

## **EFFECTIVENESS OF GOVERNMENT SUBSIDY PROGRAM IN THE TRANSITION ACCREDITATION POLICY FROM *BAN PT* TO *LAM* FOR PRIVATE UNIVERSITIES IN SURABAYA, INDONESIAN**

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### **ABSTRACT**

This research was motivated by there is a policy transition from *BAN PT* to *LAM* which requires funds to support the accreditation process. This research focuses analysis effectiveness of government subsidy programs for private university in Surabaya. The method uses mix-methods and the data collection applies three techniques, namely questionnaire, interviews, documentation. Questionnaire distributed to respondents to obtain data by utilizing Google Form. The interview was carried out with the structural officials of private universities in Surabaya also documentation used to sharpen the analysis. Data analysis according to Miles and Huberman concept includes collecting data, present data, reducing data, and drawing conclusions. Based on data analysis, the effectiveness related to the presence of a government subsidy program as a solution to the transition of accreditation policy from *BAN PT* to *LAM*. The results are of the research that this government subsidy program can ease the funding burden on private universities and have positive impact.

**Keywords:** *BAN PT, LAM, government subsidy program, transition accreditation.*

### **A. INTRODUCTION**

In the management Higher Education Institutions, the National Higher Education Standards (*SN Dikti*) mandates the duties and functions of the *Tri*

*Dharma*, namely; Education, Research and Community Service. Universities required reporting the results of *Tri Dharma* achievements through assessment activities. This aims to determine the suitability of Study Programs and Higher Education Institutions in the accreditation to accordance with the provisions the *Peraturan Menteri Pendidikan dan Kebudayaan Nomor 5 Tahun 2020* about Accreditation of Study Programs and Higher Education Institutions. Higher education institutions are also expected to maintain and improve quality in accordance with National Higher Education Standards based on the *Tri Dharma*, through monitoring and evaluation carried out by the National Higher Education Accreditation Bureau.

Implementing Accreditation is an effort to find out the quality or development of an educational institution, what needs to be improved and maintained. The objectives of implementing accreditation are; first providing information regarding the suitability of schools or programs implemented based on National Education Standards; second Provide recommendations regarding guaranteeing the quality of education to programs and/or a form of education unit that has been accredited by the relevant party (Rukiyah, 2016).

Accreditation is one of the main pillars for the progress and continuity of providing quality higher education. Over the last few years, there has been thieved for quality assurance, through an accreditation system, by universities and study programs in higher education. Accreditation is a form of external quality assurance system, namely a process used by authorized institutions to provide formal recognition that an institution has the ability to carry out certain activities. Accreditation is a form of quality assurance system carried out by external institutions outside universities. This quality assurance system is called the (*SPME*). Besides *SPME*, there is also (*SPMI*). *SPME* is run by an institution that has duties and authority that are regulated in statutory regulations related to the implementation of higher education. The institution that carries out these duties and authorities is the accreditation Bureau for Higher Education (*BAN PT*).

This accreditation is mandated by the regulations. First, decree 55 the *Undang-Undang Nomor 12 Tahun 2012* about higher education, emphasizes that accreditation assessments need to be carried out in accordance with the criteria established based on the National Higher Education Standards (*SN DIKTI*). Second, the *Peraturan Pemerintah Nomor 4 Tahun 2014*, Decree 6 of b.2, External Quality Assurance System (*SPME*) needs to be carried out by *BAN PT* and Independent Accreditation bureau (*LAM*). Based on these regulations, the Government, through the *Kemendikbudristek* then issued *Peraturan Menteri Riset, Teknologi dan Pendidikan Tinggi Nomor 32 Tahun 2016* concerning Accreditation of Study Programs and Higher Education. This regulation was updated again with Minister of Education and Culture Regulation, *Peraturan Menteri Pendidikan dan Kebudayaan Nomor 5 Tahun 2020* concerning Accreditation of Study Programs in Higher Education. The costs incurred by universities to accredit this study program have caused a polemic for higher education institutions in Indonesia, especially private universities in Surabaya which have little students. The Ministry of Education, Culture, Research and Technology (*Kemendikbudristek*) supports the process of transforming study

program accreditation (*BAN PT*) to Independent Accreditation bureau (*LAM*) through appropriate, effective and sustainable mechanisms. This is an effort by the Institutional Directorate of the Directorate General of Higher Education, Research and Technology in implementing the mandate of the *Undang-Undang Nomor 12 Tahun 2012* concerning Higher Education.

