

## IMPLEMENTATION OF THE E-KTP SERVICE PICK-UP PROGRAM FOR THE DISABLED AND ELDERLY IN BANGKALAN REGENCY

Muhammad Aryya Maulana\*, M. Agus Muljanto  
UPN "Veteran" Jawa Timur Surabaya, Indonesia  
Email: maulanaanderson55@gmail.com\*

### Article History

Received: 27 December 2025

Accepted: 10 January 2026

Published: 5 April 2026

### Abstract

Population administration services are a basic human right that must be fulfilled fairly and inclusively by the state. However, the elderly and people with disabilities often face barriers in obtaining e-KTP services due to limited mobility and geographic distance. This study aims to analyze the implementation of the Jemput Bola Program e-KTP services as an effort to improve population administration services for the elderly and people with disabilities in Bangkalan Regency. This program provides direct services to the homes of the elderly and people with disabilities without having to come to the Dispendukcapil office or sub-district office. This study uses a qualitative method with a descriptive approach. Data collection techniques were carried out through interviews, observation, and documentation, and their validity was tested through data triangulation. The research analysis uses George C. Edwards III's policy implementation theory which includes four main dimensions, namely communication, resources, disposition, and bureaucratic structure. The results of the study show that of the four dimensions, some of them have not been implemented optimally, such as the dimensions of communication, resources, and bureaucratic structure. The researcher's recommendations for this program include increasing the socialization of the Jemput Bola program more evenly and inclusively, increasing the number of implementing officers, and implementing the results of the monthly evaluation in a concrete and sustainable manner.

**Keywords:** Policy Implementation, Jemput Bola Program, e-KTP Services, Elderly

### A. INTRODUCTION

A good nation is one capable of providing equitable services to its citizens. In other words, a nation must be responsible for fulfilling the rights of its citizens. One of the rights that citizens are obligated to receive is public services (Tampubolon, 2022). Law No. 25 of 2009 explains that public services are activities or a series of activities aimed at fulfilling service needs, in accordance with laws and regulations, for every citizen and resident, regarding goods, services, and administrative services provided by public service providers. The primary factor that must be considered in public services is creating a balance between the rights and obligations of the community as service recipients and the obligations and responsibilities of officers as service providers. A good bond between officers and the community will have a significant impact on public services, such as building integrity and public trust. (Marfiati and Reviandani, 2023)

One form of public service that provides basic community rights is population administration services. This service plays a crucial role because it records the basic identity of each resident, including name, date of birth, address, and marital status, which forms the basis for issuing official documents such as KTP (National Identity Card), birth certificate, KIA (Child ID Card), and marriage certificate (Muhimah, 2022). These documents provide

identity validity and the legal certainty needed for people to access various public services, including education, health, and other social services.

In this study, the author focuses on the implementation of the e-KTP (e-KTP) population administration service program for people with disabilities and the elderly in Bangkalan Regency. This group often faces various access barriers, such as limited mobility, health conditions, and long geographic distances from service centers. These factors often make it difficult for them to visit population administration service offices in person. The elderly and people with disabilities are community groups with equal opportunities, rights, and status, and play an active role in receiving and accessing various forms of available public services. One way to fulfill these rights is to obtain equal access to registration in population administration as a valid legal identity, in accordance with applicable provisions in national life through ownership of an e-KTP. (Indarwati and Mirani 2021)

Currently, it is known that of the 18 sub-districts in Bangkalan Regency, only 12 have population administration (Adminduk) services. This situation indicates a persistent gap in access to services, especially for residents living in sub-districts without Adminduk services. This limitation not only slows down the process of transferring population documents but also potentially hinders the public's basic rights to access other public services. In implementing population administration, the government is required to provide high-quality, fast, easily accessible, and uncomplicated services to optimally meet the public's needs. Recognizing this fact, the Bangkalan Population and Civil Registration Service (Dispendukcapil) is striving to address service disparities through various public service innovations, as outlined in Article (2) paragraph 2 of Minister of Home Affairs Regulation Number 19 of 2018 concerning improving the quality of Adminduk services through outreach. Jemput Bola (Online Population Administration) is designed to provide direct population administration services to residents who have difficulty reaching the local sub-district office or the Population and Civil Registration Agency (Dispendukcapil). Based on Home Affairs Ministerial Regulation Number 19 of 2018 concerning improving the quality of population administration services, Article 2 paragraph 2 explains that "improving the quality of population administration services can be done through integrated services and/or out-of-pocket services" (Hendri, Arif, and Siti 2024). Jemput Bola is a direct service to the community that aims to improve access, minimize obstacles, and ensure that people with disabilities and the elderly in remote areas of Bangkalan continue to receive their population administration rights equitably and inclusively. (Tauhid et al. 2023)

