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Inclusive Governance and Service Delivery: Public Sector Innovation through the JEBOL Program in Indonesia's Civil Registration System

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Abstract

This study analyzes the effectiveness of public service innovation through the Jemput Bola (JEBOL) program in the electronic ID card (KTP-el) registration system at the Population and Civil Registration Office of Badung Regency, Indonesia. JEBOL was developed in response to the public demand for more accessible and inclusive administrative services, especially for residents in remote areas or with limited mobility. Using a descriptive qualitative approach, data were collected through in-depth interviews, field observations, and documentation. Findings show that the JEBOL program has improved accessibility and coverage of KTP-el registration services and has been well-received by the community. Nevertheless, challenges remain in document verification processes, limited human resources, and transportation infrastructure. While the program has proven effective in expediting KTP-el services, it has yet to comprehensively address other administrative needs. The novelty of this study lies in its inclusive governance approach to public service innovation, emphasizing grassroots engagement and collaboration with local actors. The study recommends optimizing digital technology use, enhancing community outreach, and strengthening partnerships between local governments and village administrations to ensure the program's sustainability and scalability. These findings contribute to public service governance, social innovation, and community-based policy studies within the broader social sciences and humanities discourse.

Keywords: *Public Service Innovation, Inclusive Governance, Population Administration, Digital Transformation, Grassroots Services*

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INTRODUCTION

Population administration services constitute a fundamental right of every citizen, guaranteed by the Constitution. Unfortunately, in practice, access to these services remains uneven, particularly for communities residing in remote areas, individuals with physical limitations, or those facing other mobility barriers (Djatmiko et al., 2025; Mutiarin et al., 2024). In many regions of Indonesia, the process of recording Electronic Identity Cards (KTP-el) remains a challenge due to the distance to service offices and the administrative complexity that often confuses citizens. Data from the Directorate General of Population and Civil Registration indicate that by the end of 2023, millions of residents had yet to complete official KTP-el registration (Latupeirissa et al., 2024; Salam, 2023). This phenomenon is not merely an administrative issue; it also concerns citizen engagement in public service systems, access to socio-political rights, and legitimacy in various life sectors.

In response to this issue, several regional governments have initiated various forms of public service innovation. One growing approach is the proactive or outreach service model (commonly known as jemput bola), which does not wait for the community to come to government offices, but instead brings services directly to them. This innovation is considered a partial solution to accessibility challenges, yet its effectiveness remains underexplored, particularly in the context of inclusive governance and sustainable service delivery. In Badung Regency, Bali Province, the Jemput Bola (JEBOL) program for KTP-el registration is a concrete example of efforts to deliver more equitable and responsive services. This initiative provides an opportunity to examine how public innovations can expand access and encourage citizen participation in population administration systems.

Previous studies have highlighted the importance of innovation in public services. Ferreira & Santos (2025), Fuglsang et al. (2021), and Lopes & Farias (2022) emphasize the need for Indonesia's public bureaucracy to transform into a more responsive and accountable institution. This is further reinforced by Cinar et al. (2024), Criado et al. (2025), and Kassen (2022), who reveal that community-based service approaches significantly strengthen public trust in the government. Research by Kim et al. (2022) and Sadik-Zada et al. (2024) shows that outreach services in the health sector increase the effectiveness of government intervention programs, although such models remain under-discussed in the field of population administration. Ajayi et al. (2024), Li et al. (2025), and Okunlaya et al. (2022) also demonstrate that participatory approaches in public service delivery enhance social inclusion, though they are often hindered by rigid bureaucratic structures.

Further, studies by Upadhyay et al. (2022) and Aidi et al. (2024) highlight the need for collaborative approaches in public services that reach remote areas, while Lee et al. (2023) and Septiari & Prabawati (2025) see digitalization as a potential enabler for accelerating administrative services at the local level. International studies by McGuirk et al. (2021) and Rodriguez Müller et al. (2021) on co-production in public services illustrate how active citizen and local government engagement results in more relevant services. Meanwhile, Chohan & Hu (2022), Latupeirissa et al. (2024), and Sudrajat & Andhika (2021) assert that technological innovation will only be impactful when accompanied by changes in organizational culture and institutional openness. Research by Hieng & Prabawati (2024), Salsinha & Lukman (2024), and Sulaiman et al. (2024) underline the importance of locally contextualized policy adaptation as a key to successful service reform.

