

# **Implementation of the Policy on Providing Regional Grant Assistance to Community Organizations at the National Unity and Politics Agency of Gorontalo Province**

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## **Abstract**

The study aims to analyze and describe implementation of the policy of providing grant assistance to community organizations at the National Unity and Politics Agency of Gorontalo Province,) the determining factors for the success of the policy of providing grant assistance to community organizations at the National Unity and Politics Agency of Gorontalo Province. The research approach uses a qualitative method with a descriptive research method and the research procedure is carried out by observation and interviews with informants. The data analysis technique used is the interactive analysis of the miles and huberman model. The results of the study indicate that the implementation of the policy of providing regional grant assistance to community organizations at the National Unity and Politics Agency of Gorontalo Province has been running quite well. In terms of budgeting, the allocation of grant funds has been well planned. At the implementation and administration stages, the mechanism for disbursing grant funds has been running quite smoothly, the success of the implementation of the policy of providing regional grant assistance to community organizations is greatly influenced by various factors such as communication, which ensures that there is an understanding between the government and community organizations regarding the procedures and criteria for submitting grants. A proactive attitude and concern for the needs of community organizations will speed up the process. An efficient and flexible bureaucratic structure facilitates coordination between agencies, reduces administrative barriers, and accelerates the disbursement of funds.

**Keywords:** Grant; Policy, Mass Organization, Gorontalo

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## **Introduction**

Grants as one of the components of regional finances which are annually stated in the Regional Revenue and Expenditure Budget (APBD) should be managed in an orderly manner, in accordance with laws and regulations, efficiently, economically, effectively, transparently and responsibly by considering the principles of justice, propriety, rationality and benefits for the community. According to Wanggai & Djitmau (2024), this is intended to create orderly administration, accountability, transparency in the management of grant funds and accuracy in the use of funds by recipients of grant funds. Grants attract public attention and often become headlines in the mass media (Haliim, 2020). This is because many parties need the grant assistance and many interests can be accommodated, both the interests of public welfare and certain political interests.

The policy governing the provision of grants and social assistance by the regional government is the Minister of Home Affairs Regulation Number 77 of 2020 concerning Technical Guidelines for Regional Financial Management which was stipulated on December 30, 2020, while the Gorontalo Provincial Government has regulated the provisions for the Provision of

Grants through the Gorontalo Governor Regulation Number 9 of 2021 concerning Procedures for Budgeting, Implementation and Administration, Reporting and Accountability as well as Monitoring and Evaluation of Grants and Social Assistance sourced from the Regional Revenue and Expenditure Budget of Gorontalo Province. The provision of grants for community organizations by the Gorontalo Provincial Government through the Gorontalo Provincial National Unity and Politics Agency Work Unit for Domestic Politics and Community Organizations.

According to Sefullah (2020), to carry out these tasks, the National Unity and Politics Agency of Gorontalo Province has functions based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 25 of 2021 concerning Simplification of Organizational Structure in Government Agencies and followed up by the Regulation of the Governor of Gorontalo Number 38 of 2022 concerning the Organization and Work Procedures of the Regional Government. The Gorontalo Provincial Government through the National Unity and Politics Agency of Gorontalo Province in 2021 budgeted grant funds to Agencies/Institutions established based on Laws and Regulations of Rp. 637,000,000, - to Agencies/Institutions that have a Registered Certificate of Rp. 800,000,000, - Grants to the Central Government of Rp. 4,432,690,000, - and in 2022 budgeted grant funds to Agencies/Institutions established based on Laws and Regulations of Rp. 490,000,000,- to Agencies/Institutions that have a Registered Certificate of Rp. 1,507,000,000,- while in 2023 the budget for grant funds to Agencies/Institutions established based on Laws and Regulations is Rp. 565,886,992,- to Agencies/Institutions that have a Registered Certificate of Rp. 1,197,000,000,-. Based on the data above, it can be seen that the amount of grant funds for community organizations in the last 3 (three) years has fluctuated.

