

# Study Implementation of the Minister of Education and Culture's Policy on the Smart Indonesia Program

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## Abstract

This study aims to describe and analyze the implementation of the Indonesia Smart Card-Lecture (KIP-K) Program at Lumajang University, including identifying and analyzing the factors that support and hinder the program's implementation. The research location was at Lumajang University. The data collection techniques used were observation, interviews, documentation, and Focus Group Discussion (FGD) techniques. Data analysis techniques in this study used qualitative data analysis, collecting all data through interviews, observations, and documentation. The findings in this study show that effective communication, competent human resources, positive disposition, and a solid bureaucratic structure play a key role in ensuring the implementation of the KIP-K Program runs smoothly, according to regulations, and supports student beneficiaries. The program's success is supported by leadership commitment, coordination with LLDIKTI, and the use of SIM KIP-K. However, some obstacles include document collection delays, student absenteeism, field survey limitations, and the threat of cyber attacks. The study results are expected to serve as recommendations for Lumajang University to send regular reminders, record coaching sessions, speed up data verification, strengthen cybersecurity, and form a complaint management team for the smooth running of the KIP-K Program.

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## 1. Introduction

Education is considered an important pillar in building a developed and prosperous society (Mensah, 2019). More than just knowledge transfer, education shapes personalities, enhances skills, and instills ethical values. It enriches individuals through the understanding of science, arts, and culture and contributes to the advancement of society. In addition, education equips individuals to make wise decisions, create innovations, and solve problems (Harini et al., 2023). In the digital age, education improves technological literacy so that it is used wisely. Inclusive education reduces socio-economic disparities, creating equitable opportunities for all levels of society to develop and improve quality of life.

The educational process is about conveying facts and concepts and aims to instill moral values such as responsibility, tolerance, honesty, and empathy. The importance of education can also be seen in its contribution to broader social development, where the higher and better the quality of people's education levels, the better the quality of life and economic development that can be achieved. Education reduces social inequality and opens up fair opportunities for people, regardless of social and economic background (Sasmiharti, 2023). Thus, education shapes competent individuals and becomes the foundation for creating a just and prosperous society.

Higher education drives innovation, research, and creative solutions that support technological and economic progress. Through higher education, individuals can explore specific fields and build professional networks in the era of globalization. In addition to intellectual advancement, education contributes to a just society by providing equitable access for all.

Governments and educational institutions play a vital role in ensuring inclusivity through policies that support vulnerable groups, including remote and economically weak communities (Rusdianti & Sopanah, 2023). These efforts are essential to realizing sustainable development and creating better life opportunities.

Dye (1981) explains that public policy can be understood as decision-making steps taken by the government, which has the authority to make decisions that impact the wider community. This process includes steps taken by the government to allow or allow something to happen to solve societal problems. Public policy consists of a series of decisions the government takes to respond to or address problems related to the public interest. This approach involves mandatory and authoritative decisions in dealing with these problems (Tangkilian, 2003: 1).

Laswell and Kaplan in Nugroho (2012: 119) define public policy as a program projected on certain values, goals, and practices. This view explains that public policy is not just a series of decisions but a structured program with clear objectives to achieve certain goals and implement values considered important by policymakers. Public policies are formulated to achieve specific goals, such as improving people's quality of life, addressing social issues, or realizing economic development targets.

The policy implementation stage plays an equally important role as policy formulation because it determines whether the policies that have been designed can be realized properly in the field and produce an impact by the predetermined objectives. Sasmito and Nawangsari (2019) emphasize that to achieve the desired results, public policy implementation must be carried out optimally. This requires the government to ensure that the adopted policies can be implemented efficiently, effectively, and by the planned objectives. The success of this implementation has a major impact on achieving positive results in the community or sector targeted by the policy.

Education is a fundamental right that every citizen must have, as stipulated in the Constitution. Article 27 Paragraph (2) of the 1945 Constitution of the Republic of Indonesia states, "Every citizen has the right to a job and a livelihood worthy of humanity, which includes education as the main basis for achieving a prosperous life". Although the right to education is guaranteed, many children from low-income families face economic constraints that prevent them from continuing their education to higher levels. This problem indicates that although education is a guaranteed right, financial barriers remain a major challenge, especially for families with limited income.