However, several other studies indicate that innovations lacking structural reform often result in short-term projects (Lukman & Hakim, 2024; Soselisa et al., 2024). On the other hand, studies by Ramadhan & Fauzi (2023) and Siregar et al. (2024) argue that the involvement of village officials in public service innovation significantly affects program sustainability, although coordination challenges persist. Research by Polnaya et al. (2023), Ramadhan & Fauzi (2023), and Tuanaya (2024) even emphasize that the success of service innovation heavily depends on the social legitimacy built through effective communication and outreach. In this context, examining the JEBOL program becomes highly relevant—not

only as a case of administrative innovation but also as a representation of inclusive governance practices at the local level.

Although various studies have discussed public service innovation, few have specifically examined how such innovation functions in population administration systems using an outreach model. Most existing research focuses on technical aspects or short-term achievements but lacks a comprehensive view of institutional dynamics, local participation, and structural challenges on the ground. This gap presents an opportunity to take a closer look at how the JEBOL program in Badung represents more than just an administrative effort—it reflects a form of public service governance that is inclusive, adaptive, and context-sensitive.

By examining governance aspects, collaborative approaches, and the role of local actors in supporting JEBOL, this study offers a new perspective that goes beyond technical achievements. This approach demonstrates that the success of public services is not solely determined by program innovation, but also by the integration of actors, social contexts, and institutional capacities to listen to citizen needs. This constitutes the main strength of this study—illustrating how a seemingly simple public innovation can serve as an entry point toward more democratic and socially just governance.

The aim of this study is to analyze the effectiveness of the JEBOL program as a form of public service innovation within the population administration system, and to examine the extent to which the program fosters inclusive governance that responds to community needs. As such, this study not only contributes to the understanding of innovative public service practices but also enriches the discourse in the social sciences and humanities regarding the transformation of the state's role in delivering equitable and accessible basic services.

RESEARCH METHOD

This study adopts a descriptive qualitative approach, as the issues under examination require an in-depth understanding of the processes, meanings, and social experiences emerging from the implementation of the Jemput Bola (JEBOL) program in population administration services. This approach was chosen because it allows the researcher to explore social dynamics, actor perceptions, and the local context that underlies innovative public service practices. As noted by Furidha (2024), qualitative methods are particularly appropriate for understanding social phenomena holistically and contextually, especially when the research focus lies in interaction processes, social relations, and institutional practices that cannot be adequately explained through numbers and statistics alone.

The research site, Badung Regency in Bali, was selected based on its active and structured implementation of the JEBOL program. Badung features complex geographical characteristics, covering urban, peri-urban, and rural areas with varying degrees of accessibility. This diversity provides a rich context for observing how outreach services are carried out across different social and geographical conditions. Furthermore, the program's success in reaching vulnerable populations is a key reason why this location is especially

relevant for more in-depth investigation. As stated by Akyildiz & Ahmed (2021), site selection in qualitative research must consider the potential of a case to provide deep and relevant insights into the research focus.

Respondents were selected purposively, based on their direct involvement in the implementation or reception of services under the JEBOL program. A total of 12 primary informants were chosen, consisting of: 3 structural officials from the Badung Regency Population and Civil Registration Office involved in program design and coordination; 2 field officers implementing JEBOL services; 4 service recipients from remote areas; and 3 village officials supporting the program at the local level. Their selection was guided by the principle of actor representation with varying perspectives, including policymakers, technical implementers, and beneficiaries. As such, the narrative constructed in this study is not one-sided but reflects realities from diverse social positions.

