

## Evaluation Of The Policy On The Implementation Of The Mobile Driver's License Office In Improving The Quality Of Public Services At The Depok City Police Department

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### ABSTRACT

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*This study aims to analyze the implementation of the Mobile Driving License (SIM Keliling) policy in improving the quality of public services at the Depok City Police. The research employs a qualitative approach, with data collected through observation, in-depth interviews, documentation, and literature review. Informants included the Chief of Police, the Head of the Traffic Unit, service officers, and community members who utilize the Mobile SIM service. Data were analyzed using data condensation, data display, and conclusion drawing. The findings indicate that the implementation of the Mobile SIM policy contributes to improving public service accessibility and convenience. Based on six evaluation criteria—effectiveness, efficiency, adequacy, responsiveness, equity, and accuracy—the service is generally considered effective in expanding access to driving license renewal services and reducing travel time for citizens. From an efficiency perspective, the mobile service enables faster and more flexible service delivery. However, limitations remain in terms of the number of service officers and supporting facilities, particularly during periods of high demand. In addition, the limited service schedule affects the overall adequacy and responsiveness of the program. This study contributes to the literature on public policy implementation by highlighting the role of mobile-based service innovation in enhancing public service delivery in the police administration sector.*



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## INTRODUCTION

The digitalization of public services has been driven by demands for efficiency, accessibility, and citizen empowerment. According to the World Bank Dunia (Bank, 2019), governments worldwide are increasingly utilizing digital technologies to enhance public service delivery, streamline administrative procedures, and promote transparency and accountability.

Improving the quality of public services has become a primary requirement in modern governance. Governments are expected to provide services that are more effective, efficient, and easily accessible to the public (Hayat, 2017). In the context of police administrative services, one of the innovations developed is the Mobile Driving License (SIM) service, which facilitates the renewal of driving licenses through mobile service units that reach specific community locations.

The introduction of the Mobile Driving License (SIM) Management Information System policy at the Depok City Police (Polresta Depok) represents a significant milestone in the modernization of public service delivery in driving license administration. The concept of Mobile SIM services serves as a prominent example of the shift toward digitalization in managing essential identity documents and regulatory systems. The Mobile SIM concept reflects a modern approach to managing traditional driving license services. It utilizes secure digital platforms to integrate essential information contained in conventional physical licenses, including personal details, license classification, validity status, and unique identifiers. This digital data is often supported by advanced security features such as biometric authentication, encryption, and remote verification capabilities, ensuring the integrity and authenticity of driving license data (Fatimah, 2019).

In addition, the portability and accessibility of the Mobile Driver's License Service allow users to easily present their driver's license during routine traffic stops, identity verification, or license renewals without the need for a physical card. According to the Ministry of Communication and Information Technology (2020), the implementation of the Mobile Driver's License policy is a strategic effort to modernize the identification system, improve service accessibility, and enhance administrative efficiency. The Mobile Driver's License Policy represents a significant step toward modernizing public services in Indonesia. Its benefits point to a positive trajectory toward providing more efficient, convenient, and transparent services.

The implementation of the Mobile Driver's License Service policy is based on Law No. 25 of 2009 on Public Services (R. Indonesia, 2009), Ministry of State Apparatus and Regional Government Regulation No. 15 of 2014 on Service Standard Guidelines (BPK RI, n.d.), and Regulation of the Chief of the Indonesian National Police No. Pol. 12 of 2007 (K. N. R. Indonesia, 2007) on Mobile Driver's License Service Units for Classes A, C, and D. This Mobile Driver's License Service, as part of Indonesia's initiative to digitize public services, represents a significant step toward modernizing government administration and improving the quality of public services.

However, this transition is not without challenges. In its implementation, the mobile driver's license policy in general—including at the Depok City Police Department—has so far faced various challenges and issues, namely:

First, there are technological barriers, with one of the main challenges being the technological infrastructure required for the smooth operation of digital services. In Indonesia, where internet penetration and digital literacy have not yet developed evenly across all regions, this can pose a significant obstacle (APJI, 2019). Implementing a mobile SIM system requires robust IT support, reliable internet connectivity, and a secure platform to protect sensitive user data (Bertot, John C., 2010).

Second. Digital literacy and user adoption. Digital literacy is another key challenge. The success of mobile SIM policies depends on the population's ability to navigate digital platforms. In countries with diverse educational backgrounds and digital competencies, ensuring that all citizens—especially those from older generations or lower socioeconomic backgrounds—can

use mobile services is a daunting task (Warschauer, 2004).