Higher education plays an important role in creating social and economic prosperity (Marginson, 2018). Scholarship programs such as KIP Kuliah provide underprivileged students access to higher education, helping to address structural poverty and improve the competitiveness of Indonesia's human resources. It is important to expand the scope of scholarships and improve the efficiency of their implementation so that the benefits are felt more widely. In addition to scholarships, it is necessary to strengthen education infrastructure, especially in remote areas, so that access to education is more equitable. The involvement of local communities and non-governmental organizations can also strengthen education support in less accessible areas. These efforts are expected to create an inclusive education system that can reduce social disparities and provide equal opportunities for all individuals.

The Indonesia Smart Card - Lecture (KIP-K) program continues the Bidikmisi program, which aims to provide students from poor or vulnerable families access to higher education. In 2021, this program has helped more than 150,000 students by providing tuition assistance and living expenses at various state universities (PTN) and private universities (PTS). KIP-K seeks to reduce economic constraints that hinder education, support social mobility, and increase the economic potential of beneficiaries. In the long term, this program is expected to break the cycle of poverty and encourage the participation of the younger generation in national development.

The KIP-K program also seeks to equalize access to higher education for students from underprivileged families by reducing the cost burden. In addition to financial assistance, this program supports the development of student competencies through training and mentoring so that they are better prepared and competitive in the world of work. KIP-K helps students complete their education and prepares them as a generation contributing to economic and social progress.

The KIP Kuliah Merdeka program is a form of social justice that provides access to higher education for children from underprivileged families, reduces the education gap, and improves the quality of Indonesia's human resources. This program allows students from limited economic backgrounds to develop their potential while contributing to the nation's progress. In order to optimize the benefits of the program, strict supervision is needed so that the aid funds are right on target and have a positive impact. With KIP-K, it is hoped that more young people will have equal opportunities for higher education, creating a more just and prosperous society.

In addition to ensuring that the assistance is well-targeted, it is also important to conduct regular evaluations and monitoring of the effectiveness of the KIP program. This aims to assess how much the program can reduce the education gap between community groups and whether students who receive assistance can complete their studies with adequate results. On the other hand, there is also a need to improve the quality of education in universities that accept KIP participants to ensure that the assistance provided can positively impact the long run. Therefore, the government should work with relevant parties to improve the quality of teaching, educational infrastructure, and employment opportunities for graduates of the KIP program.

This study aims to describe and analyze the implementation of the Indonesia Smart Card - Lecture (KIP-K) Program at Lumajang University, including identifying supporting factors and obstacles. This analysis is expected to provide theoretical and practical benefits. Theoretically, this research contributes to developing studies on implementing KIP-K and can serve as a reference for similar research. The results of this study are expected to assist Lumajang University in identifying the challenges and opportunities of the program, formulating more effective management strategies, and providing policy recommendations to expand access to higher education for students from underprivileged families.

## **2. Methods**

### **Research Design**

This research uses a descriptive method with a qualitative approach. According to Mukhtar (2013: 10), the descriptive qualitative research method is used to gain knowledge or build theories based on the research results conducted in a certain period. With this method, researchers aim to explain the phenomena that occur, both through direct observation and in-depth interviews (Sholahuddin, 2021), in order to produce a comprehensive understanding.

### **Research Location**

The research location is where the research activities occur (Sujarweni, 2014: 73). This study was conducted at Lumajang University, which was chosen based on its position as the only university in Lumajang district among seven universities in the area. In addition, as an institution that is a major destination for local students, Lumajang University offers a unique context for assessing the implementation of the KIP-Kuliah Program.

### **Research Informant**

Informants in this study were campus officials related to student affairs, KIP Kuliah operators, and student beneficiaries. The informant selection technique uses purposive sampling. According to Sugiyono (2015: 67), purposive sampling is a data source sampling technique with certain considerations.

