



Social Service Intervention Strategy in Encouraging the Transformation of Independence of Family Hope Program Recipients (PKH) in West Limboto District

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ABSTRACT

The problem of poverty and the high dependence of Beneficiary Families (KPM) on the social assistance of the Family Hope Program (PKH) are still challenges in community empowerment efforts. Although PKH is designed to encourage independence, in practice there is still a gap between the program objectives and conditions in the field, especially in West Limboto District, so a more effective intervention strategy is needed from the Social Service. This study aims to analyze the intervention strategy of the Social Service in encouraging the transformation of the independence of PKH recipients and identify the supporting and inhibiting factors. The research method used is a qualitative approach with a descriptive type of research. The data collection technique is carried out through observation, interviews, and documentation, while data analysis uses data reduction, data presentation, and conclusion drawing with validity test through triangulation. The results of the study show that the intervention strategies carried out include aspects of Plan, Pattern, Position, Perspective, Ploy. However, the implementation is not optimal because there are still limited resources, lack of program integration, and low changes in the mindset of KPM. On the other hand, the support of social companions and empowerment programs are supporting factors in encouraging independence. The conclusion of this study emphasizes that the intervention strategy of the Social Service has not been fully effective in transforming the independence of KPM, so it is necessary to strengthen programs that are more integrated, sustainable, and based on community needs.

INTRODUCTION

Every country faces complex development challenges, one of which is poverty. Poverty is a multidimensional problem related to the inability to access economically, politically and social-psychologically. Poverty can hinder the development of a nation, resulting in the non-fulfillment of human rights. The impact of poverty is widespread (Multiplier Effects) to the social order as a whole (Najidah & Lestari, 2019). Therefore, poverty alleviation efforts are a priority agenda in sustainable development (Sustainable Development Goals/SDGs) globally, which is also the main focus of the Indonesian government.

In Indonesia, poverty is still a serious challenge in development, because positive economic growth has not been fully followed by equitable distribution of people's welfare. This condition has the potential to hinder human development, because poor people tend to lack the ability and resources to improve their quality of life. Since the economic crisis that hit Indonesia, the impact of poverty has become one of the most complex issues

affecting social and political stability. Although the government has succeeded in significantly reducing the poverty rate until 2019, this problem remains a major issue in the national development process. This is because people's welfare is not only measured by increasing income, but also by the ability to meet basic needs and enjoy a decent quality of life (Susanti et al., 2024).

In an effort to accelerate poverty alleviation, the government as a Policy Maker has a great responsibility in ensuring the fulfillment of the basic rights of citizens, especially for poor and vulnerable groups. This commitment is realized through various comprehensive and sustainable social protection policies and programs. One of the strategic steps taken is the launch of various Social Assistance Programs (Bansos) that aim to ease the economic burden of the poor and increase access to basic services such as health, education, and nutrition. These programs are based on a strong legal umbrella, namely Law Number 40 of 2004 concerning the National Social Security System and Law Number 11 of 2009 concerning Social Welfare, which affirms the state's obligation to provide social security for all citizens. One of the concrete forms of this policy is the Family Hope Program (PKH) which is regulated through the Regulation of the Minister of Social Affairs of the Republic of Indonesia Number 1 of 2018 concerning the Family Hope Program (Nuraida, 2020).

The Family Hope Program or PKH is one of the government's efforts to accelerate poverty alleviation and specifically aims to break the chain of poverty across generations. This program is known internationally as Conditional Cash Transfer (CCT). Since its launch in 2007, PKH has contributed to reducing poverty and encouraging the independence of social assistance recipients, hereinafter referred to as Beneficiary Families (KPM) (Sana, 2023). This social assistance program is a conditional program for poor and vulnerable families or people who are registered in the integrated data of the poor handling program, processed by the Social Welfare Data and Information Center and designated as PKH beneficiary families (Nur Aeda & Riadul Jannah, 2022). The use of PKH assistance provides short-term and long-term benefits. In the short term, this assistance helps reduce the burden of expenditure on poor families, while in the long term it is expected to break the chain of poverty through improving the quality of education and health. PKH is also expected to be able to contribute to the achievement of goals Millennium Development Goals (MDGs) that are now on the agenda Sustainable Development Goals (SDGs) (Nuraida, 2020). Therefore, the success of PKH is not only measured by the reduction of the poverty rate momentarily, but also by the extent to which this program is able to transform its recipients into independent individuals and no longer dependent on social assistance.

