

# Implementation Of The Undergraduate Scholarship Program For Society in Sidoarjo District

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## ABSTRACT

The number of people aged 15 and over who have completed undergraduate program in Sidoarjo district remains modest when compared with several other cities or districts in East Java, with a percentage of 18.34%. The government of Sidoarjo has established a undergraduate scholarship program for local collage students, to ensure that individuals have the opportunity to complete their studies without financial constraints. This scholarship program is designed to support collage students in their academic and non-academic achievements, recognizing and honoring their efforts and accomplishments. The purpose of this research is to describe and analyze the implementation of the undergraduate scholarship program in Sidoarjo district. This research utilizes a qualitative descriptive research method, incorporating techniques such as observation, interviews, and documentation to collect data. This research employs David C. Korten's theory (1988) of program implementation, which has three components: the program, the structure of the implementing organization, and the beneficiaries of the program. The findings of this study indicate a degree of suitability among the program, the implementing organization, and the beneficiaries, suggesting a positive correlation with the implementation process. Nevertheless, a discrepancy exists between the prevailing regulations and the stipulated requirements, as evidenced by the discrepancy between the regulations' theoretical application and their practical implementation. The aforementioned discord has engendered a sense of inequity in the allocation of the undergraduate scholarship program.

**Keywords:** Undergraduate; Implementation; Scholarship

## INTRODUCTION

The most significant challenge confronting developing countries, particularly Indonesia, an archipelago comprising 17.580 islands extending from Sabang to Merauke, is population density. According to data from the Central Statistics Agency, Indonesia's population reached 281.6 million in 2024. The consequences of population density can be significant, impacting a variety of factors including the economic system, educational levels, and cultural development of a nation, as well as the quality of life experienced by its citizens (Esther Dita & Legowo, 2022). Developing countries, such as Indonesia, must persist in their pursuit of national development as a means of enhancing the well-being of their populace, thereby empowering them to address various challenges, particularly poverty (Adhitya et al., 2022). According to data on the number and percentage of impoverished individuals in Indonesia, released by the Central Statistics Agency in March 2024, the total population experiencing poverty reached 25.22 million. Concurrently, the proportion of impoverished individuals residing in rural areas exceeds that of urban areas. The Central Statistics Office has indicated that the rural poverty rate increased twofold in 2024 compared to urban areas. The rural poverty rate stands at 11.79%, which is significantly higher than the urban rate of 7.09%.

Prevalence of poverty significantly impacts the educational attainment of children, with children from low-income households being less likely to attend and complete school. According to data from the Central Statistics Office for 2024, the majority of children not in school are between the ages of 16 until 18, with 24.50% residing in rural areas and 15.61% in urban areas (Rahmawati & Satmoko Adi, 2024). It can be concluded that the prevalence of poverty in Indonesia is a significant contributing factor to the challenges in achieving educational equity. Achieving a high level of quality in the built environment is of the utmost importance for the well-being of the public. Conversely, the increasing complexity of the job market, characterized by heightened competition, necessitates the possession of specific qualifications for individuals seeking employment. The realization of educational advancement is imperative for the alleviation of poverty and the enhancement of the quality of life for all individuals. This objective necessitates the cultivation of proficiencies and expertise among the populace (Akhmad, 2021).

The government has endeavored to ensure accessibility and equitable distribution of high-quality education, a goal that has been pursued through the role of undergraduate program (Hasan et al., 2023). As stated by Habibah et al. (2019), higher education institutions are identified as a pivotal factor in enhancing the quality of human capital within a nation. It is evident that the vast majority of individuals in Indonesia have not pursued higher education, particularly at the university level (Rahmanto, 2024). According to Pribakti (2018), the phenomenon of poverty is associated with the inability of the impoverished to attain higher levels of education (Adhitya et al., 2022). This claim is corroborated by empirical evidence concerning the enrollment rate of university students in Indonesia in 2024. The initial quartile, consisting of individuals between the ages of 19 to 23, demonstrated an enrollment rate of 18.23% among the economically disadvantaged. This statistic indicates a significant disparity in the access to higher education among this demographic. The fifth quartile, which is defined by a high level of educational attainment, accounts for 54.25% of the population (BPS, 2024).

