

Evaluation of the accountability of the achievement scholarship program in Pinrang Regency

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Abstract

Policy evaluation plays a crucial role in improving the quality of government programs. Through these evaluations, the government can identify and prevent programs that could potentially harm the public, while also assessing whether such programs are worth continuing or expanding in the future. One of the programs that will be discussed in this study is the government policy in providing scholarships to outstanding students for underprivileged students to continue their education in higher education. This program is widely disbursed by the government through the provision of educational assistance both at the provincial, city, to district level. One of them, including in Pinrang Regency, has implemented a policy in the field of education regarding the provision of educational scholarships to outstanding students. However, based on the author's observations, it was found that this policy has shortcomings, namely there are still scholarships that are not on target, especially for scholarships for underprivileged communities and the lack of firmness of the implementing committee in collecting administrative requirements, there are problems that occur in the process of determining scholarship recipients, There are recipients who have the lowest GPA below 3.50, found in C Accredited Institute or College campuses. This research has a very important urgency for academics and government agencies as policy makers to conduct analytical studies on Evaluation of the Education Scholarship Program Policy for High-Achieving Students in Pinrang Regency and as material for consideration in making decisions in the future. The aim of this research is to analyze how the form of the Evaluation of the Education Scholarship Program Policy for Outstanding Students in Pinrang Regency. This research is a type of qualitative research with a descriptive approach with the aim of describing all problems related to the government's program policies on the Evaluation of the Education Scholarship Program Policy for Outstanding Students in Pinrang Regency. The research results show that the effectiveness of the scholarship program in Pinrang Regency is influenced by several key factors, namely the number of implementing human resources, budget allocation, and the functionality of SOPs in program management. In terms of human resources (HR), the scholarship program management involves approximately 84 staff members spread across administrative units, supervisors, supervisors, and other technical teams.

Keywords: Policy Evaluation, Scholarship Program, Education, To High-Achieving Students, In Pinrang Regency.

1. Introduction

Policy evaluation is an activity designed to weigh the benefits or effectiveness of a government program through specific indicators, measurement techniques, analysis methods, and planning forms and has a benchmark or target that has been determined from the start of planning and is the goal to be achieved. This evaluation can be equated with appraisal, rating, and assessment, which relate to the production of information regarding the value or benefits of policy results. (Anderson, DL & Bass, 2006; Anderson, 1979, 2003).

Policy evaluation is a crucial tool for refining government programs. Findings from the evaluation process can help identify and prevent programs that could potentially harm the public, while also providing a basis for assessing the program's future sustainability. If the evaluation reveals areas that require improvement, policymakers must take these seriously. This requires the emergence of new ideas or innovations to improve the program, avoid failure, and achieve its stated goals. (Agustino, 2008; Subarsono, 2002).

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Based on the author's observations in the field, it was found that although the Pinrang Regency government has regulations related to the education scholarship program as outlined in Regent Regulation Number 58 of 2023 concerning Amendments to Regent Regulation Number 37 of 2021 concerning the Provision of Education Scholarships to Outstanding Students and Pinrang Regent Decree Number 420/1064 of 2021; Pinrang Regent Decree Number 420/378 of 2022; Pinrang Regent Decree Number 420/549 of 2022; Pinrang Regent Decree Number 420/421 of 2023.(Pinrang Regent Decree Number 420/1064 of 2021; Pinrang Regent Decree Number 420/378 of 2022; Pinrang Regent Decree Number 420/549 of 2022; Pinrang Regent Decree Number 420/421 of 2023., nd; Pinrang Regent Decree Number 420/1064 of 2021; Pinrang Regent Decree Number 420/378 of 2022; Pinrang Regent Decree Number 420/549 of 2022; Pinrang Regent Decree Number 420/421 of 2023., nd; Pinrang Regent Decree Number 420/378 of 2022; Pinrang Regent Decree Number 420/549 of 2022; Pinrang Regent Decree Number 420/421 of 2023., nd)