Due to this, the government is trying to deal with the above problems by issuing the Government Subsidy Program for Accreditation as an effort to reduce the financial burden on private universities. This is in accordance with the issuance of the *Keputusan Menteri Pendidikan Kebudayaan dan Riset Teknologi Nomor 38/E/KPT/2023* concerning Technical Instructions for the Government Subsidy Program for the Accreditation Transformation of Study Programs in 2023. Then the recipients of the Subsidy specifically intended for Private Universities in accordance with the decision of the Ministry of Education, Culture and Technology for Higher Education Service Institutions Region to address the above problems by issuing the Government Subsidy Program for Accreditation as an effort to reduce the financial burden on Private Universities.

With this, the researcher will examine first, the influence of administrative management related to the causality of the accreditation transition policy from *BAN PT* to *LAM* at private universities in Surabaya. Secondly the effectiveness of implementing the government Subsidy program for accreditation for private universities in Surabaya. With this effectiveness, it can provide an injection of motivation for universities in facing financial problems for accreditation programs. The aim of the Government Subsidy Program for the Transformation of Higher Education Accreditation help finance APS in six *LAM* (*LAM-Dik*, *LAM-Kes*, *LAM-SAMA*, *LAM-Teknik*, *LAM-EMBA*, *LAM-Infokom*) through facilitating accreditation funding Subsidy. Of the six *LAM*, researchers focused on *LAMDIK* research.

This funding program is the Government's commitment to improving and guaranteeing the quality of Higher Education. The Subsidy provided through this program is in the form of partial reimbursement funds for APS fees that have been paid by universities to *LAMDIK*. The amount of Subsidy is determined in the Decree of the *Mendikbudristek*. So it is hoped that this research can be used as a reference and guide for research in the field of administrative science. This research is also expected to have a significant influence on policy management from *BAN-PT* to *LAM* at private universities in Surabaya.

## **B. LITERATURE REVIEW**

### **Public Policy**

Etymologically, policy is derived from the Greek word "Polis" which means city. Policy concerns the idea of organizational arrangements and is a formal pattern that is equally accepted by governments or institutions, so that with this they try to pursue their goals (Setiawan, 2021). Policies are written rules which are formal organizational decisions, which are binding with the aim of creating a new system of values in society. Policies are the main reference for organizational members or community members in their behavior. Policies are generally problem solving and proactive. In contrast to laws and regulations, policies

are more adaptive and interpretive, although policies also regulate "what is allowed and what is not allowed". Policies are also expected to be general in nature but without eliminating specific local characteristics.

### **Effectiveness**

Effectiveness is as a form of measurement an activity or program carried out to achieve the goals that determined by an organization. This matches with the explanation from Robiah, et al (2024), which is a measurement of an activity or program in achieving predetermined goals within the organization. Emerson (Mawuntu et al, 2022) explains that effectiveness is a measurement effort in terms of achievements that have been determined or previously agreed upon. Meanwhile, according to the explanation from The Liang Gie (Mawuntu et al, effectiveness is a measurement in the sense of achieving predetermined goals, while according to The Liang Gie, effectiveness (Mawuntu et al, 2022) is a condition which contains an explanation regarding the occurrence of a desired effect, if a person performs an action with a specific intention, then that person is considered effective if it causes the consequences or has the intention as desired.

Public policies are decisions that are binding on many people at a strategic or broad level made by public authorities. As a decision that binds the public, public policy must be made by political authorities, namely those who receive a mandate from the public or the people at large, generally through an election process to act on behalf of the people at large. Furthermore, public policy will be implemented by state administration which is run by the government bureaucracy. The main focus of public policy in a modern state is public services, which is everything that the state can do to maintain or improve the quality of life of many people. Balancing the role of the state which has the obligation to provide public services with the right to collect taxes and levies; and on the other hand balancing various groups in society with various interests and achieving the constitutional mandate.

