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Implementation of Klungkung Regent Regulation Number 15 of 2020 Concerning Guidelines for Grants and Social Assistance in Klungkung Regency

Ni Putu Tirka Widanti¹ and Luh Risna Supria Dewi²

¹Universitas Ngurah Rai, Denpasar, Bali-Indonesia
²Department of Public Administration, Postgraduate Program, Universitas Ngurah Rai

ORCID
Ni Putu Tirka Widanti: 0000-0002-0524-6750

Abstract. This study examined how the Klungkung regent rule number 15 of 2020 about the guidelines for grants and social assistance in the Klungkung regency is being implemented. Barriers to implementation were identified and methods to overcome them were proposed. Effectiveness, efficiency, sufficiency, equality, responsiveness, and correctness were the six characteristics studied in the execution of the regulation. A descriptive qualitative approach was utilized. The data were obtained through structured interviews and observation. The findings showed that, notwithstanding a few roadblocks, the Klungkung regent regulation number 15 of 2020 regulating guidelines for grants and social assistance in the Klungkung district has been implemented successfully in the administration of grant requests.

Keywords: grant, Klungkung regent regulation, policy implementation, social assistance

Corresponding Author: Ni Putu Tirka Widanti; email: tika.widanti@unra.ac.id
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Selection and Peer-review under the responsibility of the IAPA Conference Committee.

1. Introduction

The Minister of Home Affairs issued Regulation No. 32 of 2011 (P) concerning Grants and Social Assistance from the Regional Budget, which has been revised multiple times. The Minister of Home Affairs Regulation Number 123 of 2018 is the most recent amendment. This is the fourth modification to Minister of Home Affairs Regulation 32 of 2011 on Grants and Social Assistance from Regional Budgets (2). Grants are money, goods, or services provided by the regional government to the government/regional government, regional companies, communities, and community organizations, whose designations have been specifically determined, are not obligatory or binding, and are not always aimed at supporting regional government administration.

The rules for providing grants in general Grants are meant to promote the attainment of regional government program and activity objectives by taking into account the principles of justice, appropriateness, logic, and community benefits, according to

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Ni Putu Tirka Widanti^{1*} and Luh Risna Supria Dewi²

¹Universitas Ngurah Rai, Denpasar, Bali-Indonesia

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1. Introduction

The Minister of Home Affairs issued Regulation No. 32 of 2011 (1) concerning Grants and Social Assistance from the Regional Budget, which has been revised multiple times. The Minister of Home Affairs Regulation Number 123 of 2018 is the most recent amendment. This is the fourth modification to Minister of Home Affairs Regulation 32 of 2011 on Grants and Social Assistance from Regional Budgets (2). Grants are money, goods, or services provided by the regional government to the government/regional government, regional companies, communities, and community organizations, whose designations have been specifically determined, are not obligatory or binding, and are not always aimed at supporting regional government administration.

The rules for providing grants in general Grants are meant to promote the attainment of regional government program and activity objectives by taking into account the principles of justice, appropriateness, logic, and community benefits, according to

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6
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6
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⁵ Minister of Home Affairs Regulation Number 123 of 2018 (2). The steps of submitting a grant proposal include a written proposal for a candidate for grant assistance provided that the community organization has been registered with the local government for at least 3 years (unless stipulated otherwise by laws and regulations, is domiciled in the administrative area of the relevant local government and has a permanent secretary).

According to item 8 of the Klungkung Regent Regulation Number 15 of 2020 concerning Guidelines for Grants (3) and Social Assistance as follows.

- ⁹ 1. The central government, regional governments, State-Owned Enterprises or Regional-Owned Enterprises, agencies, institutions, and community organizations as defined in Article 5 submit a written grant proposal to the Regent through the *Bagian Kesejahteraan Rakyat* of the Regional Secretariat of Klungkung Regency no later than February of the relevant year for budgeting grants in the main APBD for the following year, and in May for budgeting grants in the revised.
- ¹⁰ 2. The written proposal as referred to in paragraph (1) shall be signed and stamped by:
 - a. Leader/Chairman/Head or other designation Agency/Work Unit for the central government;
 - b. Regent/Mayor for other local governments;
 - (a) Managing Director or other designations for State-Owned Enterprises or Regional-Owned Enterprises;
 - c. Chairman and Secretary or other designations for agencies, institutions and community organizations; and
 - d. Chairperson and Secretary or other designations with the knowledge of the head of the village head office for agencies and institutions in the form of community groups/customary law community units.
3. The written proposal from the prospective grantee as referred to in paragraph (1) shall at least contain:
 - a. The background;
 - b. The objective;
 - ⁹ c. The type of grant requested (in the form of money, goods or services);
 - d. Details of the cost budget and drawings in accordance with the budget plan made by personnel who have competence in their fields for applications for grants in the form of money for construction activities; and