However, based on the author's observations in the field, although the government has established a policy through regional regulations regarding the provision of scholarships for underprivileged students in Pinrang Regency, based on the author's observations in the field, it was found that this policy has shortcomings, namely that there are still scholarships that are not on target, especially for scholarships for underprivileged communities and the lack of firmness of the implementing committee in collecting administrative requirements, there are problems that occur in the process of determining scholarship recipients, There are recipients who have the lowest GPA below 3.50, found on the Institute or College campus with C Accreditation. While in the procedure the campus must be accredited at least B. The following is the number of scholarship recipients with the status of Institute/College Accreditation in 2023 as many as 277 people on accreditation A as many as 174 people, Accreditation B as many as 62 people, and Accreditation C as many as 41 people(Government Regulation Number: 19 of 2005 concerning National Education Standards., nd). Based on the data above, there are 41 recipients with accreditation status C, which is a violation of the requirements. From this data, it is clear that the number of scholarship recipients from each university is still far from the number of students registered at each state and private university.(Arifin, 2003).

Based on the problems outlined, the researcher took the initiative to conduct a study entitled "Evaluation of the Implementation of the Education Scholarship Program Policy for High-Achieving Students in Pinrang Regency," using W. Dunn's (2018) theoretical framework. This evaluation involved several key variables, namely: a. Effectiveness. This criterion assesses the extent to which a program is able to achieve its stated goals or outcomes. In other words, effectiveness indicates the alignment between program achievements and the intended targets. This concept is closely related to technical rationality and is usually measured in terms of the number of products, services, or their economic value.b. Efficiency.Efficiency relates to the ratio between resources used and the results achieved. A program is considered efficient if it produces an optimal level of effectiveness at the lowest cost. Efficiency is generally measured by calculating the cost per unit of product or service.c. Adequacy. The adequacy criterion is used to determine the extent to which a program's effectiveness meets the needs, values, or opportunities underlying the problem. The primary focus in this aspect is the tangible impact and benefits of program implementation.d. Equity. The equity aspect examines whether the burdens and benefits of a policy are distributed fairly among various groups in society. A program can be considered fair if its benefits and costs are felt equally by all levels of society. The essence of this criterion is justice or fairness.d. Responsiveness. Responsiveness refers to the ability of a program or policy to meet the needs, aspirations, and values of the target group. It is assessed through the responses or perceptions of the beneficiary group. Even if a policy meets the aspects of effectiveness, efficiency, adequacy, and equity, it is still considered a failure if it fails to address the actual needs of the target group. d. Appropriateness. This criterion relates to substantial rationality in assessing whether a policy produces valuable and beneficial outcomes. The appropriateness aspect also forms the basis for determining the most appropriate policy alternatives to recommend based on the utility or relevance of the outcomes offered.(Dunn, 1998, 2000, 2003).

The formulation of the research problem is how to evaluate the Education Scholarship Program Policy for Outstanding Students in Pinrang Regency. The advantages of the problem solving offered in this study, compared to previous research, are from the theory used, namely William Dunn's evaluation theory with theoretical indicators to see the effectiveness, efficiency, equality, responsibility, and accuracy in government program policies on the Education Scholarship Program Policy for Outstanding Students in Pinrang Regency.

2. Research Method

In this study, the author uses W. Dunn's theory (2018), using a qualitative approach. A qualitative approach is often recommended for research that seeks to understand a complex process (Imperial, 2001), or to describe how contextual

factors influence a complex process or program.(Miles, MB, Huberman, AM and Saldana, 2018). The Education Scholarship Program Policy for Outstanding Students in Pinrang Regency involves actions in a dynamic institutional context.

