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Implementation of Poverty Alleviation Policies Through the Gercep Gaskan Empowered Program in Palolo District, Sigi Regency

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Article Info

Abstract

This study aims to determine the implementation of poverty alleviation policies through the Empowered Gercep Gaskan Program in Palolo District, Sigi Regency. The type of research used is qualitative research using a descriptive type. The location of this research is in 5 villages in Palolo District, Sigi Regency. The focus of this study is to define the policy implementation of the Community Empowerment-Based Poverty Alleviation Rapid Action Program (Gercep Gaskan Berdaya) using the policy implementation theory of Edward III which includes four variables, namely communication, resources, disposition and organizational structure. The data collection techniques used in this study are through interviews, observations and documentation. The results of this study show that the implementation of the Gercep Gaskan Berdaya Program is quite effective because information about the objectives, benefits, and mechanism of the program can be conveyed clearly and can be understood by the community. Furthermore, from the aspect of the availability of human resources, the Village Activity Implementation Team (TPK) and facilitators can carry out their duties well despite the limitations. In terms of budget, the assistance funds to beneficiaries are quite adequate, but the limitations of the operational budget and facilities do not hinder the implementation of the program. The program implementers show a positive attitude, high commitment, and full responsibility to make the program a success. In addition, the existence of a clear division of roles, synergy between parties, and policy integration also supports the achievement of program goals.

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Introduction

Poverty has become an unsolved problem for governments and at the global level. In addition, poverty is not only related to a person's low level of income or consumption based on welfare standards, such as the poverty line or minimum calorie needs. On the other hand, poverty also means the inability of a person or group to achieve factors other than income, such as access to health services, education services, clean water, and sanitation. In addition, poverty is a complex problem that is not only related to its definition and size, but also to the means of measurement and policy interventions needed to alleviate it.

The importance of poverty problems to be solved makes it one of the targets that must be met in the Sustainable Development Goals (SDG's). In the 2020-2024 National Medium-Term Development Plan (RPJMN), the government has set the issue of poverty in National Priority 2, namely "Regional Development to Reduce Inequality and Ensure Equity". This policy is further discussed in the Government Work Plan (RKP) every year and is used as a reference for ministries, institutions, and local governments to carry out annual development. In the 2024 RKP, the Government sets a reduction in the poverty rate at 9.90 - 10.40 percent (Bappenas, 2023) [13].

Many programs have been carried out by the government in poverty alleviation, both in the form of meeting basic needs and empowerment. Poverty alleviation programs by the government in order to meet basic needs include the Family Hope Program (PKH), Raskin/Rastra (Rice for Poor/Prosperous Families), PBI (Contribution Assistance Recipients) from JKN (National Health Insurance), BSM/PIP (Poor Student Assistance/Smart Indonesia Program), Uninhabitable House Repairs, Direct Cash Assistance and BLSM (Temporary Community Direct Assistance). Meanwhile, the Urban Poverty Alleviation Project (P2KP) is an example of a poverty alleviation program that uses the principle of community empowerment.

One of the methods implemented in poverty alleviation efforts is through community empowerment programs. Through this empowerment program, the poor not only receive direct assistance but also include the process of developing potential and strengthening capacity for the poor both individually and in groups. Thus, it is hoped that the poor will be able to actively participate as the subject of development in order to build and improve their quality of life.

In its development, the low motivation of the poor to play a role in the development process is one of the obstacles to the implementation of community empowerment. This condition is caused by the dominance of the role of the elite in policy-making so that the implementation of community empowerment does not touch the target in meeting the needs of the poor. Another obstacle is that often the process of community empowerment results in people's dependence on various types of assistance and stimulants that are used for consumptive purposes.

Poverty alleviation efforts should be placed and entrusted to the community itself, with facilitation support from the government, the private sector and other civil society organizations. So that poverty alleviation will be a community movement that better guarantees the potential for independence and sustainability of these poverty alleviation efforts, compared to if it is carried out only by the government or parties outside the community. The empowerment strategy in the poverty alleviation program is an investment in social capital to realize sustainable development.

Central Sulawesi Province is one of the provinces with the highest poverty rate in Indonesia. In 2023, Central Sulawesi's poverty rate is the ninth highest at 12.41 percent with a poor population of approximately 395,660 people and a per capita poverty line: Rp 568,248 per month. A total of 92,110 people or 8.90 percent of the poor population are in urban areas, while 303,550 people or 14.09 percent of the poor population are in rural areas.

The Central Sulawesi Provincial Government also makes the issue of poverty one of the priorities in the Central Sulawesi Provincial RPJMD by placing poverty alleviation efforts in mission 3, namely "Realizing the Improvement of Community Welfare through People's Economic Empowerment and Institutional Strengthening". Based on the 2024 Central Sulawesi Provincial RKPD, the poverty rate in Central Sulawesi is targeted to be reduced to 10.30 – 12.26 percent by 2024.