### **Data Analysis Techniques**

The data analysis technique uses qualitative data analysis, which is carried out by collecting all data through interviews, observations, and documentation, then condensing the data to select and simplify the data obtained, compiling and presenting information based on the data in a systematic and simple form, and drawing conclusions on the data that has been collected (Assor & Rusdianti, 2023).

## **3. Results and Discussion**

### **3.1. Results**

This research was conducted at Lumajang University (UNILU), at Jl. Musi No.12, Lumajang Regency, East Java. Established on April 1, 1983, by the W.R. Soepratman II Foundation, UNILU initially opened three faculties: Law, Social and Political Sciences, and Agriculture. UNILU is committed to improving the quality of education through BAN-PT accreditation and active community service. UNILU also establishes domestic and international cooperation to strengthen research, education, and service. The Indonesia Smart Card-College (KIP-K) program uses the George C. Edwards III model, which includes communication, resources, disposition, and bureaucratic structure.

Communication in implementing the Indonesia Smart Card - Lecture Program (KIP-K) at Lumajang University plays a vital role. KIP-K is an initiative to support outstanding students from underprivileged families in continuing their higher education without financial constraints. Effective communication between all parties is needed for this program to succeed and achieve its goals. Clear communication between universities and prospective KIP-K recipients is crucial to ensure that they understand the requirements, registration procedures, and benefits that can be obtained from this program. Without good communication, there is the potential for missed or inaccurate information to cause confusion and errors in the enrollment process.

In addition, open communication between the government, universities, and stakeholders ensures that the KIP-K Program policy is effective. The communication indicator reflects the delivery of information that supports access to higher education. Understanding the program's objectives encourages student participation, as the person in charge of KIP-K confirmed that communication is important for long-term success. This is supported by the statement of the person in charge of the KIP-K Program, who stated: "Information about the Smart Indonesia Card - College Program (KIP-K) at Lumajang University has been disseminated through various media. We use pamphlets and banners installed at several strategic points, both in the campus environment and along the main road, so that the general public can access them. In addition, complete information related to this program is also available on the official website of Lumajang University".

Lumajang University actively disseminates information on the KIP-K Program through pamphlets, banners, official websites, and in-depth explanations to student beneficiaries. Structured and continuous communication ensures that students understand the program procedures and can use them optimally. The university provides two enrollment paths, regular and KIP-K scholarship, with consultation services to help prospective students choose the appropriate path. This provides flexibility and ensures that each student is well-informed. Effective communication is critical to the success of the KIP-K Program, which is aimed at students from underprivileged families. A clear communication flow makes it easier for students to understand the program's requirements, procedures, and benefits so that program implementation can run smoothly and on target.

A structured communication mechanism at Lumajang University ensures that students understand the procedures and utilization of the KIP-K Program. Information is conveyed through social media, emails, pamphlets, and posters and reinforced by continuous socialization through special groups and regular meetings. Information transparency helps students understand their rights and obligations and maintain their GPA according to program requirements. The university also coordinates with deans and department heads to monitor students' academic progress, including KHS monitoring, to prevent administrative and academic obstacles. This effective communication not only ensures the smooth implementation of the program but also provides long-term support for students in maintaining academic performance so that the KIP-K Program has a positive impact beyond financial assistance.

Effective communication indicators are key to successfully implementing the KIP-K Program at Lumajang University. Information about the requirements, procedures, and student rights is conveyed through regular socialization, debriefing, and digital channels such as communication groups and emails. This approach ensures that every stage of the program, from registration to scholarship disbursement, runs smoothly and transparently. Two-way communication makes it easy for students to ask questions and resolve administrative issues without a hitch. In addition to improving students' understanding of the importance of maintaining academic performance, good communication strengthens their participation,

minimizes misunderstandings, and increases satisfaction with the program. This communication support ensures that the KIP-K Program positively impacts the well-being and academic development of students at Lumajang University.

The availability of adequate human resources is key to successfully implementing the KIP-K Program at Lumajang University. The university must ensure that the workforce, such as lecturers, administrative staff, program focal points, and operators, are sufficient in number and have the appropriate competencies. An in-depth understanding of the program's objectives, procedures, and mechanisms is essential to ensure the smooth running of each stage, from registration and verification to scholarship disbursement. Qualified human resources also play a role in assisting beneficiary students so that they can make optimal use of the program. The program's success depends on a workforce capable of implementing the policy with high professionalism.

