

Approaching Local Elections: Intensifying Electronic Identity Card (E-ID) Registration for Gen-Z Civic Participation

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Abstract

This study analyzes the intensification of the mobile service program for recording Electronic Identity Cards (e-ID) ahead of the 2024 Regional Election in Cirebon City, which targets 4,387 high school students who have not yet recorded. Using a qualitative approach with a case study method, the research adopted Muchlis Hamdi's theoretical framework to analyze three dimensions of implementation: productivity, linearity, and efficiency. The data were collected through in-depth interviews with eight key informants, including Disdukcapil officials, the implementation team, and school representatives, supported by observations and documentation studies. The results indicated that the program achieved 74.18% of the effective target of 4,268 students in terms of productivity. This suboptimality can be attributed to demographic complexity and target group resistance. In terms of linearity, the program exhibited adequate balance and compatibility across five key domains: implementers who possessed the necessary competencies and qualifications; procedures, time, and cost aspects. Despite encountering infrastructure challenges, the optimization of limited resources in a cost-efficient manner. However, the budget aspect revealed dynamics that necessitated attention. The program exhibited a solution-oriented approach and operational flexibility in increasing first-time voter participation.

Keywords: e-ID recording, mobile service, first-time voters, policy implementation

PENDAHULUAN

Digital transformation in public services has become a global imperative, encouraging governments to develop innovative approaches to public service delivery. In Indonesia, the urgency of modernizing population administration services is increasing. Moreover, documents such as the electronic identity card (e-ID) have a vital role as the official identity of the population and an integrated population database. This document serves as the access point to various public and non-public services. Accurate population data from e-ID integration is fundamental for the government to realize the concept of a welfare state. The biometric system in e-ID allows for more accurate verification, which can be used in government program planning, starting from analyzing community needs, formulating data-based policies in practice, such as social assistance

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distribution, access to health services, education, banking, and public housing programs (Kurniawan, 2020).

The year 2024 will be a crucial year for Indonesia's democratic history, with two important events: the presidential general election held on February 14, 2024 and the regional head elections scheduled for November 27, 2024. These two moments of democracy demand careful administrative readiness, especially in terms of voter identification. One of the main requirements for citizens to be able to exercise their voting rights is the ownership of an e-ID.

In anticipation of the important role that KTP-el in the 2024 elections, the Ministry of Home Affairs has instructed all relevant agencies at the Provincial and Regency / City levels to synchronize and update voter data. This step aims to ensure the accuracy and completeness of population data which is the basis for preparing the Permanent Voter List. In response to instructions from the Ministry of Home Affairs, the Civil Registry Service (Disdukcapil) of Cirebon City has developed various innovative strategies to encourage community participation in the e-ID recording process. In addition to providing services at the Disdukcapil Office, the Disdukcapil also provides proactive services to reach the community more closely. First, the e-ID recording service is conducted at the Sub-district Office, with the objective of reducing the burden on the community in terms of distance and travel time, thereby rendering the recording process more accessible to residents in various areas of Cirebon City. Second, mobile services are conducted in hamlet or urban village. Third, mobile services are provided to schools to reach students who have just entered the mandatory age for e-ID. This initiative aims to increase student participation in e-ID recording, thereby facilitating their access to public services and ensuring their inclusion in the 2024 elections.

According to data accessed from Cirebon Satu Data, the number of people required to have an e-ID has increased, especially first-time voters (people who have just entered the age of compulsory e-ID). The most significant trend is increase in 2024 as a result of data synchronization ahead of the election (Table 1).

Table 1. Mandatory e-ID Population

Year	Total
2018	250.135
2019	239.042
2020	244.190
2021	248.304
2022	248.496
2023	259.685
2024	354.679

Source: Cirebon Satu Data (2023)

The first-time voters or residents who have just entered the mandatory age for e-ID come from the student group. Of this number, some of them come from the group of students who are at the high school / high school / equivalent level.