Third. Policy design and implementation, where effective policy design and implementation also pose major challenges. Policy makers must ensure that policies are not only well-crafted but also adequately communicated to the relevant stakeholders. This includes clear guidelines for law enforcement officers and service staff to facilitate the transition from traditional licenses to digital licenses (Mazmanian, D. A., & Sabatier, 1981).

Fourth. Resistance to change. Resistance to change is a universal challenge in policy implementation. In the context of the Depok City Police, this can manifest as reluctance among police officers and the public to adopt new procedures, either because they are comfortable with established routines or because of doubts regarding the reliability of the new system (Oreg, 2006).

Fifth. Legal and Regulatory Framework. The legal and regulatory framework must evolve in tandem with technological advancements to support the mobile driver's license policy. This includes updating privacy laws, cybersecurity measures, and regulations regarding digital documentation to ensure that mobile driver's licenses are legally recognized and protected. (Koops, K., Visalberghi, E., & van Schaik, 2016).

Sixth. Equity and accessibility: ensuring equitable access to mobile SIM cards is a significant challenge. Policymakers must address potential digital divides where marginalized groups may find it more difficult to access or purchase the technology needed to benefit from mobile SIM systems (Norris, 2001).

Seventh. Budget constraints. Budget constraints can limit the scope and scale of policy implementation. The investments required for technological infrastructure, personnel training, and community outreach programs are substantial, and securing consistent funding often poses a barrier to public sector initiatives (Caiden, N., & Wildavsky, 1980).

Eighth. Inter-agency coordination. Finally, the successful implementation of the Mobile SIM policy requires effective coordination among various government agencies, including the Department of Transportation, law enforcement, and the Department of Information Technology. Lack of alignment among agencies can lead to inefficiencies and confusion (Marga, 1997).

A number of previous studies have examined public service innovation in the context of service digitization and the use of information technology in government administration. A study conducted by (Mergel, I., Edelman, N., & Haug, 2019) shows that digital innovation in public services can improve administrative efficiency and service quality. Other research also emphasizes that the transformation of public services through digital technology can improve service accessibility and public satisfaction (Gil-Garcia, 2019).

Nevertheless, most of these studies still focus on the digital transformation of public services in general, while research on mobility-based service innovations, such as the Mobile Driver's License Service, remains relatively limited. Furthermore, previous research has primarily focused on technological aspects and service digitization, whereas comprehensive evaluations of public service policy implementation based on comprehensive policy evaluation criteria are still rarely conducted.

In particular, empirical studies evaluating the implementation of the Mobile Driver's License Service policy at the regional police level remain limited. However, evaluating policy implementation is crucial for assessing the extent to which the policy achieves its stated objectives and delivers tangible benefits to the public (Dunn, 2012). Therefore, research is needed that specifically evaluates the implementation of the Mobile Driver's License Service policy based on public policy evaluation criteria.

Based on the above, this evaluation study of the Mobile Driver's License Service policy

implementation was conducted to improve the quality of public services at the Depok City Police Department. Additionally, this study aims to critically evaluate the impact of the Mobile Driver's License Service initiative on public service quality, citizen engagement, and the effectiveness of governance within the Indonesian context, thereby contributing to the discourse on the implementation of digital public services.

By critically examining the implementation of the Mobile Driver's License System at the Depok City Police Department, this study aims to provide valuable insights into the practical implications, benefits, and challenges associated with the transition from traditional driver's license management to a mobile-centric paradigm. It is hoped that the findings from this evaluation can serve as input for evidence-based policy adjustments, procedural refinements, and best practices to optimize the utilization of the Mobile Driver's License System within the public service framework.

According to (Dye, 2005), policy evaluation serves as a crucial mechanism for assessing the efficiency, effectiveness, and alignment of policy initiatives with established objectives. In the context of the implementation of the Mobile Driver's License Service at the Depok City Police Department, the evaluation process offers a structured framework for measuring the policy's impact on service accessibility, administrative efficiency, and user satisfaction, thereby providing a basis for evidence-based adjustments to optimize the delivery of public services.

This study makes several important contributions to the field of public service policy implementation. First, from a contextual perspective, this study provides empirical evidence regarding the implementation of public service innovations in the police administration sector at the local level. Second, from a theoretical perspective, this study enriches the field of public policy evaluation by applying Dunn's policy evaluation framework to analyze the implementation of the Mobile Driver's License Service. Third, from a practical perspective, the results of this study are expected to serve as a basis for policy improvements and enhancements to the quality of the Mobile Driver's License Service within the police department.