- e. Work completion time plan.
4. Written proposals from prospective grantees other than the central government and prospective grantees who may receive grants annually according to the laws and regulations as referred to in Article 4 paragraph (2) letter b number 1) and number 2) are accompanied by a statement letter stamped with Rupiah. 6000 which states that it is true that the person concerned has not received a grant within the previous 1 (one) year from the Provincial Government of Bali or Klungkung Regency as well as a photo of the object proposed for the grant.
 5. The *Bagian Kesejahteraan Rakyat* of the Regional Secretariat of Klungkung Regency as referred to in paragraph (1) verifies the administrative completeness of the proposed grant according to the requirements.
 6. In the event that the grant proposal does not meet the administrative requirements, the *Bagian Kesejahteraan Rakyat* of the Klungkung Regency Regional Secretariat returns the grant proposal document to the applicant.
 7. Grant proposals that have passed the administrative verification as referred to in paragraph (5) are inputted into the regional development planning information system application and then submitted to the Regent prior to the evaluation process by the related Local Government Work Unit.

2. Literature Review

2.1. Definition of Grant

According to Minister of Home Affairs Regulation Number 123 of 2018 (2), grants are the provision of money, goods, or services from the regional government to the government or other regional governments, regional companies, communities, and community organizations, whose allocations have been specifically determined, are not mandatory or binding, and are not continuous, and are intended to assist in the implementation of local government affairs. The rules for providing grants in general Grants are meant to promote the attainment of regional government program and activity objectives by taking into account the principles of justice, appropriateness, logic, and community benefits, according to Minister of Home Affairs Regulation Number 123 of 2018 (2).

The granting of grants fulfills at least 3 criteria, namely (a) the designation has been specifically determined, (b) Not mandatory, not binding and not continuous every fiscal year, unless otherwise stipulated by laws and regulations; and (b) Meet the requirements

of the grantee. Thus, grants are the provision of funds or in other forms sourced from the Klungkung Regency regional budget to the Klungkung community members which are given through the process of submitting a proposal from the community to the Klungkung Regency Government through the *Bagian Kesejahteraan Rakyat* of the Regional Secretariat of Klungkung Regency.

2.2. Theoretical basis

There are four aspects or variables that determine policy implementation, according to Edward III (4) in Subarsono (5), including communication factor, resource factor, disposition factor, and bureaucratic structure factor.

- a. Communication
- b. Resources. There are four indicators used for resources, namely: staff or employees, information, authority, and facilities.
- c. Disposition. One of the elements that has a significant impact on good policy implementation is tendencies or dispositions (4). There are two important factors regarding the disposition in policy implementation, namely the appointment of the bureaucracy and incentives.
- d. Bureaucratic structure. The bureaucracy in this scenario has two primary characteristics: ²¹ standard operating procedure (SOP) and fragmentation. The assignment of responsibilities for a policy among numerous distinct entities that require cooperation is known as fragmentation.

In addition to the factors described above, there is also a theory of policy implementation proposed by Dunn (6), namely:

- a. Effectiveness refers to achieving a desired result.
- b. ³ The amount of work necessary to achieve a particular degree of effectiveness is referred to as efficiency.
- c. Adequacy refers to a policy that meets a set of effectiveness or efficiency criteria.
- d. In society, ³ equity refers to the allocation of outcomes and effort across various groups.
- e. Policy responsiveness refers to how well ³ a policy meets the needs, preferences, or interests of certain groups.

- f. Appropriateness refers to the worth or value of a program's outcomes, as well as the viability of the assumptions that underpin these goals.