This may be the influence of the Regional Revenue and Expenditure Budget (APBD) of Gorontalo Province in 2023 which must provide grant funds to the KPU and Bawaslu in the context of the Implementation of the 2024 Simultaneous Election and Regional Elections. Based on the theory of Sitanggang et al., (2014); Trisnawati (2016); Eltho (2016); Yusmad & Halide (2019) which was then also supported by the Gorontalo Governor Regulation Number 9 of 2021 that the policy in providing regional grant assistance to community organizations is (1) budgeting (planning), (2) implementation and administration, (3) reporting and accountability & (4) monitoring and grants. At the budgeting stage of grant provision in Gorontalo Province, planning and submitting proposals from prospective grant recipients are the main challenges.

Many community organizations have difficulty preparing proposals in accordance with the administrative requirements and substantive criteria stipulated in the Governor Regulation Number 9 of 2021. Problems often arise due to a lack of understanding of procedures, such as filling out forms, completeness of documents, and preparation of detailed and accountable budget plans (Tasyakurina et al., 2024). Organizations that do not meet the requirements tend to be rejected, and this triggers dissatisfaction among grant applicants. In addition, the limited capacity of local governments to assess proposals quickly and on time often causes delays in the budgeting process, so that the allocation of grant funds is not optimal (Munir & Merita, 2022).

In the implementation of grant policies in Gorontalo Province, implementation and administration often face problems in the disbursement of funds and administrative management by grant recipients. One of the major challenges is the untimeliness of the disbursement of funds, which is often caused by complicated bureaucracy and ineffective

communication between the government and recipient organizations. In addition, many community organizations do not understand the financial administration procedures according to the rules, such as recording expenditures and use of grant funds. This has an impact on the mismatch of the use of funds with the initial allocation and the difficulty of verifying finances later. Align with research from Siregar (2021), thus, a simpler administration system and guidance are needed for grant recipient organizations.

The allocation of grant funds to community organizations in its implementation has encountered several obstacles, one of which is the delay in submitting grant accountability reports. Case example: Grant Assistance Recipient organization from the Student and Pupil Alliance Community Organization of the Paguyaman Raya Area (AMPKPR-G) has not submitted the Accountability Report for the Use of the 2023 Phase 1 Budget so that the achievement of the grant budget absorption objectives cannot be assessed and cannot be disbursed for the disbursement of phase 2 grant funds. In the process of disbursing grant funds originating from the main APBD, 2 stages of disbursement were carried out, namely stage 1 80% and stage 2 20%, while those originating from the Revised APBD were disbursed only once due to limited time, because the Revised APBD budget was realized in October.

Monitoring and evaluation of the use of grant funds in Gorontalo Province is still less than optimal, especially in terms of assessing the impact and effectiveness of grant-funded programs (Chatra et al., 2024). Limited human resources and technology are often obstacles in carrying out comprehensive monitoring of grant recipient organizations. In addition, the evaluations carried out are often formalities, without an in-depth study of program achievements and benefits obtained by the community. This results in a lack of accurate information on the performance and accountability of grant recipients. In order for grant programs to be more effective, local governments need to strengthen the monitoring system by using information technology and involving the community in the evaluation process, so that the results are more transparent and sustainable (Nasila & Napu, 2024).

Based on the researcher's observations, currently the availability of the APBD for community organization grant budgets does not match the number of grant applications from community organizations. The mechanism for distributing grant funds begins with the submission of a grant application proposal and is verified by the relevant agency with clear SOPs. The report on the realization of grant fund accountability is late, not in accordance with the provisions (Permana & Wahyudi, 2024). Community organizations that have been registered with the Gorontalo Province National Unity and Politics Agency have even been incorporated, but are still using the grant budget to rent a secretariat office which is stated in the details of the organization's budget costs, one of which is the Paguyaman Raya Student and Student Alliance (AMPKPR-G) so that its use is considered less effective.