Based on this background, this study aims to describe and analyze the implementation of the Jemput Bola Program for e-KTP services in Bangkalan Regency using the implementation theory proposed by George C. Edwards III (1980). Public service innovations, such as the Jemput Bola Program, can be said to be successful if they are able to reach vulnerable communities and provide fast, accurate, and free services as mandated by Law Number 23 of 2006 concerning Population Administration (Ana Anwar 2025). This research is expected to provide benefits both theoretically and practically. Theoretically, this research contributes to the increasing literature on the implementation of public service policies oriented towards inclusivity. Practically, the results of this study can be used by the Population and Civil Registration Office of Bangkalan Regency as a consideration in improving service quality, as well as being a reference for the development of similar programs in other regions. For the community, this research is expected to be a relevant source regarding the provision of population administration rights, especially for groups of people with disabilities and the elderly who have so far been less accessible by conventional service mechanisms.

## **B. LITERATURE REVIEW**

### **Implementation of George C. Edwards III's Policy**

The policy implementation theory proposed by George C. Edwards III emphasizes that the success of a public policy is largely determined by its implementation process at the operational level, not just by the quality of the policy formulation itself. Edwards III views implementation as a series of activities involving various actors, resources, and organizational structures that interact to achieve policy objectives. According to this theory, implementation failure often occurs not due to faulty policies, but rather due to weak implementation mechanisms in the field. Edwards III identified four key variables that simultaneously influence the effectiveness of public policy implementation. These four variables provide a systematic analytical framework for assessing the extent to which a policy can be implemented consistently and sustainably (Edwards III, 1980). Indicators:

- Policy communication
- Availability of resources
- Disposition or attitude of implementers
- Bureaucratic structure

### **Inclusive Public Service**

The theory of inclusive public service is based on the principle that the state has an obligation to ensure equal access to public services for all citizens, including vulnerable groups such as the elderly and people with disabilities. Public services are not only assessed by administrative efficiency but also by their ability to accommodate the specific needs of service users. The inclusive perspective emphasizes the elimination of physical, social, and administrative barriers that may prevent certain groups from accessing services. Within this framework, service innovations such as the outreach approach are seen as adaptive strategies to reach groups marginalized by conventional service systems. Thus, the quality of public services is measured by the extent to which they are fair, responsive, and oriented towards citizen rights (Denhardt & Denhardt, 2015). Indicators:

- Accessibility of services
- Equality of treatment
- Responsiveness to special needs
- Non-discrimination in services

### **Public Service Innovation**

Public service innovation theory explains that public sector organizations need to continuously innovate to respond to changing community needs and the limitations of traditional service systems. Innovation in public services does not always take the form of new technology, but can also include more adaptive and contextual methods, mechanisms, or service approaches. The outreach approach is a form of innovation because it shifts service patterns from passive to proactive by reaching out directly to the community. This theory emphasizes that innovation aims to improve the efficiency, effectiveness, and quality of services, especially for hard-to-reach groups. The success of public service innovation depends heavily on organizational support, the capacity of implementers, and public acceptance as service users (Mulgan & Albury, 2003). Indicator

- New service methods
- Orientation to user needs
- Flexibility of service delivery
- Impact of improving service quality

### C. RESEARCH METHODOLOGY

The research method used in this study is qualitative. Qualitative research is a type of research that focuses on in-depth description and analysis. Creswell (in Waruwu et al. 2023) explains that qualitative research is a process for investigating social phenomena and problems related to humankind. Furthermore, qualitative research is understood as an effort to discover the meaning, understanding, concepts, characteristics, symptoms, symbols, and descriptions of a phenomenon. Sidiq & Choiri (in Sarah et al. 2024) explain that qualitative research is a problem-solving strategy that focuses on exploring the meaning, definition, ideas, characteristics, symbols, and phenomena of a natural nature, emphasizing data quality and narrative presentation. This approach aims to interpret the experiences and perceptions experienced and felt by research informants in a realistic and in-depth manner.