The following are some studies related to the current study that has been done previously, such as Arifin, Nurdin, & Yusnita (7) analysing Grant Budgeting Planning in Morowali Regency. This study found that the planning of grant budgeting has not been in accordance with the laws and regulations. Then, Arif, Thaha, and Maidin (8) examine the efficacy of the Maros Regency's Regional Regulation on No Smoking Areas in the Regent's Office. The results of this study revealed that excellent communication had little bearing on the Maros Regent Office's successful execution of the No Smoking Area policy, although a positive attitude did. Likewise, Jannah (9) studied the implementation of grants and social assistance in Kubu Raya Regency. The findings revealed that the grant was made in conformity with all applicable laws and regulations. Furthermore, study on the implementation of grant management rules in the province of Central Sulawesi. According to the results of this study, grant management has not been implemented effectively in line with the defined metrics (10). The same thing was also studied by Abdul, Alexander, & Gamaliel (11); Damayanti (12). Both studies examine the mechanism of grant reporting. Then, Sitanggang, Tangdililing, & Maryuni (13); Suastra (14); Winarta, Raka, & Sumada (15), these three studies, examined the distribution and evaluation of the distribution of grant funds. The conclusion is that the distribution of grant funds must prioritize transparency in order to create a correct government system. This is further backed by the addition of Sianturi (16), who claims that Good Governance is a must-have for achieving a clean and trustworthy government. Based on the findings of the previous research, the current study will examine how the Klungkung Regent Regulation Number 15 of 2020 (3), which establishes guidelines for granting grants and social assistance in the Klungkung Regency, is being implemented, as well as the barriers to implementation and strategies to overcome them.

3. Methods

The qualitative descriptive approach was used in this study (17, 18). Researchers use this strategy to place a heavy focus on the outcomes of interviews and observations. The research was carried out in the Regional Secretariat of Klungkung Regency's *Bagian Kesejahteraan Rakyat*. Sources of data obtained from informants through structured interview techniques and through document observation. The following are selected informants as sources of information.

1. Head of subsection of *Bagian Kesejahteraan Sosial* regional Secretariat of Klungkung Regency
2. Head of *Bagian Kesejahteraan Rakyat* regional Secretariat of Klungkung Regency
3. Communities who are directly involved in the grant proposal submission process.

Informants who are chosen as resource persons are determined by using purposive sampling technique, namely the technique of determining the sample intentionally by meeting several criteria as follows.

1. Mastering the procedure for submitting a grant proposal.
2. Handling the activities of submitting grant proposals.
3. Having time to be interviewed.
4. Conveying the true information.
5. Then, the data analysis techniques used the interactive models (19).

4. Results and Discussion

Implementation of Klungkung Regent Regulation No. 15 of 2020 on Grants and Social Assistance Guidelines in the Klungkung Regency (Study at the Bagian Kesejahteraan Rakyat of regional Secretariat of Klungkung Regency)

The following describes in detail the six variables that influence policy implementation according to William Dunn.

4.1. Effectiveness

The amount of success of an action is strongly connected to its effectiveness. By enacting Klungkung Regent Regulation No. 15 of 2020, which establishes **guidelines for grants and social assistance** in the Klungkung **Regency**, it is hoped that the community can be helped by the procedures for submitting grant applications. This was stated by I Ketut Budiarta, SH., M.Si as the Head of *Bagian Kesejahteraan Masyarakat* of Regional Secretariat of Klungkung Regency as follows.

“In the guidelines for submitting a grant application referring to the Regulation of the Klungkung Regent Number 15 of 2020, it has clearly stated the procedure for submitting a grant to the *Bagian Kesejahteraan Rakyat* of the regional Secretariat

Klungkung Regency. However, many community groups submit applications for grants that come to the *Bagian Kesejahteraan Rakyat* with proposals that do not refer to the provisions or procedures for submitting a grant application according to the Klungkung Regent Regulation Number 15 of 2020, so that during the verification process many are returned for repairs in accordance with provision. In addition, the community is very slow in making revision, while the time limit given is only 3 working days. Finally, the Office of the *Bagian Kesejahteraan Rakyat* must contact the person concerned to return the proposal. We as office workers have tried to serve the community as well as possible. We always provide direction regarding the administration of submitted proposals so that they are in accordance with Klungkung Regent Regulation Number 15" (Interview on 12 July 2021).