Table 1. Cirebon City Population at Senior High School Level

No	District	Total
1.	Kejaksan	15.706
2.	Lemahwungkuk	17.224
3.	Harjamukti	31.038
4.	Pekalipan	9.435
5.	Kesambi	23.528

Source: Buku Profil Perkembangan Kependudukan (2024)

Data Pokok Pendidikan (Dapodik) in 2023 revealed the alarming fact that 4,387 high school students in Cirebon City had not recorded their e-ID, reflecting a serious challenge considering that this age group will become the first voters in the election agenda. This situation can be attributed to two primary factors: a lack of awareness regarding the benefits of e-ID and conflicting academic schedules that impede students' access to the Disdukcapil office. This problem is even more crucial if it is linked to the 2019 election participation data in Cirebon City, which shows that 46,799 citizens (18.93%) did not exercise their voting rights. Among the 238,003 citizens who were eligible to vote, only 191,204 made good use of their voting rights (Table 2).

Students who have recently reached the age requirement for obtaining an e-ID represent a significant demographic in the context of the KTP-el recording mobile service program. This urgency is twofold: first, it is related to the 2024 General Election, which marks the students' inaugural political participation; and second, it is related to the role

of e-ID as the key to various public services. As a legal identity, e-ID is a prerequisite for various activities relevant to students such as opening bank accounts, registering for universities, making driver's licenses, and applying for jobs. Given the large potential of the first-time voters from among students, e-ID ownership is a key instrument in encouraging young people's political participation (Table 3).

Table 2. Recapitulation of the 2019 General Election Permanent Voter List in Cirebon City

No	District	Polling Stations	Voters
1.	<i>Kejaksan</i>	136	34.310
2.	<i>Lemahwungkuk</i>	188	44.307
3.	<i>Harjamukti</i>	336	81.550
4.	<i>Pekalipan</i>	96	23.004
5.	<i>Kesambi</i>	223	54.832
Total		979	238.003

Source: *Berita acara KPU Kota Cirebon (2018)*

In response to this condition, the Disdukcapil of Cirebon City has implemented a mobile service for recording e-ID to schools. This initiative is a strategic solution that facilitates access while also creating an educational momentum about the importance of population documents. This initiative is a mitigation measure to ensure that no young voters lose their voting rights due to administrative constraints. The intensification of e-ID recording programs, meticulously targeted and tailored to the needs of students, is instrumental in ensuring the acquisition of legal identity at an early age. Furthermore, these programs serve to cultivate awareness about the rights and civic responsibilities of young individuals.

The implementation of mobile services for the purpose of recording e-ID is also carried out by the Disdukcapil of Bener Meriah District, Aceh Province through the "Si Peling" program. Research conducted by Syahrul Akbar (2022) with the title "Innovation of Mobile Service Systems in Recording Electronic Identity Cards (e-ID) in Bener Meriah District, Aceh Province" examined this phenomenon. The implementation of mobile services for recording KTP-el in Bener Meriah District through the "Si Peling" program is an innovation developed to overcome the problem of high delays in recording and ownership of KTP-el. The program's initiation was authorized by the Head of the Civil

Registry Service through the issuance of Decree Number 823/14/SK/2019. The program utilizes a service car unit that is equipped with recording facilities and directly connected to the SIAK server (Population Administration Information System). The findings indicate that the implementation of Si Peling has been effective in increasing access to e-ID recording services, especially for individuals in remote areas who face challenges due to distance and transportation constraints. However, the implementation of Si Peling is not without challenges. These challenges include server disruptions, limited internet network capacity, a lack of community knowledge, and limited facilities and infrastructure. These findings underscore the critical role of infrastructure readiness and community awareness in ensuring the effectiveness of mobile services.

The results of the above research are in line with research conducted by Dwi Retnowati et al (2021) with the title "Effectiveness of Online-Based Services at the Civil Registry Service of Banjar City" which found that the implementation of online services at Disdukcapil Banjar City is still not running effectively. This is due to several factors such as the lack of socialization to the community so that many are not aware of the online service. The study used Cahyono's (1983) theory of effectiveness which divides effectiveness into three elements, namely human resources, non-human resources, and results achieved. The findings show that although the human resources at Disdukcapil Kota Banjar are competent in their fields, there are still some employees who have not mastered online services. In terms of infrastructure, the facilities are adequate and can operate well. However, the results achieved in online services are not optimal because people still prefer to come directly to the Disdukcapil office, this is due to the low awareness and digital literacy of the community. Many citizens are unaware of online services or have difficulty accessing them due to limited mastery of technology.