In qualitative research, the researcher is the key instrument for interpreting and interpreting each phenomenon, symptom, and specific social situation. Therefore, this study employed a qualitative approach with a descriptive approach to provide a comprehensive and in-depth overview of the implementation of the Jemput Bola (Online Population and Civil Registration) program to improve population administration services at the Population and Civil Registration Office of Bangkalan Regency. Data collection techniques included interviews, field observations, and documentation. To ensure data validity, the researcher employed source triangulation, comparing information obtained from various sources. Furthermore, the researcher conducted a literature review from various sources and conducted interviews and observations with several informants to verify data obtained from electronic and print media. This research was conducted over three months at the Population and Civil Registration Office of Bangkalan Regency, ensuring sufficient in-depth information to provide a clear picture of the service process.

The focus of this research was based on the implementation theory proposed by George C. Edwards III (1980), which encompasses four variables: communication, resources, disposition, and bureaucratic structure (Ahmad 2024). The innovation of outreach programs for the elderly and people with disabilities can be considered effective if the program is understood by all parties through clear communication, supported by the availability of adequate resources, implemented with a strong disposition or commitment from the implementers, and supported by an effective and uncomplicated bureaucratic structure.

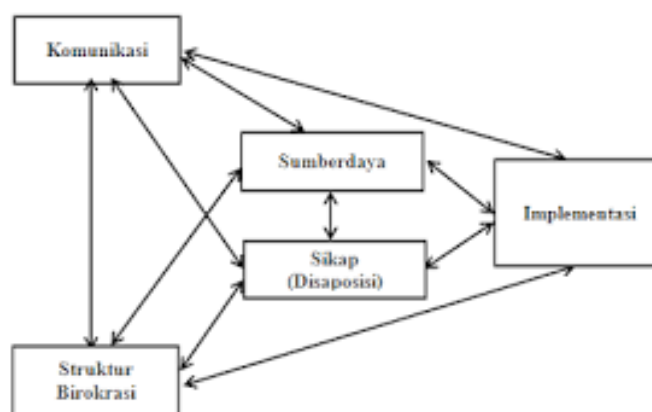


Figure 1. Simple Diagram of Edward III Implementation Model

### D. RESULT AND DISCUSSION

The implementation of the e-KTP service outreach program in Bangkalan Regency in services for the elderly and people with disabilities is a concrete step towards inclusivity, so that with this program the relationship and trust between the community and the Bangkalan

Regency Government can be integrated. On the other hand, the implementation of the Outreach Program in Bangkalan Regency shows that the provisions in Law Number 24 of 2013 concerning Amendments to Law Number 23 of 2006 concerning Population Administration have been implemented well by the Bangkalan Regency government. The Outreach Program itself has been implemented since 2020 in Bangkalan Regency, in line with the Minister of Home Affairs Regulation Number 19 of 2018 concerning Improving the Quality of Population Administration Services. Article 2 paragraph (2) of the regulation emphasizes that "improving the quality of population administration services can be done through integrated services and/or outreach." This provision is the basis for the development of outreach services as an effort to bring Population Administration services closer to the community. (Kasih and Harsanti 2022)

To deepen the research analysis, the author used Edward III's implementation model as the focus of the study. Referring to Edward III (1980) in (Maulidiyah 2023), the success of a policy is influenced by four main dimensions: communication, resources, implementer disposition, and the bureaucratic structure that plays a role in each stage of the implementation process. According to Edward III, these four dimensions serve as a benchmark for assessing the success of a program's implementation.

### **Communication**

According to Hovland, Janis, and Kelley, communication is an interactional process involving the communicator in conveying stimuli, generally in the form of verbal symbols such as words, intended to influence, shape, or direct the attitudes and behavior of others (Pohan and Fitria 2021). In the context of public policy, good communication is clear, top-down communication, where direction, information, and instructions from policymakers are conveyed consistently, completely, and easily understood, without giving rise to multiple interpretations by implementers and implementation targets in the field. Policy implementation will run effectively if the responsible individuals have a clear and comprehensive understanding of the policy's dimensions and objectives, as this understanding is the main foundation for successful implementation. Edward III emphasized that implementers must understand their duties and responsibilities so that communication between implementers runs smoothly and the policy can be implemented according to the stated objectives. (Ahmad 2024)