Although PKH has been proven to be able to reduce poverty rates at the national level, one of the biggest challenges that arises in its implementation is the phenomenon of dependency (Dependency) among Beneficiary Families (KPM). This dependence arises when the social assistance received continuously weakens the motivation of the KPM to try to improve their standard of living independently. Research conducted by (Setyawardani et al., 2020) regarding "The Impact of PKH Assistance on the Poor in Bumi Nyiur Village, Wanea District, Manado City" shows that although PKH assistance helps meet basic household needs, most of the recipients are still unable to transform into economically independent. The assistance tends to create the perception that welfare can be achieved through dependence on government programs. The findings are in line with research by (Silviana & Chilmy, 2024) entitled "The Role of Family Hope Program (PKH) Companions in Achieving Independent Graduation in Tugusari Village, Bangsalsari District, Jember Regency" which highlights the importance of the role of companions in encouraging changes in the behavior and mindset of beneficiaries. However, this study also indicates that companion efforts are often limited to administrative aspects and have not been followed by systematic intervention strategies from the Social Service in creating sustainable independence.

Recognizing these challenges, the role of social interventions carried out by implementing agencies such as the Social Service has become crucial. This social intervention is not limited to administrative assistance, but includes a series of empowerment activities designed to build KPM capacity. This strategy ideally includes skills training, entrepreneurship development, motivational guidance, and strengthening group institutions. The success of independence transformation is largely determined by the quality and relevance of the mentoring programs provided. Effective interventions are those that are able to identify the local potential and real needs of KPM, so that the programs implemented are participatory and sustainable. Furthermore, (Nurhayati, 2025) emphasizing that social companions have a central role as agents of change in the field that bridge government policies with the social reality of beneficiaries. Companions not only serve as administrative liaison, but also function as motivators, educators, and facilitators in the process of empowering KPM to achieve independence. This role requires the ability of companions to understand the socio-economic conditions of the community, manage group dynamics, and build participatory and empathetic relationships. The research shows that the effectiveness of mentoring is greatly influenced by the extent to which companions are able to be a catalyst for behavior change and mindset of the poor towards sustainable independence.

However, in practice, the intervention strategies implemented often face various obstacles that hinder the achievement of the goal of independence. Training and mentoring programs that are supposed to be a means of empowerment are often not on target, not optimally integrated, or even ceremonial without being followed by continuous follow-up. The lack of synergy between implementing agencies and the lack of accurate needs mapping cause the interventions carried out to be unable to answer the fundamental problems faced by KPM. On the other hand, limited resources, both in terms of budget and accompanying capacity, are also the main inhibiting factors in

the implementation of intensive and sustainable social interventions. This condition causes the transformation towards independence to be slow, even in some cases not happening at all, so that beneficiaries remain trapped in a circle of dependence on social assistance.

The context of this problem is very relevant in the Gorontalo Regency area, especially in West Limboto District. Based on the 2024 Integrated Social Welfare Data (DTKS), the poverty level in this district is still significant, with a total of 82,981 families (268,384 people) included in the poor and vulnerable poverty categories. West Limboto District itself contributes a considerable number, namely 5,456 families or 16,207 people. This data shows that this area is a pocket of poverty that requires serious attention and effective intervention. The existence of 1,485 KPM PKH in this sub-district in 2024, with the realization of fluctuating distribution, indicates the large scale of the challenge as well as the potential to encourage socio-economic change if managed with the right strategy. The high number of KPM is a strong justification to explore how social interventions carried out by Social Services at the local level can be optimized. Based on the recapitulation data of recipients of the Family Hope Program (PKH) in West Limboto District, the number of Beneficiary Families (KPM) in the last three years has fluctuated. Based on the recapitulation data of PKH recipients in the last three years, the number of KPM has decreased gradually. In 2022, there were 1,748 KPM, then decreased to 1,522 KPM in 2023 (down around 12.9%), and again decreased to 1,485 KPM in 2024 (down about 2.4% from the previous year). Overall, there was a decrease of 263 KPM or around 15% in the last three years.

