

Analysis of the Implementation Process of the Child Identity Card Program Policy at the Sukabumi Regency Population and Civil Registration Service in 2024

Resa Fitriani¹, Andi Mulyadi², and M Rijal Amirullah³

^{1,2} Public Administration study program, Faculty of Social Sciences, University of Muhammadiyah Sukabumi, Indonesia

Corresponding author : resafitriani151@gmail.com

ABSTRACT

The Child Identity Card (KIA) Program is a government policy aimed at providing official identification to children aged 0–17 who are not yet married, as a form of fulfilling the constitutional rights of citizens. However, in Sukabumi Regency, the ownership rate of KIA remains relatively low, at only 38.52% in 2023, failing to meet the national target of 60% by 2024. This study aims to evaluate the implementation of the KIA program by the Population and Civil Registration Office of Sukabumi Regency. The research uses a qualitative approach with data collection techniques including interviews, observation, and documentation. The evaluation model used is based on William Dunn's policy evaluation theory, which includes six indicators: effectiveness, efficiency, adequacy, equity, responsiveness, and appropriateness. The findings show that the implementation of the KIA program has not been optimal. Inhibiting factors include the lack of public awareness, limited socialization by the implementing agency, the perception that KIA is not yet necessary for accessing public services, and the absence of KIA as a mandatory document for administrative purposes such as education and healthcare. Moreover, the utilization of digital technology through the Digital Population Identity (IKD) application has not been fully optimized by the community. There is a need for enhanced cross-sector coordination, optimized use of information media, and affirmative policies to increase public awareness and KIA ownership.

Keywords: Policy Evaluation, Child Identity Card, Public Administration, public policy.

1. INTRODUCTION

Child protection is a constitutional responsibility of the state, guaranteed through national legislation. According to Law Number 35 of 2014 on Child Protection, the government is required to ensure every child's right to identity as part of their civil rights. One such policy implementation is the issuance of the Child Identity Card (*Kartu Identitas Anak* or *KIA*), launched under Ministry of Home Affairs Regulation Number 2 of 2016. The program aims to provide official identity to unmarried children aged 0–17, improve data collection, enhance child protection, and facilitate access to public services. The following table presents data on the number of children aged 0–17 and KIA ownership in Sukabumi Regency over the past three years:

Table 1. KIA ownership data table in sukabumi

Year	Children Aged 0-17	Kepemilikan KIA di Kabupaten Sukabumi		
		Memiliki	Belum memiliki	%
2021	779.651	256.420	523.420	32,86%

2022	809.158	205.251	603.907	25,37 %
2023	789.185	304.207	484.978	38,55 %

Source : Disdukcapil Kab.Sukabumi 2024

Based on the table above, although the child population decreased slightly from 2022 to 2023, KIA ownership remained below the 2023 target of 50%. In reality, Sukabumi only achieved 38.55%, falling short of the national target. To meet the 2024 national goal of 60%, an 11.45% increase is needed. This data highlights the significant gap between current ownership and the expected target. This study aims to evaluate the implementation of the KIA program at the Department of Population and Civil Registration of Sukabumi Regency using a *policy evaluation* approach based on William N. Dunn's model. This model evaluates public programs using six criteria: *effectiveness*, *efficiency*, *adequacy*, *equity*, *responsiveness*, and *appropriateness*. The model is considered relevant because it provides a comprehensive framework widely used in public administration evaluations.

Based on the researcher's initial observation, the implementation of the Child Identity Card (KIA) has not yet been effectively utilized. In reality, during school registration or when accessing healthcare services, the Birth Certificate or Family Card is more commonly used as the primary requirement. As a result, parents or guardians consider the birth certificate sufficient as a form of identification for their children, and the use of KIA has not been fully optimized for children's needs. This is primarily because children are still dependent on their parents and are not yet engaged in significant independent activities.

Below is the data on birth certificate ownership in Sukabumi Regency over the past three years:

Table 2 Birth Certificate Ownership in Sukabumi Regency

Year	Birth Certificate Ownership	Not Yet Owned	Percentage
2021	770,117	26,586	96.66%
2022	824,356	51,279	93.78%
2023	793,100	16,697	98.00%

Source: Department of Population and Civil Registration (Disdukcapil), Sukabumi Regency, 2023.