The Central Sulawesi Provincial Government has implemented various poverty alleviation programs, both national programs, regular programs/activities attached to each regional apparatus and programs initiated by the Central Sulawesi Provincial Government itself. These programs include the Rural Area Development Program (PPWP) and the Integrated Program for Poverty Alleviation Based on Village Surgery (PTPK-BBK).

In general, poverty alleviation programs implemented in Central Sulawesi have been effective, this can be seen from the positive trend of decreasing the poverty rate in the period 2011-2022. However, this achievement is still above the average national poverty percentage. Therefore, the Central Sulawesi Provincial Government has formulated strategies and policies in the form of poverty alleviation programs that are tailored to regional and regional conditions in Central Sulawesi.

The 2023 Central Sulawesi Province Community Empowerment-Based Poverty Alleviation Rapid Action Program (Gercep Gaskan Berdaya) is an innovation of the Central Sulawesi Provincial Government in reducing poverty rates in Central Sulawesi Province. This program is carried out based on the Governor of Central Sulawesi Regulation Number 29 of 2022 concerning General Guidelines for the Implementation of the Rapid Movement Program for Poverty Alleviation Based on Community Empowerment. This program aims to improve the ability and skills of the community's economic business independently and sustainably; improving people's lives through the provision and increase of economic opportunities; as well as developing micro and small-scale community economic activities; and accelerate the economic recovery of the community in districts/cities throughout Central Sulawesi.

The scope of the Gercep Gaskan Berematan Program is productive activities; activities that meet the participatory and empowering aspects of the community as well as activities that are directly related to improving the standard of living of the community. This empowerment program is carried out in 13 districts/cities throughout Central Sulawesi with a total budget of Rp. 39,000,000,000 billion, sourced from the Central Sulawesi Provincial Budget. The target of the Empowered Gas Gercep Program in Central Sulawesi Province is a poverty enclave. The target beneficiaries of this program are decile 1 poor households (households with extreme poverty categories) who are in poverty pockets in each district/city, based on the 2020 Integrated Social Welfare Data (DTKS) issued by the Social Service and or otherwise determined by the Regency/City in technical instructions.

Sigi Regency is one of the districts that is the target location of the 2023 Empowered Gas Gercep Program. Sigi Regency is one of the districts with the highest number of poor people in Central Sulawesi Province, which is approximately 31,470 people, the fourth highest after Parigi Moutong Regency, Donggala Regency and Poso Regency. Meanwhile, based on data from the 2022 Target for the Acceleration of the Elimination of Extreme Poverty (P3KE) issued by the Coordinating Ministry for Human Development and Culture, five sub-districts with the number of families classified as extreme poverty are Sigi Biromaru District, Palolo District, South Dolo District, Dolo District and Kinovaro District.

The social characteristics in Sigi Regency, especially Palolo District, show that Palolo District is indeed worthy of the Empowered Gas Gercep Program. This is shown by the high number of poor households in Desil I in this sub-district area. In addition, this sub-district does not have adequate labor-intensive industries that are able to absorb labor. The characteristics of the Palolo District area also affect residents who do not have a number of alternative livelihoods so that

the livelihood of the population is dominated by rice farmers, garden farmers, farm laborers and breeders.

According to Edward, there are four main factors that affect the success of the implementation of a public policy, namely communication, resources, disposition and bureaucratic structure (Edward, 1980) [2]. The lack of coordination and communication between the government as a policymaker and the community as a target group often causes policy goals and objectives not to be clearly conveyed to the group, resulting in distortions in their implementation and causing resistance from them.

Another factor is the availability of implementer resources, both human resources and implementer resources also play an important role. Without adequate resources, it is impossible for a policy to be implemented properly. Meanwhile, the disposition factor of implementers, namely lack of commitment and honesty, will affect their ability to implement policies in accordance with the expectations of policymakers. The last factor is the bureaucratic structure. The lack of clarity in operating standards that include mechanisms, systems, and procedures for implementing policies, the division of duties and functions, authorities, and responsibilities among actors and the lack of harmonious relationships between implementing organizations are also factors that hinder the implementation of various policies

As with other poverty alleviation policies implemented by both the Central Government, the Central Sulawesi Provincial Government and the Sigi Regency Government, the implementation of the Empowered Gercep Gaskan Program in Sigi Regency, especially in Palolo District, certainly has the potential to encounter a number of obstacles and obstacles both at the planning stage and at the implementation stage by various factors both from the beneficiaries of the program and the Sigi Regency Government as program manager as stated by Edward. Based on this background, this study is titled "Implementation of Poverty Alleviation Policies through the Community Empowerment-Based Poverty Alleviation Rapid Action Program (Gercep Gaskan Berdaya) in Palolo District in 2023".