The purpose of this research was to understand the implementation process and explore the dynamics that occur in the implementation of mobile services for recording e-KTP. This implementation serves as a form of concrete support from Disdukcapil in supporting the national agenda, namely elections, through administrative readiness of young people's political participation.

RESEARCH METHOD

This research was conducted in Cirebon City in coordination with Disdukcapil as the program implementer. The study employs a qualitative approach with a case study design to explore the implementation of mobile e-ID registration services for students in Cirebon City.

The data sources comprise primary data obtained through in-depth interviews with eight key informants, and secondary data from document studies including program reports, regulations, and statistical data related to the research object.

Data collection techniques include, first is by conducting direct interviews with eight key informants selected using purposive sampling techniques, where the determination of informants is based on certain considerations based on the strategy and objectives set by the researcher, such as the ability of informants to provide information (information-rich cases), position, authority, formal capacity, and others who understand the implementation of mobile service activities for recording e-ID for students in Cirebon City. The key informants consisted of the Head of Disdukcapil Office, the Head of Population Registration Division as the person in charge of the program, 2 mobile service implementation teams, 2 recording operators in Kesambi Sub-district, and the vice-principals of SMAN 2 Kota Cirebon and SMKN 2 Kota Cirebon as representatives of the schools. The interviews were conducted face-to-face using interview guides, with notes and recorders as supporting tools to maximize understanding.

Second, direct observation of service processes in schools. Observation, as defined by Usman & Purnomo (2022), is a systematic observation process of research phenomena with structured recording. Sukmadinata (2005) defines observation as a data collection technique through direct monitoring of ongoing activities. Third, documentation study, involving data collection from various literature sources, including books, previous research findings, other written materials, and documents relevant to the ongoing research.

The data analysis is conducted based on Muchlis Hamdi's policy implementation theory from his book "Public Policy: Process, Analysis, and Participation" (2014). Muchlis

Hamdi explains that policy implementation studies have 2 main dimensions: indicators and determinants. Indicator factors are a series of descriptions (circumstances or conditions) regarding the dynamics of policy implementation movement. These descriptions relate to the dynamics of productivity, linearity, and efficiency. Meanwhile, determinant factors show various factors that can influence implementation success. These determinants relate to substance, policy, implementing task behavior, network interaction, target group participation, and resources. This research intends to understand the extent to which the program achieves targets, complies with operational standards, and utilizes resources optimally, so analysis is conducted based on indicator factors.

The first dimension refers to the level of productivity reflected in the ability to achieve set targets, particularly in reaching target groups. The success rate of implementation is directly proportional to the achievement of target group targets. The smoother the fulfillment of target group achievements, the more productive the policy implementation can be stated.

The second dimension focuses on linearity shown through compliance with established operational standards. This aspect includes conformity in five main components: work mechanisms, service duration, financing, implementation location, and personnel involved. The more appropriate the process of meeting standards in policy implementation, the more linear the policy implementation can be stated.

The third dimension relates to the level of efficiency measured by optimizing the use of various resources in policy implementation. These resources include four main components: human resources, assets, budget, and technology utilization. Policy implementation is considered increasingly efficient when able to optimize technology utilization to minimize the use of other resources without reducing the quality of goal achievement. The three dimensions can be systematically outlined in the following table 4:

Table 3. Policy Implementation Indicators

Dimensions	Indicators
Productivity	1. Target group achievement efforts 2. Number of target group achievements
Linearity	Degree of compliance with standards 1. Procedural compliance 2. Time compliance 3. Cost compliance 4. Location compliance 5. Implementer compliance
Efficiency	Level of resource utilization 1. Human resource utilization 2. Asset utilization 3. Fund utilization

Source: Muchlis Hamdi (2014)

RESULT AND DISCUSSION

Overview of the Disdukcapil of Cirebon City

Disdukcapil of Cirebon City is an implementing element of government affairs that provides services in population administration and civil registration, including population registration, civil registration, population administration management, and population profile development. In carrying out its main duties and functions, Cirebon City's Disdukcapil has 3 (three) divisions, each overseeing 3 (three) sections, and 1 secretariat overseeing 2 sub-divisions.