### **Socialization**

Based on an interview conducted by researchers with Mr. Utama Indrayana S.Sos, Head of the Population Registration Services Division of the Bangkalan Regency Population and Civil Registration Office (Dispendukcapil), regarding communication, he explained that the Jemput Bola Program has been socialized to the community, including through communication between agencies collaborating with the Bangkalan Dispendukcapil, such as the Bangkalan Health Office and the Bangkalan Social Affairs Office. Mr. Utama also added that the Dispendukcapil also conducts outreach activities in various sub-districts. Through these outreach activities, sub-district officials and the community are aware that if anyone needs assistance with on-site KTP recording (turba), they can contact the Bangkalan Dispendukcapil for this service. Regarding the implementing officers, Mr. Dwi added that information about the Jemput Bola Program is conveyed through verbal and non-verbal communication. Verbal communication occurs through outreach activities, while non-verbal communication is delivered via WhatsApp, banners, and other media.

Unlike the implementers' perspectives, the community has its own perspectives on how information about the Jemput Bola Program is received and understood. One of the speakers, Mr. Agus Salim, explained that he learned about the Jemput Bola Program directly from a field visit (turba) conducted by the Population and Civil Registration Office (Dispendukcapil) in his sub-district. The presence of officers at the event provided an understanding that KTP recording services for residents unable to come to the office could be delivered through the

turba mechanism. This information then prompted him to apply for a turba for his parents who needed the service.

The second speaker, Mr. Muzammil, a hamlet head in Tanah Merah Sub-district, Bangkalan, learned about the Jemput Bola Program in a different way. He explained that his interest in the program stemmed from the situation of one of his residents, Mrs. Saujah, who needed population administration services but had limited access to the Dispendukcapil office or the nearest sub-district office. This concern touched him, and he began to inquire further about the turba service procedures. In an effort to obtain information, Mr. Muzammil visited the Bangkalan Dispendukcapil office in person for a consultation. There, he communicated directly with the service department and received an explanation of the requirements for applying for a tourism program, including the need to bring a letter of introduction from the village or sub-district. From this explanation, he learned that program information is indeed accessible directly through the service, allowing proactive residents to find out without waiting for formal outreach.

### **Clarity of SOP**

Based on interviews with both sources, public understanding of the clarity of information regarding the services and requirements of the Jemput Bola Program showed different patterns. Mr. Agus Salim stated that the information he received was clear, especially regarding who could apply for the on-site registration service. According to him, officers explained that residents wishing to be registered through the on-site registration service must be in certain circumstances that prevented them from visiting the Dispendukcapil office.

Meanwhile, Mr. Muzammil revealed that he initially had a misconception about the target population of the Jemput Bola service. He assumed that the on-site registration service was available to middle-aged residents entering their senior years. However, after receiving direct explanation from Dispendukcapil officers, he understood that this service is actually intended for elderly people who are ill or have disabilities that prevent them from attending the service office in person. This clarification process demonstrated the crucial role that information dissemination by officers plays in correcting misunderstandings within the community. Furthermore, Mr. Muzammil's explanation revealed that some residents, particularly in rural areas, still have limited understanding of administrative procedures. This situation forces them to rely more on village officials, such as hamlet heads, to request services on behalf of residents in need. This suggests that although the information was considered clear by the informants, community access to it was still influenced by administrative literacy and their proximity to village officials.

Thus, the researchers confirmed that, according to both informants, information regarding the Jemput Bola Program services and requirements was generally clear. However, there were differences in initial understanding, with some residents only understanding the information after interacting directly with officials or village officials. This suggests that the clarity of information depends not only on outreach but also on communication between officials, village officials, and the community.

### **Resource**

Program implementation is closely linked to the availability of adequate resources, as this is a key determinant of program success. Good resources include employees who perform optimally and the availability of adequate supporting facilities and infrastructure. (Kasih and Harsanti 2022).