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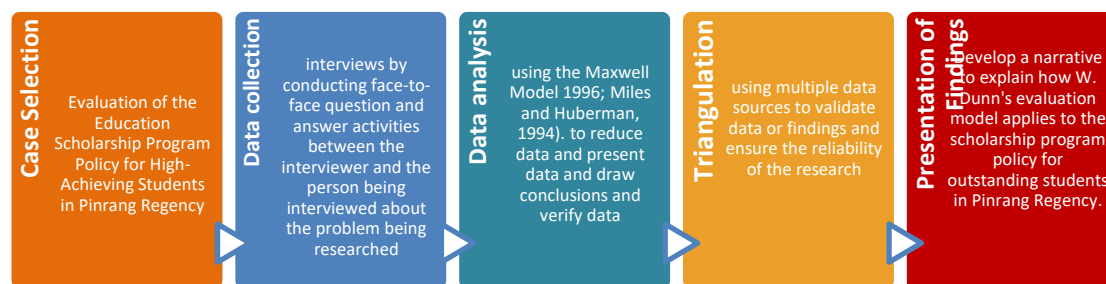


Figure 1. Research Stages

Figure 1. presenting details about the research stages that have been and will be carried out, starting the case selection stage, namely by selecting a government program onusing the Evaluation model for the implementation of the educational scholarship program policy for outstanding students in Pinrang Regency withthen the data collection stage, namelyobservation(observation) conducted to find out a general overview of the William Dunn Evaluation Model (2018), Then the interview by conducting face-to-face question and answer activities between the interviewer and the interviewee about the problem being studied, where the interviewer intends to obtain the perceptions, attitudes and mindsets of the interviewee that are relevant to the problem being studied. The documentation stage is carried out as a complement to the results of the research that has been carried out, documentation is also intended as a source of information that can be in the form of images/photos, videos, or voice recordings so that the results of observations and interviews conducted are more complete and valid in their authenticity. Documentation also aims to obtain information and evidence. Checking the validity of the data is a stage to test the credibility of the data or trust in the research data, which is done by means of triangulation, which is a data collection technique that combines various data collection techniques and existing data sources. Thus there is source triangulation, triangulation of data collection techniques, and time. In this proposal, source triangulation is used. Where checking the validity of the data is done by checking the data that has been obtained through several sources using the same source. Member checking is conducted to determine the extent to which the data obtained aligns with that provided by the data provider. If the data obtained is agreed upon by the data providers, the data is valid. Therefore, the purpose of member checking is to ensure that the information obtained and used in writing the report aligns with what the data source or informant intended. Member checking can be conducted after data collection is complete or after a finding or conclusion is obtained. The data analysis technique used in this study is a conceptual data analysis technique (Maxwell 1996; Miles and Huberman, 1994). It is stated that activities in qualitative data analysis are carried out interactively and continuously until complete, so that the data is saturated.(Miles, MB, Huberman, AM and Saldana, 2018; Miles B & Huberman, 2014). Activities in data analysis include data reduction, data display, conclusion drawing/verification.

3. Results and Discussions

The results of this study show how to evaluate the policy of providing scholarships for students in Pinrang Regency, so this study uses the Evaluation Model from William Dunn's Theory which consists of 4 variables, namely the following:

3.1. Effectiveness

Effectiveness is the extent to which a policy achieves its intended results. It is measured by tangible outcomes—for example, the number of products, services, or benefits delivered in monetary terms. Based on this concept, research findings indicate that effectiveness, within the framework of policy analysis, according to William N. Dunn, refers to the extent to which a policy achieves its stated objectives. In this context, the effectiveness of implementing the scholarship policy for outstanding students in Pinrang Regency can be understood as the scholarship program's ability

to effectively reach its intended target audience, significantly impact the quality of education, and enhance the academic achievement of recipient students.