The Head of the Academic and Student Administration Bureau (BAAK), as well as the operator of the Indonesia Smart Card - College Program (KIP-K), also confirmed that: "Currently, the management of the Smart Indonesia Card - College Program (KIP-K) at Lumajang University is still under the main responsibility of the person in charge and the program management team. The management is still combined with the tasks carried out by the Head of the Bureau of Academic Administration and Student Affairs (BAAK), considering that this program is closely related to student affairs. The main person in charge of the KIP-K program at Lumajang University is currently the head of student affairs, who is responsible for overseeing the program's overall implementation, from registration and eligibility verification to scholarship disbursement to the beneficiary students. In addition, he also plays a role in ensuring that every student involved in the program clearly understands their rights and obligations, including maintaining academic performance and ethics during the study period".

The resources that Lumajang University has in implementing the KIP-K Program indicate the readiness of a sufficient and competent workforce to ensure the successful implementation of the program. The management of the program is done through efficient coordination between the management team, consisting of staff from the Bureau of Student Administration and the main person in charge, the Head of Student Affairs. Solid coordination ensures that every stage, from student admission and data verification to scholarship disbursement, runs smoothly. The presence of a skilled and experienced management team helped the university handle various challenges in the implementation process. Support from competent staff and experienced leaders strengthens the implementation of this program so that the goal of providing access to education for students from underprivileged families can be achieved optimally.

An experienced workforce with a deep understanding of the KIP-K Program mechanism is key to ensuring its smooth implementation at Lumajang University. Regular staff training and integrated information system support strengthen the university's capacity to manage the program efficiently. With an organized system, beneficiary students can easily access scholarships and receive guidance to maintain their academic performance. The support covers administrative aspects and assists students in their academic and personal development. Competent human resources, supported by adequate infrastructure, ensure that every program stage runs according to guidelines. The main objective of increasing access to higher education for students from underprivileged families can be achieved optimally.

The implementation of the KIP-K Program at Lumajang University has gone very well due to the university's strong commitment to managing the program. In addition to having adequate financial resources, the university is supported by a competent workforce to manage all aspects of the program effectively. Administrative processes, from registration to fund disbursement, are carried out efficiently and promptly, without delays that hinder the disbursement of scholarships. University staff provide adequate service and are ready to assist students through direct consultation or digital platforms. The availability of friendly and professional staff makes it easy for students to access information and get the assistance they need. Open and responsive communication ensures that every stage runs smoothly so that the KIP-K program provides maximum benefits for students from underprivileged families.

Dispositional indicators are important in successfully implementing the KIP-K Program at Lumajang University. The positive disposition of the management, administrative staff, and

those in charge of the program ensured that the policy was implemented with passion, dedication, and high responsibility. A proactive attitude in overcoming obstacles, clear information delivery, and consultation and guidance services for students create a supportive environment and provide a sense of security. This strong commitment ensures that every stage of the program, from registration to scholarship disbursement, runs smoothly and on time. Good dispositions increase students' motivation to maintain academic performance. Consistent support from all parties ensures that the KIP-K Program achieves its main objectives, expanding access to higher education and providing significant benefits to students from underprivileged families.

The KIP-K Program team at Lumajang University demonstrated a strong commitment to providing the best service to the beneficiary students. Information is conveyed, and assistance is provided at every stage of the process to facilitate understanding of the program requirements. The university implements regular monitoring and audits to maintain accountability, ensuring scholarship funds are disbursed on time and according to procedures. This rigorous oversight prevents misuse and ensures aid reaches eligible students. The university's commitment is to fulfill administrative obligations and support students' academic success. Transparent management maintains public trust and strengthens the university's image as a responsible institution. With these efforts, the KIP-K program can provide students from underprivileged families access to quality higher education.