### **Facility**

Based on interviews with officers and the public, researchers found different patterns in the resource aspect of the implementation of the Jemput Bola program. From the community's perspective, Mr. Agus Salim stated that the recording facilities used in the Jemput Bola

program were very supportive and functioned well. In line with Mr. Agus Salim, Mr. Muzammil felt that the recording equipment used by officers was truly complete and capable of supporting the data recording process so that services could be carried out quickly and without technical obstacles. However, from the officer's perspective, researchers found that the availability of resources was not always in ideal conditions. Several officers reported that the devices used were starting to experience problems, some even experienced damage. Nevertheless, recording activities were still carried out with the available equipment to ensure smooth service to the public. This condition shows that although officers face technical limitations, they continue to strive to maintain service quality so that the Jemput Bola program can run according to its objectives. Furthermore, based on information from Mr. Dwi, an officer, researchers found that limited fuel budgets were one of the obstacles in the implementation of the Jemput Bola program. In the interview, Mr. Dwi explained that demand for services from the public is increasing, but the available budget is not commensurate with operational needs in the field. This condition requires officers to adjust service schedules and maximize available facilities so that activities can still be carried out.

Table 1. Supporting Facilities and Infrastructure for Services

No	Name of goods	Amount	Condition
1.	Kamera	1 unit	Good
2.	Scanner Iris Mata	1 unit	Good
3.	Scanner Sidik Jari	1 unit	Good
4.	Background Merah	1 unit	Good
5.	Background Biru	1 unit	Good
6.	Laptop	1 unit	Good
7.	Port USB	1 unit	Good
8.	Perekam Tanda Tangan	1 unit	Good
9.	Tripod	1 unit	Broken
10.	Mobil Dinas	1 unit	Good
11.	Koper Penyimpanan	1 unit	Good

Source: Population and Civil Registration Service, Bangkalan Regency, 2025

### Human Resources

Based on research and field interviews, the human resources (implementing officers) involved in the Jemput Bola program were deemed highly responsive and competent. This was evident in the officers' ability to provide direct services in various locations, as well as their readiness to adapt to community conditions and needs. Although the quality of human resources was adequate, implementation still faced shortcomings. One of the challenges identified in the human resources aspect was the limited number of officers working in the field. According to Mr. Ibrahim, over the past year, only two officers had been consistently assigned to implement the Jemput Bola program: himself and Mr. Dwi. Although officers from the sub-district occasionally assisted with the registration process, this did not occur routinely. In many activities, field services remained dependent on two officers from the Population and Civil Registration Office (Dispendukcakil) itself, Mr. Dwi and Mr. Ibrahim. This suggests that the limited number of implementers impacted the workload and effectiveness of field services.

### Disposition of the Executor

In policy implementation, the word disposition refers to a person's attitude, willingness, or tendency to carry out a task or obligation. (Hendri et al. 2024) explain that disposition is the character and characteristics possessed by implementers, such as commitment, honesty, and democratic traits. If policy implementers have a good disposition, they are more likely to be able to implement policies in accordance with the intentions and goals expected by

policymakers. In this study, the author focuses on the disposition of implementers or officers who work in the field because they are key figures in the successful implementation of the Jemput Bola program.

### **Attitude and Ethics of Implementers**

According to one of the speakers, Mr. Agus Salim, the implementers' attitude and disposition were very good, polite, and friendly when serving applicants. This was supported by the efforts of the implementing officer, Mr. Agus Salim's mother, in recording KTPs for the elderly. Field observations showed that the elderly who registered for KTPs through the Jemput Bola program were aged between 60 and 80 years old. Therefore, the implementers often encountered difficulties in obtaining data, including fingerprinting, photographing, and other necessary information. Finally, Mr. Agus Salim added that the Jemput Bola program had a significant impact on data collection for the elderly and disabled. He also thanked the implementing officers for carrying out their responsibilities well.

Echoing Mr. Agus Salim, Mr. Muzammil, a hamlet head in Tanah Merah District, Bangkalan, expressed his opinion that the implementing officers were very friendly and kind. He added that the implementers of the Jemput Bola program had demonstrated an awareness of their obligations as authorized agencies in providing public services to the community, particularly in the area of population administration. Mr. Muzammil explained that the Jemput Bola program has been very helpful in fulfilling his duties as Hamlet Head. This program has eased his responsibility in managing residents who do not yet have e-KTPs, as he fears that if his residents do not immediately obtain civil identification documents, they will experience difficulties in accessing public services, including healthcare and other administrative services.