According to Riant Nugroho (2018; Mawuntu et al, 2022), Public Policy Effectiveness includes five principles that must be fulfilled, namely, 1) Exact policy. The accuracy of the policy is assessed by the extent to which the existing policy contains things that actually solve the problem to be solved. 2) The exact implementation. There are three institutions that can be implementers, namely the government, cooperation between government and the public/private sector, or implementing policies that are monopolistic. 3) Right on target. Are the intervention targets in accordance with what was planned, do not overlap or conflict with other policy interventions? whether the target is ready for intervention or not. 4) Just the right environment. The environment in this case is divided into the internal environment and the external environment. 5) Exact process. 6) Consists of three processes. Namely Policy Acceptance, Policy adoption, Strategic Readiness.

### **Public Finances**

According to the *Undang-Undang Nomor 17 Tahun 2003* concerning State Finances, the President holds the power to manage state finances which are used to achieve state goals. This task is delegated to the Minister of Finance, Ministers of institutions as Budget Users of the state ministries they lead and to governors of

regional governments.

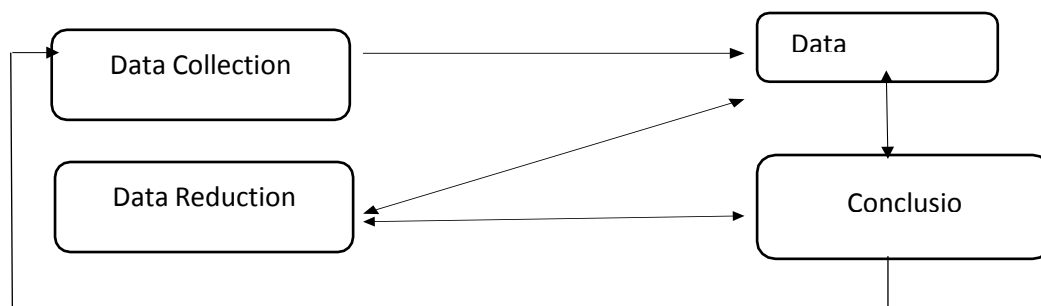
State finance is the management of state assets consisting of money and goods; valuable paper worth money; rights and obligations that can be valued in money; and the last party funds collected above the potential of the central government, regional government, business entities, foundations or other institutions. As an object, state finances include all state rights and obligations that have monetary value, including policies and activities in the fiscal, monetary and management of separated state assets, as well as everything in the form of money or goods that can be made into state property in connection with the exercise of rights, and these obligations. As a subject, state finances include all objects owned by the state, and controlled by the Central Government, Regional Government, State Companies, and other bodies that are related to State finances. As a process, state finances cover the entire series of activities related to the management of objects as mentioned above, starting from policy formulation and decision making to accountability. If viewed from its objectives, state finances include all policies, activities and legal relations related to the ownership and control of objects as mentioned above in the context of administering state government.

In the *Undang-Undang Nomor 17 Tahun 2003* concerning State Finances in article 3, namely, state finances are managed in an orderly manner, in compliance with statutory regulations, efficiently, economically, effectively, transparently and responsibly by paying attention to a sense of justice and propriety. This management includes all planning, control, use, supervision and accountability activities.

The relationship between state finances and this research design is very influential. The existence of good state financial management greatly supports the effectiveness of government aid programs. The government needs adequate financial resources to provide the funds needed for the program. Good state finances can influence the success and effectiveness of the government aid program for the transition of accreditation policy from *BAN-PT* to *LAM*.

### C. METHOD

This research uses a qualitative method with a descriptive approach. The data collection method applies library research by utilizing literature related to the topic. This method was used according to the topic studied, namely related to the implementation of accreditation policies from *BAN PT* to *LAM*. Then data analysis efforts utilize the concepts of Miles and Huberman (Ahmad Rijali, 2018) with the qualitative research data analysis process described as follows.