Based on the formulation of the above problems, the goal to be achieved by the researcher in this study is to analyze the implementation of poverty alleviation policies through the Community Empowerment-Based Poverty Alleviation Rapid Action Program (Gercep Gaskan Berdaya) in Palolo District

Litelature Review
To support the research entitled "Implementation of Poverty Alleviation Policy Through the Rapid Movement Program in Palolo District, Sigi Regency", the researcher conducted a literature review of previous research related to the researcher's theme. Implementation of Poverty Alleviation Policy through the Joint Business Group Economic Empowerment Program (Kube) in South Jakarta by Puji Meilita Sugiana.

This study aims to describe the implementation and obstacles of the Kube program in overcoming poverty in South Jakarta. This study uses a qualitative approach with qualitative descriptive model data analysis techniques. In the research area, the Kube program is implemented through the provision of business capital, business training, skill improvement, business motivation guidance, and mentoring, but conditions in the field show different things. The results of the study show that the lack of assistance process by relevant

stakeholders results in many types of stalled businesses and ultimately causes new problems. Under ideal conditions, continuous assistance will allow Kube to develop optimally and improve the welfare of its members. The factors that hinder it are the existence of certain interests by some parties in the formation of Kube, the limited human resource capacity of Kube members and the provision of assistance to Kube members who are not complete.

1. **Definition of Public Policy**
The implementation of public policy includes conscious efforts either made by the government, individuals, groups, or private entities, which are focused on achieving the goals that have been set in the policy decision. In addition, policy implementation also evaluates the success or failure of a policy and its impact on the community and other stakeholders. According to Charles O. Jones as quoted by Ponto *et al*. (2016) [5], policy implementation consists of three main activities, namely organization, interpretation, and application. First, the activities of the policy implementation organization involve the formation or restructuring of resources, units, and methods so that the program can run effectively. Second, interpretation activities by policy implementers refer to interpretation so that the program is realized into an appropriate, acceptable, and implementable plan. Finally, application activities by policy implementers include the application of routine provisions, such as services, payments, or other aspects that are adjusted to the program goals and requirements of the public policy that has been set.

The Public Policy process according to Anderson, as explained in Subarson's explanation (2006) [6], can be seen as a series of complex stages. Here is a summary of the stages:
1. **Agenda Setting:** An early stage in the public policy process where certain issues are chosen to get attention and be discussed by policymakers. The agenda setting process can be influenced by various factors such as public pressure, political issues, or urgent events.
2. **Policy Formulation:** This stage involves the formation and discussion of policy options to address the problems that have been set in the agenda. At this stage, policymakers identify possible solutions and formulate appropriate action plans.
3. **Policy adoption:** After policy formulation, the next step is policy adoption by authorized institutions or bodies, such as the legislature or the executive in the government. This adoption process involves discussion, decision-making, and formal approval of the proposed policy. This concerns the genius or alternative form that has been determined, the requirements that must be met, the actors who will implement the policy, process or strategy to implement the policy and the content of the policy that has been set.
4. **Policy Implementation:** This stage involves the implementation of the adopted policy. Specific programs and activities are designed and implemented to implement the policy in practice. What must be considered at this stage is which stakeholders will be involved in the implementation of the policy along with their respective duties and roles as well as how the impact of the policy content will be impacted.
5. **Policy Evaluation:** Policy evaluation is carried out to evaluate the effectiveness, efficiency, and impact of policies that have been implemented. The purpose of this

evaluation is to assess the extent to which the policy has achieved the desired objectives and to identify the necessary changes.

Based on this view, public policy can be concluded as a series of deliberate, directed, and measurable actions carried out by the government by involving various parties who have interests in certain fields, with the aim of achieving desired results. Therefore, to increase the effectiveness of public policies, it is important to carry out socialization, implementation, and supervision of these policies.

2. Public Policy Implementation Model
The success of the implementation of a policy will be determined by many variables or factors, and each of these variables is interconnected with each other. The success of policy implementation is largely determined by an implementation model that is able to guarantee the complexity of the problem to be solved through certain policies. This policy implementation model is certainly expected to be an increasingly operational model so that it is able to explain the causal relationship between variables related to the policy (Sumaryadi, 2005:88) [7].