In line with I Ketut Weda, SH., M.Si as the Head of subsection of Social Welfare on the *Bagian Kesejahteraan Rakyat* of the regional Secretariat Klungkung Regency who handles the administration of grant proposal submissions. He conveyed that:

"We have given a deadline to the community by sending letters to every sub-district head in Klungkung Regency. However, most of the community groups that submitted grant proposals did not take one and a half months to submit their proposals at the outset. They usually wait for the middle of the month until the deadline ends, moreover the number of proposals they submit is around 500-700 proposals. This makes the officers of the *Bagian Kesejahteraan Rakyat* of Regional Secretariat Klungkung Regency confused in processing, such as verification of proposals. Then, if it is appropriate, we will scan the proposal for input into the Regional Planning Information System or *Sirenbangda*). Not to mention that the proposals submitted are not in accordance with the applicable provisions or regulations, so we have to verify each proposal to be revised again" (Interview on 12 July 2021).

Then, I Ketut Arta Dwita, a resident of Banjar Jurang Pahit, Kutampi, Nusa Penida as a community that has submitted a Grant Proposal for grants of the Wantilan/Bale Banjar also said that:

"We submitted a proposal by looking at the examples given by friends who had submitted proposals before. We have never received any socialization regarding the procedure for submitting a proposal and we also do not know if there is a Regent's regulation that regulates it. However, when it came to the *Bagian Kesejahteraan Rakyat*, there were some corrections and incompleteness on ours. Fortunately, the staff of *Bagian Kesejahteraan Rakyat* helped us by providing the correct proposal format as well as completing several attachments. By giving the procedure for submitting a proposal, it makes it easier for us to guide it" (Interview on 15 July 2021).

Meanwhile, on July 15, 2021, we conducted an interview with Mr. I Gede Buda Artawan, the address is Br. Pande Mas, Kamasan who has submitted a grant proposal in the form of the Wantilan/Bale Banjar Building, said:

“We have submitted a grant proposal for grants of Balai Banjar Pande Mas, Kamasan, Klungkung. Before submitting the proposal, we came to coordinate with the Klungkung Regent’s Office and then we were directed to the *Bagian Kesejahteraan Rakyat*. There we were given an explanation of the procedure for submitting a proposal. It is true that we have never directly received socialization or announcement to the public. So, we know the right proposal format because it was explained directly by the *Bagian Kesejahteraan Rakyat* when we came in person. Furthermore, there are no problems related to the proposal that we submitted because it was in accordance with the rules and verified by officers in the *Bagian Kesejahteraan Rakyat*.

From the interview above, it can be concluded that the level of effectiveness of the implementation of the Klungkung Regent Regulation No. 15 of 2020 has been very good, although previously there were people who claimed they did not really understand the implementation of the policy because they had never received socialization from the regional apparatus. In addition, most of the target groups have understood this policy, it’s just that there are still some people who receive grants who do not know the existence of regulations governing the submission of grant proposals so that the effectiveness of implementation is still limited to the implementing regional apparatus.

4.2. Efficiency

The efficiency refers to how much effort is put into achieving the desired results. Related to the administrative process for submitting a grant proposal, the Head of the *Bagian Kesejahteraan Rakyat* of the Regional Secretariat of Klungkung Regency stated as follows:

“In the process of submitting a grant to the *Bagian Kesejahteraan Rakyat*, we have tried as optimally as possible so that incoming proposals are inputted as soon as possible to the *Sirenbangda* so as not to be late in the input process. The proposal must indeed be inputted to the *Sirenbangda* so that it can be further processed and forwarded to the technical regional apparatus organization that is an absolute requirement. However, the obstacle that often occurs is that some of the incoming grant proposals are not in accordance with applicable regulations, thus hampering the work process. The office staff has also tried their best to help doing the verification properly” (Interview on 12 July 2021).

Then, the Head of subsection of *Bagian Kesejahteraan Rakyat* who handles grant administration said:

“We are trying our best to help people who are experiencing problems with proposals that are in accordance with the provisions of the rules, we have even tried to send letters through the sub-district heads in Klungkung Regency so that they can be submitted to people who want to submit proposals so that they do not exceed the specified time limit. In the future, we will try to carry out socialization to the community so that the public knows the procedure for submitting a grant proposal in accordance with Regent Regulation No. 15 of 2020” (Interview dated 12 July 2021).