It can be concluded that economic conditions significantly impact the propensity and engagement of the population in pursuing educational advancement. The challenges confronting global universities, including resource scarcity and economic disadvantage, are substantial. The government of the Republic of Indonesia has implemented a scholarship program to provide financial assistance to prospective college students (Anggraini et al., 2024). This initiative is designed to promote educational excellence and accessibility, offering students financial support to facilitate their pursuit of higher education (Syarif, 2020). Decentralization of authority over the management of educational institutions, including their planning and financial administration, is a strategic initiative that aims to enhance the accessibility of decision-making processes to the community, thereby fostering greater accountability and enhancing the quality of educational services (Nurul Haliza et al., 2025). Implementation of this policy is contingent upon the allocation of scholarship in city or district at the provincial, municipal, or urban level. Dr. Fahlesa Munabari (2020) is an expert in the field of public policy who holds the opinion that district scholarship is a strategic measure for the development of superior local human resources. Provision of educational opportunities at the district level has been demonstrated to enable local youth to return and contribute to the development of their region following their graduation. The government's undergraduate scholarship program plays a pivotal role in facilitating access to undergraduate program for society (Hartati & Sabilla, 2023).

Tabel 1. Report presents data on the population aged 15 years and over, categorized according to their educational attainment at the district level in Sidoarjo in 2024.

Karakteristik	Tidak Punya Ijazah SD	Tamat SD Sederajat	Tamat SMP Sederajat	Tamat SMA/ SMK Sederajat	Tamat Perguruan Tinggi	Jumlah
(1)	(2)	(3)	(4)	(5)	(6)	
<b>Jenis Kelamin</b>						
Laki-laki	2,83	10,83	19,65	49,69	16,99	100,00
Perempuan	3,74	14,04	20,11	42,41	19,69	100,00
<b>Kelompok Pengeluaran</b>						
40 Persen Terbawah	5,82	16,25	25,77	43,77	8,39	100,00
40 Persen Menengah	2,10	12,18	16,45	50,60	18,68	100,00
20 Persen Teratas	0,88	5,91	15,57	41,78	35,86	100,00
<b>Kabupaten Sidoarjo</b>	<b>3,29</b>	<b>12,43</b>	<b>19,88</b>	<b>46,06</b>	<b>18,34</b>	<b>100,00</b>

Source : Badan Pusat Statistik, Survei Sosial Ekonomi Nasional (Susenas)

As demonstrated in Table 1, the proportion of university graduates who participated was found to be minimal, with a percentage of 18.34% (BPS, 2024). The majority of university graduates hail from the middle and upper classes, while individuals from low-income backgrounds face significant challenges in completing their university education. This finding suggests that the prevalence of poverty in Sidoarjo district hinders individuals from pursuing undergraduate program, thereby contributing to the dearth quality of human capital. Accordingly, government of Sidoarjo district has established a undergraduate scholarship program for society in Sidoarjo district. This program, which was enacted through the enactment Regulation of Sidoarjo Regent Number 10 of 2024 concerning undergraduate scholarship program for society in Sidoarjo district, aims to alleviate the financial constraints experienced by collage students in the region. Attainment of a university diploma is a attainable objective in the absence of impediments. The program offers a undergraduate scholarship for individuals residing in Sidoarjo.

This scholarship program is available to collage students from Sidoarjo who have demonstrated academic excellence, regardless of their field of study, as well as those who have achieved success in non-academic endeavors. The scholarship is also available to collage students who may require additional support to successfully complete their studies. Purpose of the scholarship program is to provide recognition to the recipients, thereby encouraging them to maintain their enthusiasm and dedication throughout their academic journey. Upon completion of their studies, the recipients are expected to contribute to their respective fields and enhance their family's socio-economic status. Undergraduate scholarship program is a Sidoarjo district government initiative that is implemented annually in collaboration with the Department of Youth, Sports, and Tourism, Department of Social Affairs, and public welfare section of regional secretariat. However, there are problems in the implementation of the undergraduate scholarship program in Sidoarjo, stemming from the incongruity between the criteria for scholarship applicants and the academic achievements of those accepted into the program.