3. George Edward III's Model of Public Policy Implementation
Edward III's theory (in Nugroho, 2014) [4] is one of the important approaches in the study of public policy implementation. This theory emphasizes that the success of a policy is highly dependent on how it is implemented in the field. Edward III identified four key variables that affect policy implementation, namely communication, resources, disposition, and organizational structure. The following is a description of each variable

1. Communication
Communication is the main foundation in policy implementation, as the process of conveying information is key to ensuring that policies are understood and implemented correctly.
a. **Clarity of Information:** Information about policies, including objectives, procedures, and objectives, should be communicated clearly to avoid misunderstandings. This clarity helps implementers understand what to do and why the policy is important.
b. **Message Consistency:** Messages conveyed from policymakers to implementers on the ground must remain consistent. Information distortions at various levels of implementation can cause policies to be executed inappropriately in accordance with the original objectives.
c. **Communication Channels:** The effectiveness of communication also depends on the channels used. Formal communication channels, such as meetings, circulars, and official documents, must be supported by informal communication that is responsive to the needs of implementers and the community.

Good communication creates a common understanding at all levels of implementation and ensures that policies are implemented in line with expectations.

2. Resources
The availability of resources is an important factor that determines the ability of implementers to implement policies. Edward III divided resources into several main types:
a. **Human Resources:** Policy implementers must have adequate competence, skills, and knowledge to carry out their duties. Without a trained workforce, policies will not work effectively.
b. **Financial Resources**: An adequate budget is indispensable to support the implementation of policies, from the planning stage to evaluation. Without sufficient funding, risky policies are limited in scope and impact.
c. **Physical and Material Resources:** Means and infrastructure, such as equipment, facilities, and infrastructure, must be available to support policy implementation. Deficiencies in these resources can slow down or hinder implementation.
d. **Information Resources:** Accurate and up-to-date data is essential for determining strategic steps in policy implementation.

3. Disposition
Disposition refers to the attitude, commitment, and level of support of policy implementers towards the policies implemented. This variable greatly determines the success of implementation because the attitude of implementers affects the way they implement policies.
a. **Positive Attitude:** Implementers who have a supportive attitude towards the policy will work with enthusiasm and enthusiasm. They will be more responsive to challenges and strive to achieve policy goals.
b. **Commitment:** The commitment of the implementers shows their level of seriousness in implementing the policy. High commitment encourages implementers to work consistently despite facing various obstacles.
c. **Motivation and Importance:** If implementers feel that a policy is in line with their interests or beneficial to society, they are likely to support the implementation of the policy.

4. Organizational Structure
Organizational structure affects the extent to which policy implementation can take place in an organized and directed manner. These variables include aspects such as the division of tasks, coordination, and procedures that exist in the organization.
a. **Division of Duties and Authority:** A clear organizational structure defines who is responsible for each stage of policy implementation. With a good division of tasks, the potential for overlapping tasks or confusion can be minimized.
b. **Operational Procedures:** Implemented policies require well-defined standard operating procedures (SOPs). This SOP is a guide for implementers in carrying out their duties.
c. **Coordination:** A supportive organizational structure that facilitates coordination between units or institutions involved in policy implementation. Without good coordination, policies are at risk of not being well integrated at different levels of implementation.
d. **Organizational Flexibility:** The organizational structure also needs to be flexible to adapt to the dynamics of the field. This flexibility allows organizations to respond to obstacles or unexpected changes in conditions.

4. Basic Concept of Poverty

Poverty is a multi-dimensional problem that has become a priority to be overcome globally. There are various definitions of poverty. In simple terms, poverty can be interpreted as a condition in which a person's basic needs are not met. Poverty can be interpreted as a condition in which a person's income is insufficient to meet basic needs, so that the individual is less able to ensure his or her survival (Suryawati, 2004):

Based on the condition of poverty, poverty has 5 forms. The forms of poverty are (Suryawati, 2004):

1. **Absolute poverty:** Absolute poverty refers to a condition in which a person has an income below the poverty line that is insufficient to meet the basic needs of his life. The concept aims to establish the minimum income level necessary to meet basic physical needs such as food, clothing, and housing, which are essential for survival.
2. **Relative poverty:** Relative poverty occurs when a person is able to meet their basic needs but their income is still much lower than the average of the surrounding community. This concept illustrates that the poverty line will change along with changes in people's living standards, so that poverty is dynamic and always exists. This reflects the aspect of social inequality where the greater the gap between the upper and lower groups in society, the more individuals are considered relatively poor.
3. **Structural poverty:** Structural poverty occurs due to low access to resources, which are generally influenced by social, cultural, or political conditions that do not support poverty alleviation efforts. This highlights the role of social and political structures in perpetuating poverty conditions. For example, inequalities in the distribution of economic resources, lack of access to public services such as education and health, and non-inclusive policies can lead to structural poverty.
4. **Situational Poverty or Natural Poverty:** Situational poverty occurs in areas that have limited resources or naturally disadvantaged conditions, causing people in the region to become poor. Factors such as difficult geographical conditions, lack of access to infrastructure, or lack of natural resources can lead to situational poverty.