## **METHOD**

This study employs a qualitative approach using a literature review method to analyze the implementation of the Mobile Driver's License Service policy in improving the quality of public services at the Depok Metro Police Station. The qualitative approach was chosen because it allows the researcher to gain an in-depth understanding of policy phenomena through the analysis of various relevant data sources and documents (Creswell, 2018). This study was conducted by reviewing various policy documents, service reports, scientific articles, and other literature sources related to the implementation of public service policies and the Mobile Driver's License Service. The research focused on the Mobile Driver's License Service implemented by the Traffic Unit of the Depok Metro Police as one of the public service innovations in the police administration sector.

The data used in this study consists of secondary data obtained from various literature sources, such as books, scientific journal articles, government policy documents, police service reports, and official publications related to the implementation of the Mobile Driver's License Service policy. Data collection was conducted through documentary and literature reviews, specifically by tracing and examining various documents and scientific publications relevant to the research topic. The research instruments used in this study included data recording sheets and literature analysis guidelines used to identify and categorize information related to the implementation of the Mobile Driver's License Service policy.

Data analysis in this study employed a qualitative analysis model encompassing the processes of data reduction, data presentation, and drawing conclusions, as outlined by (Miles, M.B, Huberman, A.M, & Saldana, 2014). Data reduction involved selecting and simplifying various pieces of information relevant to the research focus. Next, the data were presented in the form of

descriptive narratives to facilitate the interpretation and analysis process. The final stage was drawing conclusions, which was done by interpreting the results of the data analysis to gain an understanding of the implementation of the Mobile Driver's License Service policy in improving the quality of public services.

In this study, the analysis of policy implementation was conducted using the policy evaluation framework proposed by (Dunn, 2012), which includes six indicators: policy effectiveness, efficiency, adequacy, equity, responsiveness, and appropriateness. The effectiveness indicator is used to assess the extent to which the Mobile Driver's License Service (SIM Keliling) policy is able to achieve its objective of improving public access to services. The efficiency indicator was used to assess the use of resources in the implementation of the Mobile SIM service. The adequacy indicator was used to determine the extent to which the service meets public needs. The equity indicator was used to assess the distribution of services to the public across various service areas. The responsiveness indicator was used to assess the service providers' ability to respond to public needs. Meanwhile, policy appropriateness indicators are used to assess the alignment of the Mobile SIM policy with the objective of improving the quality of public services.

To ensure data validity, this study employs source triangulation, which involves comparing and verifying information obtained from various sources, including relevant literature, policy documents, and scientific publications. Consequently, the analysis results are expected to possess a higher level of validity and credibility.

## RESULTS AND DISCUSSION

Using the policy evaluation theory proposed by (Dunn, 2012), the results and discussion based on the data collected are as follows.

1. **Effectiveness:** Policy effectiveness indicates the extent to which a policy is able to achieve its established objectives. Based on the analysis, the implementation of the Mobile Driver's License Service at the Depok Metro Police Station was deemed quite effective in improving public access to driver's license renewal services. The availability of this service allows the public to access services without having to visit the police station in person, thereby making the service process more accessible. This indicates that the Mobile Driver's License Service contributes to improving the quality of public services through a service approach that is closer to the community. This finding aligns with Dunn's perspective, which states that policy effectiveness is measured by a policy's ability to achieve its established objectives. Furthermore, mobility-based service innovations such as the Mobile Driver's License Service are also consistent with efforts to modernize public services aimed at enhancing accessibility and efficiency. This is certainly in line with the government's objectives; for example, according to the Ministry of Communication and Information Technology (Informatika, 2020), the implementation of the Mobile Driver's License Policy is a strategic effort to modernize the identification system, improve service accessibility, and enhance administrative efficiency. The Mobile Driver's License Policy represents a significant step toward the modernization of public services in Indonesia. Its benefits point to a positive trajectory toward the provision of more efficient, convenient, and transparent services.
2. **Efficiency:** Based on the results of the research conducted, it can be seen that the implementation of the Mobile SIM Policy at the Depok City Police Department has met expectations in terms of efficiency. With the available human resources, budget, and facilities, the department has been able to provide optimal service to all Depok residents who come to request services. The use of human resources, budget, and facilities has been