Following the researcher's inquiry regarding the aforementioned complaints, the administrator confirmed that the issues at hand pertain to the incongruity of the stipulated criteria for the scholarship application with the reality during the scholarship selection process, because there were other unwritten criteria. The aforementioned discord has engendered a sense of inequity in the disbursement of scholarships. This research bears a strong resemblance to a previous research conducted by Salam & Arif (2024) and published in a journal article entitled "Implementation of the Pemuda Tangguh Scholarship Program for Collage Students in Supporting Education in Surabaya City." The article in question contains a discrepancy between the stipulated requirements in the legislation and the information disseminated by the Department of Culture, Youth, Sports, and Tourism of the City of Surabaya in the capacity of the executing agency for the "Pemuda Tangguh" scholarship program in Surabaya City.

The researcher conducted a study on the implementation of a undergraduate scholarship program for society in Sidoarjo district, utilizing the theoretical framework for program implementation developed by David C. Korten's (1988) model consists of three components: suitability of the program with beneficiaries, suitability of the program with the implementing organization, and suitability of the beneficiaries with the implementing organization (Bahri et al. 2020). The researcher employed this aforementioned theoretical framework is to comprehend and evaluate the implementation undergraduate scholarship program. Furthermore, the researcher seeks to analyze the various factors that influence the success of the program and provide recommendations for enhancement (Andini et al., 2024).

### **Method**

This research employs a qualitative research method with descriptive approach to gain a deeper understanding of the scholarship program implementation process based on the perceptions of relevant parties. Creswell (2012) posits that qualitative research is a process of exploration and comprehension of the meaning of individual and collective behaviors that manifest social or human themes (Sugiyono, 2023). Descriptive approach is used in this study to analyze and describe the extent to which the implementation of the undergraduate scholarship program for society in Sidoarjo district. The undergraduate scholarship program developed by the local government of Sidoarjo and managed by three government agencies: Department of Youth, Sports, and Tourism, Department of Social Affairs, and public welfare section of regional secretariat is the relevant institution. Selection of informants was conducted using a purposive method to identify individuals who met the criteria for participation in the study. The individuals who will serve as informants include representatives from the following agencies: Department of Youth, Sports, and Tourism, Department of Social Affairs, public welfare section of regional secretariat, and collage students from Sidoarjo who are recipients of scholarships. Three government agencies were selected because their direct involvement in the management and administration of the undergraduate scholarship program, meanwhile seven collage students from Sidoarjo were selected because as a recipients of scholarship.

The focal point of this study is the implementation of a undergraduate scholarship program for society in Sidoarjo district. This program will be analyzed using David C. Korten's theory, which has three components: the program, the implementing organization, and the beneficiaries. Data in this research were collected through observational studies, interviews, and document analysis. Data collection was to identify and obtain information regarding the program, the institution responsible for implementing the program, and the beneficiaries of the scholarship program. In addition to utilizing primary data through observational studies, interviews, and documentations, this research employs secondary data obtained from scientific journals,

statistical data, program reports, legislation, and online news sources, including official reports relevant to the subject of study. The purpose of this research was to obtain novel findings derived from the research, encompassing activities such as data collection, data condensation, data display, and conclusion drawing verifying. Researcher employed a data validity test to data validation, encompassing credibility, transferability, dependability, and confirmability. This strategy was implemented to substantiate the research design's scientific rigor and its commitment to verifying the integrity of the collected data.