The provision of grants is intended for community empowerment, not only for consumptive community activities in accordance with the Gorontalo Governor Regulation Number 9 of 2021 concerning Procedures for Budgeting, Implementation and Administration, Reporting and Accountability, and Monitoring and Evaluation of Grants and Social Assistance sourced from the Gorontalo Provincial Revenue and Expenditure Budget. The local government as a grant fund distributor is expected to be more selective in providing grant assistance starting with the assistance verification process, one of which is by monitoring the field by the relevant agencies and conducting socialization related to the procedures for reporting the accountability of grant funds by the relevant agencies in this case the National Unity and Politics Agency of Gorontalo Province.

There are several studies that discuss the policy of providing grant funds, Prasetyo (2014) on the implementation of grant assistance programs for community organizations. Etho (2016) on the implementation of the policy of providing grant funds to religious organizations, but there are still few that discuss the policy of providing grant funds from the perspective of policy implementation seen in four aspects, namely communication, resources, disposition and bureaucratic structure and in this study, it prioritizes and assesses the extent to which the effectiveness of each stage of the policy in providing grant funds and social assistance for community organizations.

## **Methods**

This research will be conducted in the Gorontalo Provincial Government where grant funds are provided to community organizations through the Gorontalo Provincial National Unity and Politics Agency located at Jl. Jend. Sudirman No. 81, Wumialo Village, Kota Tengah District, Gorontalo City. This research was conducted in the period from July to December 2024. The research approach used was a qualitative method with a descriptive research method and research procedures were carried out by observation and interviews with informants. The data analysis technique used was interactive analysis of the miles and huberman models.

## **Results and Discussion**

### **Presentation of the Implementation of the Policy of Providing Regional Grant Assistance to Community Organizations at the National Unity and Politics Agency of Gorontalo Province**

#### ***Budgeting (Planning)***

The implementation of the grant assistance policy to community organizations in Gorontalo Province is based on systematic, transparent planning and is guided by applicable regulations. The budgeting process begins with a joint discussion between Bappeda and related OPDs, referring to the five-year Strategic Plan (Renstra) which is then outlined in the annual Work Plan (Renja). This activity involves various parties, including OPD leaders, related officials, and the Regional Government Budget Team (TAPD). The grant budget is inputted through the SIPD application based on specific recipient data (by name by address) who have previously submitted an application. This process ensures that the use of the budget is in accordance with the fiscal capacity of the region and is integrated with regional development priorities. Grant budgeting is also designed to support planned government programs, such as political strengthening, community empowerment, or social development, while maintaining administrative order.

In addition, the grant proposal process through a proposal is submitted to the Governor and forwarded to the Kesbangpol Agency, which determines the criteria for grant recipients with high objectivity. Organizations that apply must have complete administrative documents, such as a Registered Certificate (SKT) and AHU, and be domiciled in the Gorontalo Province. The main obstacles faced are the completeness of supporting documents and the alignment of program proposals with government policy priorities. However, this challenge was overcome through intensive coordination between community organizations and the Kesbangpol Agency (Adiwilaga & Permana, 2023). The information submitted by the Kesbangpol Agency was considered clear, in accordance with regulations, and assisted in the preparation of proposals. Thus, the grant-making policy is directed at ensuring relevance and real contribution to achieving regional development goals, thereby supporting the implementation of priority programs effectively and accountably.

### ***Implementation and Administration***

The implementation of the grant assistance policy to community organizations at the National Unity and Politics Agency of Gorontalo Province, especially in terms of implementation and administration, is carried out with a systematic, transparent, and accountable approach. The grant fund disbursement process is carried out in stages accompanied by monitoring and evaluation (monev) involving a special team from the OPD scope. This monev aims to ensure that activities funded by the grant run in accordance with the objectives and initial planning (Mahmud, 2023). Monitoring is carried out through field visits, examination of activity reports, and post-activity evaluations to assess the efficiency and impact of the programs implemented.

