution to achieving this goal. Grassroots women's leadership within the PKH program plays a vital role in driving family economic participation and contributing to local economic expansion.

The PKH program provides conditional cash transfers to poor families, which can be utilized to meet basic needs—such as education and healthcare—and to increase family income. As PKH beneficiaries, women play a crucial role in managing and utilizing these assistance funds. They can use the funds to develop small businesses, purchase production equipment, or upgrade the skills necessary for employment. As more women become involved in MSMEs, local economic growth will increase, creating job opportunities and reducing poverty.

Mothers who receive PKH assistance can organize women's groups for collective entrepreneurship or facilitate women's access to the labor market. With more women participating in economic activities, family incomes will rise, and women's contribution to economic growth will become increasingly substantial. However, several challenges are likely to emerge, including limited capital, lack of market access, and a deficiency in entrepreneurial skills. These challenges also present opportunities to develop more effective strategies for encouraging women's economic participation. For instance, the government or program-implementing organizations could provide entrepreneurship training to grassroots women, facilitate access to business capital, and assist them in product marketing.

4) SDG 10: Reduced Inequalities

The PKH program aims to bridge the gap between the wealthy and the poor. Grassroots women's leadership helps ensure that the program reaches the families most in need, thereby reducing social disparities. Research by (Alba et al., 2024) indicates that inequality is one of the greatest barriers to achieving sustainable development and that addressing gender inequality is key to reducing overall disparities. The tenth Sustainable Development Goal, Reduced Inequalities, emphasizes the importance of reducing inequality within and among countries. Inequality—whether in terms of income, access to resources, or opportunity—remains a major obstacle to sustainable development. As a social protection program targeting impoverished families, the Family Hope Program (PKH) plays a vital role

in narrowing social gaps. Grassroots women's leadership within PKH provides a strategic contribution by ensuring the program is both effective and accurately targeted.

Possessing a profound understanding of the local socio-economic conditions, these women play a crucial role in ensuring that the PKH program reaches the most vulnerable families. They assist in identifying families who meet the PKH criteria and support them through the registration and verification processes. Consequently, the PKH program can be precisely targeted, providing optimal benefits to those truly in need.

Women who are PKH beneficiaries can mobilize the community to engage in program activities, such as group meetings, skills training, or other social initiatives. Active community participation is essential to ensure that the PKH program operates transparently and accountably, remaining aligned with community needs and aspirations. As community-level leaders, they also advocate for the rights of poor families. They serve as advocates for the impoverished in accessing public services, such as education, healthcare, or sanitation. Furthermore, they assist these families in addressing challenges they may face, including harassment, violence, or injustice.

5) SDG 16: Peace, Justice, and Strong Institutions

Grassroots women's leadership can strengthen local institutions and increase community participation in decision-making. This contributes to the creation of a more just and peaceful society. Research conducted by (Hayati, 2025) demonstrates that community participation in decision-making is a vital factor in achieving sustainable development. The sixteenth Sustainable Development Goal, Peace, Justice, and Strong Institutions, emphasizes the importance of peaceful and inclusive societies for sustainable development, providing access to justice for all, and building effective, accountable, and inclusive institutions at all levels. Grassroots women's leadership within the PKH program plays a significant role in achieving this noble objective. By involving women in decision-making processes, the resulting policies and programs become more relevant and effective, reflecting the interests of all community members.

Grassroots women can serve as independent monitors ensuring that the PKH program is implemented according to established regulations, free from irregularities or corruption. Consequently, public trust in the PKH program will increase, enabling it to operate more effectively. Furthermore, they play a role in preventing and resolving conflicts at the community level, fostering a more harmonious society. This capability is crucial within the PKH context, where conflicts or disputes occasionally arise between beneficiaries, program officials, or other related parties.

Concrete Example

For instance, grassroots women who are active in Family Capacity Building Meetings (P2K2) can provide training to other mothers on the importance of children's education. This not only contributes to SDG 1 (No Poverty) by improving human resource quality but also to SDG 4 (Quality Education) and SDG 5 (Gender Equality), as it ensures that girls have the same opportunities to receive an education.

Research Implications The findings of this study have several important implications for the development of the PKH program in Bengkayang Regency, including:

1. **Enhancing Women's Roles**

The government and relevant stakeholders need to place greater emphasis on the role of grassroots women within the PKH program and provide the necessary support to strengthen their leadership capacity.

2. **Strengthening Groups**

Strengthening local PKH groups can serve as an effective strategy to increase women's participation and the overall effectiveness of the PKH program.

3. Improving Access to Resources

The government must ensure that grassroots women have equal access to information, training, and other resources required to develop their leadership.

4. Eliminating Gender Stereotypes

Continuous efforts are required to dismantle gender stereotypes and raise public awareness regarding the vital role of women in development.