However, in 2024 the average realization of aid distribution will still reach around 1,448 KPM per stage or around 97.5% of the total registered recipients. This high percentage of realization shows that almost all registered KPM are still actively receiving assistance. Thus, although there has been a quantitative decline in the number of recipients, the number that remains above a thousand families every year and the high percentage of realization shows that the level of dependence on social assistance is still relatively high.

In addition to the problem of dependency in general, social dynamics in the field show that the implementation of the Family Hope Program (PKH) in West Limboto District is still faced with quite complex problems. One of the issues that often arises is the practice of nepotism or social closeness in the process of determining Beneficiary Families (KPM). In some cases, the community said that there are recipients of assistance who continue to receive PKH not because they meet the poverty criteria, but because of a close relationship with village officials or certain figures. This condition causes assistance to not always be on target and actually strengthens the culture of dependence.

This phenomenon also creates the mindset that PKH is assistance that can be received continuously without any encouragement to increase one's capacity or make behavior changes. Some KPM even have the belief that PKH is a "hereditary right," so there is a reluctance to leave the program even though their economic conditions have improved. This perception is one of the factors inhibiting the achievement of independence transformation which is the main goal of the program.

Thus, the gap between the ideal goal of the Family Hope Program (PKH) to create independence and the reality in the field that shows that there is still a high level of dependence, this research is important. This study aims to analyze the intervention strategies carried out by the Social Service in encouraging the transformation of the independence of recipients of the Family Hope Program (PKH) in West Limboto District. Through a comprehensive analysis, it is hoped that this study can provide strategic recommendations for increasing the effectiveness of empowerment policies, so that the transformation process towards the independence of beneficiary families can run more optimally and sustainably."

RESEARCH METHODS

Approaches and Types of Research

Types of research used in research Social Service Intervention Strategy in Encouraging the Transformation of Independence of PKH Recipients in West Limboto District is Descriptive research with a qualitative approach. According to Stuart (2005:6), Qualitative research is research that intends to understand the phenomena of what the research subject experiences such as behavior, perception, motivation, action, and so on holistically, and by way of description in the form of words and language, in a special natural context, and by utilizing various natural methods (Zuchri Abdussamad, 2021)

According to (Scott, 2013) The qualitative research method is a research method based on the philosophy of positivism, used to research on the condition of natural objects, (as opposed to experiments) where the researcher is the key instrument, sampling of data sources is carried out in a Purposive and Snowball, collection techniques with triangulation, data analysis is inductive/qualitative, and qualitative research results emphasize meaning rather than generalization.

This qualitative approach was chosen because it was considered most suitable for the purpose of the research, which is to describe and explain the intervention strategies carried out by the Social Service in encouraging the transformation of the independence of recipients of the Family Hope Program (PKH) in West Limboto District. Through this approach, the researcher seeks to understand in depth the planning, implementation, and obstacles faced by the Social Service, and see how the strategy affects changes in behavior and independence of Beneficiary Families (KPM).

Research Location and Time

This research will be carried out in the Gorontalo Regency Social Service and the West Limboto District area. This location was chosen because the Social Service is an agency that has direct authority in the management and implementation of the Family Hope Program (PKH), including social intervention efforts to encourage the independence of beneficiaries. West Limboto District was chosen as the research location because it is one of the areas with a fairly high number of Beneficiary Families (KPM), so it is relevant to research how the Social Service's intervention strategy is applied in increasing the independence of PKH recipients at the field level. The selection of this location is based on considerations of relevance to the research focus, the availability of the required data, and the ease of access for researchers to conduct observations, interviews, and documentation during the research process. This research is planned to be carried out for two months, starting from November 2025 to January 2026, with stages including preparation, data collection in the field, data analysis, and preparation of research reports.