From the perspective of implementing officers, Mr. Ibrahim revealed that the Jemput Bola program plays a crucial role for people with disabilities and the elderly. He believes this program provides significant convenience for residents with physical limitations to manage their civil registration data without having to visit a service office. This convenience is the main reason why he feels the program truly helps vulnerable groups facing mobility barriers. Mr. Ibrahim also stated that his motivation for implementing this program stems from his desire to ensure that every resident can easily obtain civil registration documents. For him, helping people obtain official identification is both a form of responsibility and a moral commitment to service as an official working in the civil service administration sector. In line with this, Utami (Makmur 2023) explains that the effectiveness of policy implementation depends not only on the implementer's knowledge and ability to carry out their duties, but also on their willingness or internal drive to carry them out. Therefore, from the implementer's dispositional perspective, the implementation of the outreach program can be considered excellent.

During the program's implementation in the field, Mr. Ibrahim acknowledged the various obstacles that frequently arise. One common obstacle is access to residents' homes, which are located in remote or difficult to reach by vehicle. This situation requires him and other officers to continue their journey on foot to reach the residents' homes. Despite these circumstances, he explained that cooperation among team members is key to ensuring that service tasks are carried out effectively and on target.

### **Work Productivity**

High employee productivity positively impacts the quality of policy implementation, therefore, work productivity needs to be considered to ensure timely and targeted achievement of established goals and targets. One example of employee productivity can be seen in the summary table of the number of e-KTPs printed through the Jemput Bola (Online Receipt) Program implemented by the Population and Civil Registration Office of Bangkalan Regency in 2024.

Table 2. Recapitulation of 2024 Net Consolidated Data (DKB) for e-KTP in Bangkalan Regency

No	Subdistrict	Number of Residents Required to Have an e-KTP	Number of Residents Having e-KTP
1.	BANGKALAN	63,218	62,953
2.	SOCAH	45,716	45,522
3.	BURNEH	45,047	44,856
4.	KAMAL	36,338	36,220
5.	AROSBAYA	33,053	32,789
6.	GEGER	58,014	57,562
7.	KLAMPIS	40,530	40,318
8.	SEPULU	31,612	31,380
9.	TANJUNG BUMI	39,081	38,913
10.	KOKOP	49,451	49,098
11.	KWANYAR	36,646	36,507
12.	LABANG	28,111	28,014
13.	TANAH MERAH	49,272	49,076
14.	TRAGAH	22,262	22,168
15.	BLEGA	40,729	40,605
16.	MODUNG	31,377	31,274
17.	KONANG	37,351	36,968
18.	GALIS	60,298	59,928
	JUMLAH	748,106	744,151

Source: <http://dispendukcapil.bangkalankab.go.id/>

Based on the table above, it can be seen that the e-KTP service through the Jemput Bola program implemented by the Bangkalan Regency Population and Civil Registration Office had issued 744,151 e-KTPs by December 2024. This increase in e-KTP ownership is certainly inseparable from the implementation of the Jemput Bola program. Therefore, it can be concluded that the work productivity of the Bangkalan Regency Population and Civil Registration Office in providing e-KTP services is considered very good.

### **Bureaucratic Structure**

One factor in the success of policy implementation is also seen in a sound bureaucratic structure. With a sound bureaucratic structure and a positive work environment, a policy can be implemented optimally. In this study, the authors examine the dimensions of bureaucratic structure from two perspectives: mechanisms and supervision, and planning and scheduling.

### **Mechanism and Oversight**

According to an interview with Mr. Utama Indrayana S.Sos, Head of the Population Registration Services Division at the Bangkalan Regency Population and Civil Registration Office, the Jemput Bola e-KTP recording service can be reported via telephone to all employees of the Population and Civil Registration Office. However, as a follow-up, the report must be accompanied by a request letter for field recording (turba) submitted by the local village head. In this letter, the village head is required to report residents requiring recording services, such as those who are sick, elderly, or disabled. Furthermore, Mr. Ibrahim, the implementing officer, stated that the internal bureaucracy involved in implementing the Jemput Bola program is relatively straightforward, as long as it is implemented with teamwork and integrity.

Then for evaluation, program implementation is carried out routinely every month through the preparation of reports and recapitulation of activities that have been carried out, including the results of e-KTP recording. Since the new e-KTP recording process cannot immediately

produce a physical card, e-KTP collection takes place several days after recording, and this is also recorded in the recapitulation report. In addition to program evaluation, the Population and Civil Registration Office also evaluates the equipment used. This is done because recording equipment in the field often experiences problems, so that regular inspections, maintenance, and repairs are required. In addition, evaluations are also carried out on service implementing officers. If there are complaints from the public regarding the services provided, then a periodic performance evaluation of officers will be conducted every month to improve service quality.