## **Results And Discussion**

### **Suitability of Undergraduate Scholarship Program with Beneficiaries**

In the study by David C. Korten (1988), the alignment of the program with its beneficiaries is defined as the suitability between the program and the needs of its beneficiaries (Bahri et al., 2020). The degree of suitability functions as an indicator of the efficacy of the undergraduate scholarship program administered by the three governmental institutions in Sidoarjo, namely the Department of Youth, Sports, and Tourism, Department of Social Affairs, and public welfare section of regional secretariat are responsible for ensuring that the needs of scholarship recipients are met. The alignment between the program and its beneficiaries is pivotal for comprehending the impact of the program on its intended recipients. An evaluation of this alignment can be conducted from various vantage points, including the clarity of the program's objectives, its intended outcomes, and the strategies employed to achieve these outcomes.

The purpose of the scholarship program for society in Sidoarjo district, as delineated in Regulation of the Sidoarjo Regent Number 10 of 2024, Article 3, is to mitigate the probability of collage students discontinuing their undergraduate program or failing to enroll in higher education institutions. It is imperative to enhance the scope of educational opportunities, elevate the quality and relevance of instruction, and cultivate a workforce that is intelligent, accomplished, and competitive (Marwiyah, 2022). These measures are imperative for the acceleration of educational development in Sidoarjo. According to Bridgeman and Davis (2004), the fundamental objective of public policy is to implement a series of deliberate actions that are meticulously designed (Anggara, 2014). The purpose of the undergraduate scholarship program for society in Sidoarjo is to provide tangible benefits to a significant number of collage students who have been selected to receive the scholarship.

According to Mazmanian and Sabatier (1983), the implementation of a policy can be defined as the execution of the policy in question, which is typically manifested through the formulation of legislation, more commonly referred to as laws. The undergraduate scholarship program for society in Sidoarjo for the implementation and planning of educational objectives. This assistance is governed by a specific regulation, namely Regulation No. 10 of 2024 concerning undergraduate scholarship program for society in Sidoarjo district. However, an incongruity has been identified between the criteria for the Index of Cumulative Academic Achievement and the results obtained from the collage students who received academic scholarships for the Sidoarjo province's institutions of higher education in the field of academic studies. The aforementioned issue was brought to the attention of the Sidoarjo district's Instagram community by individuals seeking scholarships. They indicated that there were applicants with an Index of Cumulative Academic Achievement score of 4.00, which is considered the highest possible score, yet these applicants were not selected for admission to the undergraduate scholarship program.



Based on the aforementioned issue presented previously, researchers conducted an investigation into the aforementioned complaints by conducting in-person interviews with three government agencies in Sidoarjo. Firstly, the Sidoarjo Department of Youth, Sports, and Tourism has indicated the presence of criteria beyond the value of the cumulative index of academic performance, specifically pertaining to the duration of the academic semester for applicants seeking undergraduate scholarship. This criterion is not explicitly stipulated in the stipulations for applying for undergraduate scholarship, nor is it a prevailing norm. Therefore, the cumulative grade point average (CGPA) is not the sole criterion for admission to academic scholarships, both domestic and international. The absence of stipulations regarding the criteria for determining the semester limitation on the duration of the academic period in the prevailing regulations, in conjunction with the dissemination of prerequisites, has given rise to inconsistencies between the aforementioned regulations and the practical implementation thereof. The implementation of a limitation on the duration of the academic period for prospective beneficiaries of the scholarship program constitutes a crucial component of the selection process.

This limitation is subsequently substantiated by a comprehensive audit conducted by the internal audit department. According to the department responsible for the administration of the scholarship program, the rationale behind this limitation is to ensure that the allocated funds are utilized exclusively for the duration of the academic period. This is done in order to ensure the effective and efficient utilization of the scholarship funds throughout the period of study. The aforementioned discord has engendered a sense of inequity in the allocation of educational grants for higher education institutions. In contrast, the selection process for non-academic scholarships administered by the Sidoarjo Youth, Sports, and Tourism Department is based on a variety of administrative documents, including certificates of achievement and competitive sports or competitive event participation records.