Data Source

In research activities, there are many important things that go with it, in addition to research topics and methodologies, there is also research data. Without data collected in a research. So the research will be stagnant, because nothing can be decided or concluded, aka the research does not yield results. In research, data has a crucial nature because it will prove the theoretical foundation and provide answers to the formulation of the problem. At the same time, it determines whether the hypothesis prepared is appropriate or vice versa. For this reason, the data sources in this study consist of primary and secondary data.

Data Collection Techniques

Data collection techniques are methods or methods used to obtain data from research objects. In this study, the data collection technique is carried out through purposive sampling. According to Sugiyono (2019), purposive sampling is a sample determination technique with certain considerations. This means that sampling is based on certain considerations or criteria that have been formulated in advance by the researcher (Ani et al., 2021)

The purposive sampling technique was chosen so that researchers could obtain relevant, in-depth, and research information from informants who have direct knowledge and experience in the implementation of the Family Hope Program (PKH).

Data Analysis

Data analysis is an effort to systematically find and organize the results of observations, interviews and other results to improve the researcher's understanding of the case being studied and present it in findings for others (Muhadjir, 2000). Meanwhile, according to Moleong, data analysis is the process of measuring the sequence of data, organizing it into a pattern, category and basic description. This contains several understandings that in its implementation data analysis must be carried out from the beginning of data collection in the field, this needs to be done intensively so that all data in the field is collected. (October et al., 2022)

According to Ulber Silalahi, analysis activities consist of three streams of activities that occur simultaneously, namely data reduction, data presentation, and conclusions/verification.

RESULTS

Plan

The results of the study indicate that the implementation of the Family Hope Program (PKH) in West Limboto District has been supported by systematic planning involving the Social Service, PKH facilitators, village government, and Beneficiary Families (KPM). Planning activities were conducted through coordination meetings at the beginning of the fiscal year involving all stakeholders and PKH implementers. The Head of the Social Protection and Security Division, Mr. "IN", explained that "activity planning is carried out at the beginning of the fiscal year through a coordination meeting involving all stakeholders and program implementers, including PKH human resources." He emphasized that planning focused not only on the distribution of assistance but also on socialization and educational strategies aimed at encouraging community independence. PKH facilitators were also instructed to conduct home visits to better understand the socio-economic conditions of beneficiary families.

At the technical level, program implementation was adjusted to the policies and deadlines established by the Ministry of Social Affairs. Mr. "FSN", as the Technical Officer of the Social Service, stated that "each facilitator has their own work area and the implementation of activities is adjusted to the directions and deadlines set by the Ministry of Social Affairs." Activities such as P2K2 meetings, data collection, and updating beneficiary information were carried out regularly according to regional conditions and the number of beneficiaries. PKH facilitators also considered the social and psychological conditions of KPM when planning mentoring activities. Mr. "SHM", a PKH facilitator, explained that "the main factors considered in mentoring planning are the social conditions and living conditions of KPM." Beneficiary groups were formed based on residential proximity, age, and economic characteristics to create supportive interaction among families.

The village government also adapted its planning support according to local conditions and village financial capacity. The Head of Yosonegoro Village, Mr. "IAH", explained that the village mainly provided encouragement and motivation due to limited funding. He stated that "the main form of support that we provide is motivation and encouragement so that people continue to work according to their abilities and do not continuously depend on PKH assistance." This finding shows that village planning was realistic and adaptive in supporting community empowerment.

From the perspective of beneficiaries, most KPM viewed PKH as temporary assistance intended to support children's education and household needs while motivating them toward independence. Mrs. "H" explained that "my plan for the future is to try to be independent and not depend on PKH." Likewise, Mrs. "SN", who successfully graduated from PKH in 2022, stated that "from the beginning we always tried and changed our mindset that the assistance was only temporary." These findings indicate that PKH has gradually encouraged awareness of family economic planning and self-reliance among beneficiaries, although readiness for independence still varies across families.

Pattern

The Pattern indicator shows that PKH implementation in West Limboto District followed a consistent and repetitive pattern through socialization, mentoring, P2K2 meetings, monitoring, and evaluation activities. According to Mr. "IN", "the pattern of implementation of activities most often carried out is socialization and education to beneficiary communities." He further explained that continuous education encouraged some beneficiaries to voluntarily resign from the program after achieving improved economic conditions. Similarly, Mr. "FSN" explained that the most common technical activity was the Family Ability Improvement Meeting (P2K2), where facilitators and beneficiaries participated in collaborative and participatory learning processes.