The results of the interviews above, it can be concluded that the *Bagian Kesejahteraan Rakyat* which handles the administration of grant proposals has made every effort to help the community so that the proposals submitted are in accordance with the provisions and do not occur too late and of course all proposals can be inputted to *Sirenbangda* as an absolute requirement for submitting proposals to be processed to the technical regional apparatus organization.

4.3. Adequacy

The adequacy refers to a value of how far the results are from what is desired to solve the problem. The policy issued by the Klungkung Regency government aims to make conditions better related to the procedures for submitting grant proposals and make the government and communities feel satisfied particularly in submitting grant proposals. According to the Head of the *Bagian Kesejahteraan Rakyat* of the Regional Secretariat of Klungkung Regency, Mr. Ketut Budiarta, SH., M.Si, when interviewed that:

“People whose grant proposal submissions have been verified for revision generally work well together and accept corrections from office staff. Furthermore, they will correct it according to the provisions and re-apply according to the applicable procedures” (Interview on 12 July 2021).

Meanwhile, I Ketut Weda as the Head of subsection of Social Welfare stated:

“Generally, people who come to submit proposals to the *Bagian Kesejahteraan* consist of those who understand the provisions and some who do not understand the provisions. For those who do not understand and have not adjusted the proposal, we direct the submission of the proposal and the procedure according to the regent's regulation, so that it does not become an administrative problem in the future. Then, the public is also usually able to accept our explanation and immediately make corrections to proposals that are not appropriate” (Interview on 12 July 2021).

From these interviews, it can be concluded that the community generally accepts the applicable policy provisions and can follow and implement according to the provisions so that the grant proposal submission process can be continued properly. However, the ignorance of the public is due to the Klungkung Regent Regulation Number 15 of 2020 (3) concerning guidelines for granting grants and social assistance, especially regarding the procedure for submitting this grant proposal because the community has never been given socialization or lack of information directly to the community.

4.4. Equity

The equity in question is how a policy is made and its services are implemented on the basis of the criteria for equality of benefits provided in the process of implementing the Klungkung Regent Regulation Number 15 of 2020 (3) concerning guidelines for granting and social assistance in Klungkung Regency, especially regarding procedures for submitting grant proposals.

The Klungkung government strives for every policy made to bring benefits to all parties. In the implementation of the Klungkung Regent Regulation Number 15 of 2020 (3) concerning guidelines for granting grants and social assistance in Klungkung Regency. This was expressed by I Ketut Budiarta SH., M.Si as the Head of the *Bagian Kesejahteraan Rakyat* that:

“The Klungkung Regent’s Regulation Number 15 of 2020 clearly regulates the procedure for submitting grant proposals and appoints the *Bagian Kesejahteraan Rakyat* as the regional apparatus organization that handles grant proposal administration services. The implementation of the Regent’s Regulation Number 15 of 2020 regarding procedures for submitting grant proposals has greatly helped our performance, even though many of the communities submitted different proposal frameworks. However, we are trying our best so that services to the people who submit proposals can be implemented properly” (Interview on 12 July 2021).

Similar words were also conveyed by resident I Ketut Arta Dwita, Br. Jurang Bitter, Nusa Penida District, Klungkung Regency, who takes care of the grant proposal stated that:

“What was done by the *Bagian Kesejahteraan Rakyat* really helped us in the grant application process. It was easier for us to understand the flow after they told us, before we didn’t know the rules at all. Actually, we strongly believe that whatever the existing regulations, especially regarding the community, should be socialized, so that we as a

community can know about the existing regulations. We believe that many people who often deal with grants do not know about this regulation.”

From the interview, it can be concluded that the *Bagian Kesejahteraan Rakyat* as the regional apparatus organization in implementing the grant proposal administration process has been able to receive benefits from implementing the Regent's Regulation Number 15 of 2020, but the implementation of this policy is also inseparable from the role of the community who need services in submitting grant proposals, so that the benefits of implementing policies for both parties can be achieved to the maximum.