Secondly, The Department of Social Affairs as the administrator of the scholarship program for economically disadvantaged students, asserts that the selection of recipients is determined by a combination of administrative documents and direct household visits. Subsequently, a merit ranking will be conducted to determine which students are deemed eligible for the scholarship. Thirdly, a scholarship program administered by the public welfare section of the Sidoarjo Regional Secretariat is available for students who have demonstrated academic excellence in the field of religion and who actively contribute to religious institutions and organizations. The Public Welfare of the Sidoarjo district is responsible for the evaluation process of scholarship applications, which is conducted in two phases. The first phase involves the evaluation of administrative documents, both online and offline. The second phase involves conducting interviews with candidates for the scholarship program in the field of religious studies.

In addition, Undergraduate Scholarship Program in Sidoarjo District provides each recipient with scholarship funds to support their academic pursuits. A scholarship funds of approximately 5 million rupiahs is allocated to students who have been awarded scholarships in the domains of academic and non-academic achievements, including those from disadvantaged backgrounds, and religion achievements. Conversely, students who are recipients of academic scholarships for international study are granted a stipend of 20 million, a decision informed by the high cost of living in foreign countries. Scholarship funds are disbursed directly to the beneficiaries' bank accounts. The absence of stipulated criteria and the obligation to provide a rationale for the allocation of scholarship funds is notable. The nature of the scholarship funds is such that the recipient is at liberty to utilize the funds for any purpose. Nevertheless, it is hoped

that the scholarship funds received by the recipient will be utilized appropriately to support their educational endeavors and prevent any impediments to their academic progress.

Implementation of the undergraduate scholarships program for society in Sidoarjo is guided by a set of strategies devised by the program's management. Prior to the formulation of strategies aimed at achieving desired objectives, each administrative entity namely, the Department of Youth, Sports, and Tourism, Department of Social Affairs, and public welfare section of regional secretariat conducted its own strategic planning. In accordance with Grindle's (1980) assertion, the efficacy of policy implementation is significantly influenced by strategic considerations, the allocation of resources, and the capabilities of the executing personnel. Groups with vested interests in a given policy are likely to devise strategies to ensure that the policy is profitable for them (Anggara, 2014). The three institutions responsible for managing the scholarship program have adopted an online system, accessible via the website of the undergraduate scholarships program of Sidoarjo, for the purpose of providing information and facilitating registration. In addition, the scholarship administrator disseminated information regarding the scholarship program via the Sidoarjo government's social media channels. This approach was characterized by its effectiveness and efficiency, facilitating access to scholarship-related information for society, particularly those residing in Sidoarjo. Beside that, three institutions responsible for managing the undergraduate scholarship program in Sidoarjo collaborate and cooperate throughout the program implementation process, from initial planning to the distribution of scholarship funds to the beneficiaries.

### ***Suitability of Undergraduate Scholarship Program with Implementing Organization***

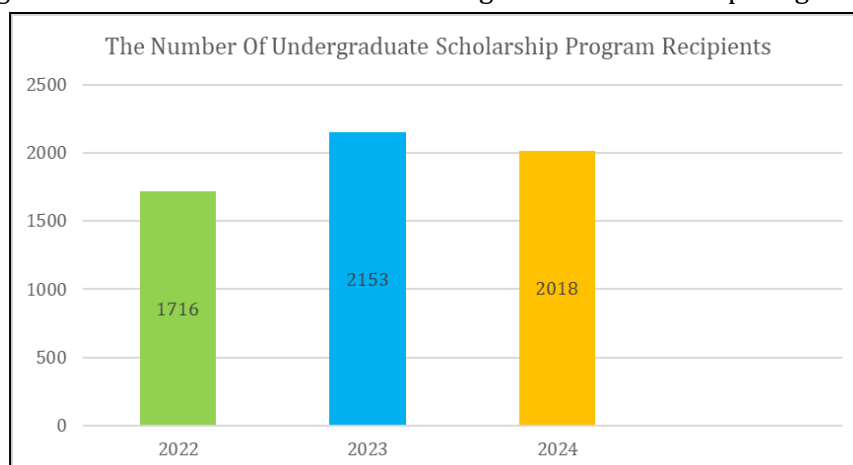
David C. Korten (1988) posits that the suitability between the program's tasks and the competencies of the executing organization is paramount (Bahri et al., 2020). In this study, the term "compliance" is employed to denote the alignment between the stipulated procedures in the undergraduate scholarship program in Sidoarjo and the competencies of the relevant administrative entities, namely the Department of Youth, Sports, and Tourism, the Department of Social Affairs, and the Department of Public Welfare of Sidoarjo. The question of compliance is posed to ascertain the suitability between the aforementioned scholarship program and the competencies of these administrative entities. Program must be adapted to the structure of the executing organization, with modifications to several aspects, including comprehension and knowledge of the personnel, as well as the coordination of the executing organization with the beneficiaries of the program.