sufficiently efficient in maximizing the implementation of the Mobile SIM policy. The staff implementing the Mobile SIM policy receive adequate education and training before carrying out their duties, ensuring they can provide high-quality service. Regarding the budget allocation, which amounts to Rp.18,132,000, it has been sufficient to support the implementation of the Mobile SIM policy. As for other equipment, such as official vehicles, buses, computers, desks, chairs, tents, and others, they are already adequate for the implementation of the Mobile SIM policy. This situation aligns with the following statements by experts regarding efficiency: According to (Handoko, 1992), efficiency is the use of minimal resources to produce a specific output. Efficiency is a concept focused on using minimal resources to produce a specific output. This means achieving optimal results while using as few resources as possible, such as labor, time, money, raw materials, and equipment.

3. Adequacy: (Dunn, 2015:430) states that adequacy refers to the extent to which a level of effectiveness satisfies the needs, values, or opportunities that give rise to a problem. The criterion of adequacy relates to the extent to which a policy is able to meet the needs of the community. The results of the analysis indicate that the Mobile Driver's License Service provides convenience for the public in renewing their driver's licenses without having to visit the police station in person. This service is considered quite helpful for the public, particularly for residents who face time or distance constraints in accessing services at the police station. Thus, adequacy in public policy evaluation is linked to the effectiveness of measuring the extent to which available alternatives can meet needs. Based on observations, interviews, and available documents, it can be concluded that the implementation of the Mobile SIM Policy meets the criteria for adequacy. Nevertheless, the level of service adequacy still faces several limitations, particularly regarding service frequency, which remains limited to specific times. Some members of the public hope for additional service schedules to broaden access to services. This indicates that while the policy has been able to meet some of the public's needs, there is still room to improve service adequacy by adding service schedules and locations.
4. Equity: Equity in policy evaluation refers to the fair distribution of policy benefits to all segments of society. In practice, the Mobile Driver's License Service at the Depok Metro Police Station has provided access to services for the public at various service locations. Services are provided without discriminating based on the public's social or economic background, ensuring that all residents have equal opportunities to access these services. A policy implementation may be effective, efficient, and adequate if there is an equitable distribution of costs and benefits. The key to success regarding equity in policy implementation lies in the presence of fair and equitable justice. Based on the results of observations and interviews conducted, the SIM Keliling policy implementation in improving the quality of public services at the Depok City Police Station sufficiently meets the criteria for equity. The implementation of the Mobile Driver's License Office policy has consistently upheld fairness and equality for the residents of Depok. To date, the services provided have been non-discriminatory; all residents of Depok receive equal treatment regardless of their economic or social status. Furthermore, in service delivery practices, priority is also given to specific community groups such as the elderly, pregnant women, and people with disabilities. This policy demonstrates an effort to ensure that public services can be accessed more equitably by all segments of society. This aligns with the concept of equity in policy evaluation, which emphasizes the importance of distributing policy benefits fairly among different community groups. The findings above align with the perspective (Dunn, 2012), which states that equity in public policy can be said to have the same meaning as the justice granted and received by the targets of public policy. The criterion of equality is closely related to legal and social rationality and points to the

distribution of consequences and efforts among different groups in society. Policies based on equity are those whose benefits are felt fairly. A particular program may be effective, efficient, and adequate if the costs and benefits are distributed equitably. The key to equity is fairness or reasonableness.

5. Responsiveness: (Dunn, 2012) states that the success of policy implementation can be gauged by the public's response to the implementation after first predicting the potential impacts that would occur if a policy were implemented. The public's response once the policy's effects begin to be felt can take the form of positive support or negative rejection. Responsiveness relates to the service provider's ability to address the needs and aspirations of the public. The analysis indicates that the Mobile SIM Service facilitates public access to police administrative services, particularly for residents living far from the Metro Depok Police Station. The existence of this service helps the public save time and money that would otherwise be spent on processing driver's license renewals. However, some public feedback indicates the need for improved service responsiveness, particularly regarding the addition of service schedules and enhanced support facilities for those waiting in line. This public input suggests that service quality improvements are still necessary to ensure the service can better respond to the needs of service users.
6. Accuracy: Accuracy in public policy refers to the value or importance of a program's objectives and to the strength of the assumptions underlying those objectives. (Dunn, 2012) states that appropriateness can be captured by other policy success indicators. For example, other impacts that could not be predicted beforehand—whether positive or negative unintended consequences—or the possibility of selecting alternative options perceived as better than a policy's implementation, allowing the policy to adapt more dynamically. Policy appropriateness relates to the alignment of the policy with the objectives it aims to achieve. Based on the analysis results, the Mobile Driver's License Service policy is deemed relevant to the needs of the public requiring more accessible administrative services. This service not only provides convenience for the public in renewing their driver's licenses but also helps improve public compliance in regularly updating motor vehicle documents. This situation further confirms that the implementation of the Mobile Driver's License Service policy is appropriate for improving the public services provided by the Depok City Police Department, thereby generating the subsequent impact of encouraging residents to pay their annual motor vehicle taxes. This condition will undoubtedly increase state revenue, which is essential for supporting development initiatives.