Cultural poverty: Cultural poverty occurs as a result of the attitudes and habits of individuals or societies that refuse to improve their standard of living in modern ways, because they are influenced by certain cultures or customs. These habits may include laziness, wasteful behavior, lack of creativity, and dependence on others. Cultural poverty highlights the role of culture and social values in influencing mindsets and behaviors that can perpetuate poverty conditions.

Research Methods

This research is descriptive with a qualitative approach, aiming to describe social phenomena in a naturalistic manner without manipulation. This approach is a direct interaction between the researcher and the research object. The research object includes the policy of the Poverty Alleviation Program in Sigi Regency, especially the 2023 Empowered Gas Gercep Program.The research object includes the implementation of community empowerment programs in five villages of Palolo District: Lembantongoa, Makmur, Patimbe, Tongoa, and Uwe Nuni Villages.

The subject involved stakeholders consisting of TKPK Central Sulawesi Province, TKPK Sigi Regency, Social Service, Village Implementation Team, village facilitators, village heads, and poor households of beneficiaries. Poor households targeted

The technique of determining Informants is carried out purposively, based on direct involvement and relevance to the program.

Data is collected through

1. **Literary Studies:** Refers to relevant theories from various sources.
2. **Document Review:** Official documents, such as village monograph data and sub-district statistics.
3. **Semi-Structured Interviews:** Involve relevant stakeholders.
4. **Field Observation:** Visual documentation and field notes.

Data Analysis Techniques are carried out using Miles and Huberman's interactive methods, including:

1. **Data Reduction:** Simplification of data from interviews and observations.
2. **Data Presentation:** In the form of narratives, tables, or diagrams.
3. **Conclusion:** Based on findings relevant to the purpose of the research.

Discussion

Implementation of the Empowered Gas Gercep Program in Palolo District

1. Communication Factor

Analysis of Research Results Regarding Communication in the Implementation of the Empowered Gas Gercep Program Effectiveness of Inter-Stakeholder Communication, Based on the results of interviews with village heads and beneficiaries, inter-stakeholder communication in the Empowered Gas Gercep Program is considered to be effective. Clarity of information on the objectives, benefits, processes, and mechanisms of the program—including the criteria for beneficiaries—has been well conveyed. This is reflected in the high level of understanding of village heads and beneficiary communities towards the program. The process of transferring information from the Central Sulawesi Provincial Government as a policymaker to the community level is carried out consistently, thereby minimizing the risk of confusion or miscommunication.

Information consistency is one of the key elements in supporting the effectiveness of policy implementation. This condition reflects the success of coordination at various levels of bureaucracy, ranging from provincial governments to village governments. For comparison, the Social Safety Net (JPS) program in the 1990s showed failures in implementation due to miscommunication between the government and the target community (Henriyani, 2015).

The Role of Communication Media, Communication media is a strategic element in ensuring efficient and effective information transfer. The Gercep Gaskan Beremai program uses a face-to-face socialization method, which starts from the provincial level to the village level. Socialization at the village level is carried out directly by involving various parties, such as village heads, village officials, village

facilitators, community leaders, traditional leaders, and religious leaders. This approach provides opportunities for two-way interaction, so that the community can clarify information, provide input, and convey aspirations.

The socialization activities carried out at the village hall, using simple language, explain the educational and cultural background of the community. The use of easy-to-understand language and the involvement of local leaders have also proven to be effective in bridging communication between the government and the community. In an interview with one of the residents, the respondent said that the socialization process was easy to understand because the language used was simple and supported by direct explanations from the provincial and district governments.

Social Context in Communication, community-based involving key figures such as religious and customary leaders strengthens the effectiveness of communication. These figures have a social influence that can increase public acceptance of the program. With their role as mediators, information about policies becomes more acceptable to the public, especially in communities that have a low level of literacy or administrative understanding.

Conclusion and Implications, Effective communication contributes to optimizing the implementation of the Empowered Gas Gercep Program. The success of this program demonstrates the importance of:

1. Consistency of information from the policy level to implementation in the field.
2. The use of communication media that is appropriate to the local context, such as direct socialization involving dialogue.
3. The delivery of information uses simple and easy-to-understand language.
4. The involvement of community leaders as a bridge of communication between the government and the community.

On the other hand, poor communication has the potential to hinder participation, trigger public resistance, and interfere with policy implementation. Therefore, the communication model applied in the Gercep Gaskan Berematan Program can be an example of good practice in the implementation of other public policies.

2. Resource Factor
Resources are one of the crucial aspects in the successful implementation of public policies, including in poverty alleviation programs such as the Gercep Gaskan Beremiah Program. In this context, the resources in question include human resources (HR), financial, and supporting facilities and infrastructure. An analysis of the use of resources in this program shows several interrelated challenges and successes in implementing the policy.