Overall, although birth certificates are still more commonly used, it is important to encourage the public to also understand and utilize the Child Identity Card (KIA) as part of efforts to protect children. Therefore, the government's efforts to introduce the KIA program to the community need to be strengthened. The link between KIA and issues of violence and crimes against children indicates that strengthening a child's identity through KIA can be a strategic step in creating a safer environment for children.

Although the objectives of this program are very positive, its implementation in the field still faces various challenges. The ownership of KIA in Sukabumi Regency remains low and has not met the national standard target, with a significant gap between the number of

children who have and do not have the card. One of the main factors contributing to the low KIA ownership in Sukabumi Regency is that KIA has not yet been enforced as a mandatory requirement for children as an official identity in various public services, particularly in school registration and healthcare services. As a result, the KIA is not prioritized by the public. People believe that not having a KIA is not a problem for their children, and therefore, there is no sense of urgency regarding the card itself. In addition, the limited dissemination of information about the KIA has contributed to the low level of ownership. Many people are still unfamiliar with the existence of the KIA, and without continuous efforts to introduce the program to the public, it will remain unknown—let alone understood in terms of its benefits and usefulness.

Theoretically, this research contributes to the literature in public policy and administrative evaluation, particularly on child identity policy as a component of public service delivery. Previous studies (Faujiah & Arifin, 2021; Soraya et al., 2023; Agustin et al., 2024) have identified implementation issues, but few have comprehensively applied Dunn's full indicators in the Sukabumi context. This study goes beyond describing the program's achievements. It analyzes implementation barriers and offers improvement recommendations based on field findings. The study introduces an innovation by combining policy evaluation with digital identity developments via *Digital Population Identity (Identitas Kependudukan Digital or IKD)*, which is still underutilized by the public. The novelty lies in the focus on integrating child identity into the expanding digital public service ecosystem. The research offers new strategies to increase KIA ownership through cross-sector collaboration, digitalization, and community-based education and outreach. Therefore, the findings are expected to support policymakers and public administration practitioners in enhancing child identity protection and services.

2. METHODS

This research employed a descriptive qualitative approach to gain an in-depth understanding of the implementation of the KIA program in Sukabumi Regency. This design was chosen for its ability to comprehensively portray the situation of public policy implementation in a local context. Respondents were selected using *purposive sampling*, targeting individuals deemed relevant and knowledgeable about the issues under study. Data were collected using three primary techniques: observation, semi-structured interviews, and documentation. Interviews followed an open-ended question guide to explore insights deeply. Observations were conducted participatively to understand the KIA service process and public responses. The data collection process utilized purposive sampling, while data validity was tested through source, technique, and time triangulation. The data analysis applied the interactive model of Miles and Huberman, comprising data reduction, data presentation, and conclusion drawing/verification. This approach ensures reliable evaluations that can be replicated by other researchers.

3. RESULTS AND DISCUSSIONS

At this stage, the researcher describes the findings obtained through direct data collection, including field observations and interviews with several informants, and analyzes them using the theory employed in the study. The research model for data analysis uses the evaluation theory proposed by William Dunn (2008), who outlines evaluation criteria for assessing the success of a public program or policy, including effectiveness, efficiency, equity, adequacy, responsiveness, and appropriateness.

3.1 Effectiveness

According to Dunn (2008:429), effectiveness relates to the extent to which an alternative achieves the expected outcomes or fulfills the intended goals of an action. It is closely associated with technical rationality and is typically measured in terms of the number of products or services, or their monetary value. If a policy implementation fails to resolve the problems faced by society, it can be concluded that the public policy activity is not immediately effective in the short term, even though it may yield better results after going through certain processes.