Data collection was conducted using three primary techniques: in-depth interviews, participant observation, and documentation. In-depth interviews were semi-structured, allowing informants the flexibility to share their views, while also enabling the researcher to probe deeper based on emergent responses. This technique was chosen for its ability to capture subjective nuances, emotions, and personal experiences not easily revealed through surveys or closed-ended questionnaires. Participant observation was conducted during several JEBOL activities in remote villages, where the researcher was present during service delivery to directly observe interactions, team dynamics, and community responses. This approach enabled a more complete and realistic understanding of the social context. Documentation complemented these efforts by analyzing program documents, implementation reports, service recipient data, and photos of program activities.

To ensure the validity and reliability of the data, triangulation was applied through three methods: source triangulation, technique triangulation, and time triangulation. Source triangulation involved comparing information from various informant categories, such as government officials, field officers, and service recipients. Technique triangulation compared data from interviews, observations, and documentation to assess information consistency. Time triangulation was achieved by collecting data at different times—both during and after JEBOL activities—to understand dynamics that might change over time. According to Stanley (2023), such triangulation is crucial for enhancing the credibility of findings in qualitative research.

The entire research process adhered to ethical standards, including safeguarding informant anonymity, obtaining informed consent before interviews, and actively involving participants in data clarification. This aligns with the ethical principles of social research as outlined by Stanley (2023), which emphasize that researchers in community-based studies must not only act as data collectors but also as dialogical partners in understanding complex social realities.

RESULTS AND DISCUSSION

Improved Accessibility and Service Coverage: Innovation as a Solution to Access Inequality

One of the most prominent achievements of the Jemput Bola (JEBOL) Program implementation in Badung Regency is the improvement in accessibility and coverage of electronic ID card (KTP-el) recording services for marginalized groups who have long been excluded from population administration services. Prior to the launch of JEBOL, the KTP-el recording process relied on a centralized system that required residents' physical presence at the Department of Population and Civil Registration (Disdukcapil) office. This system posed significant challenges for vulnerable groups such as the elderly, people with disabilities, and those living in remote areas. In this context, the JEBOL innovation emerged as a concrete response to service access inequality, offering a more inclusive and adaptive approach tailored to the needs of citizens.

Field observations conducted by researchers in three villages in the Petang and Abiansemal sub-districts revealed challenging geographic conditions—steep roads, limited public transportation, and unstable communication networks. Despite these obstacles, the JEBOL team continued to visit these villages regularly, bringing portable recording equipment and collaborating with village officials to reach residents without KTP-el. In Village S., a 78-year-old elderly woman living alone as her children had migrated for work expressed her gratitude for no longer needing to "wait for relatives to pick her up" just to process her ID card. A similar sentiment was echoed by a person with disabilities in Village P., who stated that, for the first time, he felt "treated like other citizens who have the same rights."

Quantitative data from the Badung Regency Disdukcapil also reinforces these findings. Before JEBOL's implementation in mid-2022, the KTP-el recording coverage for the 17+ age group in remote areas was only 72%. After a year of the program's operation, this figure jumped to 91%. This increase is more than just a statistic; it represents a paradigm shift in service delivery: from a passive, office-based system to a proactive, outreach-based one.

These findings align with the perspectives of Mutiarin et al. (2024) and Rumbogo et al. (2021), who emphasize that fairness in public services is not merely about availability, but about ensuring that services are effectively accessible to all groups, free from physical, social, or economic barriers. In the case of JEBOL, inclusion is not just a slogan—it is realized through concrete actions that reach people's homes, even in the most difficult locations.

Furthermore, the door-to-door approach reflects a form of inclusive governance where local actors—such as hamlet heads, village cadres, and traditional leaders—are integrated into the service system. On the ground, researchers witnessed how coordination between Disdukcapil officers and village officials became key to smooth implementation. In Village T., for instance, the hamlet head actively helped map out residents who had not yet completed KTP-el recording and communicated the schedule of the officers' visits via village loudspeakers and WhatsApp groups.

However, the increase in accessibility did not come without challenges. One JEBOL officer mentioned that extreme weather conditions and limited transportation sometimes

caused delays in the visitation schedule. Moreover, not all residents possessed complete supporting documents, so verification had to wait for the next visit or still required some individuals to come to the Disdukcapil office. Nonetheless, most residents expressed that the service they received was significantly easier than before.