1. Human Resources (HR)
Human resources play an important role in the implementation of this program, both in terms of management and implementation in the field. Based on the results of the interview, the existence of the Program Coordination Team and the Village Activity Implementation Team (TPK) formed through the Decree of the Regent of Sigi shows that the human resource structure in this program has been fulfilled. However, the management of this human resource experienced obstacles related to the limited budget

that affected the maturation process and the formation of time. Ideally, TPK members come from the village community to ensure the desire for a program that more directly touches the community, but the limited budget makes the Sigi Regency Government choose to involve technical regional apparatus.

Analysis: This indicates a trade-off between budget availability and the need to involve the community in the implementation of the program. Although the involvement of technical regional apparatus can accelerate the implementation of the program, the involvement of those who are not always familiar with local characteristics can reduce the effectiveness of the program. Therefore, while this approach is administratively valid, the practice may not be optimal because the role of communities who are more aware of local needs can strengthen the implementation of the program directly.

2. Village Facilitator
Village facilitators are a key element in ensuring effective communication between the government and the community and in facilitating the implementation of activities in the field. The village facilitator recruitment process, which is screened with certain criteria, shows that the facilitator has adequate competence. However, problems arise when a facilitator dies, which hampers the smooth running of tasks in the field, and budget constraints cause no replacement facilitators to be recruited.

Analysis: The existence of facilitators who train and understand the needs of the community is critical to the success of the program. Budget constraints that affect not only the conditions of the facilitators, but also the allocation of funds for training and capacity building, show that without adequate resources, the quality of implementation can be compromised. Therefore, learning from these events requires more flexible budget planning to deal with unforeseen circumstances, such as the death of a facilitator, which can affect the smooth implementation.

3. Financial Resources
From a financial perspective, the availability of the budget for this program seems to be sufficient to provide assistance to the community, which is ten million rupiah per beneficiary household. However, problems arise in the availability of operational funds to support the implementation of administration and mentoring activities in the field, such as making proposals, training facilitators, and monitoring and evaluation (monev) activities. Budget constraints cause the management of administrative documents such as proposals and document printing to be carried out internally at the Social Service.

Analysis: Although assistance for beneficiaries is adequate, limited budgets for operations and monitoring affect the quality of program implementation. This program emphasizes the importance of a more proportional allocation of funds, not only for direct assistance to the community, but also for supervision and assistance that goes hand in hand with the distribution of funds. Budget constraints for monev, as conveyed by the Head of Bappelitbangda of Sigi Regency, affect the ability of local governments to ensure that assistance is used appropriately by beneficiaries.

4. Availability of Facilities and Infrastructure
The availability of supporting facilities also shows that

limited budgets hinder the procurement of optimal facilities to support facilitators' activities. Although administrative documents can be printed at the Social Service, the limitations of these facilities remain an obstacle in supporting the smooth implementation of the program as a whole.

Analysis: The availability of facilities and infrastructure greatly affects the efficiency and smooth implementation of the program. In this case, the dependence on existing facilities in the Social Service shows the integration between operational needs in the field and the capacity of available facilities. This is also related to the importance of more careful planning in the allocation of funds and facilities to support the implementation of the program, especially in terms of data collection and administration.

5. Obstacles and Solutions

In addition to budget-related problems, another obstacle faced in the implementation of the program is communication between stakeholders that involves many parties. In this case, despite good communication between stakeholders, obstacles arise when the facilitator dies and his successor cannot be recruited immediately. Limited resources force governments to make pragmatic, albeit not always ideal, decisions.

This condition highlights the importance of emergency planning and destruction in resource management. In this case, although the unforeseen situation has affected the smooth running of the program, the quick response by appointing existing facilitators to carry out tasks in other sub-districts shows the importance of adaptive human resource management. However, it also illustrates the challenges of managing limited resources without sacrificing the quality of program implementation.

Conclusion

Overall, although the Gercep Gaskan Berdaya Program has involved a wide range of resources needed to achieve the program's objectives, there are a number of challenges that need to be considered in resource management. Budget limitations are the main obstacle that affects the quality of implementation, ranging from human resource management, facilitators, to facilities and infrastructure. To ensure the achievement of this program in the future, it is necessary to increase budget capacity and more mature planning in allocating existing resources to support the smooth implementation of the program. In addition, the existence of competent human resources, especially facilitators who interact directly with the community, is a key factor for society that should not be ignored in every planning and implementation of poverty alleviation policies.