The mobile e-ID registration service program is a main task of the population registration division, as it covers e-ID recording activities and student biometric recording. The organizational structure chart of Cirebon City's Disdukcapil is outlined in the following figure 1:

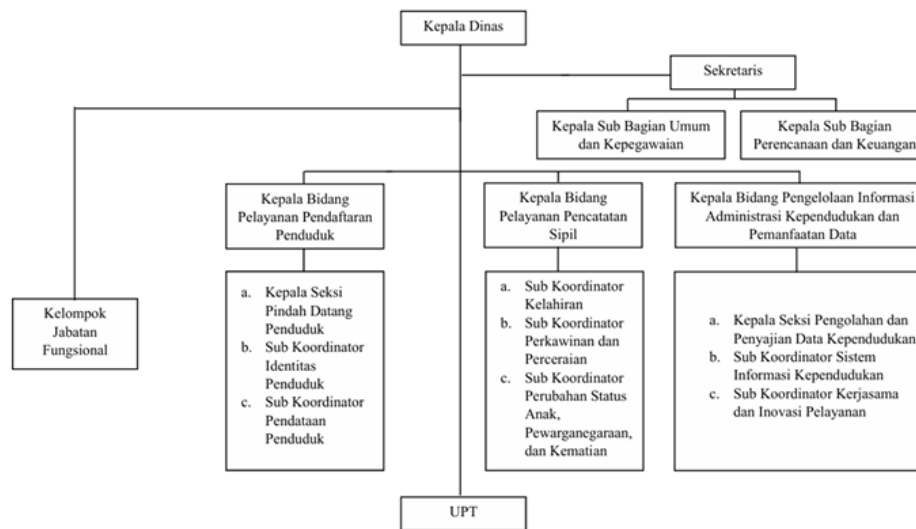


Figure 1. Organizational Structure Chart

Source: Peraturan Wali Kota Cirebon No. 93 Tahun 2021

Implementation of Mobile E-ID Registration Service Program

Based on research, the researcher identified various aspects related to mobile e-ID registration services in schools implemented by the Disdukcapil of Cirebon City. School-based e-ID registration is part of public service innovation, stipulated in SK Cirebon City Number 470/052-DISDUKCAPIL/2023, commonly known as the Kelakon Pitulas Program. The decree defines Kelakon Pitulas Program as an e-ID service for first-time applicants aged 17 years conducted in schools by Disdukcapil.

The program broadly represents a strategy implemented by the Disdukcapil to enhance e-ID services in Cirebon City. It aims to provide easier service access for students, increase e-ID ownership among school teenagers, bring public services closer to communities, build an attitude of orderly administration and support the implementation of the 2024 elections. However, implementation dynamics affect program success, prompting the researcher to analyze it through three indicators: productivity, linearity, and efficiency.

Analysis of Productivity Dimension

According to Muchlis Hamdi (2014), productivity in policy implementation refers to the ability to achieve predetermined standards, especially in reaching target group numbers. Smoother achievement of target group outcomes indicates more productive policy implementation. Productivity refers to an institution's ability to produce appropriate quantity and quality of output for its target environment, including work results, work quality, workload, and production time (Ervanto et al., 2022). Mahmudi (2015) adds that in public services, productivity must be seen from two dimensions. First, the quantitative dimension is related to the amount of output produced. Second, the qualitative dimension related to the quality of services provided. These two dimensions must run in balance because quantity without quality

will not provide satisfaction to service recipients, otherwise quality without paying attention to quantity will not achieve the set target.

Among the 96,931 residents who are at the high school/high school/equivalent level, it was determined through Dapodik data that 4,387 had not recorded biometric e-ID. This final data was used as the basis for operational plans, such as setting program targets and the frequency of visits and distribution of mobile service loci. Quantitatively, the program demonstrated notable achievements, with a target achievement of 74.18% (3,166) of the total effective target of 4,268 students. Variations in achievements were observed across each sub-district, ranging from 71.34% to 77.56%. Although it has not reached the 100% target, this achievement contributes significantly to the e-ID issuance target contained in the Disdukcapil Renstra in 2024, which is 99.10% of all services (Table 5).