Based on field reflections and residents' narratives, it can be concluded that the JEBOL innovation has successfully expanded coverage and reduced access barriers to population administration services. This program not only addresses the technical issues of KTP-el recording but also reaffirms citizens' basic rights to be administratively recognized by the state. By prioritizing accessibility, JEBOL stands as a concrete example of public service that is not only efficient but also equitable and humane.

Implementation Challenges: Limitations in Human Resources, Infrastructure, and Verification Procedures

Although the Jemput Bola (JEBOL) program for KTP-el recording in Badung Regency has been recognized as a public service innovation capable of expanding service reach, its implementation in the field faces various structural and technical challenges that hinder the program's efficiency. These challenges underscore the importance of bureaucratic capacity as a key element in the success of service innovation. As Ferreira & Santos (2025) and Kassen (2022) assert, innovation will only result in substantive change when supported by organizations with institutional capacity, adaptive human resources, and procedures aligned with service needs.

One of the primary challenges faced by the Badung Regency Disdukcapil is the limited number of human resources (HR) available to work directly in the field. According to technical informant YR—a functional officer in the population registration division—the number of officers who can be deployed to villages is very limited, as they must divide their time and energy among various other administrative duties. The door-to-door service, which requires travel to remote areas, significantly increases the workload of the officers. Often, a team consists of only two to three people who must serve an entire village with dozens or even hundreds of waiting residents. This condition reduces service effectiveness and has the potential to generate complaints from the community.

Field observations in Abiansemal and Petang districts corroborate this finding. In some villages, officers arrived after long trips through hilly terrain and narrow roads, some of which were unpaved. One recording session in Banjar Padang Luwih, for example, could only begin after officers waited for more than an hour to obtain electricity from the community hall, since the KTP-el recording equipment requires a large power supply and cannot run on standard batteries. Furthermore, the recording locations were often not ideal—makeshift tables, poor lighting, and lack of air conditioning—which affected both service quality and officers' working comfort.

Infrastructure limitations also pose a serious challenge. The Disdukcapil's transport fleet for JEBOL activities is still very limited. According to field staff member DS, the government vehicles used to transport the recording equipment often experienced minor

damage due to heavy usage and rough terrain. In some cases, officers were forced to use their personal vehicles to ensure the program proceeded as scheduled. This demonstrates that the success of a program is not solely determined by the innovation itself, but also by logistical readiness and sufficient budgetary support.

On the other hand, administrative challenges also slowed service processes. The document verification procedure, which is still done manually, creates additional obstacles, particularly when officers in the field must compare data with original documents brought by residents. In practice, some residents either failed to bring complete supporting documents or presented blurry photocopies, leading to delays or requiring them to visit the Disdukcapil office. According to MI, a verification officer, this often happens with elderly or disabled residents who depend heavily on family members. They frequently do not fully understand the required document types, forcing officers to re-explain and manually record additional information on site.

From field observations, long queues were also not uncommon at JEBOL service sites because individual service time could be lengthy—especially when inconsistencies were found between physical documents and digital records in the Population Administration Information System (SIAK). In such cases, officers had to make immediate decisions—either proceed with the recording at the risk of data inconsistency or delay the service and ask the resident to visit the Disdukcapil office. These decisions are difficult, as they relate to the principle of equity in public services, which demands fairness and accessibility for all citizens, including vulnerable groups (Ahdiyana et al., 2021; Rumbogo et al., 2021).

These limitations in bureaucratic capacity highlight the need to build an ecosystem that supports innovation—not only in terms of ideas or programs but also in operational readiness. The JEBOL program as an innovation cannot be separated from the institutional structure that implements it. When human resources are limited, infrastructure is inadequate, and administrative procedures are not streamlined, innovation becomes a partial solution that does not address the root problems of public service. In this context, it is crucial for the Disdukcapil to strengthen technical training for field officers, increase budgets for transportation and equipment, and redesign a more adaptive and digital-friendly verification system. For example, using mobile applications for real-time population data verification could accelerate the verification process and reduce dependency on physical documents.