4.5. Responsiveness

Responsiveness in question is how the efforts of the *Bagian Kesejahteraan Rakyat* can improve the quality of service to the community in order to get maximum results. As stated by I Ketut Budiarta SH., M.Si as the Head of the *Bagian Kesejahteraan Rakyat* that:

”The Klungkung Regent's Regulation Number 15 of 2020 clearly regulates the procedure for submitting grant proposals and appoints the *Bagian Kesejahteraan Rakyat* as the regional apparatus organization that handles grant proposal administration services. In implementing the Regent's Regulation Number 15 of 2020 in the procedure for submitting a grant proposal, we at the *Bagian Kesejahteraan Rakyat* have tried as much as possible to follow the applicable provisions. Although in the implementation of this policy, the *Bagian Kesejahteraan Rakyat* is constrained by the number of employees who only have 7 civil servants and 2 contract workers and only a few who understand technology and are able to apply it. In the 1-1.5 month deadline given, there are 500-700 proposals that we receive to be verified and checked for conformity with Perbup 15 of 2020 so that it is in accordance with the provisions. So, we feel that with a limited number of employees, serving the community with a large number of proposals, it is difficult for us to achieve service satisfaction for the community. In the future, we will seek to request additional employees who understand technology and provide technical guidance for employees who handle the administration of grant proposals, so that we can improve the quality of our services to the community and improve services to the community” (Interview on 12 July 2021).

From the results of the interviews above, it is clear that all parties are trying so that the implementation of policies can satisfy the needs of the community even though it cannot be separated from the existing limitations.

4.6. Appropriateness

Appropriateness relates to how extending the result (goal) is really useful or valuable. This was revealed by the Head of the *Bagian Kesejahteraan Rakyat* of the regional Secretariat of Klungkung Regency in an interview on July 12, 2021, that:

“As long as we handle the administration of grant proposals, the thing we want to provide the most is good service to the community, despite our limitations in the terms of human resources, technology, and time, but we are trying as optimally. We also make every effort to correctly input all proposals to the *Sirenbangda*, and carry out multi-verification, starting from the staff level, the sub-section and myself as the head of the division, especially the value of the numbers entered in the system. This minimizes the mistakes we make and with the regulated procedures for submitting grant proposals in this Regent Regulation, it really helps us to work and direct the community in the service of submitting grant proposals.”

From the results of the interview above, the implementation of the Klungkung Regent Regulation Number 15 of 2020 (3) concerning guidelines for granting grants and social assistance in Klungkung Regency, particularly the procedure for submitting grant proposals, has been able to provide good benefits to the government, particularly the *Bagian Kesejahteraan Rakyat*, and the community in submitting grant proposals so that they can run optimally.

Factors Inhibiting the Implementation of Klungkung Regent Regulation No. 15 of 2020 relating to Guidelines for Grants and Social Assistance in Klungkung Regency

The implementation of a policy certainly cannot be separated from the influence caused by various factors. There are factors that support and some that hinder, as explained by the Head of the *Bagian Kesejahteraan Rakyat* of the regional Secretariat Klungkung Regency, Mr. I Ketut Budiarta, SH., M.Si that:

“This policy is certainly not free from various obstacles encountered. For example, every year we are confused in serving the large number of proposals from the community that enter the *Bagian Kesejahteraan Rakyat*. The proposals submitted consist of 500-700 proposals a year with a time limit of one to 1.5 months and must have been completed into *Sirenbangda*. Unfortunately, not all staff can operate computers and scanners, and do not understand how to input proposals in *Sirenbangda*. The effective staff inputted only five, two contract workers, one civil servant staff and two sub-sections, thus making us often experience delays in input into the system. Moreover, to scan the proposal, you need equipment, such as scanners and computers, while our facilities in the *Bagian Kesejahteraan Rakyat* are very limited” (Interview on May 13, 2020).

From the results of the interviews above, it can be concluded that regional apparatus organizations experience obstacles in the form of lack of facilities and infrastructure as well as human resources so that they can affect the effectiveness of a policy.

Then, the head of *Bagian Kesejahteraan Rakyat* of regional secretariat of Klungkung regency stated that:

“In the process of applying for grants, we at the *Bagian Kesejahteraan Rakyat* have tried as optimally as possible so that proposals that enter us can be immediately inputted to the *Sirenbangda*, so that there are no delays in the input process within the given time limit. Because the proposal must be inputted to the *Sirenbangda*, it is an absolute requirement that the proposal can be further processed and forwarded to the regional apparatus organizations. However, the obstacle that often occurs is that the incoming grant proposals are not in accordance with applicable regulations, although there are also many proposals that pass verification and can be directly inputted into the *Sirenbangda*. Our staff has tried their best to help verify properly and provide the right example if there is a proposal that does not comply with the provisions” (Interview on 12 July 2021).