In the context of evaluating the implementation of the Child Identity Card (KIA) program, the dimension of effectiveness can be observed from the extent to which the program achieves its main objectives: providing official identity to children and increasing public awareness and participation in KIA ownership. The effectiveness of the program can be measured through the increase in the number of children who own a KIA, the ease of service access, and the extent to which the community benefits from the card. This dimension of effectiveness is assessed using Duncan's evaluation framework (Streets, 1989), which includes three key aspects: goal achievement, integrity, and adaptability. These aspects are explained below:

Goal achievement refers to the extent to which the Child Identity Card program has succeeded in meeting its predetermined targets. This evaluation involves assessing key indicators that reflect the success level in providing children with access to official identity. This includes measuring the number of children who have obtained a KIA, as well as the positive impact experienced by the community in relation to having official identification.

Table 3. KIA ownership target achievement data

Years	Number of children aged 0-17 years	Kepemilikan KIA di Kabupaten Sukabumi			National standard targets
		Have a card	Do not have card	%	
2023	789.185	304.207	484.978	38,55 %	50%
2024	790.868	356,563	434.305	45.09%	60%

Source: Civil Registry Office (Disdukcapil) of Sukabumi Regency, 2025

Based on the table, it shows the development of Child Identity Card (KIA) ownership in Sukabumi Regency over the past two years, namely 2023 and 2024. In 2023, out of a total of 789,185 children aged 0–17 years, 304,207 children had a KIA, while 484,978 children did not. This means that the ownership percentage only reached 38.55%, which is still far below the national target of 50%. In 2024, the number of children with KIA increased to 356,563 out of a total of 790,868 children. The number of children without KIA decreased to 434,305, raising the ownership percentage to 45.09%. Although there was an increase of approximately 6.54%, this achievement still falls short of the national target, which had been raised to 60% for 2024.

Based on all the informants' statements, the researcher can interpret that the registration procedure for the Child Identity Card (KIA) at the Department of Population and Civil Registration (Disdukcapil) of Sukabumi Regency is running well and in an orderly manner. Informants emphasized the importance of population data, such as the National Identification Number (NIK) and Family Card, to ensure the accuracy of information. The GISA program is also considered effective in preventing data misuse. The clarity of information provided through social media and information boards is appreciated, although some parents still experience confusion regarding the required documents. Positive experiences shared by the community indicate that the service is fast and efficient, even in situations where parents are unable to be present in person. Overall, Disdukcapil has succeeded in delivering transparent and responsive services. However, it is recommended to further enhance socialization and communication efforts so that all segments of society can better understand the KIA registration process.

The adaptation indicator assesses the program's ability to adjust to changing community needs and environmental dynamics. In the context of the Child Identity Card (KIA), this evaluation includes Disdukcapil's capacity to address emerging challenges, such as policy changes, new technologies, or public feedback. The ability to adapt is crucial to ensure that the program remains relevant and effective in meeting the needs of children in Sukabumi Regency.

Information about online services is also conveyed through posters displayed in front of the registration counter. The following is an image of the poster used as an information board to communicate service innovations.



Figure 1: Service Innovation Information

Source: Department of Population and Civil Registration (Disdukcapil) of Sukabumi Regency

The image shows a poster highlighting the service innovations of Disdukcapil Sukabumi Regency from 2015 to 2023, reflecting a strong commitment to adaptation and service improvement. The innovations displayed demonstrate a shift toward technology-based services, such as the "MOPLING" and "Simpelin" programs, which aim to simplify public access. In addition, the e-KTP delivery service via courier illustrates a focus on convenience for the public in accessing administrative services.

The effectiveness dimension of the Child Identity Card (KIA) program at Disdukcapil Sukabumi Regency is measured using three indicators based on Duncan's framework in Street: goal achievement, integrity, and adaptation. The KIA program aims to provide children with official identification to enhance access to public services. Although there has been an increase in KIA ownership, the percentage remains below the national target, indicating that the program has not yet been fully effective. Contributing factors include the lack of prioritization by parents and the non-mandatory status of KIA in administrative processes. A systematic registration procedure and clear information dissemination reflect strong program integrity; however, confusion among the public regarding required documents still persists. Moreover, while Disdukcapil has adapted well to technological developments through both online and offline services, many community members still prefer offline services due to concerns about data accuracy. Therefore, enhancing public outreach, increasing understanding of online services, and strengthening technological infrastructure are key to improving the future effectiveness of the KIA program.