However, for this policy to have a broader impact, improvements are needed in service management aspects, such as enhancing service capacity and adjusting service schedules. Thus, the Mobile Driver's License Service policy is not only conceptually sound but can also provide greater benefits to the public.

The novelty of this study lies in the contextual analysis of the implementation of the Mobile SIM service policy at the regional police level using William N. Dunn's policy evaluation framework comprehensively. Unlike previous studies, which generally highlight public service innovations in the context of digitization or the modernization of services in general, this study specifically evaluates the implementation of the Mobile SIM policy based on six policy evaluation criteria, namely effectiveness, efficiency, adequacy, equity, responsiveness, and policy appropriateness.

Through this approach, this study not only describes the implementation of the Mobile Driver's License Service but also identifies, in greater detail, the operational factors that influence

the quality of policy implementation, such as the limited number of service staff, the lack of supporting physical facilities (e.g., service tents), and the infrequent service schedule. These findings indicate that while the Mobile Driver's License (SIM Keliling) policy has generally improved public service accessibility, the effectiveness of its implementation remains influenced by organizational resource capacity and service management at the local level.

Thus, the novelty of this research is contextual and empirical, providing empirical evidence regarding the implementation of public service innovations in the police administration sector at the regional level. Furthermore, this study offers analytical contributions by demonstrating that the success of public service policy implementation is determined not only by policy design but also by the readiness of organizational resources, supporting facilities, and service scheduling arrangements that are adaptive to community needs.

These findings are expected to enrich the study of public service policy implementation, particularly in the context of mobility-based police administrative service innovations in Indonesia, and to serve as a foundation for developing strategies to improve the quality of the Mobile Driver's License Service in the future.

## CONCLUSION

This study indicates that the implementation of the Mobile Driver's License Service policy at the Depok Metro Police Department has generally made a positive contribution to improving the accessibility and convenience of public services for the community. Based on William N. Dunn's six policy evaluation criteria—effectiveness, efficiency, adequacy, equity, responsiveness, and appropriateness—the Mobile Driver's License Service has expanded the reach of police administrative services and made it easier for the public to renew their driver's licenses without having to visit a police station in person.

In terms of effectiveness and efficiency, the Mobile Driver's License Service is assessed as capable of improving service accessibility through relatively quick and simple procedures. In terms of adequacy, this service has helped meet the public's needs for police administrative services, although there are still limitations regarding the frequency of available services. Meanwhile, in terms of equity and responsiveness, the Mobile Driver's License Service has provided relatively equal opportunities for the public to access services and demonstrated the organization's ability to respond to public needs, particularly for residents with limited access to main service offices. In terms of policy appropriateness, the Mobile Driver's License Service is deemed relevant to the public's need to improve accessibility to public services.

Nevertheless, this study also identified several challenges in the implementation of the Mobile Driver's License Service policy, including a limited number of service staff at certain times, inadequate physical facilities such as service tents, and a relatively limited service schedule. These conditions indicate that improving the quality of the Mobile Driver's License Service still requires strengthening in the areas of human resource management, the provision of service facilities, and the adjustment of service schedules to be more responsive to community needs.

Theoretically, this study enriches the literature on public service policy implementation by demonstrating that the success of mobility-based service innovations is determined not only by policy design but also by organizational capacity and the availability of service facilities at the implementation level. Practically, the findings of this study provide policy implications for police

institutions to improve the quality of the Mobile Driver's License Service by increasing the number of service officers, enhancing supporting service facilities, and adjusting the frequency of service schedules to better align with community needs. Thus, strengthening organizational capacity and adopting more adaptive service management are critical factors in enhancing the effectiveness of the Mobile Driver's License (SIM Keliling) policy implementation as a public service innovation within the police administrative sector.

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