Putri & Nawangsari (2023) posit that the elements influencing the implementation of the policy are the comprehensiveness and the expertise of the personnel in providing services. A comprehensive understanding and awareness among the administrative entities responsible for disseminating information regarding the scholarship program at the university level to prospective students from Sidoarjo district is imperative to ensure the effective and accurate dissemination of information. Each institution that administers the program is responsible for a specific task in the undergraduate scholarship program, and it is essential for all stakeholders to understand this process from the initial registration to the selection phase. Responsibility for the management of religious affairs falls under the purview of public welfare section regional secretariat Sidoarjo. Administration of academic and non-academic domains is overseen by the unit known as the Department of Youth, Sports, and Tourism. Finally, the unit designated as the Sidoarjo Social Affairs Department is tasked with addressing the needs of economically disadvantaged individuals. In addition, each institution must be equipped with the capacity and diligence to verify and validate the data submitted by applicants, in accordance with the

regulations stipulated in Regulation of Sidoarjo Regent Number 10 of 2024 concerning Undergraduate Scholarship Program for Society.

Van Meter and Van Horn's (1975) in Subarsono (2005) research indicates that the implementation process necessitates support and coordination with external entities. This is essential for fostering effective collaboration and coordination among various agencies to ensure the success of the implemented policies (Makhasin, 2023). Coordination of the organizational structure and beneficiaries in the implementation of the program is contingent upon the organizational structure of the program's administrators in the design of the program for undergraduate scholarship, with the objective of ensuring the precise targeting of the beneficiaries. A coordination effort was undertaken by the three agencies administering the scholarship program. This effort entailed the dissemination of compelling information via social media, with the objective of encouraging prospective students to apply. Additionally, the aforementioned agencies collaborated during the subsequent selection process, subsequent to the initial selection process conducted by each agency.

Picture 1. Diagram Illustrates The Number Of Undergraduate Scholarship Program Recipients



Source : Disporapar, Dinsos, & Kesra Sidoarjo

As illustrated in Picture 1, there is evidence to suggest that substantial increase in the number of applicants for the undergraduate scholarship program in Sidoarjo during the 2022-2024 period, which exceeded the stipulated targets. Furthermore, the number of beneficiaries of the scholarship has been met or exceeded the targeted figure of 2,000 per year. At the initiation of the scholarship program, the number of applicants for the religious scholarship category was notably lower than the established target. This is primarily due to the program's recent initiation in 2022, which necessitates further refinement to ensure its effectiveness. In the subsequent academic year, the number of applicants for religious scholarship experienced a consistent increase, with the potential for approximately 500 to 650 recipients to be granted scholarships. In addition, the number of applicants for the scholarship program from the years 2022 to 2024 which focuses on addressing the issue of malnutrition among the poor, consistently exceeded the target. The program successfully allocated approximately 500 scholarships annually.