3.2 Efficiency

Efficiency in the implementation of the Child Identity Card (KIA) program at the Civil Registry Office (Disdukcapil) of Sukabumi Regency assesses the extent to which both human and material resources are optimally utilized to achieve the desired outcomes. Efficiency encompasses aspects such as operational processing time and operational costs. In this context, it is important to evaluate whether the KIA registration process can be completed quickly and without incurring unnecessary costs, and whether the services provided meet the expected quality standards. The assessment of efficiency also involves analyzing how Disdukcapil manages its budget and existing resources to support the implementation of the KIA program, as well as how improvements can be made to ensure that every child has fair and equal access to official identification.

In this regard, efficiency also includes an evaluation of the operational procedures adopted by the Civil Registry Office (Disdukcapil). This includes the speed of processing registrations, the quality of services delivered to the public, and operational costs. By evaluating the efficiency of the program, areas for improvement can be identified to reduce waste and enhance overall performance. Below is the data on budget transparency for the operational implementation of various programs at Disdukcapil Sukabumi Regency in 2024:

Table 4. Budget Transparency Table

No	Program name	Budget	realization	%
1.	Resident Registration Program	67.588.000	67.232.150	99,47
2.	Civil Registration Program	243.183.000	241.452.650	99,29
3.	Population Administration Information Management Program	772.982.000	769.472.859	99,55
4.	Population Profile Management Program	18.407.000	18.167.000	98,70
Amount		1.102.160.000	1.096.324.659	99,47

Source: Official Website of Disdukcapil Sukabumi Regency

Based on the 2024 budget transparency table, it is evident that all programs at Disdukcapil Sukabumi Regency show a high level of budget realization, with achievement percentages ranging from 98.70% to 99.55%. However, although these realization figures indicate efficiency in budget utilization, they do not fully reflect the optimal quality of KIA program services. Statements from informants suggest that budget limitations remain a major obstacle, affecting the availability of infrastructure such as printers and printing materials. Despite budget constraints, Disdukcapil has continued to deliver services effectively, prioritizing the printing of KIA cards for children aged five and above. However, resource allocation needs to be more strategic to address these challenges.

The dimension of efficiency in the implementation of the KIA program, viewed from the indicators of operational processing time and operational costs, indicates the existence of challenges—particularly delays in staff attendance, which prolong the registration process beyond the scheduled time. Furthermore, while operational costs and budget support have been utilized optimally and services are provided free of charge to the public, limitations in available infrastructure still exist. Nevertheless, these limitations have not significantly impacted the quality of services delivered to the community.

3.3 Equity

Dunn (2008:434) states that the criterion of equity is closely related to legal and social rationality, indicating how the distribution of impacts and efforts is shared among various groups in society. A policy focused on equity aims to distribute benefits or efforts fairly. Such policies can be considered effective, efficient, and adequate if the costs and benefits are distributed evenly. Policy implementation should be fair in the sense that all sectors and

community groups can equally benefit from the outcomes, especially since public services are intended to fulfill the needs of society either directly or indirectly.

In evaluating the KIA program, equity is assessed by examining the extent to which the program provides equal access to all children in Sukabumi Regency, regardless of social, economic, or geographic background. This aspect is crucial to ensure that no group is marginalized from obtaining official identification, which is a fundamental right of every child. Equity analysis includes assessing service equality across regions and social groups, as well as identifying potential barriers faced by children from underprivileged families or remote areas. Understanding how well the program reaches all societal layers will help Disdukcapil develop more inclusive strategies and ensure equal opportunities for every child to obtain a KIA card.

To measure equity, two key indicators were used: service quality and the identification of barriers. In this context, the researcher obtained information from KIA service officers in Disdukcapil Sukabumi Regency, particularly regarding whether the services provided were non-discriminatory and prioritized groups requiring special attention, such as persons with disabilities, pregnant women, the elderly, and people from remote areas.