3. Disposition

From the results of interviews conducted with various parties involved in the implementation of the Gercep Gaskan Berempowered Program in Palolo District, it can be concluded that the disposition factor or attitude of policy implementers plays a very important role in the success of the program. This disposition includes the willingness, commitment, transparency, and accountability of the implementers, all of whom demonstrate a positive attitude and high integrity in carrying out their duties.

1. Willingness and Commitment from the Implementer

The implementation of the Gercep Gaskan Berdaya Program shows a high commitment from the Coordination Team, TPK, and village officials to make the program a success despite facing various challenges, especially limited human resources. Village facilitators who usually play a role in assisting the administrative process and ensuring that the program runs smoothly do not hinder the village apparatus from taking over the task. Their willingness to go the extra mile, even under less-than-ideal conditions, such as unifying the purchase of goods and handling administrative issues, shows that the implementers have a strong commitment to the success of the program.

This condition also shows that the village apparatus, although limited, has a high sense of responsibility and dedication in running the program. For example, the Head of Makmur Village said that they must assist the community in buying goods even though the price of goods is often not as expected, an indication that they are working in the field with full attention to detail and the success of the program.

2. Transparency in Program Implementation

One of the key elements revealed in the implementation of this program is the transparency attitude of the Activity Implementation Team (TPK) and village officials. This transparent attitude is reflected in how the beneficiary selection process is carried out with a purpose, without any practice of nepotism or reduction of aid funds. The Head of Makmur Village emphasized that they use P3KE data as a basis to select poor families who deserve assistance, as well as involve the community in village deliberations to ensure fairness in the election process.

In addition, this transparent attitude also strengthens public trust in the government and the programs that are being implemented. By not cutting aid funds and ensuring that all beneficiaries receive funds according to what has been determined, the village apparatus and TPK have succeeded in creating an environment that is clean from corrupt practices. This is in line with what was conveyed by Mr. Muhammad Jauhari, who emphasized the importance of transparency based on the bad experience of previous programs involving fund cuts.

3. Clear Accountability Mechanism

Clear accountability is important in ensuring the continuity and effectiveness of a program. In this regard, TPK and village officials show a very responsible attitude towards the implementation of the program, by ensuring that all necessary administrative documents, such as purchase receipts and event minutes, are neatly prepared and submitted in accordance with existing guidelines. In fact, the Head of Tongoa Village mentioned the importance of village officials to remind the community to always keep administrative evidence, which is very important for the final report of the program.

The high responsibility in preparing reports and ensuring the completeness of administrative documents reflects the commitment of program implementers to accountability. It also shows the proactive attitude of the implementer in facing challenges, such as when some administrative evidence is lost or submitted late by the beneficiary. With this attitude, the program is expected to run in accordance with the rules and goals that have been set.

Based on the results of the discussion, it can be seen that the disposition or attitude of policy implementers in the implementation of the Gercep Gaskan Berdaya Program greatly supports the smooth and successful running of the

program. The implementers, especially the village officials, show a proactive and dedicated attitude in carrying out their duties, even though they are limited by human resources and budgets. This reflects that the success of a policy does not only depend on material or financial resources, but also on the attitude and commitment of implementers in overcoming existing challenges.

The commitment and willingness of the implementers to work more, as well as maintain transparency in every stage of the program, contributes to the creation of better results and higher acceptance from the community. The transparency implemented in the process of verifying beneficiaries and the use of assistance funds shows that this implementation policy prioritizes integrity and public trust. In this context, accountability is well maintained by TPK and village officials to ensure that policies are implemented responsibly and in accordance with existing procedures.

However, although the disposition of the implementers shows a very positive attitude, there are several challenges faced, such as budget and human resource limitations. One concrete example is the absence of village facilitators which affects the takeover of administrative tasks by village officials. Nonetheless, these challenges can be overcome with a high commitment from the implementers, who work extra to ensure the smooth running of the program.

In conclusion, despite the limitations in terms of budget and human resources, the positive disposition of the implementers in terms of commitment, transparency, and accountability contributed greatly to the success of the Gercep Gaskan Berempowered Program in Palolo District. This attitude proves that in the implementation of public policy, human factors and the disposition of the implementer have a very important role in achieving policy goals.

4. Organizational Structure
In the implementation of the Gercep Gaskan Beremai Program, organizational structure variables play an important role in ensuring the success of the program's implementation, especially related to coordination and cooperation between the various parties involved. Based on the results of the interviews, it can be concluded that the organizational structure in the implementation of this program has been well regulated and coordination between the Provincial Coordination Team, District Coordination Team, village TPK, and village government is running effectively. This is very important considering that this program covers 5 sub-districts and 25 villages, which requires a clear division of tasks and smooth communication between related parties.