The disposition of KIP-K Program implementers at Lumajang University shows high commitment, integrity, and responsibility, ensuring optimal services, beneficiary assistance, and creating inclusive education and sustainable program success. One of the beneficiary students stated: "So far, the staff of Lumajang University can be said to be very responsible and professional in implementing the KIP-K (Kartu Indonesia Pintar-Kuliah) Program. They are always ready to assist when facing problems or obstacles. The staff are always alert and provide effective solutions for technical issues, such as the document upload process or other administrative matters. When there are questions or confusion, the staff and the person in charge of the program can always provide clear and understandable answers so that we, beneficiary students, do not feel confused".

The disposition of the KIP-K Program implementers at Lumajang University is reflected in their efforts to ensure that the registration and scholarship distribution processes are transparent and by regulations. The person in charge designs strategic policies based on a long-term vision, while the operator translates them practically in the field. Despite having different roles, both are committed to running the program effectively. Good communication and coordination are key to overcoming the differences in roles and ensuring policies are understood and implemented appropriately. The person in charge needs to provide clear guidance, while the operator provides feedback on challenges in the field. Constructive dialogue strengthens implementation, minimizes barriers, and accelerates adaptation. This collaboration ensures the program runs according to guidelines, provides maximum benefits, and supports student academic success.

Although implementing the KIP-K Program at Lumajang University is not free from technical and administrative constraints, such as difficulties in uploading documents or managing student data, the implementation team has acted quickly in identifying and addressing problems. The solutions implemented, including improved procedures and system adjustments, demonstrate the university's good disposition in ensuring the program's smooth running. Quick responses and consistent coordination ensure that any obstacles can be resolved without disrupting program implementation. Overall, the disposition indicators in implementing the KIP-K Program have gone well. Open communication and proactive efforts in overcoming obstacles ensure that the program provides maximum benefits to students while contributing to improving access to education for underprivileged families.

The organizational structure of Lumajang University plays an important role in the smooth implementation of the KIP-K Program, especially in ensuring that each organizational element works synergistically and effectively. A clear division of tasks between the Student Administration Bureau, faculties, and study programs supports the program's implementation. Each unit understands its roles and responsibilities, thus contributing to the program's

effectiveness. One of the strengths of this structure is its ability to facilitate collaboration between departments. Good coordination between BAK, the finance department, faculty, and study programs ensures that the registration, verification, and disbursement processes run smoothly without overlapping responsibilities. Open and transparent communication channels minimize the risk of errors, ensuring information and resources are channeled promptly.

In addition, an organizational structure that supports collaboration facilitates quick and appropriate problem solving. In the event of technical or administrative constraints in implementing the KIP-K Program, clear coordination between parties facilitates finding effective solutions. A periodic evaluation of the organizational structure is necessary to identify areas that need to be adjusted to the development and needs of the program. With a well-managed organizational structure, Lumajang University can ensure that implementing the KIP-K Program is efficient and provides optimal benefits to scholarship students. A flexible structure responsive to challenges allows the university to adapt and make needed improvements continuously. This ensures that the program's main objectives are achieved successfully and positively impact students.

The person in charge of the Indonesia Smart Card - College Program (KIP-K) stated: "The organizational structure at Lumajang University is very supportive of the implementation of the Kartu Indonesia Pintar - Kuliah (KIP-K) Program. We ensure that our organizational structure is designed in such a way to facilitate the success of this program. We recognize that the success of the KIP-K Program requires the support of individuals with in-depth knowledge and relevant skills. Our well-organized organizational structure allows for efficient workflow, smooth coordination, and quick response to possible issues".

This statement was reinforced by a statement made by one of the beneficiary students: "The organizational structure of Lumajang University is very helpful in supporting the KIP-K Program. I can easily get the information and assistance I need with a clear division of tasks. The process is also faster and less confusing. This is important because it allows us to focus on learning without thinking too much about administrative matters. So, I feel very helped by this good structure".

A good bureaucratic structure at Lumajang University is crucial in successfully implementing the KIP-K Program. A clear and organized structure facilitates coordination between units and departments, ensuring each bureaucratic element performs its role effectively. A detailed division of tasks and responsibilities supports the management of the program, from planning to implementation, so that it runs well. The existence of clearly defined Standard Operating Procedures (SOPs) provides systematic guidance in every stage of the program, minimizes the risk of errors, and ensures consistency of implementation. SOPs also serve as a reference for evaluation and continuous improvement to increase program effectiveness.