The following are the results of an interview regarding the effectiveness of the scholarship program policy for students in Pinrang Regency through a selection mechanism formulated by a team formed by the Education and Culture Office. Ms. HT explained that: The selection process is carried out in stages by paying attention to academic achievement indicators and fulfillment of administrative requirements. This shows a match between the objectives of the policy (providing awards and support to outstanding students) and the implementation process in the field. (HT Interview, September 10, 2025)

Based on the interview results, the program's effectiveness is determined not only by the selection mechanism but also by the extent to which the scholarships provided support the recipients' continuing education. The following interview with a scholarship recipient discusses the effectiveness of the scholarships: "The scholarships we received reduced the burden of our education costs, especially in terms of paying tuition fees (UKT) and purchasing academic supplies." (FT interview, August 2025). This positive impact demonstrates that the policy has been effective in reducing financial barriers, although it is still noted that the scholarship amount does not fully cover all student needs during their studies.

Furthermore, the authors found that scholarship recipients demonstrated higher motivation to maintain their academic achievement. Scholarships serve not only as financial assistance but also as a form of appreciation and moral encouragement to encourage students to continuously improve their academic performance. Thus, the effectiveness of the policy can be seen from the direct relationship between the policy's objectives and changes in the behavior and motivation of recipient students.

In general, the evaluation of the scholarship policy in Pinrang Regency can be categorized as effective because it successfully achieved its primary objective, namely providing educational support to outstanding students. However, its effectiveness can still be improved if the local government conducts regular evaluations regarding the scholarship amount, distribution mechanisms, and its impact on students' long-term achievement. Such evaluations are important to ensure that the policy is not only implemented administratively but also produces tangible results in improving the quality of human resources in Pinrang Regency. The following is the result of an interview with informant AH, as follows: We provided scholarships in the first phase of the Pinrang Regional Government scholarship program to approximately 150 students, while in subsequent phases the number of recipients increased to 300 students. (Interview with AH, September 23, 2025).

AH stated that this increase was based on the results of the first phase of the evaluation, which showed that administrative capacity and human resource support could accommodate additional recipients without compromising management quality. Furthermore, an interview with AC regarding the effectiveness of the scholarship program stated that the increase in the number of recipients also took into account community aspirations and the growing need for access to higher education in the region. (AC interview, September 10, 2025)

The interview results revealed that the impact of the increased scholarship allocation in subsequent stages was evident in several ways. First, there was an increase in the number of students successfully continuing their higher education and completing it on time. Second, these scholarships have eased the economic burden on students from low-income families, enabling them to purchase learning facilities, pay tuition, and support daily living expenses on campus without having to work excessively part-time. Third, public perception of the government has become more positive due to the openness and transparency of the selection process and the increased public trust in local institutions.

According to Dunn's theory, the variables that need to be considered by the government in the scholarship program for students are from the resource aspect. For example: (a) Increasing the number of recipients from 150 to 300 students shows a two-fold increase in output with additional human resources (selection team, administration) and slightly increased operational costs, but relatively the increase in benefits is much greater than the increase in costs, this is efficiency. (b). The existence of feedback from the first stage makes the implementation of the second stage more effective and responsive to student needs, which means program adaptation that increases program efficiency. In the framework of William N. Dunn's public policy evaluation theory, effectiveness is defined as the extent to which a policy is able to achieve predetermined goals. Program effectiveness is not only seen from administrative achievements, but also from the program's ability to provide real impacts for targets, adequate use of resources, and the achievement of outputs according to planning.

The research results show that the effectiveness of the scholarship program in Pinrang Regency is influenced by several key factors, namely the number of implementing human resources, budget allocation, and the functionality of

SOPs in program management. In terms of human resources (HR), the management of the scholarship program involves approximately 84 staff members spread across administrative units, supervisors, supervisors, and other technical teams. This number can be considered quite large and demonstrates the bureaucratic commitment to supporting program implementation. A clear division of roles among the team allows for the orderly process of file verification, administrative selection, and recipient monitoring. However, the large number of human resources also presents coordination challenges. If not managed optimally, the potential for overlapping tasks or slow decision-making can reduce the effectiveness of the team's performance. (Hackman, 1887; Katzenbach, J.R., & Smith, 1993).