Grant fund administration is managed by paying attention to administrative completeness, including financial accountability documents that are verified and archived in an organized manner. This effort reflects Kesbangpol's commitment to establishing active communication with grant recipients, so that the use of funds can be directed, on target, and comply with applicable regulations. In addition, the results of the interview revealed that grant recipients, such as FKUB, carry out reporting responsibilities in accordance with the Regional Grant Agreement Memorandum (NPHD) and follow standard prices in program spending.

FKUB activities, supported by grant funds, have made a significant contribution to maintaining religious harmony in the community. Although there are challenges, such as the gap between the use of grant funds and the initial objectives stated in the proposal or the capacity of grant recipients to make reports, Kesbangpol addresses this by improving coordination and supervision. Administration that is carried out transparently and well-documented, from submission, disbursement, to evaluation, is key to maintaining the integrity of grant fund management. With this approach, grant funds are not only utilized efficiently and effectively but also support relevant and sustainable regional development priority programs.

### ***Reporting and Accountability***

The implementation of the policy of providing grant assistance to community organizations in the National Unity and Politics Agency of Gorontalo Province in terms of reporting and accountability is carried out with a structured, accountable mechanism based on continuous evaluation. In the process, grant recipients are given clear deadlines and reporting guidelines, including the use of funds, activity achievements, and obstacles faced. According to Wiguna (2024), these guidelines are accompanied by a report template to ensure that the submitted report is in accordance with the established standards. The evaluation of the report is carried out by a special team by examining the conformity between the use of funds and the submitted proposal, the achievement of activity targets, and the transparency of financial reports.

If there is a delay or discrepancy in the report, the grant recipient will be given a warning, and this can affect the decision to provide the next grant. This approach shows Kesbangpol's commitment to maintaining accountability for the use of grant funds and minimizing the risk of misuse. In addition, grant recipient organizations, such as FKUB, show seriousness in preparing accountability reports by collecting evidence of expenditure and complete activity documentation. The financial report is neatly prepared by the treasurer, while the activity report is coordinated by the head of the implementation team.

After being prepared, the report is re-checked by the core management before being submitted to Kesbangpol. The feedback provided by Kesbangpol is considered constructive and helps the organization improve the quality of reporting in the future. Administrative verification, such as checking the validity of evidence of expenditure and completeness of documents, is carried out



by Kesbangpol to ensure the efficiency and accuracy of the use of grant funds. This reporting process not only reflects transparency and accountability but also ensures that grants are used according to their intended purpose, provide real impacts, and support the sustainability of priority regional development programs.

### ***Monitoring and Evaluation***

The implementation of the grant assistance policy to community organizations at the National Unity and Politics Agency of Gorontalo Province in terms of monitoring and evaluation is carried out comprehensively and based on data to ensure that the use of grant funds is in accordance with the objectives that have been set. Monitoring is carried out through periodic reporting, field visits, and intensive coordination with grant recipients. Evaluation of the results of the use of funds involves examining accountability letters, returning remaining funds to the regional treasury if there is an excess, to the application of administrative sanctions for organizations that do not follow up on the evaluation results.

In addition, a field-based and data-based approach is used to ensure that grant-funded activities run effectively and efficiently. This reflects Kesbangpol's commitment to maintaining accountability and transparency in the management of grant funds so that the benefits can be felt optimally by the target community. On the other hand, grant recipient organizations, such as the Interfaith Harmony Forum (FKUB), view monitoring as a positive step that helps ensure that the program runs according to plan and provides constructive feedback for future program improvement.

Evaluation of program success is carried out using various criteria, such as the level of community participation, target achievement, efficiency of fund use, and positive impact on interfaith communities. FKUB also appreciates the technical assistance and training provided by Kesbangpol to improve the organization's capacity in managing grants. With a collaborative approach, Kesbangpol and grant recipients are able to create synergy in managing grant funds efficiently, transparently, and with real impact on the community, as well as ensuring that the programs implemented are in accordance with regional development goals.