Table 4. E-ID Registration Target Achievement Based on Student Address

District	Target	Already Recorded	Not yet Recorded	(%)
Kejaksan	687	499	188	72,63 %
Lemah-wungkuk	764	545	219	71,34 %
Harjamukti	1480	1104	376	74,59 %
Pekalipan	361	280	81	77,56 %
Kesambi	976	738	238	75,61 %
Total	4268	3166	1102	74,18%

Source: *Laporan Pelayanan Keliling (2024)*

The distribution of service loci covered 18 out of 58 SMA/SMK/MA/Sederajat schools that were targeted for service with a variation in target achievement of 69.23 - 97.14%. The selection of these schools was based on the large number of students targeted for e-ID recording and the schools' quick response to the cooperation request submitted by Disdukcapil.

The Kesambi Sub-district Office is also responsible for the recording of e-ID. In Kesambi Sub-district, the number of requests for recording is influenced by school activities. In July, the highest number of applications was 78 applicants, which was during the school holiday period. When entering school time, the number of applicants decreased, as seen from August to December.

Table 5. e-ID Recording in Kesambi Sub-district

Total Population	Month	Applicants
Total Population of Kesambi Sub-district with an age range of 15-19 years: 29.116	July	78
	August	41
	September	59
	October	59
	November	27
	December	4

Source: *Laporan Kerja Kecamatan Kesambi (Per 10 Desember 2024)*

When compared to the total population of Kesambi Sub-district aged 15-19 years which reached 29,116 people, the recording achievement during the last six months was only 268

people or around 0.92% of the total target. This shows a significant gap between the potential eligible population and the realization of e-ID recording (Table 6).

This low achievement was influenced by external resistance arising from the target group. First, students' awareness and enthusiasm were low because they did not feel the urgency and direct benefits of e-ID. In line with information from the program implementation team, students tended to feel that they did not need e-ID so they delayed recording. In addition, absenteeism when recording was due to being outside the school environment, such as being on Practical Field Work (PKL) for vocational high school students, attending school in another city or undergoing Islamic boarding school, so that these children were not reached by the Cirebon City Disdukcapil when it was conducting mobile services. This is a factor in not achieving the full target of 100%.

The second factor is the resistance arising from the zoning PPDB policy, which creates a complexity of residence status. Many parents move their residence status administratively in order to fulfill the registration requirements of the intended school. This condition creates a gap between *de jure* (actual residence) and *de facto* (administrative status) residency status, which then has an impact on the target and implementation of the e-ID recording program. These students are concerned about the legal and administrative implications of recording in an area that is not their actual domicile. In line with the statement of the Head of Population Registration as the person in charge of the program, this situation triggered its own complexity for Disdukcapil of Cirebon City in carrying out the recording. When the team visited schools, they often received rejection from students who were *de jure* still domiciled outside the Cirebon City area. This creates a dilemma between administrative obligations and the reality of residence that affects the productivity of the program.

The third factor is psychological aspects and personal readiness. Students' self-confidence is a crucial aspect, because the characteristics of the e-ID photo are permanent and used in the long term, so many students want to prepare well. This creates its own psychological pressure for students, especially related to the appearance and self-image they want to present in their official identity documents. This constraint was particularly prominent among female students who showed reluctance to have their photo taken in school uniform and without makeup.

In addressing the above challenges, Disdukcapil adopted a flexible and solution-oriented approach. Instead of insisting on recording in schools, Disdukcapil provided an alternative for students who still showed reluctance to record at the Disdukcapil Office or Sub-district Office. This approach proved effective, as shown by the high participation rate of students who then recorded at alternative locations with more preparation. To ensure that flexibility does not compromise the achievement of program targets, Disdukcapil imposes deadlines that can then be monitored through the application.

Second, by conducting multi-channel socialization with the KPU to expand the reach of information to the community in the momentum of the regional elections, the e-ID requirement encourages residents to immediately record.

In terms of service, Disdukcapil implemented a flexible system oriented towards the convenience of the target group. They adjusted the service time to the characteristics of the target group: services in schools were carried out during school hours, services in hamlet were carried out in the afternoon (16.00-19.00) to accommodate students after school. In fact, to

increase service accessibility, Disdukcapil opened special services on Saturdays every two weeks during September until the election.

Fourth, the Disdukcapil implemented a special approach for excellent schools (personal approach), which identified many students with the status of "Moving KK", by writing to them one by one since 1.5 months before the recording schedule, giving enough time for students to prepare themselves or do the recording in the Sub-district. This strategy is the result of an evaluation of the experience in 2023, where many students delayed recording with the excuse that they would do it in the Sub-district.