### **Planning and Scheduling**

According to Mr. Utama, the planning and scheduling of the outreach program is carried out in a relatively short planning stage. According to Mr. Utama, the implementation of activities is generally carried out within a period of approximately one week after the request for outreach (turba) is submitted. This is due to the generally urgent nature of the request, such as the needs of sick residents or other administrative needs. Internally, the program's implementation is highly dependent on the readiness of staff and the availability and condition of the equipment used. Therefore, the implementing party strives to ensure that services can be completed within a period of no more than one week. Therefore, according to the explanation above, the implementation time for the outreach program is not fixed and can be adjusted to conditions on the ground.

## **E. CONCLUSION**

Based on research findings, the Jemput Bola Program provides several benefits to various parties, from the community, village and sub-district governments, to the Bangkalan Regency Population and Civil Registration Office. For the elderly and people with disabilities, this program facilitates access to e-KTP registration services, while also providing a sense of security by protecting them from third parties (touts). Meanwhile, for the Bangkalan Regency Population and Civil Registration Office, this program has significantly contributed to achieving the e-KTP ownership target more inclusively, especially for vulnerable groups previously difficult to reach through conventional services. However, according to Edward III's theory of policy implementation, several dimensions have been considered unsuccessful, including:

Communication has been considered unsuccessful, as evidenced by the following: some residents living in remote areas are still unaware of the program and rely on village officials for information. Socialization has also been uneven, as some residents learned about the Jemput Bola program through the Population and Civil Registration Office. Furthermore, public understanding of the program's standard operating procedures (SOPs) is still suboptimal.

Resources: From a resource perspective, the resource dimension can be considered successful. Although some recording facilities experienced disruptions and damage, this did not hinder the implementation (human resources) of the program to its full potential and on-target. Furthermore, the human resources involved in the outreach program are highly competent and experienced, ensuring effective implementation and meeting needs.

Disposition: The disposition has been considered successful, as evidenced by the high work motivation, loyalty, and discipline of the officers implementing the outreach program, as well as the excellent productivity of the Bangkalan Regency Population and Civil Registration Office in providing e-KTP services.

Bureaucratic Structure: This dimension is considered to be somewhat unsuccessful, as evidenced by the clear SOP mechanism for submitting outreach program services and the responsiveness of staff to public requests. Furthermore, the organizational hierarchy strongly supports program implementation. However, monthly evaluations have not had a significant impact due to several unresolved obstacles, such as damaged facilities and suboptimal inclusive

outreach. Consequently, the program's performance improvements have not yet been fully felt by the community.

The Bangkalan Regency Population and Civil Registration Office is advised to increase the dissemination of the Jemput Bola (Online Call) Program more evenly and inclusively, especially to communities in remote areas, and to communicate information related to the SOPs so that they are easily understood by the public. Furthermore, regular maintenance and updates of recording facilities are necessary to prevent technical disruptions, and additional field staff should be considered to ensure the effectiveness and commitment of the program.

Furthermore, to maintain service quality, providing awards or performance incentives to staff should be considered to maintain work morale and productivity. Monthly evaluation results should also be followed up with concrete corrective measures, particularly in addressing facility damage and improving the quality of outreach. This ensures that evaluations are not merely administrative in nature but actually drive improvements in program performance that are directly felt by the community.