### **Exposure of Determining Factors for the Success of Implementing the Policy of Providing Regional Grant Assistance to Community Organizations at the National Unity and Politics Agency of Gorontalo Province**

#### ***Communication***

According to Manggopa & Sakir (2024), communication is a crucial factor in the successful implementation of the policy of providing regional grants to community organizations by the National Unity and Politics Agency (Kesbangpol) of Gorontalo Province. Intensive communication with grant recipients is carried out through various channels, such as official letters, email, telephone, and discussion forums, to ensure clear information is delivered. In addition, consultation and technical assistance are provided to help community organizations understand grant procedures, especially those related to complex administrative and reporting requirements.

Kesbangpol also actively organizes training and prepares simpler written guidelines to increase the capacity of community organizations in managing grants. This effort aims to create a perception alignment between the government and grant recipients so that the administration and implementation of grants run as expected. Although communication has generally been effective, challenges remain, such as limited resources in community organizations and a lack

of understanding of technical procedures. Kesbangpol addresses these obstacles through intensive assistance, socialization, and the provision of detailed technical guidelines.

Grant recipient organizations appreciate this approach but propose increasing the frequency of consultations and training modules as a solution to strengthen understanding. With open and proactive communication, the government is able to identify obstacles faced by grant recipients and provide appropriate solutions. This reflects that communication is not only a tool for conveying information, but also a means of building effective cooperative relationships between government and community organizations in supporting the success of grant programs.

### ***Resource***

The successful implementation of the policy of providing regional grants to community organizations is highly dependent on the availability and quality of resources, both human and financial. The National Unity and Politics Agency (Kesbangpol) of Gorontalo Province has taken important steps to improve the competence of grant recipient organizations, such as providing training on administrative management, financial management, and preparation of accountability reports. In addition, technical assistance is also provided to ensure that financial procedures are understood and implemented correctly. The availability of functional financial personnel, both at the central and regional levels, as well as collaboration with financial treasurers, are factors that support the smooth preparation of accountability reports.

However, challenges remain, such as gaps in community organizations' understanding of reporting procedures and the need to improve grant management skills. Kesbangpol also assesses the competence of implementers through periodic assessments and evaluations of accountability reports, so that grant management can be carried out accountably and efficiently. The availability of financial resources is also an important element in the success of the grant program (Yulianti & Hendarmin, 2023). Grant funds distributed by the government help community organizations to run empowerment programs even though the budget provided is often insufficient to cover all operational needs.

In the face of these limitations, community organizations have made various creative efforts, such as collaborating with the private sector, raising funds from members, and seeking alternative funding sources. Kesbangpol is aware that delays in disbursement of funds can disrupt the program implementation schedule, so ensuring efficiency and timeliness in disbursement is a priority. In addition, strengthening internal systems, improving infrastructure, and using modern technology are carried out to support transparent grant management. With this approach, grant funds are expected to have a significant impact on the community and increase the capacity of recipient organizations in the long term.

### ***Disposition (Attitude of the Executor)***

The disposition or attitude of the implementer is a key element in the successful implementation of the policy of providing regional grant assistance to community organizations. The implementers at the National Unity and Politics Agency of Gorontalo Province showed high dedication and commitment in ensuring that every stage of the policy, from selection to supervision, was implemented in accordance with applicable regulations. They not only focused on administrative aspects, but also had a strong motivation to encourage the empowerment of community organizations as strategic partners in regional development. These efforts included training and mentoring to improve the understanding of grantee organizations regarding administrative procedures, which in turn contributed to more

professional and transparent management. This positive attitude reflects the synergy between government policies and community needs, which allows the grant program to provide real benefits in a sustainable manner.

In addition, the response from community organizations showed high support and enthusiasm for this policy. The active participation of organization members, from planning to evaluation, showed that this grant program had created an effective collaboration space between the government and grantees. However, there is a need to increase policy flexibility to adjust to specific conditions in the field. The expectation from community organizations that the government would involve them in the policy discussion process is an indication that open communication and strengthening inter-institutional relations can increase the effectiveness of program implementation. With a disciplined, transparent and committed implementing attitude, as well as closer collaboration with community organizations, the grant policy will not only have an impact on empowering organizations, but also on broader and more sustainable community development.