#### D. EXPLANATION

**The causality of the policy of switching accreditation from *BAN PT* to *LAMDIK* at private universities in SURABAYA for little students.**

The National Accreditation Bureau for Higher Education also stated that accreditation of higher education institutions is useful for: first, providing guarantees that accredited higher education institutions have met the quality standards set by *BAN-PT*, so that they are able to provide protection for the community from higher education institutions that do not meet standards. Second, encourage universities to continuously make improvements and maintain high quality. Third, the results of accreditation can be used as a basis for consideration in transitioning university credit, providing Subsidy and allocating funds, as well as recognition from other bodies or agencies. In order to realize public accountability, universities must actively build an internal quality assurance system. To prove that the internal quality assurance system has been implemented properly and correctly, universities must be accredited by an external quality assurance agency. With a good and correct quality assurance system, universities will be able to improve quality, uphold autonomy, and develop themselves as academic institutions and the moral strength of society in a sustainable manner. Over the last few years, policies in developing an accreditation system to improve education quality assurance have continued to be of concern to educational institutions in various countries. This is because accreditation is seen as an evaluation process that indicates whether an educational institution or study program is able to meet the minimum standards set by the accreditation agency.

Accreditation is also considered to be an important instrument for improving the quality of education carried out by each educational institution and study program that organizes educational units. In contrast to the internal quality assurance system carried out by the educational institution or study program, accreditation is a quality assurance system carried out by an external institution. These external institutions usually carry out their duties based on the authority granted by the government or ministry in charge of the education sector. Technical implementation related to the juridical impact of implementing *ISK* had not been specifically regulated at that time either by the National Accreditation Bureau for Higher Education Regulations, *Peraturan Badan Akreditasi Nasional Pendidikan Tinggi Nomor 1 Tahun 2020* and *Peraturan Badan Akreditasi Nasional Pendidikan Tinggi Nomor 1 Tahun 2022* in terms of Study Programs and Higher Education have previous accreditation ratings, namely A, B, C and the impact of the implementation of Accreditation Rating Monitoring and Evaluation Instrument (*IPEPA*) as well as the establishment of a new Independent Accreditation bureau (*LAM*) in this case the accreditation implementation mechanism for Study Programs. The regulation of the juridical impact of *ISK* is specifically regulated in *Peraturan Badan Akreditasi Nasional Pendidikan Tinggi Nomor 27 Tahun 2022* concerning Conversion of Accreditation Ratings using Conversion Supplement Instruments, specified on July 7 2022. How is the regulation of *ISK* conversion based on *Peraturan Badan Akreditasi Nasional Pendidikan Tinggi Nomor 27 Tahun 2022*. There are three regulations of *ISK* conversion arrangements, namely: first, general arrangements and transition to the

Independent Accreditation bureau (*LAM*). Second, conversion and its consequences. Third, Implementation of the conversion of Higher Education Accreditation Conversion (APT) and Study Program Accreditation (APS) which have already received an extension.

The transition of mechanisms from *BAN PT* to *LAM* has had an impact on private universities, especially those with little of students. This is related to financial administration issues (fees) incurred by the university. The fees charged to universities have created a polemic for several universities. Because the fees charged create problems for the college's finances. The finances here are due to the policy at *BAN PT* that accreditation costs are fully borne by the government. With this, the administrative conditions experienced by the universities concerned are very safe. The focus point during the accreditation assessment at *BAN PT* for private universities is only on the completeness of the files and requirements determined by the institution, in accordance with the conditions and capacity of the campus.

Universities with little of students are very sensitive to matters relating to administrative management issues. This is because the college's financial management is relatively minimal commensurate with the number of students it has. Universities will focus more on improving quality and providing a significant positive impact on the quality of education and human resource development during accreditation assessments, the costs of which are borne by the Government. *BAN PT* carries out accreditation for all higher education institutions in Indonesia. Accreditation of higher education institutions is a comprehensive evaluation and assessment process of higher education institutions' commitment to the quality and capacity of implementing higher education *Tri Dharma* programs, to determine the suitability of programs and educational units. This commitment is translated into a number of accreditation standards.