Overall, the informants stated that the implementation of KIA services in Sukabumi adheres to the principle of non-discrimination, ensuring that all children—regardless of economic status, location, or social standing—have equal access. Services are equally accessible to both affluent and underprivileged citizens. People in remote areas are referred to nearby UPTDs, and in some cases, mobile services are conducted to reach villages.

To support the claim that Disdukcapil's services are equitable and prioritize vulnerable groups, Figure 4.7 illustrates the provision of priority services at the Disdukcapil office in Sukabumi Regency.



Figure 2 : Priority service

Source: Disdukcapil Sukabumi Regency, 2025

This image shows that Disdukcapil provides special attention to specific community groups. The four identified groups receiving priority services are persons with disabilities, pregnant women, breastfeeding mothers, and the elderly. These priority groups are given access to fast-track queues, disability-friendly facilities such as wheelchairs and ramps, and clear signage. This demonstrates Disdukcapil's effort to ensure better and more efficient services for those in need.

To identify barriers in the implementation of the KIA program, the researcher interviewed informants 1, 2, and 3—KIA program officers—regarding constraints from both the implementers' side and external parties, including the public.

“One of the main challenges from the implementers' side is budget limitations. Printing KIA requires special blank cards, ink, printers, and even twibbon templates, which are quite expensive. We need to calculate carefully to meet our targets. In some UPTDs, adequate facilities are lacking, so services are not yet evenly distributed. As for the public, their participation is still low.”

Informants generally agreed that while services are provided equally, challenges persist in achieving equitable distribution. A key issue is the **lack of widespread socialization**, resulting in many communities being unaware of the benefits and procedures of obtaining a KIA. For example, since KIA is not yet a mandatory requirement for school registration, many parents do not prioritize obtaining it for their children. Furthermore, in remote areas, the lack of supporting equipment—such as printers, ink, or blank cards—slows down the service process. Some equipment is reportedly broken or unavailable in certain UPTDs.

Budget constraints were also highlighted as a significant factor hindering service expansion. Providing services to remote areas requires additional operational costs and equipment, which are not always feasible. People in rural areas may have to wait longer or visit the service center multiple times due to a lack of available or functional devices. Uneven dissemination of information regarding KIA procedures also contributes to service gaps, as some communities have never received outreach or been informed by local neighborhood leaders (RT/RW). In conclusion, while the KIA program demonstrates a commitment to service equity, there are still major challenges to be addressed, especially in terms of location accessibility, technical facility availability, and equitable information dissemination. By improving outreach efforts, enhancing infrastructure in remote areas, and optimizing the budget, the principle of equity in the KIA service delivery can be more fully realized.

3. 4. Adequacy

According to Dunn (2008:430), adequacy refers to how effectively a policy meets the needs, values, or opportunities that arise as issues. Based on this concept, adequacy is closely related to effectiveness, as it functions to assess or predict how well the available alternatives can meet the opportunities, needs, and values required to solve a problem.

In the evaluation of the Child Identity Card (KIA) program, adequacy focuses on the program's effectiveness in meeting the need for official identification for children in Sukabumi Regency. Adequacy encompasses the sufficiency of resources and the completeness of information provided, as well as the time required for the registration process. This analysis aims to ensure that the KIA program is not only available but also capable of delivering adequate and responsive services to meet the needs of the community. By understanding how well the program meets public expectations, Disdukcapil can identify areas that require improvement to enhance the quality and speed of services. To measure this adequacy dimension, two main indicators are used: **resource adequacy** and **information adequacy**.

However, based on informants' previous statements, there is a difference in perception regarding budget adequacy. Informants reported that the available budget is "*not fully sufficient*", particularly in supporting collective service activities or in the procurement of equipment such as blank cards and special ink. Despite the high level of budget realization, this suggests that the operational needs in the field may exceed the allocated budget, or that the current budget does not specifically accommodate all technical aspects of implementing the KIA program. Therefore, this analysis indicates that while budget management is functioning well, the allocation itself needs to be reviewed to better match actual field needs—especially to support more equitable and comprehensive KIA service delivery.