The mentoring process demonstrated both achievements and challenges. Mr. "SHM" explained that KPM participation varied because beneficiaries came from different social backgrounds and levels of understanding. He also highlighted recurring administrative problems, particularly the synchronization of school data systems with PKH beneficiary data. At the village level, the Head of Yosonegoro Village observed that while most beneficiaries used assistance appropriately for education and daily household needs, some families still showed dependency tendencies. He stated that "there are also those who after receiving assistance become lazy to work."

Interviews with beneficiaries revealed that PKH assistance was mainly utilized for children's education and household necessities. Beneficiaries also experienced gradual behavioral changes, especially in financial management, discipline, and participation in social activities. Mr. "SM" explained that "since joining PKH, I have become more active in participating in activities because every month there are meetings, education, and directions from facilitators." Another beneficiary, Mrs. "D", stated that "I have become more disciplined because every activity has attendance." These findings indicate that PKH not only functions as financial support but also contributes to the development of positive family behavior and gradual awareness toward independence.

Position

The Position indicator demonstrates that the Social Service, technical units, PKH facilitators, and village government positioned themselves as strategic actors in supporting social protection and community empowerment for KPM. Mr. "IN" explained that his division had a strategic role in coordinating and supervising PKH implementation, including cooperation with facilitators, banks, and other stakeholders. Meanwhile, Mr. "FSN" emphasized that the technical unit functioned as both supervisor and field implementer to ensure that empowerment activities were carried out effectively.

PKH facilitators were considered highly influential in shaping the motivation and behavior of beneficiaries. Mr. "SHM" stated that "facilitators are in a very close position with KPM because we interact directly and regularly." Through continuous mentoring, education, and monitoring, facilitators encouraged beneficiaries to understand that PKH assistance was temporary and intended to support self-reliance. The village government also viewed itself as a supporting institution that continuously motivated communities to improve their economic conditions and reduce dependence on social assistance. According to Mr. "IAH", the village consistently encouraged beneficiaries to continue working and improving their welfare independently.

From the perspective of beneficiaries, most KPM positioned themselves as families striving to improve their economic conditions. One beneficiary, Mrs. "LD", explained that "PKH is not the main source of income, but temporary support while still trying to improve the family economy through work." Similarly, Mrs. "SN", who had successfully graduated from PKH, stated that "PKH was like support in difficult times until we could finally improve our own economic conditions." Overall, these findings demonstrate that PKH functions not only as a social assistance program but also as an empowerment instrument that gradually encourages behavioral change, financial discipline, and independence among beneficiary families in West Limboto District.

Perspective

The findings on the Perspective indicator show that the Gorontalo Regency Social Service views the Family Hope Program (PKH) not merely as a social assistance program, but also as an empowerment instrument aimed at

encouraging the independence of Beneficiary Families (KPM). The Head of the Social Protection and Security Division, Mr. "IN", explained that the primary principle emphasized in the program is changing the mindset of beneficiaries regarding social assistance. He stated that "many KPM still consider social assistance as fixed income, therefore what must first be changed is their perspective on social assistance." According to him, changes in the attitudes and behavior of KPM cannot occur instantly, but must be built gradually through continuous socialization and education. Facilitators are also equipped with an understanding of program regulations so that they can explain to KPM that graduation from the program is part of government policy aimed at encouraging independence.

The technical unit of the Social Service also interprets empowerment as a gradual learning and awareness-building process. Mr. "FSN", as the Technical Officer of the Social Service, explained that "empowerment is seen as a process of learning and raising awareness of KPM gradually through a participatory approach." This approach allows beneficiaries to become actively involved in empowerment activities instead of only receiving instructions. Furthermore, he explained that most KPM showed enthusiasm and readiness to participate in empowerment activities because these activities were considered important and mandatory within the PKH program.