### ***Bureaucratic Structure***

The bureaucratic structure plays a crucial role in the successful implementation of the policy of providing regional grant assistance to community organizations. The organizational structure of the National Unity and Politics Agency of Gorontalo Province, which consists of three fields and one secretariat, allows for a clear division of tasks, especially in the field responsible for domestic politics and community organizations. The existence of functional staff such as Young Expert Policy Analysts helps ensure that tasks are carried out in accordance with applicable regulations. However, although this structure supports transparency and accountability, there are obstacles in the implementation of strict rules, such as the limitation of grant recipients which only includes organizations within the Gorontalo Province.

This often makes it impossible for many organizations to be accommodated even though they have relevant and useful programs (Perdani et al., 2024). The limited flexibility in the bureaucratic structure is a challenge that requires more attention to adjust formal rules to needs in the field. On the other hand, although the bureaucratic structure supports clear procedures, the long administrative process and complicated requirements are significant obstacles to the smooth disbursement of grants. For example, community organizations such as PMII appreciate the clear stages of submitting proposals, but still face difficulties in fulfilling supporting documents that require time and effort.

These obstacles are often exacerbated by differences in interpretation of regulations at the implementing level, indicating the need for better coordination between work units. Although the government has attempted to simplify the bureaucratic process, its implementation can still be improved to be more responsive to the needs of grantees. By aligning existing bureaucratic procedures with field conditions and increasing flexibility, the grant-making process can be more effective, efficient, and have a broader impact on regional development through empowering community organizations.

### **Research Findings**

Meanwhile, findings regarding the number of grant recipients and nominal grants to community organizations over the last 3 years in Gorontalo Province are presented as follows:



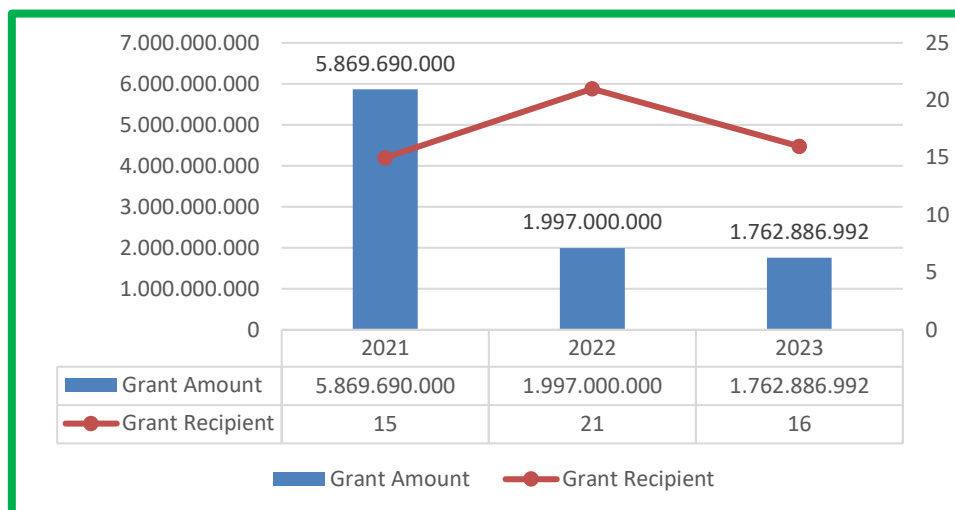


Figure 1. Number and Amount of Grants to Community Organizations in Gorontalo Province

Based on the graph above, it can be seen that the amount of grants to community organizations in Gorontalo Province continues to decline, namely in 2021, the amount of grants given to community organizations in Gorontalo Province reached IDR 5,869,690,000, which was received by 15 organizations. However, most of the grants were dominated by grants given to central government organizations, not local community organizations. This reflects the difference in priorities in budget allocation, where the government provides more funds to organizations under the auspices of the center, so that the amount of funds distributed to local community organizations in the regions is relatively less.