The current policy transition for universities to *LAM* has an impact on universities. The operational costs used for the accreditation process are borne by the university. As a result of the implementation of this policy, the administration felt objections to the new policy. The administrative problems that occur have an impact on the readiness of higher education institutions in the accreditation assessment process. Universities focus on being prepared for the cost requirements that will be incurred for the smooth running of the accreditation assessment. In fact, the readiness factor is in the form of accreditation documents as well as self-descriptions of higher education institutions, infrastructure and human resources from leadership to security guards. The readiness factor is a provision of the contents of the accreditation instrument itself which is detailed with a very detailed and in-depth assessment, and is comprehensive using the principles of transparency and accountability. The maturity of lecturers and educational staff is an important key. Synergizing with each other and collaborating within work units is very important to support this readiness factor.

#### **Effectiveness of Implementing the Government Subsidy Program for Accreditation for Private Universities in Surabaya**

This accreditation is an assessment of the results and a form of formal certification of the condition of a school that meets service standards set by the

government. 18 Accreditation standards are benchmarks that must be met by universities. Accreditation standards consist of several parameters (key indicators) which can be used as a basis for (1) presenting data and information regarding the performance, conditions and educational equipment of higher education institutions, which are outlined in the accreditation instrument, (2) evaluating and assessing the quality of performance conditions, conditions and tertiary educational equipment, (3) determining the suitability of tertiary institutions to provide their programs, and (4) formulating recommendations for improving and fostering the quality of tertiary education programs; and (4) formulating recommendations for improving and fostering the quality of higher education. Evaluation and assessment in the context of accreditation of undergraduate study programs is carried out through peer review by a team of assessors who understand the nature of administering undergraduate study programs. The assessor team consists of experienced experts from various fields of expertise, and practitioners who have mastered the implementation of study program management. All undergraduate study programs will be accredited periodically.

*LAM* as an accreditation institution which was built together with the study program association aims to determine the suitability of state or private universities which refer to the National Higher Education Standards (*SN-DIKTI*) in accordance with the mandate of Minister of Education and Culture Regulation Number 3 of 2020 concerning higher education as an Effort to guarantee the quality of higher education and study programs in Indonesia. Decree 4 Paragraph (1) of the *Peraturan Menteri Pendidikan dan Kebudayaan Nomor 5 Tahun 2020* emphasizes that accreditation for Study Programs is carried out by *LAM*. Decree 37 paragraphs 1a and 1c the *Permendikbud*. it is also emphasized that *LAM* is tasked with compiling study program accreditation instruments based on National Higher Education Standards, and also carrying out accreditation of study programs, issuing, changing or revoking decisions regarding accreditation status and accredited ranking of study programs. These two regulations show that *LAM* has the duty and authority to prepare and compile study program accreditation instruments based on higher education standards and also carry out the study program accreditation process. Not only is it regulated in *Peraturan Menteri Pendidikan dan Kebudayaan Nomor 5 Tahun 2020* concerning Higher Education Accreditation, in the *Peraturan Badan Akreditasi Nasional Pendidikan Tinggi Nomor 1 Tahun 2020* concerning the Accreditation Mechanism of Higher Education and Study Programs, it also confirms that all study programs in the tertiary environment are required to undergo regular accreditation, periodically. The aim is to ensure that the quality of education provided by the study program meets the National Higher Education Standards (*SN DIKTI*) and also to maintain the level of public trust in the graduates it produces.

The implementation of the transition that has occurred in accreditation assessment for higher education institutions in Indonesia has recently experienced pros and cons among higher education institutions who object to the new policy. This new policy has a relatively minimal impact on higher education financial administration for several universities that have little of students. Given these problems, in 2023 in Wave II the Government will officially issue a subsidy