Head of Academic and Student Administration Bureau, that: "We refer to the technical guidelines (juknis) set by the Ministry of Education, Culture, Research and Technology (Kemendikbud Ristek) in developing our standard operating procedures (SOP). According to the juknis, registration is carried out according to a predetermined schedule, usually announced through official Kemendikbud Ristek channels or related agencies. The registration criteria include several important aspects to ensure the registered candidates meet the predetermined requirements. If the number of applicants exceeds the available quota, we will make a selection based on the priority order stated in the technical guidelines".

The bureaucratic structure in implementing the KIP-K Program at Lumajang University is considered very good. It has been by the standard operating procedures (SOPs) in the technical guidelines (juknis). A systematic approach ensures that each program stage runs efficiently and transparently. A special implementation team was formed to handle administrative and technical processes, with a clear division of tasks, from registration and data verification to aid distribution. The registration and verification process is carried out carefully according to the technical guidelines, including validation of KIP and checking data from the Family Hope Program (Program Keluarga Harapan / PKH) and the Integrated Social Welfare Data (Data Terpadu Kesejahteraan Sosial/DTKS). Quota handling is done based on priority with a transparent complaint mechanism. Lumajang University's bureaucratic structure ensures the

program runs smoothly and effectively, providing maximum benefits to students from underprivileged families who need financial support.

The Indonesia Smart College Card (KIP-K) program at Lumajang University faces various supporting and inhibiting factors that affect the effectiveness and success of its implementation. These factors include internal and external aspects that directly impact the achievement of program objectives. The person in charge of the Kartu Indonesia Pintar - Kuliah (KIP-K) program stated: "During the implementation of the KIP-K program, there are several supporting and inhibiting factors that affect the effectiveness of its implementation. The main supporting factor is the commitment of the institution's leadership, which is visible in the form of a stamped statement letter, showing the seriousness and responsibility of running this program. In addition, the LLDIKTI also plays an active role in delivering the necessary information to universities, ensuring that the campus has access to guidelines and updates related to the KIP-K program. Thus, support from institutional leaders and the LLDIKTI is an important foundation in the smooth implementation of the program".

The commitment of institutional leaders supports the success of the KIP-K Program at Lumajang University, the cooperation of academic operators, and the support of LLDIKTI and the KIP Management Information System (SIM) that monitors the data of scholarship recipients. SIM KIP manages the data transparently, ensuring the administrative process runs efficiently. However, this program faces obstacles, such as gaps in socialization with students, which resulted in some students submitting their files late. Limited means of direct surveys to students' homes also affect the accuracy of recipient data. The threat of cyberattacks on the National Database (PDN) is another challenge that can hamper the verification and disbursement process. Therefore, increased cybersecurity is necessary. Despite the obstacles, solid supporting factors allow this program to expand access to higher education for underprivileged students effectively.

The Head of the Academic and Student Administration Bureau (BAAK) expressed an opinion regarding the factors that hindered the program's implementation: "However, there are several obstacles that also affect the implementation of the KIP-K program. One significant obstacle is the limited means to conduct surveys or direct visits to the homes of KIP-K recipient students. This makes it difficult for program organizers to verify data or ensure the economic condition of prospective recipients directly, which in turn can affect the accuracy of aid distribution. On the other hand, the hacker attack on the National Database (PDN) was a major unexpected challenge. This incident paralyzed the KIP SIM website until July 29, 2024, which hampered the online data management process."

The success of the KIP-K Program at Lumajang University depends on efficient data management, accurate verification, and strong cybersecurity. An integrated data management system simplifies administration, minimizes errors, and ensures that beneficiary data is always up-to-date. Cybersecurity should be a priority to protect sensitive data from attacks. Engaging information security experts can reduce risks and keep the administration process smooth. In addition, proactive socialization through digital and face-to-face media is important so that students receive timely information. Supervision of aid recipients should be tightened to ensure they are eligible and maintain academic performance. Optimizing these factors will maximize the impact of the program and ensure the sustainability of KIP-K.