Finally, with regard to technical and personal psychological constraints, Disdukcapil permitted the use of complimentary attire, offered photo retake opportunities in the event of unsatisfactory results, and provided database access to assist students who forgot to bring required documents such as KK photocopies, as well as direct communication with parents. This effort was strengthened by the active contribution of the school in conducting repeated socialization, multiple coordination for PKL students, and a contextual educational approach.

Despite these obstacles, the collaboration between Disdukcapil and the school in implementing the program demonstrates a solution-oriented approach that considers the needs of the target group, which is reflected in the significant achievement rate of the program despite the challenges faced.

Analysis of Linearity Dimension

The linearity concept in policy implementation means ensuring compliance of standard fulfillment processes with predetermined standard specification guidelines (Muchlis Hamdi, 2014). This compliance includes aspects of procedure, time, cost, location, and implementer. It is said that the more compliant the standard fulfillment process in policy implementation, the more linear the policy implementation. This linearity concept reflects consistency between program planning and implementation to comply with established operational standards.

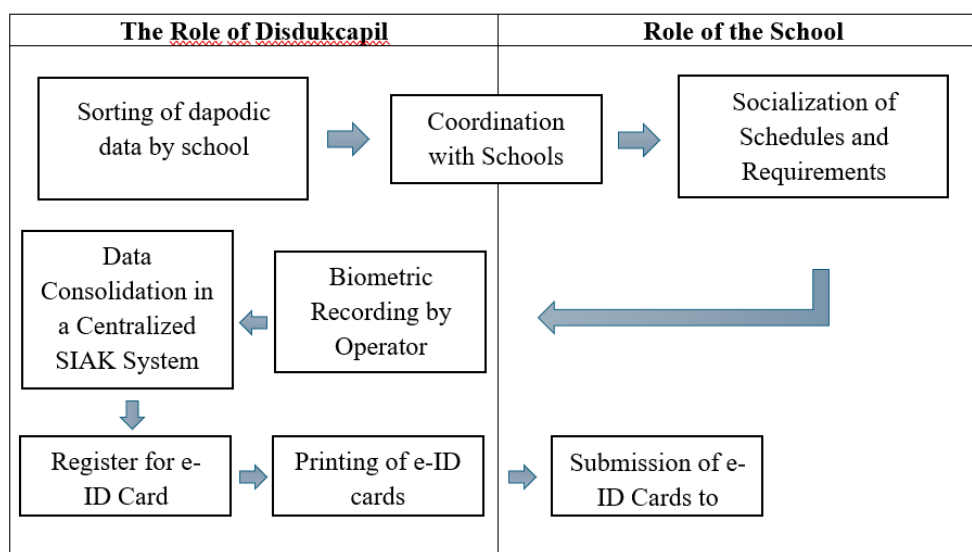
Linearity becomes an important indicator in assessing policy implementation quality as it shows implementers' discipline level and compliance with established standards, thus more linear policy positively correlates with public satisfaction levels (Purwanto & Sulistyastuti, 2012).

In terms of linearity, program implementation shows a good balance between compliance with standards and operational flexibility. First, in the aspect of implementers, the suitability of the team to the required competencies is in accordance with the qualifications set in the Cirebon Mayor Decree No. 067.045-DISDUKCAPIL/2023 concerning Determination of Service Standards at Disdukcapil Cirebon City. This suitability is reflected in the Decree of the Mayor of Cirebon No. 471.05/KEP. 32 DISDUKCAPIL/2024 about the mobile service team that reflects a comprehensive team structure with clear qualifications and according to standards, the qualifications of implementers have been established that run hierarchically according to the level of responsibility. Where general administration officers or operators are at least high school / vocational / D3 graduates. For the implementation team, the population and civil registration analysts should have a bachelor's degree in socio-politics or a bachelor's degree in law. For the sub-coordinator level, it is preferred to have an educational background of S1 Social Politics, S1 Economics, or S1 Law. For the head of the field itself, namely the field of

population registration, it is preferred to have an educational background of S2 Management, S2 Public Administration / S2 which is allied, S1 Socio-Politics, S1 Economics, or S1 Law. This suitability reflects efforts to meet the complexity of modern population services, which is reflected in the variety of backgrounds and competencies of implementers.