CONCLUSION

Grassroots women's leadership plays a vital role in the PKH program in Bengkayang Regency. By understanding their roles and contributions, as well as the factors that influence their leadership effectiveness, we can develop more effective strategies to increase women's participation and achieve the PKH program's overall objectives. Furthermore, their involvement contributes significantly to achieving global Sustainable Development Goals (SDGs). Grassroots women in the context of PKH play a significant dual role. On one hand, they are beneficiaries who directly experience the positive impact of this program on family welfare. On the other hand, they are grassroots leaders who actively contribute to the success of the PKH program and overall community development.

Their contributions are diverse and encompass a range of aspects. In socialization and information dissemination, they serve as an essential bridge between the PKH program and the community, ensuring that accurate and easily understood information reaches families in need. In mentoring and support, they provide invaluable assistance to PKH beneficiary families in utilizing funds effectively and improving their quality of life. In group organization, they build a robust platform for women to learn from one another, share experiences, and provide mutual support. In advocacy and mediation, they serve as a voice for PKH beneficiaries, championing their rights and helping resolve issues that may arise. The leadership role of grassroots women in PKH is closely linked to achieving the Sustainable Development Goals (SDGs). Their contributions, both direct and indirect, relate to: SDG 1 (No Poverty), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), SDG 10 (Reduced Inequalities), and SDG 16 (Peace, Justice, and Strong Institutions).

Recommendations

Based on these findings, the following recommendations are proposed:

1. Capacity building for grassroots women through specialized training and mentoring.
2. Improving women's access to resources, such as information, technology, and business capital.
3. Eliminating gender stereotypes and discrimination against women.
4. Increasing social support for grassroots women from families, the community, and the government.

ACKNOWLEDGMENTS

The author would like to express his gratitude for the guidance and support from the Research and Community Service Center of the Shanti Bhuana Institute, as well as the beneficiary families of the Family Hope Program in Bengkayang Regency.

AUTHOR CONTRIBUTIONS

Author 1: Conceptualization, Methodology, Formal Analysis, and Writing – Original Draft. Lead the research design, developed the qualitative case study framework, and

conducted the primary analysis of grassroots women's leadership roles in Lumar District, Bengkayang.

Author 2: Investigation, Data Curation, and Fieldwork Coordination. Responsible for conducting in-depth interviews and participant observations during P2K2 meetings in West Kalimantan. Managed the collection of documentation and ensured the validity of local data through triangulation.

Author 3: Validation and Policy Analysis. Analyzed the integration of the PKH program with the Sustainable Development Goals (SDGs), specifically focusing on SDG 1, 5, 8, 10, and 16. Contributed to the development of the socio-political framework and the implications for regional development.

Author 4: Writing – Review & Editing, and Supervision. Provided critical feedback on the manuscript, refined the discussion on gender stereotypes and cultural barriers, and ensured the research aligned with international standards for gender studies and social protection policies.

CONFLICTS OF INTEREST

The entire research team has no conflicts of interest in this study.

REFERENCES

- Absor, M. U. (2021). Social Protection in Developing Countries: Contributions of Social Protection to Resolving the Problem of Poverty and Vulnerability. *UIN Sunan Kalijaga*, 1–14.
- Alba, A., Farida, R., & Abdullah, A. (2024). The Role of Social Assistance for the Family Hope Program (PKH) in Tackling Stunting in Dewantara District, North Aceh Regency. *Jurnal Al-Fikrah*, 8523, 64–78. <https://ejournal.unisai.ac.id/index.php/jiaf/article/view/860%0>
- Anggraini, N. W., Khairiyah, A., & Hasanah, F. (2024). *Program Keluarga Harapan (PKH): Examining the Social Relation Approach on Poverty Alleviation Policies in Indonesia* (Issue March 2021). Atlantis Press SARL. https://doi.org/10.2991/978-2-38476-228-6_22
- Berawi, M. A. (2021). Managing Cross-Sectoral Coordination in Accelerating the Sustainable Development Agenda. *International Journal of Technology*, 12(2), 228–231. <https://doi.org/10.14716/ijtech.v12i2.4868>
- Fadilah, F., Usman, J., Burhanuddin, B., & Mappasere, F. A. (2024). Implementation of Gender Equality Policy at Village Community Empowerment Office, Population Control, Family Planning, Women's Empowerment and Child Protection (PMDPPKBPPPA) in Barru Regency. *Jurnal Manajemen Pelayanan Publik*, 8(3), 842–857. <https://doi.org/10.24198/jmpp.v8i3.54106>
- Harahap, M., Wibisono, C., Satriawan, B., & Dewi, N. P. (2025). Leading The Borderline: Transformational Leadership And Performance Reform In Immigration Bureaucracy. *Jurnal Minds: Manajemen Ide Dan Inspirasi*, 12(1), 201–216.
- Hayati, B. N. (2025). Women Informal Workers' Resilience During the Health Emergency: a Case Study in Ketitang Village, Boyolali. *Progress In Social Development*, 6(2), 396–402. <https://doi.org/10.30872/psd.v6i2.140>
- Khalik, R., & Permata, Y. (2024). Women's Double Burden: Environmental Responsibility and Gender Inequality. *Journal of Sumatera Sociological Indicators*, 3(2), 318–324. <https://doi.org/10.32734/jssi.v3i2.18718>