The Role of Local Actors and Communities: Inclusive Governance in Practice

The success of the Jemput Bola (JEBOL) electronic ID card (KTP-el) recording program in Badung Regency is not solely determined by the technical innovations of the Population and Civil Registration Office (Disdukcapil), but also by the significant role of local actors and communities directly involved at the grassroots level. The collaboration between Disdukcapil officers and village apparatuses demonstrates how the principles of inclusive governance operate in practice. Here, the village is not merely a recipient of services but an active partner in designing, organizing, and facilitating the continuity of services. This involvement creates a bridge that connects bureaucratic logic with the social dynamics of the community.

According to NH, a village head in the Abiansemal area, the presence of village officers as intermediaries is crucial because they understand the social context of their residents, including those who are elderly, disabled, or belong to other vulnerable groups that require prioritized service. The village head also stated that before the implementation day, the village apparatus had conducted internal data collection and disseminated information to the community through local media such as community loudspeakers, village WhatsApp groups, and direct visits. This minimized misunderstandings and increased active participation.

Based on interviews with a traditional leader in the Petang area, IG, it was found that the involvement of community figures also lent legitimacy to the program. Many elderly residents were initially reluctant to attend due to physical limitations or lack of understanding of the importance of the KTP-el. However, after hearing direct appeals from traditional leaders and religious figures, they felt more assured and willing to participate. This demonstrates that social trust embedded within the community structure becomes a driving force that cannot be replaced by bureaucratic approaches alone.

Field observations reinforced the importance of this synergy. At one of the JEBOL implementation sites in Banjar Semanik, village officers were seen working from early morning to prepare the service location: cleaning the community hall, arranging chairs, preparing the list of residents, and assisting technical staff in organizing service flows. Some even voluntarily helped elderly residents get in and out of vehicles and accompanied them throughout the recording process. Their presence created a familial atmosphere in what is essentially an administrative service process. This resulted in an inclusive ambiance that is rarely found in rigid and procedural public services.

In this context, Lopes & Farias (2022) emphasize that cross-actor collaboration in the public sector produces co-produced value that cannot be achieved by bureaucratic organizations alone. When villages and local communities are actively involved in the service process, they not only accelerate implementation but also add value through social efficiency and public legitimacy. This also fosters collective ownership of the program, which enhances the sustainability of services in the future.

One JEBOL officer, WL, also noted that working with the support of the village significantly reduced the workload in the field. With facilitation from the village, officers no longer needed to verify data from scratch, as internal pre-registration had already been conducted. Additionally, residents were more punctual, as they felt this was a collective agenda prepared by their own community, rather than merely a “government program.”

From these dynamics, it is evident that inclusive service governance is not merely about bureaucratic openness to participation, but also about how local governments can build equal collaborative spaces with local actors. This collaboration is not symbolic but functions substantively as a driving force in the field. Mutual trust among actors, local social networks, and community participation have proven to strengthen service capacity and bring the state closer to the people.

JEBOL is not merely a technical program; it is also a reflection of how the state is present through its local social networks. This process offers an important lesson that public service innovation becomes more effective when supported by a collaborative structure that values the roles of all actors—from technical bureaucrats to hamlet heads, from recording officers to traditional leaders. Public service thus becomes not only a matter of documents but also of living social relationships that mutually reinforce each other.

Innovation Limited to a Single Function: The Challenge of Expanding Administrative Services

The Jemput Bola (JEBOL) program of the Badung Regency Disdukcapil has received widespread recognition as a breakthrough in bringing electronic ID card (KTP-el) recording services closer to the public, particularly for vulnerable groups such as the elderly and people with disabilities. However, this success has not yet fully addressed the broader needs of population administration services. The innovation developed remains focused on a single type of service—KTP-el recording—whereas the administrative needs of citizens are far more complex, encompassing various other documents such as Family Cards (KK), changes to population data, and the processing of birth and death certificates.