1. Effective Division of Tasks and Coordination
In the implementation of the Gercep Gaskan Berematan Program, a clear division of tasks has been carried out to ensure the implementation of the program runs smoothly. The District Coordination Team is divided into two teams with their respective coordinators, who are responsible for different regions. The coordinator of Team I is the Head of the Sigi Regency Livestock and Animal Health Office, which is responsible for Palolo and Sigi Biromaru Districts. Meanwhile, the Secretary of the Sigi Regency Social Service led Team II which included Dolo District, South Dolo District, and Kinovaro District. This division ensures that each region has focused supervision and can be carried out efficiently.

Mr. Jauhari explained that clear coordination related to the division of tasks allows for the implementation of a more targeted program. The firm division of duties between these two coordination teams, as well as between the village TPK and the village government, also shows a good understanding of their respective roles in the program. This good coordination avoids duplication of work or overlap in proposed activities, which has the potential to hinder the implementation of the program.

2. Integration Program with Other Poverty Alleviation Programs
One of the important aspects of the successful implementation of the program is integration with other programs that have similar goals, in this case the poverty alleviation program. The results of the interviews showed that the District Coordination Team, both from the provincial and district levels, coordinated in-depth to ensure that the proposed activities in the Gercep Gaskan Beremai program did not overlap with other poverty alleviation programs. This process is carried out by attaching the minutes of the coordination meeting regarding the proposed activities that will be funded by various funding sources, including the Provincial Budget, the District Budget, and funds from the Empowered Gercep Gaskan Program itself.

This approach shows that the implementation of the program is carried out in a well-coordinated manner, avoiding waste of resources, and maximizing the use of available funds. Thus, the Gercep Gaskan Beremai program not only runs independently, but also becomes part of a larger effort in poverty alleviation at the provincial and district levels. This creates synergies between different programs, which in turn amplifies the positive impact produced.

3. The Role of Village Apparatus in Coordination and Communication
Village officials also play a crucial role in overseeing communication and coordination between the District Coordination Team and the village community. As the spearhead of program implementation at the village level, village officials are responsible for ensuring that information about program implementation reaches the community clearly. In addition, they also serve as a liaison between the community and the District Coordination Team, ensuring that proposals, problems, or challenges faced by the community can be submitted and resolved immediately.

This good coordination is proven in the implementation of the program, where there is no confusion among the community in terms of understanding the program and the implementation process. This can also be seen from the well-carried village deliberation process, which then results in an agreement on who will receive the benefits of the program, in accordance with the criteria that have been determined. This good coordination, in turn, creates conditions where the program is implemented efficiently, without any interference in the field that can hinder the achievement of program objectives.

From the results of the above discussion, it can be concluded that a well-planned organizational structure and clear division of tasks have played a significant role in the successful implementation of the Gercep Gaskan Berempowered Program. Good coordination between the various parties involved, both at the provincial, district, and village levels, has ensured that the program can be implemented effectively and efficiently.

First, coordination between the Provincial and District Coordination Teams shows the importance of a clear division of tasks, as well as a good understanding of each other's roles in the implementation of the program. This division allows for a greater focus on the respective areas and facilitates supervision and mentoring.

Second, integration with other poverty alleviation programs provides additional benefits for the success of this program. With close coordination with other programs, as revealed in the use of joint funds between the Provincial Budget, the District Budget, and the Gercep Gaskan Beremdaya Program funds, the desire and success of the program are more guaranteed. This shows that an integrated organizational structure can minimize duplication, as well as increase the optimal use of available resources.

Third, village officials in maintaining coordination and communication are very crucial. Although village officials have limited human resources, they can ensure that the community gets clear information about the implementation of the program. In addition, they also help address administrative issues or technical obstacles that may occur in the field, speed up the resolution of issues, and ensure proper reporting.

However, even though the organizational structure and coordination have been running well, the challenge that still needs to be faced is to increase the capacity of human resources at the village level. Human resource limitations, especially related to the number of village facilitators, can be an obstacle if not addressed properly. Therefore, it is important to continue to pay attention to training and capacity building at the village level so that the coordination and implementation of the program can run even more smoothly. Overall, the results of this study show that a clear organizational structure and effective coordination are important elements in the successful implementation of public policies, especially in programs that involve many parties and cover a wide area.

Conclusion
The implementation of the Empowered Gas Gercep Program in Palolo District has gone well, although there are several challenges. The effective communication factor can be seen from the clarity of information conveyed through socialization, using the right communication media and involving community leaders. Human resources, even though limited, are still able to carry out their duties well, despite obstacles in the recruitment of facilitators and operational budgets. The disposition of the implementers shows a high level of commitment, with village officials willing to take over the facilitator's duties when needed. A well-organized organizational structure, as well as effective coordination between related parties, ensure that the program runs as planned. However, limited resources and operational budgets are still obstacles that need to be considered to increase the effectiveness of program implementation in the future.

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