The PKH facilitators shared a similar perspective regarding the potential of beneficiaries to become independent. Mr. "SHM" stated that "the ability of KPM to become independent depends on the social and economic conditions of each family." He further explained that some beneficiaries had successfully graduated independently after their economic conditions improved. Facilitators believed that every KPM had the potential to develop if supported through appropriate mentoring, group meetings, and home visits. This personalized approach enabled facilitators to understand the real conditions of beneficiary families and provide motivation suited to each family's needs.

From the perspective of the village government, KPM were considered to have the potential to become independent, especially because most community members worked in agriculture. However, dependency on assistance remained one of the major challenges. The Head of Yosonegoro Village, Mr. "IAH", explained that "there are people who are already comfortable with assistance, so they are reluctant to work." Therefore, the village continuously encouraged and motivated the community to maintain their work spirit and improve their economic conditions independently.

The perspectives of the beneficiaries also reflected a strong awareness that PKH assistance was temporary and should be used appropriately. Mrs. "LD" explained that "I am sure that my family can be independent because from the beginning I prepared myself not to continue depending on assistance." Similarly, Mrs. "H" stated that "PKH is only temporary, so it must be used properly while still trying not to depend on aid." Although some beneficiaries admitted that they were not yet fully independent because of difficult economic conditions, they still had hope and motivation to achieve independence in the future. Beneficiaries who had successfully graduated from the program, such as Mrs. "SN", emphasized that "independence can be achieved if there is willingness and effort because assistance is only temporary."

Overall, the Perspective indicator demonstrates that PKH has shaped the understanding of both stakeholders and beneficiaries that social assistance is not permanent support, but rather a means of encouraging responsibility, awareness, and family independence. Through continuous education, mentoring, and motivation, PKH gradually changes the mindset and behavior of beneficiary families toward achieving better welfare independently.

Ploy

The findings on the Ploy indicator reveal that the Gorontalo Regency Social Service implemented various tactical strategies to overcome obstacles in the implementation of the Family Hope Program (PKH) and to maintain the participation of Beneficiary Families (KPM). The Head of the Social Protection and Security Division, Mr. "IN", explained that when technical or administrative obstacles occurred, immediate coordination was carried out with related institutions. He stated that "if obstacles occur in the aid transaction process, facilitators accompany KPM to the distributing bank, while data problems are coordinated with the Population and Civil Registration Office." In addition, the Social Service strengthened program discipline by emphasizing attendance requirements in P2K2 meetings and applying sanctions for beneficiaries who continuously violated program rules.

At the technical level, Mr. "FSN" explained that all PKH activities were guided by technical instructions and adjusted according to field conditions. He stated that "if the problem can still be handled at the technical level, adjustments are made immediately without delaying activities." This shows that the technical unit applied flexible and adaptive strategies in responding to unexpected situations while ensuring that empowerment activities continued effectively.

PKH facilitators also used persuasive and personal approaches to handle beneficiaries who showed low participation or lacked responsiveness. Mr. "SHM" explained that "if KPM do not respond positively, facilitators conduct home visits to directly observe their socio-economic conditions." Through home visits, facilitators attempted to understand family conditions, identify obstacles, and provide solutions that matched the needs of beneficiaries. However, facilitators still emphasized compliance with PKH regulations as part of maintaining program discipline and effectiveness.

The village government also implemented motivational strategies to encourage KPM participation in empowerment activities. The Head of Yosonegoro Village, Mr. "IAH", stated that the village continuously

provided encouragement and reminders that PKH activities aimed to help families become independent and improve their quality of life. According to him, the village mainly used a persuasive approach so that beneficiaries would continue participating actively in empowerment programs.

From the perspective of beneficiaries, families also applied different adaptive strategies in dealing with economic difficulties. Mrs. "LD" explained that "when facing economic difficulties, I prefer to increase my business and work harder rather than depend entirely on assistance." Other beneficiaries stated that they tried to manage household expenses, seek additional income, and continue participating in PKH activities while following facilitators' guidance. However, some beneficiaries still relied heavily on PKH due to unstable economic conditions. Mr. "SM" stated that "PKH is currently the main support because my income is not sufficient, but I still hope to get a better job in the future.

Beneficiaries who had successfully graduated from PKH demonstrated more independent tactical strategies. Mrs. "SN", who graduated independently in 2022, explained that after becoming independent, her family relied more on their own business and attempted to reduce expenses while seeking additional opportunities when facing economic challenges.