It can be concluded that there are some obstacles in implementing the policy, namely the grant proposals submitted to the *Bagian Kesejahteraan Rakyat* are not in accordance with applicable regulations, although there are also many proposals that pass verification and can be directly inputted into the *Sirenbangda*.

Strategies to Overcome Barriers to Implementation of Klungkung Regent Regulation No. 15 of 2020 relating to Guidelines for Grants and Social Assistance in Klungkung Regency

There are some steps to optimize the implementation of Klungkung Regent Regulation Number 15 of 2020 (3) relating to Guidelines for Grants and Social Assistance in Klungkung Regency, especially in submitting grant proposals as follows.

1. Increasing some facilities such as scanners and computers as well as adding employees in the *Bagian Kesejahteraan Rakyat* of the Regional Secretariat of Klungkung Regency who are able to use these facilities and infrastructure so as to help speed up the process of inputting grant proposals.
2. Improve communication between the *Bagian Kesejahteraan Rakyat* and the community who submit grant proposals so that the implementation of policies can be carried out according to the provisions.
3. Conducting socialization to the public regarding the procedures for submitting grant proposals in accordance with Regent Regulation Number 15 of 2020 so that

people who will submit grant proposals can better understand and know about applicable policies and regulations.

4. Utilizing technology in the form of information on the website of the *Bagian Kesejahteraan Rakyat* of the Regional Secretariat of Klungkung Regency regarding the procedures for submitting grant proposals so that they can be seen and accessed by the public.
5. Provide technical assistance to employees who manage grant bids ¹⁷ in order to increase the quality of human resources and community service.
6. Setting the duration between the submission of proposals and the deadline for input to the *Sirenbangda*, so that it can provide a timeframe for inputting grant proposals to the system.

5. Conclusion

Based on the findings of the foregoing investigation into the implementation of Klungkung Regent Regulation No. 15 of 2020 ¹² about Guidelines for Grants and Social Assistance in Klungkung Regency, it can be determined that grant proposal administration has gone quite well, despite a number of factors. The following are some of the policy implementation roadblocks.

1. Lack of facilities such as scanners and computers as well as the lack of employees in the *Bagian Kesejahteraan Rakyat* of the Regional Secretariat of Klungkung Regency who are able to use these facilities.
2. Lack of communication between the *Bagian Kesejahteraan Rakyat* and the community in submitting grant proposals so ¹⁹ that the implementation of the policy cannot be carried out according to the provisions.
3. There has been no socialization to the public regarding the procedures for submitting grant proposals in accordance with Regent Regulation No. 15 of 2020 so that people who will submit grant proposals know about applicable policies and regulations.
4. Lack of use of information technology, especially the website for the *Bagian Kesejahteraan Rakyat* of the Regional Secretariat of Klungkung Regency regarding the procedures for submitting grant proposals so that they can be seen and accessed by the public.

5. There is no technical guidance for employees who handle grant proposals to improve the quality of human resources in improving the quality of services to the community.
6. The time for submitting a proposal with a deadline for input to *Sirenbangda* is very tight, so the duration for inputting grant proposals to the system can be delayed.

6. Suggestion

As the end and form of contribution from this study, the researchers conveyed the following suggestions.

1. To the Klungkung Regency Government, especially the Klungkung Regent, to provide additional employees, especially those who master technology and to provide additional budget allocations for the procurement of computers and scanners to the *Bagian Kesejahteraan Rakyat* of regional Secretariat of Klungkung Regency, so that the implementation of services to the community for submitting grant proposals can be carried out more optimally.
2. The *Bagian Kesejahteraan Rakyat* of the Regional Secretariat of Klungkung Regency to immediately coordinate with the Klungkung Regency Personnel and Human Resources Agency so that Technical Guidance can be carried out for Employees who handle grant proposals to be able to improve employee competence in this field.
3. The *Bagian Kesejahteraan Rakyat* of the Regional Secretariat of Klungkung Regency to immediately disseminate to the public about the procedure for submitting grant proposals according to Regent Regulation Number 15 of 2020 so that people who will submit grant proposals can better understand and know about applicable policies and regulations and seek to understand the contents in the policy of granting this grant, so that the implementation of the said policy can run more optimally.

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