From a budgetary perspective, the scholarship program is funded through the Regional Budget (APBD), with a significant allocation of funds. Each student recipient receives assistance ranging from Rp2,000,000 to Rp3,000,000 per year. This amount is sufficient to assist students, especially those from low-income families, in continuing their studies at university. Budget effectiveness can be seen from the relatively timely and targeted disbursement realization rate. However, there is still room for improvement, particularly in the aspect of matching the number of recipients with the available budget. Budgetary limitations mean that not all high-achieving or deserving students can be accommodated. This creates gaps and has the potential to reduce the program's optimal impact on the wider community. Furthermore, from a Standard Operating Procedure (SOP) perspective, the selection mechanism has been clearly designed, encompassing administrative requirements (DTKS, GPA, study program accreditation), a tiered selection process, and reporting obligations. This SOP provides legal certainty as well as technical guidance for both scholarship implementers and recipients. Evaluation results indicate that the SOP is effective internally in the bureaucratic aspect, as implementing staff understand and comply with applicable regulations. However, the SOP's effectiveness in terms of public transparency remains suboptimal. The selection procedure is not yet fully open and easily accessible to the public, thus potentially giving rise to negative perceptions about the program's accountability.

The effectiveness of this program has had significant positive impacts, including: increased access to higher education for high-achieving students and those from low-income families, increased motivation to learn, and contributions to human resource development in Pinrang Regency. Furthermore, the scholarship program strengthens the role of the local government as an actor concerned with improving the quality of education for its citizens. On the other hand, there are also negative impacts. Budget limitations have led to the program's exclusivity, with only a small portion of students being accommodated. Furthermore, the lack of transparency in SOPs in publications has led some members of the public to feel that information is unequally distributed, potentially leading to dissatisfaction. Coordination involving a large number of human resources is also prone to inefficiencies in program management, although these are generally manageable.

Based on these findings, several recommendations can be made. First, improve the efficiency of human resource coordination by strengthening information technology-based work systems to minimize overlapping tasks. Second, increase or adjust budget allocations to broaden the program's reach, thereby increasing its effectiveness in providing social benefits. Third, strengthen the transparency of standard operating procedures (SOPs) through publication on the official agency website or public information media, so that the public can access selection rules and results openly. Fourth, strengthen the ongoing evaluation mechanism for the impact of scholarships, so that program success can be measured not only from an administrative perspective, but also from the social and academic achievements of recipient students. Thus, it can be concluded that the effectiveness of the scholarship program in Pinrang Regency has generally been achieved in terms of technical implementation and educational benefits, but still requires strengthening aspects of transparency, equity, and coordination efficiency to more optimally achieve the goal of improving human resource quality.

3.2. Efficiency

Efficiency, from the perspective of policy evaluation theory, according to William N. Dunn (2003), refers to the extent to which a program is able to produce output with minimal resource use, or in other words, the ratio between costs incurred and benefits obtained. The greater the benefits generated from relatively small costs, the more efficient a policy or program is. In the context of implementing an educational scholarship program in Pinrang Regency, efficiency can be seen through the mechanism of organizing tasks and responsibilities that have been clearly regulated in Standard Operating Procedures (SOPs).

The following are the results of the interview with AH regarding the efficiency of the SOP: in the implementation of the scholarship program that has been carried out in accordance with the applicable SOP, with the presence of 11 scholarship selection teams that have specific tasks. (interview with AH, August 2, 2025). Based on the results of the interview, it can be said that the acceptance criteria have been prepared in detail, such as the inclusion of DTKS

(Integrated Social Welfare Data), campus/study program accreditation A and B, minimum GPA, and other administrative requirements. This shows that in the efficiency dimension, the program has reduced the potential for duplication of work and abuse of procedures through a transparent selection mechanism.