Implementing the KIP-K Program at Lumajang University faces challenges, especially the late collection of important documents such as photocopies of account books and KHS, which can hamper the administration and disbursement of scholarship funds. These delays have the potential to disrupt students' educational continuity. However, easy access to information and responsive communication from KIP-K operators in person and through digital platforms help students resolve obstacles quickly. Regular collection of students to receive announcements is also effective in ensuring they get the latest information. Increasing student awareness of the importance of the timeliness of document collection is a strategic step that must continue to be strengthened to support the smooth running of the program.

### **3.2. Discussion**



This research analyzes the implementation of the Indonesia Pintar Program based on Permendikbud No. 10/2020 using the G. Edward III theory, which includes four indicators: communication, resources, disposition, and bureaucratic structure. The results of observations and interviews show that the four indicators have been implemented in an integrated manner in the Smart Indonesia Card - College Program (KIP-K) at Lumajang University. The program implementation runs smoothly thanks to a good support system from all related parties. Lumajang University not only meets the implementation standards but is also committed to continuously improving the effectiveness and efficiency of the program.

From the communication indicator, Lumajang University ensures effective communication in implementing the KIP-K Program from the admission stage. Information is conveyed through visual media, such as banners, pamphlets, digital posters on social media, and direct socialization. Communication continues until students become program recipients, emphasizing understanding rights, obligations, and program objectives to minimize misunderstandings. Communication evaluations are conducted regularly to ensure that information remains relevant and easily understood. In addition, the university utilizes technology to reach students in remote areas, ensuring all beneficiaries are well-informed. Continuous communication is key to the successful implementation of KIP-K at Lumajang University.

On the resources indicator, Lumajang University prepared resources to support the implementation of the KIP-K Program by appointing a special operator, the Head of Academic and Student Affairs Administration Bureau, who is responsible for the technical smoothness of the program. Overall supervision is carried out by the Vice Rector III for Student Affairs, who actively coordinates with beneficiary students, deans, and department heads to monitor student activeness. The university also provides training for program management staff to improve their understanding of technical guidelines and regulations. Technological support, such as using digital information systems, facilitates monitoring and reporting of beneficiaries. With competent human resources and technology integration, Lumajang University can minimize administrative barriers, improve service quality, and ensure that KIP-K implementation optimally according to transparency, responsibility, and sustainability principles to support inclusive and equitable education.

Furthermore, Lumajang University showed high dedication to the disposition indicator by maintaining integrity and transparency in managing the KIP-K Program. The program is run through strict internal mechanisms, ensuring the distribution of scholarships according to regulations. The implementation team is committed to providing clear information, easy access, and relevant support for beneficiary students. To improve accountability, the university implements regular monitoring and audits and proactively responds to student complaints to resolve obstacles quickly. Coordination between the implementation team, academic staff, and administrative bureaus strengthens the program's sustainability. Regular evaluations are conducted to adjust policies to student needs, creating a conducive environment that encourages students to focus on academic achievement without being distracted by administrative issues so that the KIP-K program provides optimal impact.

In addition, Lumajang University has a solid bureaucratic structure supporting the KIP-K Program's success. The organized structure ensures efficient coordination between units with a clear division of tasks from planning to implementation. This approach allows all elements of the university to contribute optimally so that the program runs smoothly and positively impacts students. Periodic evaluation mechanisms are in place to ensure the process is on target, while transparent standardized procedures strengthen accountability and transparency.

Implementing the KIP-K Program at Lumajang University is supported by various factors that accelerate the achievement of the objectives per the Minister of Education and Culture Regulation No. 10/2020. The main supporting factor is the university leadership's strong commitment to providing strategic direction to ensure the program runs optimally. In addition, effective cooperation and harmonious coordination between academic operators facilitates program implementation's administrative and technical processes. Support from LLDIKTI also plays an important role through supervision, direction, and technical assistance so that program implementation is by applicable regulations. The combination of leadership commitment,

internal coordination, and external support is the key to successfully implementing the KIP-K Program at Lumajang University.