program for universities with appropriate qualifications. This Subsidy program has officially been running since 2022. The program known as the "Government Subsidy Program for Study Program Accreditation Transformation" has received special attention for universities that really need a helping hand from the Government. The government as the provider of Subsidy has criteria that must be met by private universities before receiving Subsidy. From a management perspective, private universities have a clear organizational structure and division of tasks to manage the Subsidy that has been provided, thus, the division of tasks in private universities is in accordance with capabilities in their respective fields. Implementation of Subsidy provided by the government is in accordance with the implementation instructions that have been determined. The various requirements imposed on private universities as a reference are a challenge in themselves. The maturity of the institution from various aspects is used as a provision to qualify as a recipient of the Subsidy program. The requirements given will later be taken into consideration as to whether or not the applying college is suitable. In 2023 Wave II, 38 private universities were declared qualified as recipients. After passing various administrative requirements for passing, the university concerned is charged with completing the documents for disbursing funds. These funds disbursement files include college NPWP data, account numbers, cooperation agreement letters, SPTJM, payment minutes, integrity pacts, receipts.

This Subsidy program is intended only for applications for Study Program Accreditation in undergraduate programs to Independent Accreditation bureau (*LAM*) *Ekonomi, Manajemen, Bisnis, and Akuntansi (LAMEMBA)*; *Sains Alam and Ilmu Formal (LAMSAMA)*; Independent Accreditation bureau *Program Studi Keteknikan (LAM Teknik)*; *Informatika and Komputer (LAM INFOKOM)*, and *LAM Kependidikan (LAMDIK)*; Active study program with a minimum percentage of reports; The study program as referred to in number 1 is a study program with an accreditation rating *B, C, Baik Sekali*, or *Baik* at private universities that are not ranked by university accreditation (*APT*) *A* or *Unggul*; The validity period of the Study Program Accreditation Rating will end in 2022; The university is not having internal problems and is not in any legal dispute; The college is not incoaching status; and the Accreditation Eligibility Document in the form of an APS Instrument in the status of being uploaded to LAM and having proof of APS payment to LAM according to the amount of APS fees in each LAM.

The effectiveness of a program is always related to the expected results and the results that have been achieved. Effectiveness is interpreted as the level of success of management in achieving predetermined goals (Ulumudin, 2016). The term effective indicates how well a process or measure achieves organizational goals. (Sihombing, 2022). The general aim of evaluation is to find out how effective the program is being implemented (Arikunto, 2004). Program effectiveness can be assessed using an evaluation model. The evaluation model that can be used to measure the effectiveness of a program is the CIPP (Context, Input, Process and Product) evaluation model. The results of the self-evaluation can be used to update the study program/college database in the form of a comprehensive profile, planning, strategy development and continuous

improvement of the study/college program, internal quality assurance of the study/college program, and to prepare external evaluation or accreditation. By using the effectiveness ratio, namely comparing the target with the realization in realizing the Government Subsidy program. Such is the case with the Government Subsidy program for the transformation of study program accreditation. With this, it shows the effectiveness of this program, which is aimed at easing the burden on higher education administration, and has had a good impact. This reduces the burden borne by the university concerned. With this, college administrative management is relatively stable.

In this research, novelty was obtained in the form of the effectiveness of government assistance policies in handling the administrative burden of private universities which have a small number of students. This is a novelty because the accreditation policy undergoing transition is a new policy, so scientific readings regarding the policies and programs in this accreditation policy are needed as a reference for implementing accreditation.

## E. CONCLUSION

The level of effectiveness of a program can be measured by comparing the objectives that have been determined and the real results that have been realized. If the results of a program carried out are not correct, causing the expected goals or targets not to be achieved, it is said to be ineffective. There are three measures of effectiveness, namely goal achievement, integration, and adaptation. The Government Subsidy Program for Study Program Accreditation Transformation has proven to have an impact on the stability of higher education administration management. As a means to control the administrative management of universities that have little of students, with this higher education administration program, it is possible to increase human resource capacity, improve the quality of the learning process, increase the completeness of infrastructure and information systems, and increase research and development activities. This program is a strategic means to improve the quality of institutions both at the study program, faculty and individual higher education levels. Such is the case with the Government Subsidy program for the transformation of study program accreditation. With this, it shows the effectiveness of this program, which is aimed at easing the burden on higher education administration, and has had a good impact. This reduces the burden borne by the university concerned. With this, college administrative management is relatively stable.

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