The decrease in the amount of grants indicates a change in policy or budget allocation priorities that have an impact on the amount of funds received by community organizations in the province. In 2022, the total grants distributed to community organizations in Gorontalo Province decreased significantly to IDR 1,997,000,000, although the number of grant recipients increased to 21 community organizations. The decrease in the number of grants received, despite an increase in the number of recipients, could indicate a more limited budget allocation or a change in policy affecting the amount of funds disbursed. Although more community organizations received grants, the amount of grants received by each organization was likely smaller, indicating budget constraints for broader activities spread across many organizations.

In 2023, the amount of grants given to community organizations in Gorontalo Province decreased again to IDR 1,762,886,992, with the number of recipients decreasing slightly to 16 community organizations. This decrease reflects the continued reduction in grant funds available to local community organizations, which is likely influenced by budget constraints or changes in regional budget policies that focus more on other priorities. Although the number of recipients decreased slightly, this data shows that grant funds are still being provided, but in smaller amounts per organization. This indicates the need for better budget evaluation and planning so that community organizations continue to receive adequate support to carry out their empowerment programs.

## Discussion

### Implementation of the Policy of Providing Regional Grant Assistance to Community Organizations at the National Unity and Politics Agency of Gorontalo Province

The results of the analysis found that the implementation of the policy of providing regional grant assistance to community organizations at the National Unity and Politics Agency of Gorontalo Province has been running quite well. In terms of budgeting (planning), the allocation of grant funds has been well planned, and although there are changes in the number of grant recipients each year, the budget is adjusted to the identified needs. At the implementation and administration stages, the grant fund disbursement mechanism has been running quite smoothly, although it takes a certain amount of time for a more efficient administration process. Reporting and accountability have also been carried out with clear procedures, where grant recipient organizations prepare reports on the use of funds that are in line with existing regulations. For monitoring and evaluation, there are consistent efforts to monitor the use of grant funds, including direct field checks, which help in providing an evaluation of the effectiveness of assistance.

In the implementation of the policy of providing regional grant assistance to community organizations at the National Unity and Politics Agency of Gorontalo Province, it is important to pay attention to a number of operational aspects that can increase the effectiveness and efficiency of implementation. A thorough planning process, clear administrative arrangements, and ongoing monitoring will be the keys to success. Strengthening the internal capacity of the agency that manages the grant is very important so that every stage from submission, verification, to distribution of grant funds can run smoothly and on target. In addition, improving communication between the government and grantee organizations will help explain the procedures and requirements needed. Awareness of the responsibilities carried out by each party involved will support the achievement of grant-making goals that are not only short-term, but also have a positive long-term impact on the community and the region.

These results are in accordance with Kurniasih & Mirajiah opinion (2023) that effective public policy requires synergy between careful planning, adequate resources, and support from various parties involved in its implementation. This is also in line with the concept of good governance, which includes transparency, accountability, and strict supervision so that each stage of the policy can be implemented properly and in accordance with the objectives that have been set. Therefore, each stage of the implementation of regional grant-making policies must involve collaboration between the government, community organizations, and the community who are the beneficiaries, to ensure that the process can run smoothly and provide maximum positive impact.

### **Determining factors for the success of implementing the policy of providing regional grant assistance to community organizations at the National Unity and Politics Agency of Gorontalo Province**

The results of the analysis found that the success of the implementation of the policy of providing regional grant assistance to community organizations is greatly influenced by various factors, including communication, which ensures a clear understanding between the government and community organizations regarding the procedures and criteria for applying for grants. Resources, both in the form of adequate budgets and competent human resources, play an important role in determining the smoothness of the grant process. Without the availability of sufficient resources, this policy will be difficult to achieve optimally.

The disposition factor (the attitude of the implementer) is also very influential, where a proactive attitude and concern for the needs of community organizations will speed up the process. Finally, a more efficient and flexible bureaucratic structure will facilitate coordination between agencies, reduce administrative obstacles, and accelerate the disbursement of funds.