Table 5. Number of Employees by Position in 2024

No	Position	Esselon	Amount
1.	Head of Office	II/b	1
2.	Secretary	III/a	1
3.	Head of Division	III/b	3
4.	Head of Subsection	IV/a	2
5.	Sub coordinator	IV/a	6
6.	Head of UPTD	IV/a	7
7.	Head of Administrative Subsection of UPTD	IV/b	7
8.	Specialized Functional Staff	-	2
9.	General Functional Staff (Civil Servants)	-	25
10.	PPPK (Government contract staff)	-	4
11.	Non civil servants	-	99
Total			157

Source: Performance Report (LKJ) 2024

Based on the **2024 Employee Distribution Table**, it is known that the total number of employees at the Civil Registry Office (Disdukcapil) of Sukabumi Regency is **157**, consisting of various structural and functional positions, including **99 non-civil servant staff** who support daily technical operations. Referring to statements from informants 1, 2, and 3, the number and qualifications of human resources (HR) responsible for implementing the KIA program are considered **adequate**. This is further supported by the involvement of **student interns (PKL participants)**, which helps reduce the service workload. However, all three informants consistently emphasized that **facilities and infrastructure remain the main challenge**, such as **damaged printers**, shortages of **ink and Twibbon cards**, and **uneven equipment distribution across UPTD units**.

In the context of the **resource indicator** for the implementation of the Child Identity Card (KIA) program in Sukabumi Regency, the researcher interprets that the adequacy of human resources (HR) is considered sufficient in terms of both quantity and competence. However, limitations in facilities and infrastructure—caused by budget constraints—remain the main obstacle, particularly affecting the availability and condition of infrastructure. Many facilities are inadequate or damaged, which hampers the equity and effectiveness of services, especially in UPTD (Technical Implementation Unit) areas. Therefore, improving infrastructure must be a priority to support equitable KIA service delivery.

Many of the essential facilities at Disdukcapil Sukabumi are in poor condition or damaged. For example, **80 printers are not functioning properly and are heavily damaged**, and only **100 printers are currently operational**. Additionally, critical equipment such as **Fargo and Evolis printers, scanners, and network devices** are not working well. This supports the statements of informants 1, 2, and 3, who emphasized that the lack of facilities and infrastructure is a major obstacle in the implementation of the KIA program, particularly in UPTD areas.

Regarding the **information adequacy indicator**, information about the KIA program has not been distributed evenly and has not been effectively delivered to all levels of the community in Sukabumi Regency. Public outreach efforts are still limited, spontaneous, and unstructured, which results in low public understanding of the benefits, procedures, and importance of the KIA program. This, in turn, leads to low participation and unequal access to civil registration services for children.

The following is documentation from the socialization activities conducted during 2019–2020.



Figure 1. socialization activity documents

Source: Department of Population and Civil Registration (Disdukcapil) of Sukabumi Regency

The activity shown in the image is a socialization event targeted at the principals of elementary schools (SD), junior high schools (SMP), Islamic elementary schools (MI), and Islamic junior high schools (MTS), including education supervisors. In addition, socialization efforts were also carried out for the community through organizations such as PRD, HIMPAUDI, and the regional board of the Kindergarten Teachers Association (IGTK), with the aim of improving the initial child data.

According to Informant 2, regarding collaboration with other institutions, there is currently no active cooperation. Previously, in 2019–2020, Disdukcapil had partnered with the Department of Education and the Ministry of Religious Affairs to accelerate the program, but that collaboration has now ended. At present, any existing partnerships are more focused on the utilization of the program, without any joint issuance of documents.

In conclusion, the **adequacy dimension** in the implementation of the KIA program in Sukabumi Regency still needs improvement. Although human resources are deemed adequate in terms of number and competence, the lack of facilities and infrastructure due to limited budget is a key barrier to service equity and effectiveness—especially in UPTD regions. Additionally, the lack of well-structured and widespread dissemination of information results

in low public awareness and participation. Therefore, strengthening infrastructure and implementing more structured public outreach campaigns are essential steps to support the overall success of the KIA program.