The functioning of the KIP Management Information System (SIM) is an important element in supporting the implementation of the KIP-K Program at Lumajang University. SIM KIP facilitates accurate monitoring and reporting of beneficiary data, reducing the risk of fund disbursement errors and ensuring the program is well-targeted. It also enables real-time data analysis for quick decision-making in program improvement. In addition, a collaborative work culture among administrative and academic units creates a conducive work environment in facing challenges during program implementation. The university regularly conducts socialization and training to improve the competence of program management staff. The combination of technology, competent human resources, and institutional support ensures that the KIP-K Program is implemented effectively and provides maximum positive impact for students.

The inhibiting factors in implementing the KIP-K Program at Lumajang University include students' lack of understanding of the program procedures due to less than optimal socialization. Although information has been disseminated through various channels, misunderstandings still hamper the administrative process. To overcome this, the university could record coaching sessions and provide written guidance documents so all students receive the same information. Another obstacle is the late collection of important documents, such as photocopies of account books and Study Result Cards (KHS), which causes delays in data verification and fund disbursement. The solution is for the university to send periodic reminders via email, SMS, or instant messaging to students regarding the deadline for collecting important documents, ensuring that the administrative process runs on time.

Limited facilities and infrastructure for direct surveys were also an obstacle in verifying the economic conditions of KIP-K recipient students at Lumajang University. Limited transportation and workforce reduce the effectiveness of this process. The university should add more field survey officers to speed up and improve verification accuracy. Another alternative is to utilize online survey technology or work with village officials to obtain additional data. Prospective recipients can also be asked to record a video of the house condition as more objective visual evidence. Another obstacle is the threat of cyberattacks on the National Database (PDN) system, which can disrupt data management. Universities must strengthen cybersecurity to protect data and ensure that scholarship distribution runs smoothly.

To overcome barriers in implementing the KIP-K Program, Lumajang University could increase socialization through interactive digital platforms, such as webinars or dedicated apps, so that students understand the program procedures better. The university could also establish a dedicated team to speed up document collection by sending automated reminders through text messages or emails. In addition, cooperation with local governments or social institutions is needed to support student home surveys, such as providing transportation or additional personnel. Strengthening cybersecurity should also be a priority, as should implementing encryption and data backup to protect the National Database (PDN). These strategic steps are expected to minimize obstacles and ensure the KIP-K program runs more effectively and optimally.

## **4. Conclusion**

Based on the research results described earlier, it can be concluded that the research findings show that the implementation of the KIP-K Program at Lumajang University has run according to the Minister of Education and Culture Regulation No. 10 of 2020 by referring to G. Edward III's theory of public policy implementation which includes communication, disposition, bureaucratic structure, and resources. The program's success is supported by the commitment of university leaders, coordination with LLDIKTI, and the use of the KIP-K Management Information System (SIM) that facilitates program monitoring. Solid cooperation between study program operators and the university is also important for efficient implementation.

However, several obstacles were still encountered, such as late collection of documents by students, non-attendance at coaching activities, limited field survey facilities, and the threat of cyber-attacks that had paralyzed the national data system. To overcome these obstacles, Lumajang University needs to strengthen cybersecurity and improve communication through a special digital platform for KIP-K recipients that can provide real-time information. In addition, the university can utilize online survey technology and collaborate with local governments to accelerate data verification. These strategic steps are expected to increase program effectiveness, minimize barriers, and provide greater impact for beneficiary students so that they can complete their education and contribute to social and economic development.

Based on the study's results, several suggestions are provided for the KIP-K Program policy implementors. First, Lumajang University is advised to send regular reminders to beneficiaries via email, SMS, or academic system notifications to prevent delays in document collection. Second, all coaching sessions and online training modules should be recorded to keep students informed and ensure all beneficiaries understand their rights and obligations. Third, universities can add field survey officers or utilize online survey technology to accelerate data verification of prospective recipients. Fourth, improved KIP-K data storage with backup servers, periodic security audits, and staff training in managing cyber threats are also needed. In addition, establishing a student complaint management team can strengthen communication and support the program's success.

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