Overall, the Ploy indicator shows that PKH implementation involves adaptive and tactical strategies from all stakeholders, including strengthening regulations, technical coordination, persuasive mentoring, and motivational approaches. These strategies are used to overcome obstacles, maintain participation, and encourage beneficiary families to gradually reduce dependence on assistance and achieve economic independence.

DISCUSSION

Plan

In this study, the Plan indicator shows that the Gorontalo Regency Social Service has developed the Family Hope Program (PKH) planning in a structured manner through annual coordination meetings involving related stakeholders. The planning process is not only focused on the distribution of assistance but is also directed toward education, mentoring, and empowerment of Beneficiary Families (KPM) to achieve independence.

The findings indicate that PKH planning is still strongly influenced by central government policies, making implementation at the regional level relatively *top-down*. Nevertheless, PKH facilitators attempt to adapt strategies through Family Capacity Building Meetings (P2K2), home visits, and grouping KPM based on their socio-economic conditions. Village governments also contribute by encouraging work motivation and utilizing local economic potential such as agriculture and small businesses.

From the perspective of KPM, most beneficiaries have begun to realize that PKH is temporary assistance. Some beneficiaries who have graduated from the program demonstrate changes in mindset and stronger family economic planning. Therefore, the *Plan* indicator can be considered fairly well implemented, although local innovation in designing contextual empowerment strategies remains limited.

Pattern

The Pattern indicator reflects the consistency of PKH implementation through repeated activities such as socialization, education, mentoring, and monitoring of KPM. The Social Service and PKH facilitators regularly conduct P2K2 activities and group mentoring to strengthen beneficiaries' understanding that social assistance is temporary and intended to encourage independence.

The findings show that consistent mentoring patterns have gradually shaped positive behavioral changes among some KPM, including increased discipline, better financial management, and greater awareness in utilizing assistance for children's education and health needs. The graduation policy has also become a recurring strategic pattern to encourage beneficiaries to move away from dependency on social assistance.

However, recurring obstacles were still identified, particularly administrative problems and data inconsistencies, which affected program effectiveness. In addition, some KPM still demonstrated dependency-oriented behavior, indicating that the goal of sustainable economic empowerment has not yet been fully achieved.

Position

The Position indicator shows that the Gorontalo Regency Social Service positions PKH not only as a social protection program but also as an empowerment instrument aimed at fostering KPM independence. The Social Service occupies a strategic role as coordinator, supervisor, and connector among actors involved in program implementation.

At the technical level, implementing units and PKH facilitators act as intermediaries between policy and society. Facilitators play an important role in motivating beneficiaries, updating data, and instilling the understanding that PKH is temporary assistance. Village governments also position themselves as supporters who provide encouragement and moral motivation to prevent continuous dependency on social aid.

Meanwhile, most KPM perceive PKH as supportive assistance to fulfill basic needs, especially children's education, while continuing to seek independent economic improvement through work and other economic activities. However, some beneficiaries still rely heavily on PKH as their main economic support. This indicates

that although PKH has been positioned as an empowerment instrument, in practice it is still predominantly perceived as social assistance.

Perspective

The Perspective indicator demonstrates that the Gorontalo Regency Social Service views PKH not merely as a social assistance program, but as an instrument of social transformation aimed at gradually building beneficiary independence. The main emphasis is placed on changing the dependency mindset among beneficiaries.

The findings reveal that this perspective is implemented through continuous education, socialization, and mentoring. PKH facilitators believe that each beneficiary family has different capacities and conditions in achieving independence, making personalized approaches such as home visits and motivational support essential. Village governments also believe that communities possess economic potential, particularly in agriculture, but dependency on assistance remains a cultural challenge.

From the beneficiaries' perspective, most informants expressed confidence that they could eventually become independent. This is reflected in the interview with Mrs. "LD," who stated that she did not feel burdened after leaving the program because she had prepared herself not to depend continuously on assistance. Similarly, Mrs. "SN," who had successfully graduated from PKH, emphasized that independence can be achieved through strong willingness and effort.