Based on documentation and field reports, many residents who attended JEBOL events brought additional documents hoping to take care of other administrative needs. However, field officers were generally unable to accommodate these requests due to limitations in technical equipment, information systems, and program mandates, which only covered KTP-el recording. A resident in the Mengwi area, NM, expressed disappointment after traveling a long distance to a JEBOL site hoping to print a new Family Card following a change of address, only to be told they still needed to visit the Disdukcapil office. This reveals a mismatch between public expectations and the actual service capacity in the field.

This limitation was also acknowledged by a Disdukcapil technical officer, KD, who noted that the JEBOL service system remains one-directional and inflexible. According to him, officers are only equipped with tools for KTP-el recording and lack access to other systems that allow for data integration or additional document processing. He stated that while the desire to serve the public is strong, technically, officers can only perform one function, as other services require cross-verification, server-based printing, and administrative authorization that are not available in the field.

Field observations at several JEBOL implementation sites revealed the enthusiasm of residents who brought documents unrelated to KTP-el recording. Some mothers brought copies of their children's birth certificates to request name corrections, while elderly residents brought Family Cards to correct family member data. However, officers, with empathy, had to explain that these services were not yet available on-site. Some residents expressed mild disappointment but still appreciated the goodwill of the program. This situation shows that while JEBOL is responsive in one aspect, it is not yet holistic in addressing the evolving administrative needs of the community.

Analytically, this condition reflects what is known in public sector innovation literature as the partial innovation trap, where innovation is developed in a limited capacity for a single function without integrating systemic needs and user dynamics (McGuirk et al., 2021). In this context, public services become fragmented, and the risk of access inequality re-emerges as people must revert to old patterns: going to offices, waiting in line, and navigating multi-layered bureaucratic procedures for services that could otherwise be integrated.

Furthermore, Chohan & Hu (2022) emphasize the importance of developing multifunctional public services that are interconnected through digital systems and inter-unit collaboration. Without integrative design, innovation becomes merely an "extension" of conventional bureaucracy with limited field functionality. The situation in Badung Regency illustrates that the need for broader administrative services already exists and that public expectations for efficiency and convenience are rising. The JEBOL program, with all its achievements, holds great potential to evolve into a mobile, multi-service platform that not only records KTP-el but also accommodates document printing, data updates, and community-based administrative counseling.

Therefore, a key recommendation from this evaluation is the importance of expanding the functional scope of the JEBOL program through an integrative approach. This means providing mobile devices connected directly to central systems, training officers to understand various population services, and formulating regulations that grant limited yet effective authority in the field. Through these measures, JEBOL can grow from a "single-function service" into a model of public service oriented toward life events—adapting to the lived experiences of citizens rather than forcing citizens to adapt to the system.

Sustainability Strategies: Digitalization, Socialization, and Local Capacity Building

Concluding the overall reflection on the implementation of the JEBOL program in Badung Regency, it is essential to emphasize that the initial success of a public service innovation holds little meaning without a well-structured sustainability strategy. Although JEBOL has proven effective in improving access to electronic ID card (KTP-el) registration services, it still faces ongoing challenges that require systemic improvements and long-term adaptation. Based on field findings and in-depth interviews with policymakers within the Population and Civil Registration Office (Disdukcapil), three main strategies have been identified to ensure the program's sustainability: digitalization of verification processes, increased public outreach, and the strengthening of local actor capacities.

The first strategy is the digitalization of verification and service processes, which forms a crucial foundation for accelerating and expanding service reach. In an interview with one of Disdukcapil's technical officials, YD, it was revealed that many stages of document verification and data input are still conducted manually, especially when internet connectivity is unstable in remote areas. This condition slows down service delivery and increases the risk of administrative errors. YD noted that "a stronger digital system that can operate offline and automatically sync when reconnected to the central server is needed," reflecting the necessity for technology that is adaptive to Bali's diverse geographic conditions.