Complicated bureaucracy is often the main obstacle to the smooth implementation of the policy of providing regional grant assistance to community organizations.

The factors that determine the success of the implementation of the policy of providing regional grant assistance to community organizations at the National Unity and Politics Agency of Gorontalo Province are greatly influenced by effective communication, positive disposition of the implementer, and structural support in the bureaucracy. These results are in accordance with Rahardjo's opinion (2020) which states that human factors and good bureaucratic structures influence the success of public policy implementation. Policies that are supported by positive attitudes of implementers and adequate bureaucratic structures tend to be more effective in achieving predetermined goals. Therefore, every policy needs to pay attention to these factors to ensure that its implementation runs well and provides optimal impacts for the community targeted by the policy.

### **Conclusion**

The implementation of the policy of providing regional grant assistance to community organizations at the National Unity and Politics Agency of Gorontalo Province has been running quite well, meaning that grant assistance has been successfully distributed to recipients who meet the criteria, supporting organizational activities, and increasing community capacity. However, although the basic objectives have been achieved, there are still several obstacles such as budget limitations, administration that takes time, and distribution that needs to be more even to achieve maximum results. In terms of budgeting (planning), the allocation of grant funds has been well planned, and although there are changes in the number of grant recipients each year, the budget is adjusted to the identified needs.

In the implementation and administration stages, the grant fund disbursement mechanism has been running quite smoothly, although it takes a certain amount of time for a more efficient administration process. Reporting and accountability have also been carried out with clear procedures, where grant recipient organizations prepare reports on the use of funds that are in line with existing regulations. For monitoring and evaluation, there are consistent efforts to monitor the use of grant funds, including direct field checks, which help in providing an evaluation of the effectiveness of assistance. The success of implementing the policy of providing regional grant assistance to community organizations is greatly influenced by various factors, including communication, which ensures a clear understanding between the government and community organizations regarding the procedures and criteria for applying for grants.

Resources, both in the form of adequate budget and competent human resources, play an important role in determining the smoothness of the grant-granting process. Without the availability of sufficient resources, this policy will be difficult to achieve optimally. The disposition factor (the attitude of the implementer) is also very influential, where a proactive attitude and concern for the needs of community organizations will speed up the process. Finally, a more efficient and flexible bureaucratic structure will facilitate coordination between agencies, reduce administrative obstacles, and speed up the disbursement of funds. Complicated bureaucracy is often the main obstacle to the smooth implementation of the policy of providing regional grant assistance to community organizations

### **Suggestion**

The National Unity and Politics Agency of Gorontalo Province should improve internal coordination and transparency in the grant-giving process to community organizations by

clarifying the existing bureaucratic mechanisms and flows. A more efficient administrative process and an integrated information system will accelerate grant-giving and minimize obstacles in its implementation. In addition, it is important for this agency to continue to provide socialization and training for grant-receiving organizations so that they fully understand the obligations and responsibilities related to the use of grant funds. Thus, the successful implementation of regional grant policies can be more assured, as well as encourage the empowerment of community organizations in regional development.

The Gorontalo Provincial Inspectorate needs to strengthen supervision of the use of grant funds by conducting routine and in-depth audits of reports on the use of funds from community organizations receiving grants. In addition, the Inspectorate can introduce a reporting system that is more easily accessed and understood by grant recipients, and strengthen its role in ensuring that grant funds are used in accordance with the agreed objectives. Strict supervision and transparency in reporting will increase accountability and minimize the potential for misuse of funds, while ensuring that the positive impact of grant assistance can be achieved optimally.

Community organizations receiving grants need to be more active in complying with the administrative provisions and transparency of the use of grant funds that have been set by the National Unity and Politics Agency of Gorontalo Province. In this case, it is important for organizations to make clear, detailed, and timely reports on the use of funds, and to involve members of the organization in the planning and implementation process of the program in order to maximize the benefits of the grants received. Organizations are also expected to continue to communicate with the authorities in order to obtain the necessary coaching and capacity building so that the programs implemented can provide sustainable results and have a positive impact on the community.

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