Overall, PKH is generally perceived as temporary assistance that should be used wisely, particularly for children's education and health. Therefore, the *Perspective* indicator shows that values related to responsibility, hard work, and independence have gradually developed among stakeholders and beneficiaries, although not all KPM have yet achieved sufficient economic capacity to fully escape dependency on social assistance.

Ploy

The Ploy indicator highlights the tactical strategies used by the Social Service, PKH facilitators, village governments, and beneficiaries in responding to implementation challenges. These strategies are intended to maintain program continuity and ensure that empowerment objectives can still be achieved.

The findings indicate that the Social Service applies quick coordination measures through facilitators, data correction efforts, and assistance transaction problem-solving. Strengthening attendance regulations in P2K2 activities is also used as a strategy to improve discipline and participation among beneficiaries. At the technical level, activity adjustments are carried out flexibly according to field conditions and the urgency of problems encountered.

PKH facilitators implement persuasive strategies through home visits, assessment of family socio-economic conditions, and motivational support for less active beneficiaries. This was reflected in interviews with facilitators, who explained that personal approaches are important for understanding the real conditions of families and maintaining beneficiary participation in empowerment activities. Village governments also apply motivational approaches by continuously encouraging beneficiaries to remain active in PKH activities.

From the beneficiaries' side, adaptive strategies were reflected in efforts to manage household expenses, seek additional income, and use PKH assistance as temporary support. Mrs. "LD" explained that during economic hardship she preferred to increase her business activities and work harder rather than rely entirely on assistance. Meanwhile, beneficiaries who had graduated from the program, such as Mrs. "SN," relied more on independent businesses and financial adjustment strategies when facing economic challenges.

Thus, the Ploy indicator shows that various tactical measures have been implemented to overcome program obstacles. However, these strategies remain reactive and situational, and have not yet been fully optimized as long-term strategies to accelerate sustainable independence among beneficiaries.

CONCLUSION

Based on the Mintzberg 5P approach, the Gorontalo Regency Social Service's strategy in implementing the Family Hope Program (PKH) in West Limboto District has been implemented in a structured manner and shows a positive direction. In the Plan indicators, program planning has been prepared in stages and directed at the empowerment and independence of KPM, but it is still dominated by central government policies so that regional flexibility in designing strategies based on local potential is still limited. In the Pattern indicator, the implementation of PKH runs consistently through socialization, mentoring, and monitoring activities that form positive habits in some KPMs. However, the implementation pattern still does not fully encourage economic independence evenly and some KPMs still show dependence on assistance. The Position indicator shows that PKH is positioned as a strategic program involving various actors, but its integration with cross-sectoral economic empowerment programs is not optimal so that the perception of PKH as social assistance is still quite strong. Furthermore, the Perspective indicator shows a positive change in perspective at the level of organizations, implementers, and some KPM that PKH is a means of empowerment and not the final goal. However, this change in perspective has not been fully followed by an increase in the economic capacity of all KPM. Meanwhile, the Ploy indicator shows that there are adaptive measures to overcome obstacles to program implementation, although the strategy is still reactive and has not been specifically designed to accelerate the transformation of independence. Overall, the PKH strategy

in West Limboto District has contributed to building awareness and changing KPM behavior towards independence, but still faces challenges in realizing sustainable independence.

SUGGESTIONS

The Gorontalo Regency Social Service is expected to strengthen the KPM's economic empowerment strategy through increasing policy flexibility at the regional level and strengthening cross-sector cooperation, such as with the manpower office, MSMEs, and other related agencies, so that the KPM independence process can run more optimally and sustainably.

PKH facilitators are expected to develop a more varied and contextual mentoring pattern, especially for KPM who are still passive or highly dependent on assistance, through a personal approach, family economic development, and more intensive mentoring.

The village government and related agencies are expected to strengthen coordination, communication, and monitoring in the implementation of PKH, as well as optimize the local potential of the village as part of the KPM's economic empowerment efforts.

Beneficiary Families (KPM) are expected to be able to take advantage of PKH assistance as a temporary support and continue to strive to increase economic independence through business, work, or other productive activities so that they do not depend sustainably on social assistance.

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