Field observations found that while some officers carried laptops and recording equipment, data validation still required checks against the central server, which could only be accessed upon returning to the office. As a result, confirming residents' data accuracy often took several days. This highlights the importance of a decentralized yet integrated digital system. In line with the Public Sector Innovation Sustainability framework by Cinar et al. (2024), digitalization is not just about deploying hardware and software, but about developing a technological ecosystem that supports innovation to operate sustainably and adaptively.

The second strategy is enhancing the intensity of public outreach and service literacy. Observations show that some community members—especially the elderly and those in non-urban areas—do not fully understand the objectives of the JEBOL program, the types of services available, or the procedures to follow. For instance, at one implementation site in Petang, many residents arrived without supporting documents, mistakenly believing that services were automatic and required no administrative prerequisites. As a result, officers spent a significant amount of time re-explaining the program's purpose and document requirements, slowing down service delivery and reducing operational efficiency.

According to one village head, BR, the community is generally enthusiastic about such services, but often the information they receive is incomplete or poorly understood. He recommended that Disdukcapil collaborate with traditional and religious leaders in outreach efforts, as they are more trusted and possess effective communication channels with grassroots communities. This reinforces the importance of building trust-based communication as part of a sustainable public innovation strategy.

The third, and equally important, strategy is strengthening local capacity and enhancing inter-actor coordination. In practice, the JEBOL program heavily depends on collaboration with village apparatus, volunteers, and community leaders. Without the support of local actors, the program would lack reach and social legitimacy. One field coordinator from Disdukcapil, AG, explained that active involvement from village heads and their staff greatly aids in organizing residents, preparing service locations, and facilitating initial administrative processes. However, he also noted that not all villages have the same level of human resource readiness—some local staff are unfamiliar with population administration systems, indicating the need for regular training. Cinar et al. (2024) emphasize that sustainable public innovation must rest on three core pillars: digital transformation, social participation, and institutional reform. In other words, innovations like JEBOL can only endure if they not only rely on technology but also strengthen institutional capacity and broaden horizontal collaborative networks.

Reflecting on these three strategies reveals that sustaining JEBOL is not merely about keeping the program running, but about transforming it into a dynamic, responsive public service model deeply rooted in the local context. This effort requires long-term commitment from local governments, a willingness to innovate from within the bureaucracy, and active involvement from the community as the primary stakeholder of public services. JEBOL should

not remain a one-off project but serve as a significant milestone in the evolution of inclusive and sustainable public service governance.

CONCLUSION

Based on the research objective of analyzing the effectiveness of public service innovation through the Jemput Bola (JEBOL) program within the population administration system—particularly in the context of KTP-el registration in Badung Regency—it can be concluded that JEBOL is not merely a technical innovation. It also represents a form of inclusive governance praxis that successfully bridges the gap between bureaucracy and the community. The program's effectiveness lies in its ability to bring services closer to administratively marginalized groups through the active involvement of local actors, which strengthens legitimacy and accountability at the community level. However, this innovation is not yet fully transformative, as it remains limited to a single type of service and depends on uneven resource distribution and manual processes that hamper efficiency. Therefore, the success of JEBOL in expanding access must be accompanied by sustainability strategies that include digital system integration, local capacity enhancement, and intensified public outreach. The novelty of this study lies in its emphasis on the importance of cross-actor collaboration and community-based approaches in overcoming structural challenges in public service delivery. It shows that sustainable public sector innovation can only be achieved through the synergy of institutional adaptation, social participation, and local responsiveness within the framework of inclusive governance.

ETHICAL STATEMENT AND DISCLOSURE

This study was conducted in accordance with established ethical principles, including informed consent, protection of informants' confidentiality, and respect for local cultural values. Special consideration was given to participants from vulnerable groups to ensure their safety, comfort, and equal rights to participate. No external funding was received, and the authors declare no conflict of interest. All data and information presented were collected through valid research methods and have been verified to ensure their accuracy and reliability. The use of artificial intelligence (AI) was limited to technical assistance for writing and language editing, without influencing the scientific substance of the work. The authors express their gratitude to the informants for their valuable insights, and to the anonymous reviewers for their constructive feedback on an earlier version of this manuscript. The authors take full responsibility for the content and conclusions of this article.

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