In line with that, the following interview with FT explains the implementation of SOPs in providing scholarships for students as follows: the staff work according to their respective duties and responsibilities based on the existing SOP. This organizational design that clearly divides roles makes the selection and distribution process of scholarships run more focused and measurable, (interview with FT, August 2, 2025). Based on the results of the interview, it was found that the use of human resources including 84 staff, supervisors, and supervisors can be maximized to support the smooth running of the program. Thus, efficiency is reflected in the utilization of labor that is proportional to the existing workload. Furthermore, an interview with HT regarding the benefits of this program are as follows: the implementation of the program has been in accordance with the established rules and procedures. We all students have collected files according to the requirements and those determined by the Pinrang Regency government (interview with HT, August 21, 2025)

The interview results indicate a positive perception among students, the target group, regarding the program's implementation mechanism. Accurate procedures for distributing aid ensure that administrative costs, time, and effort are not wasted, but rather focused on the right targets. In general, the bureaucratic structure for scholarship implementation in Pinrang Regency demonstrates a well-organized work pattern, with each staff member performing their duties according to their position and function. With a clear mechanism, standardized SOPs, and a well-defined division of roles, program efficiency can be achieved. This not only reduces the potential for resource waste but also improves the quality of program implementation, ensuring that the policy's primary goal of supporting high-achieving students is optimally implemented. Equality. The following is an interview with staff on behalf of MS, the scholarship program management staff in Pinrang Regency, as follows.: The number of students who received scholarships in the first stage of the Pinrang Regional Government scholarship program was given to around 150 students, while in the next stage the number of recipients increased to 300 students. (interview with MS, August 21, 2025).

Based on the interview results above, it was stated that this increase was based on the results of the first phase of the evaluation, which demonstrated that administrative capacity and human resource support could accommodate additional recipients without compromising management quality. Furthermore, an interview with Mr. MS stated the following: The increase in the number of recipients also takes into account community aspirations and the growing need for access to higher education in the region. (interview with MS, September 21, 2025).

Based on the interview results, it was found that the impact of the increased scholarship allocation in subsequent stages was evident in several ways. First, there was an increase in the number of students successfully continuing their higher education and completing it on time. Second, these scholarships have eased the economic burden on students from low-income families, enabling them to purchase learning facilities, pay tuition, and support daily living expenses on campus without having to work excessively part-time. Third, public perception of the government has become more positive due to the openness and transparency of the selection process and the increased public trust in local institutions. Based on Dunn's theory, efficiency variables are also found in the output aspect, namely in terms of resource specifications. For example, increasing the number of recipients from 150 to 300 students indicates a twofold increase in output with additional human resources such as the selection team and administration. Operational costs increase slightly, but relatively speaking, the increase in benefits is much greater than the increase in costs. This is efficiency.

Furthermore, feedback from the first phase made the implementation of the second phase more effective and responsive to student needs, based on the author's findings, it was found that there were program adaptations that increased the efficiency of the program. Interviews with AC informants on July 3, 2025, showed that the organization of tasks and responsibilities in the implementation of the scholarship program had been running clearly and structured. He explained that the presence of eleven scholarship selection teams allowed each process to be carried out in accordance with applicable Standard Operating Procedures (SOPs). The regulations used as references were also considered quite complete and detailed, starting from the obligation to include Integrated Social Welfare Data (DTKS), campus or study program accreditation requirements with a minimum status of A and B, to academic achievements in the form of a certain Cumulative Achievement Index (GPA). In addition, the flow mechanism and rules for scholarship recipients have also been clearly established and must be complied with by all parties involved. According to AC, each staff has carried out tasks in accordance with the responsibilities carried out based on the SOP, so that the entire series of activities can run more orderly, transparently, and consistently with existing policies.

This statement indicates that the bureaucratic structure that has been formed has been able to create an efficient working mechanism in implementing the scholarship program in Pinrang Regency.