### REFERENCES

- Ahmad, Fauzan. 2024. "Model Implementasi Kebijakan Publik." *Journal Of Social Science Research* 4:10.
- Ana Anwar, Andri. 2025. "Efektivitas Program Jemput Bola Administrasi Kependudukan (Jebol Anduk) Layanan Administrasi Kependudukan Bagi Penyandang Disabilitas Di Kelurahan Karangpoh Kecamatan Tandes Kota Surabaya." *Ilmu Administrasi Dan Manajemen* 6:6.
- Denhardt, J. V., & Denhardt, R. B. (2015). *The new public service: Serving, not steering* (4th ed.). New York, NY: Routledge. <https://doi.org/10.4324/9781315696555>
- Edwards III, G. C. (1980). *Implementing public policy*. Washington, DC: Congressional Quarterly Press.
- Gede, Sutmasa Y. 2021. "Memastikan Efektivitas Implementasi Kebijakan Publik." *Jurnal Cakrawarti*, 04.
- Handoyo, Eko, Fakultas Ilmu, Sosial Universitas, Negeri Semarang, Eko Handoyo, And Widya Karya. N.D. *Kebijakan Publik*.
- Hendri, Hidayat, Budiman Arif, And Raudah Siti. 2024. "Implementasi Program Jemput Bola Dalam Meningkatkan Kualitas Pelayanan Pada Dinas Kependudukan Dan Pencatatan Sipil Di Kabupaten Balangan." *Jurnal Pelayanan Publik* 1:7.
- Indarwati, Nyianda, And Dwi Mirani. 2021. "Implementasi Kebijakan Jemput Bola Administrasi Perekaman E-Ktp Bagi Disabilitas Di Kota Palembang." 2:35–48. Doi: 10.47753/Pjap.V2i1.28.
- Kasih, Putri Bunga, And Hagia Harsanti. 2022. "Implementasi Program Jemput Bola Layanan E-Ktp Di Dinas Kependudukan Dan Pencatatan Sipil Kabupaten Buton Tengah Provinsi Sulawesi Tenggara." *Jurnal Registratie* 4.
- Makmur, Syarif. 2023. "Kesalahan Penafsiran Komunikasi, Sumber Daya, Disposisi Dan Struktur Birokrasi Dalam Implementasi Kebijakan." *Lentera:Multidisciplinary Studies* 1:5.
- Marfiati, Reza Fahrur, And Oktarizka Reviandani. 2023. "Publika : Jurnal Ilmu Administrasi Publik Kualitas Pelayanan Program Jemput Bola Terpadu Oleh Dinas Kependudukan Dan Pencatatan Sipil Kabupaten Sidoarjo." 9(2):204–11. Doi: 10.25299/Jiap.2023.13533.
- Maulidiyah, Nurul Alvin. 2023. "Implementasi Transformasi Digital Pelayanan Nikah Pada Kua Kecamatan Blimbing Tinjauan Teori Implementasi Kebijakan George C. Edward Iii."

- Muhimah, U. U. (2022). Peran Pemerintah dalam Bidang Administrasi Kependudukan dalam Kerangka Perlindungan Hukum Warga Negara Ditinjau dari Undang-Undang No. 23 Tahun 2006 tentang Administrasi Kependudukan. *Sultan Jurisprudence: Jurnal Riset Ilmu Hukum*, 2(1), 53-63.
- Mulgan, G., & Albury, D. (2003). *Innovation in the public sector*. London, England: Cabinet Office Strategy Unit.  
[https://www.sba.oakland.edu/faculty/mathieson/mis524/resources/readings/innovation/innovation\\_in\\_the\\_public\\_sector.pdf](https://www.sba.oakland.edu/faculty/mathieson/mis524/resources/readings/innovation/innovation_in_the_public_sector.pdf)
- Pohan, Desi Damayani, And Ulfi Sayyidatul Fitria. 2021. "Jenis Jenis Komunikasi." *Cybernetics: Journal Educational Research And Social Studies* 2:9.
- Riani, Ni Ketut. 2021. "Strategi Peningkatan Pelayanan Publik." *Jurnal Inovasi Penelitian* 01.
- Sarah, Siti, Buwono Sri, Karolina Venny, Barella Yusawinur, And Wiyono Hadi. 2024. "Perilaku Prokratinasi Akademik Pada Mahasiswa Prodi Pendidikan Ilmu Pengetahuan Sosial Universitas Tanjungpura Pontianak 2022/2023." *Jurnal Ilmiah Wahana Pendidikan*, 8.
- Tampubolon, N. (2022). Tanggung jawab negara terhadap jaminan kesehatan dalam perspektif hak asasi manusia.
- Tauhid, Karimah, Muhammad Rafi, Rita Rahmawati, Kepuasan Masyarakat, And Akta Kelahiran. 2023. "Kualitas Pelayanan Program Jemput Bola Pada Dan Pencatatan Sipil Kabupaten Bogor." 2:3203–12.
- Waruwu, Marinu, Magister Administrasi Pendidikan, Universitas Kristen, And Satya Wacana. 2023. "Pendekatan Penelitian Pendidikan : Metode Penelitian Kualitatif , Metode Penelitian Kuantitatif Dan Metode Penelitian Kombinasi ( Mixed Method )." 7:2896–2910.