Field of academic scholarship within the domestic academic sector is the most prolific, with approximately 650 to 790 recipients annually. In contrast, the field of academic scholarship from foreign institutions, which was inaugurated in 2024, has yet to demonstrate significant productivity, primarily due to the fact that the majority of students from Sidoarjo are pursuing their studies within the domestic academic sector. The number of beneficiaries of non-academic



scholarships is comparatively low, with approximately 200 to 350 recipients annually. This is due to the fact that the implementation of these scholarships serves to fill the remaining quota from the academic sector, which has a total of approximately 1,000 beneficiaries under the jurisdiction of the Department of Youth, Sports, and Tourism. Implementation of the undergraduate scholarship program for collage students in Sidoarjo, managed by the Department of Youth, Sports, and Tourism, the Department of Social Affairs, and the Department of Public Welfare of Sidoarjo, has proven beneficial for numerous students from Sidoarjo, serving as a crucial support for their academic pursuits.

### ***Suitability Beneficiaries with Implementing Organization of Undergraduate Scholarship Program***

According to David C. Korten (1988), the suitability between beneficiaries and the functions of the implementing entity is determined by the alignment of the objectives of the beneficiaries with the roles of the implementing entity in the execution of the program (Bahri et al., 2020). It is incumbent upon the three agencies that oversee the undergraduate scholarship program to ascertain that the program's implementation aligns with the objectives of the program, that is, to attain the desired outcomes for the undergraduate scholarship program in Sidoarjo. Suitability between beneficiaries and implementing organization can be ascertained through several lenses, including precision of the program, suitability of the implementation, and precision of the objectives.

Lester dan Stewart Jr. (2000) posits that implementation is both a process and an outcome. Effectiveness of a given implementation can be gauged by observing the process and the attainment of the intended outcomes (Utami, 2021). Attainment of the intended outcomes is indicative of the success of the implementation. Accuracy of the program's alignment with the objectives of undergraduate program for the general public is noteworthy. The program's alignment with these objectives is particularly significant for the recipients, who are from the Sidoarjo region and are beneficiaries of the program. The three agencies responsible for administering the scholarship program are the Department of Youth, Sports, and Tourism, the Department of Social Affairs, and the Department of Public Welfare of Sidoarjo. These agencies have asserted that the scholarship program is highly beneficial for students receiving scholarships in each respective field. It has been stated by one of the beneficiaries of the scholarship program that the scholarship can serve as an encouragement and motivation to achieve excellence and contribute significantly to both the academic and religious communities. The collage students who received academic scholarships also asserted that these scholarships significantly motivated them to maintain their enthusiasm for academic pursuits. Moreover, the beneficiaries of the scholarship program have indicated that the scholarship has been instrumental in addressing the financial constraints faced by students encountering academic challenges. The program is expected to have a positive impact on the academic society in Sidoarjo, contributing to the advancement of undergraduate program in the region. In addition, this program offers undergraduate scholarship program to individuals residing in Sidoarjo who aspire to pursue undergraduate program. The purpose is to facilitate access to educational opportunities for residents of Sidoarjo, promoting the pursuit of advanced academic degrees with dedication and perseverance, without financial constraints.

Merrile Grindle (1980) posits that the effectiveness of an implementation can be ascertained by examining the process, determining whether the program's execution aligns with the objectives delineated, and assessing the attainment of programmatic goals (Utami, 2021). Accuracy of the implementation of the undergraduate scholarship program for the general public, as outlined by the three managing institutions, is a crucial aspect of the scholarship process. This accuracy is a fundamental objective for each institution, and it is a key factor in ensuring the efficient and timely execution of the scholarship program. Nevertheless, the considerable number of applicants, in conjunction with the preliminary selection process that encompasses a distinct evaluation for each discipline, as well as the subsequent selection that demands meticulous scrutiny of data, results in the process's completion by the stipulated timeframe. Consequently, the disbursement of funds is subject to protracted delays. It is evident that the implementation of the scholarship program for the general public has not yet been accomplished. This is primarily due to the fact that the program has not yet been completed within the allotted timeframe. Process of disbursing the financial aid is often characterized by a protracted duration, due to the considerable number of beneficiaries. Consequently, a precise timeframe for the disbursement cannot be ascertained.