- Laksamana. (2020). Inovasi Akar Rumput: Proses Pemunculan dan Peranan Kepemimpinan Akar Rumput (Studi Kasus Di Desa Wisata Pentingsari, Kabupaten Sleman, Provinsi Daerah *UGM*, 2020. <http://etd.repository.ugm.ac.id/penelitian/detail/194238>
- Maisuroh, S., Jamil, M., & Manshur, U. (2024). The Role of Social Media in Enhancing Digital Literacy Among Generation Z: A Social and Psychological Perspective. *Journal of Social Studies and Education*, 1(2), 113–125. <https://doi.org/10.61987/jsse.v1i2.457>
- Nindito, S. (2025). Harapan dan Aspirasi Politik Akar Rumput pada Pemerintahan Prabowo-Gibran dari Perspektif Sosiologi Politik. *Working Papers*, 11(1), 1–14. <https://ojs.uajy.ac.id/index.php/workingpapers/article/view/12771%0Ahttps://ojs.uajy.ac.id/index.php/workingpapers/article/download/12771/4186>
- Ricotta, A., Generet, C., Moyson, S., Schiffino, N., & Schoenaers, F. (2025). From Passive Recipients to Active Participants: A Systematic Literature Review of Citizen Participation in Street-Level Bureaucracies. In *European Policy Analysis*. <https://doi.org/10.1002/epa2.70019>
- Saini, M., Marlina, Y., Nurmawati, N., & Pujowati, Y. (2025). Increasing Educational Awareness Through Community Mentoring in Villages. *Bisma: Bimbingan Swadaya Masyarakat*, 6(6), 151–163. <https://doi.org/10.59689/bisma.v5i4.1170>
- Subono, N. I. (2025). Women ' s Leadership at the Grassroots Level and Democratic Resilience : A Conceptual and Theoretical Study. *Jurnal Perempuan*, 29(3), 227–238.
- Sudiyono, Avianda, S., Nurcahyo, Aziz, A., Widagdo, T. H., & Rupa, M. K. (2024). Peran Strategic Power Leadership "Grassroots" (Akar Rumput) Terhadap Loyalitas Anggota Pada Lembaga Partai Politik. *Jurnal Review Pendidikan Dan Pengajaran*, 7(3), 10770–10778.
- Sundari, S. (2013). An Empirical Study of Intra-household Resource Allocation: Gender Perspective. *Journal of Economic and Social Development*, 9(2), 73–89.
- Susantyo, B., R Irmayani, N., Habibullah, H., Mujiyadi, B., Suradi, Sugiyanto, S., Sitepu, A., & Nainggolan, T. (2018). *Optimalisasi Peran dan Fungsi Pendamping Sosial*.
- Syukri, M. (2013). Is Conditionality Pro-Women ? A Case Study of Conditional Cash Transfer in Indonesia A Case Study of Conditional Cash Transfer. *SMERU Research Institute Working Paper, February*.
- Takada, A. (2022). Language Socialization in Classrooms: Culture, Interaction, and Language Development, edited by Matthew J. Burdelski and Kathryn M. Howard. *Contrastive Pragmatics*, 3(2), 341–346. <https://doi.org/10.1163/26660393-bja10039>
- Takanjanji, P. (2018). Implementasi Kebijakan Pengentasan Kemiskinan Di Kota Malang (Studi Pada Implementasi Peraturan Wali Kota Malang Nomor 28 tahun 2014 Tentang Strategi Penanggulangan Kemiskinan Daerah Kota Malang Tahun 2013-2018). *Tesis Magister Admisntasi Publik Universitas Brawijaya*.
- Widhiasthini, N. W., Utami, M. S. M., & Subawa, N. S. (2025). Post-Pandemic Crisis Management: Grassroots Political Mobilization and Participation in Sigi. *Journal of Government and Civil Society*, 9(1), 289–304.

- Wulandari, R. D. (2018). Problems of Health Services in the Border Areas and the Efforts to Overcome. *INAHEA 2017 - 4th Annual Meeting of the Indonesian Health Economics Association Thus, Inahea 2017*, 277–281. <https://doi.org/10.5220/0007028802770281>
- Zaky, H. H. M. (2014). Does the Conditional Cash Transfer Program Empower Women? Evidence from Ain El-Sira, Egypt. *Social Sciences*, 3(4), 132. <https://doi.org/10.11648/j.ss.20140304.14>