In the context of program operations, the stages of the e-ID recording mobile service procedure in schools have adhered to established standards, commencing from the data preparation stage and culminating in the printing of e-ID. Flexibility has been demonstrated in the handling of technical obstacles, such as the utilization of integrated databases to address issues related to the misplacement of necessary documentation.

Figure 1. Visualization of e-ID Recording Procedure at School



Source: SOP Pelayanan KTP Dinas (2024)

In terms of time, the program shows efficiency with a processing duration of 2 working days for mobile services in schools, service scheduling also shows adaptability to the academic calendar. Intensification of services is also carried out in certain periods such as before elections and regional elections, reflecting the Disdukcapil's commitment to supporting the political participation of novice voters through the fulfillment of their administrative rights, in line with Law No. 7/2017 on General Elections (Figure 2).

Table 6. Frequency of Mobile Service Schedule

No	Month	Number of Services
1.	January	15
2.	February - July	Services at RW
3.	August	8
4.	September	9
5.	October	11
6.	November	7
Total		50

Source: Laporan Kegiatan Pelayanan Keliling (2024)

In terms of location, the program demonstrated flexibility by adjusting the location and timing of services according to the characteristics of the target group, both at schools and additional services at the Disdukcapil office on Saturdays (Table 7).

In terms of cost, linearity can be observed in the correspondence between the budget allocation and the program's status as a national priority. Despite Disdukcapil's position in the lower third of the APBD allocation, the program receives a considerable portion of the budget, commensurate with its urgency in accordance with the national agenda, particularly in anticipation of the general election. This allocation of resources is indicative of the program's prioritization within the budgetary framework. The prioritization of this program is evident not only in the budgetary allocation, but also in the commitment and flexibility of budget management. The budget allocated to mobile services amounted to Rp 72,526,600 (42.25%) of the budget designated for population registration. The implementation of the program was subject to financial dynamics, including the delay in disbursement, with the budget only being disbursed in April. This circumstance has the potential to hinder the fulfillment of objectives, particularly in light of the Presidential Election in February, which is a direct outcome of e-ID recording activities. To address budget disbursement constraints and maintain the linearity of program implementation, the Head of Population Registration took a strategic initiative by utilizing personal bailout funds. This decision was predicated on the understanding that the ID card recording mobile service program embodies the "spirit of the *dafduk* field," characterized by specific objectives and quantifiable outcomes that are perceptibly beneficial to the community.

The efforts of Disdukcapil in maintaining harmony in terms of implementers, procedures, costs, places, and time demonstrate the agency's ability to maintain balance and reflect Disdukcapil's discipline and adherence to established standards while maintaining the operational flexibility needed to accommodate the dynamics in the field. However, budgetary constraints have emerged as a salient external dynamic, necessitating a definitive resolution from the Cirebon City Government to ensure the uninterrupted progression of the program in the subsequent fiscal year.

Analysis of Efficiency Dimension

Policy efficiency reflects Cirebon City Disdukcapil's ability to optimally utilize available resources, consisting of implementers, assets, funds, and technology. Ideally, the more minimal use of implementers, assets, and funds through appropriate technology use in achieving policy objectives indicates more efficient policy implementation (Muchlis Hamdi, 2014). In public service context, efficiency becomes a fundamental principle determining service quality. Efficiency relates not only to minimal resource use but also to optimizing available resources for maximum results.

Mahmudi (2015) explains that public policy implementation efficiency can be measured through three main indicators: first, human resource utilization level including number, competency, and employee distribution; second, optimization of existing assets and infrastructure use; and third, budget use effectiveness in achieving program targets.

The efficiency dimension in the implementation of the mobile service program for recording e-ID in Cirebon City schools shows a fairly good optimization effort despite facing

various limitations. In terms of human resources, despite having only 8 human resources in the field of population registration, Disdukcapil managed to implement an effective employee rotation system by deploying 3-5 officers for each visit according to the number of target groups. The implementation of this assignment rotation system emphasizes an even distribution of workload while maintaining continuity of service in the office. This human resource limitation has an impact on the effectiveness of service delivery, especially in the context of maintaining a balance between regular services at the Disdukcapil Office and the implementation of the mobile service program. To overcome this, the Population Registration Division has adopted a cross-cutting approach, with other departments assisting in the implementation of mobile services. In addition, it also implements a Manager on Duty (MOD) system that functions as a quality control as well as a consultation center and handling of public complaints, so that existing services are not bureaucratically entangled because they have determined the daily person in charge or MOD. The last effort in overcoming human resource limitations is by setting a measurable service quota, this shows efficiency efforts in managing workload.