Suwitri (2009) posits that public policy is defined as a set of programs designed to achieve specific objectives and goals (Roziqin & Yusuf, 2019). Accuracy of the scholarship program is contingent upon the precision of its targeting. Efficacy of the program hinges on the accuracy of its beneficiaries, who are the intended recipients or beneficiaries of the program. The program offers undergraduate scholarships for collage students residing in the Sidoarjo region. To qualify, students must present valid identification documents, including their family registration, and must be enrolled in an accredited institution of higher education. This is substantiated by providing proof of enrollment and evidence that they are not currently receiving other scholarships of a similar nature. The purpose of the scholarship program is to provide undergraduate scholarship to students who demonstrate exceptional academic performance, as well as to those pursuing studies in religious studies, both academic and non-academic fields, and to students from disadvantaged economic backgrounds. Beside that, purpose of the scholarship program is to provide undergraduate scholarship to students who have demonstrated exceptional academic achievement, as evidenced by their success in prestigious national and international competitive events, their proficiency in memorizing the Qur'an, their active involvement in the leadership of religious organizations, and their dedication to teaching in religious institutions.

The scholarship is intended for students enrolled in institutions of higher education in Indonesia who have attained an academic standing of at least 3.4, as evidenced by their academic transcripts. Academic field of study abroad is designated for students from Sidoarjo who are pursuing their education in foreign institutions and have attained a minimum academic standing that aligns with the standards of the respective foreign universities. Undergraduate Scholarships Program is available for non-academic students who have achieved first place in national or international competitions in various fields, including science, technology, sports, social sciences, humanities, environmental sciences, and nationalism. Undergraduate Scholarships Program is available for students from low-income backgrounds or those from the middle class. On the whole, the undergraduate scholarship program in Sidoarjo can be regarded as having been meticulously designed, as the beneficiaries of the scholarship have been selected according to specific criteria relevant to their respective disciplines, following a rigorous selection process that took into account both general and specialized requirements (Widiyaningrum & Salsabila, 2024).

## CONCLUSION

The implementation of undergraduate scholarship program for society in Sidoarjo realization was successfully achieved, however the implementation is not optimal. Firstly, suitability of undergraduate scholarship program with scholarship recipients as a beneficiaries. This is related to the program plan where there are problems, namely the existence of other criteria that are not listed in the regulations and requirements that are distributed. Another criterion is the study semester period limit which is determined when there is a certain audit from the inspectorate during the selection process. So there is a mismatch between the regulations and requirements and the reality of selection which creates injustice for applicants. Meanwhile, the objectives, strategies and funding plans for the scholarship program have been implemented and distributed well. Secondly, suitability of undergraduate scholarship program with implementing organization. This is related to the understanding and knowledge that each scholarship management agency is responsible for implementing the program properly according to its main duties and functions. In addition, effective coordination between the institutions administering the scholarship program and the scholarship recipients has been implemented, thereby encouraging students from Sidoarjo to apply for scholarships. Thirdly, suitability beneficiaries with implementing organization of undergraduate scholarship program. This is related to the accuracy of implementation which cannot be said to be good because there are completion stages of the scholarship that do not comply with the timeline provisions. So the recipient students wait for the funds disbursement process for a relatively long time and there is no specified time estimate considering the large number of scholarship recipients. Meanwhile, regarding program accuracy and target accuracy, it has been achieved well and in accordance with the desired objectives and is supported by the important benefits of this scholarship program for the community.

The recommendations that the author can give are related to the discrepancy between regulations and requirements and the reality of selection, so it is necessary to evaluate these policies or regulations by the Sidoarjo district government and all scholarship management agencies. Apart from that, it is necessary to evaluate the timeline for selection to disbursement of scholarship funds, so that recipients know the estimated time. The government must also consider implementing accountability reports in the use of scholarship funds, so that scholarship funds are used properly to support students in studying at university. The hope of the recipients is that the undergraduate scholarship program in Sidoarjo district can be implemented sustainably and there will be an increase in both the recipient quota and nominal scholarship funds.

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