Based on the author's research, it was found that the implementation of the educational scholarship program in Pinrang Regency has been carried out efficiently. He explained that the dissemination of information related to the program was carried out through the official website and social media of the Pinrang Regency Education and Culture Office, so that the process could reach students quickly, widely, and cost-effectively. This mechanism is considered to be in line with the applicable Standard Operating Procedures (SOP), so that each stage runs in an orderly and accountable manner. Efficiency is evident in the optimal utilization of available resources, both human and budgetary, to achieve greater benefits. Likewise, in terms of the implementation of the scholarship award, it was found that the scholarship implementation process was very clear and easily accessible through official media. Although some students still do not understand the technical procedures, the program implementation has basically demonstrated a high level of efficiency. By utilizing digital media, the local government was able to reduce the burden of socialization costs, reduce the need for additional personnel, and ensure the implementation process remains consistent with applicable regulations. (Huo, R., Liu, F., 2025; Shareef, M.A., 2019; Shi, J., Zhang, Y., & Xu, 2023).

Using William N. Dunn's efficiency variable, the implementation of this scholarship program demonstrates the local government's ability to generate output greater than its input. The human resources distributed through the selection team, standardized regulations in the form of SOPs and technical regulations, and the use of digital technology in implementation all serve as indicators that the program is being run efficiently.

Furthermore, from a legal perspective, government regulations have strengthened the program's implementation. This can be traced back to Pinrang Regent Regulation Number 32 of 2021 concerning Technical Guidelines for Providing Educational Scholarships for High-Achieving and Underprivileged Students, which regulates selection procedures, administrative requirements, and aid distribution mechanisms. This regulation ensures that all activities are carried out according to procedures, minimizing potential inefficiencies. Therefore, the efficiency of the scholarship program in Pinrang Regency is reflected not only in the technical aspects of implementation but also in its compliance with applicable regulations.

The research results show that the implementation of the educational scholarship program in Pinrang Regency has been directed towards achieving efficiency at every stage. Efficiency, as stated by William N. Dunn, is the ratio between input (resources used) and output (results or benefits achieved). Therefore, a program can be considered efficient if it is able to produce benefits greater than the costs or resources expended.

Furthermore, based on research results and evaluations, it was found that the program also utilized digital technology as a means of information dissemination and coordination. Scholarship socialization was conducted through the official website and social media platforms such as Facebook and Instagram, allowing for faster, broader, and more cost-effective information dissemination. The use of these digital channels demonstrated efficiency in resource management, reducing the need for printing costs, face-to-face meetings, and additional administrative staff. The research also found that all stages were carried out according to standard operating procedures, ensuring efficiency without sacrificing program accountability and transparency. The scholarship award process was very clear and easily accessible to students. Although a small number of students did not understand the technical procedures, the selection and distribution process generally went smoothly. This efficiency was evident in the use of inexpensive yet effective information channels, which reduced information dissemination costs while maintaining a broad reach of beneficiaries. In terms of regulations, this scholarship program is based on Pinrang Regent Regulation Number 32 of 2021 concerning Technical Guidelines for Providing Educational Scholarships for High-Achieving and Underprivileged Students. This regulation outlines selection procedures, administrative requirements, verification mechanisms, and aid distribution procedures. The presence of this regulation strengthens the efficiency dimension because it becomes a controlling instrument in the use of regional budgets, avoids program duplication, and ensures that every rupiah spent has a direct impact on recipient students.

4. Conclusion

The effectiveness of the scholarship program in Pinrang Regency has generally been achieved in terms of technical implementation and educational benefits, but still requires strengthening in the aspects of transparency, equity, and coordination efficiency so that the goal of improving the quality of human resources can be achieved more optimally. The results of the study indicate that the effectiveness of the scholarship program in Pinrang Regency is influenced by several main factors, namely the number of implementing human resources, budget allocation, and the functioning of

SOPs in program management. In terms of human resources (HR), the management of the scholarship program involves approximately 84 staff spread across administrative units, supervisors, supervisors, and other technical teams. This number can be said to be quite large and demonstrates the bureaucratic commitment to supporting program implementation.

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