In terms of asset and technology utilization, recording efficiency is reflected in the adaptation of integrated technology through the SIAK, BEnroller, and Bcard Management applications that streamline and integrate recording centrally, which can be done by Disdukcapil or at the sub-district level. However, there are still some obstacles that affect service efficiency. The use of recording devices that are more than a decade old (first procured in 2012) has resulted in technical problems such as slow loading and system instability. In addition, the limited number of recording devices, which is only 2 sets for mobile services, also creates complexities in accommodating simultaneous service requests from various parties. Although there has been an initiative to procure three new sets of more modern and mobile devices, their implementation is still constrained by the need for system updates and the limitations of the APBD, with realization only possible in 2025 after a long proposal since the first procurement in 2012. This condition reflects the gap between the need for technological modernization and the fiscal capacity of the institution. This has become a classic challenge in the public sector, where the need for technological updates must compete with a limited budget.

In terms of budget efficiency, this program employs the concept of value for money in public management, which underscores the significance of budgetary resources allocated to generate a specific value or benefit for the community (Dwiyanto, 2021). The program's cost-effectiveness is evident in its relatively economical outputs, with expenditures amounting to IDR 22,907 per student and IDR 1,051,110 per visit. This cost is considered reasonable for a ball pick-up service that involves team mobilization, equipment maintenance, and team meals and beverages. This approach underscores a judicious utilization of resources during each visit, thereby demonstrating a commitment to efficiency and cost-effectiveness in service provision.

Ideally, the implementation of program efficiency according to Muchlis Hamdi's theory means the minimal use of implementers, assets, and funds through the use of appropriate technology in helping to achieve goals. In the implementation of mobile services, the technological aspect still experiences obstacles due to old conditions that often trigger technical problems. Although the implementation has utilized various integrated applications

from the center, it is still constrained if the recording device is still hampered. Therefore, equipment modernization must be carried out. Overall, Disdukcapil has tried to maximize output from limited inputs, both in terms of implementers, funds, assets, and technology.

CONCLUSION

The research on the implementation of the e-ID recording mobile service program in Cirebon City schools concludes that the program has been running quite well despite several challenges. This is reflected in three key dimensions: program productivity, which achieved 74.18% of the effective target (4,268 students) and contributed significantly to the overall e-ID issuance target (99.10%); program linearity, which maintained a good balance between adherence to operational standards and implementation flexibility; and program efficiency, which demonstrated fairly good resource optimization despite facing infrastructure and budget limitations. To enhance the program's effectiveness, several recommendations are proposed: optimizing the use of information technology through engaging digital content on social media and a school-tagged reminder system to boost awareness; integrating e-ID recording with academic rewards, such as additional attitude/character points or as a requirement for practical exams; providing psychological support through school counseling in coordination with parents; adopting a pre-financing process via Money Supply/Additional Money Supply (UP/TUP) proposed by Disdukcapil; allocating a special budget from the Cirebon City Government for equipment modernization; and forming strategic partnerships with the private sector for operational funding support. Implementing these recommendations is expected to increase student e-ID ownership, thereby strengthening youth political participation through better access to administrative rights. Moreover, this program has the potential to be replicated as a public service innovation model in other regions, given its universal applicability to first-time voters across Indonesia. While initially developed in the context of election preparation, its benefits extend beyond that, serving as a fundamental public service facilitating access to education, healthcare, banking, and other government programs. However, successful replication depends on factors such as infrastructure readiness and regional geographical variations affecting mobile service effectiveness, a strong budget commitment for equipment modernization, adaptation to local socio-cultural characteristics to address target group resistance, and robust coordination

among Disdukcapil, schools, and stakeholders to ensure program sustainability. Ultimately, this initiative stands as a viable reference for developing community-oriented public service innovations, offering a long-term solution to increase e-ID coverage while fostering early awareness of population administration beyond temporary political moments.

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