3. 5. responsiveness

The responsiveness dimension in evaluating the Child Identity Card (KIA) program measures how well the program responds to the needs and expectations of the public. Responsiveness includes the speed and effectiveness in addressing inquiries, complaints, or feedback from parents and the community regarding the registration and issuance process of the identity card. This aspect is essential for fostering a positive relationship between the Civil Registry Office (Disdukcapil) and the public, as well as for building public trust in the program. The evaluation of responsiveness also includes assessing Disdukcapil's ability to adapt to changing public needs, such as updating registration procedures or adding more effective communication channels. Ensuring good responsiveness is expected to encourage greater participation and ensure that every child gains the necessary access to obtain a Child Identity Card.

Based on the statements from informants 1, 2, and 3, it was stated that the response system for public complaints regarding KIA services at the Department of Population and Civil Registration (Disdukcapil) of Sukabumi Regency is available and functioning. Various complaint channels have been provided, such as WhatsApp, suggestion boxes, and direct responses at the service counters. In this context, the researcher gathered further information from informants 6 and 7 regarding their assessment of how staff respond to complaints or suggestions from the public.

The following is a statement from Informant 6:

"During the process of handling my child's KIA, whenever there's an issue, I usually report it directly to the staff, and they respond quickly. Personally, I'm not very comfortable with online services because sometimes the information provided isn't clear, and I'm afraid of inputting data incorrectly. I prefer to go directly to the office, where I can ask the staff questions directly to be sure and avoid any mistakes."

The statement indicates that the public perceives the staff's responsiveness in KIA services as fairly good and prompt, especially when there are issues or confusion regarding the requirements. People feel assisted and satisfied with the in-person services. However, there is a lack of trust in online services, which are considered unclear and prone to errors, making face-to-face service the preferred option. Overall, the responsiveness dimension specifically the indicator of the ability to respond—shows that KIA services have been carried out effectively, although further efforts are needed to improve public outreach through better socialization and optimization of online services. Complaint mechanisms are available both through offline (direct) and online (digital) channels, with staff responses generally being prompt, friendly, and solution-oriented. The public also appreciates the ease of submitting complaints and obtaining necessary information, although face-to-face services remain the preferred choice due to their perceived clarity and reliability.

In the context of the responsiveness dimension, the public satisfaction indicator reflects public perception of the quality of responses provided by service providers, including aspects such as service speed, staff friendliness, ease of access, and clarity of information. Public satisfaction serves as an indicator of how well an institution responds to community needs in a tangible and effective way. If people are satisfied, it indicates that the service is not only well-targeted but also successful in building public trust and loyalty. Conversely, low satisfaction levels signal the need for improvements in staff attitudes, service processes, or the provision of supporting facilities and infrastructure. Therefore, public satisfaction is a key indicator in evaluating the effectiveness of a public service's responsiveness. Based on the information gathered, the researcher interprets that public satisfaction regarding KIA services is relatively high, although not yet evenly distributed. Some people feel satisfied with the KIA program, as it is considered practical and helpful, especially through online services. However, satisfaction is not universal due to persistent issues such as long queues, unclear information, limited access to technology, and suboptimal utilization of the KIA card.

The responsiveness analysis indicates that KIA service officers are fairly responsive in addressing public needs, particularly in explaining procedures and assisting with document completion. This was evident from interviews with service users who stated that officers were quick to respond and friendly when providing information. However, some issues still arise, such as procedures being perceived as overly administrative and not flexible enough for certain conditions—especially for people in rural areas with limited access. Additionally, not all officers have received training in digital-based services, which results in a gap in service quality between different units.

3. 6. Appropriateness

According to Dunn (2008:499), appropriateness is a criterion used to select among several policy alternatives by assessing whether the outcomes of the recommended alternatives represent feasible and suitable policy goals. Appropriateness refers to the extent to which a policy can be predicted in terms of both positive and negative unintended impacts and whether alternative approaches might be better, allowing the policy to adapt dynamically.

The appropriateness dimension in evaluating the Child Identity Card (KIA) program refers to the accuracy and reliability of the identity card issuance process. Appropriateness is measured by how quickly and accurately the information printed on the card can be produced following the registration process. This aspect also includes evaluating the consistency of the data received with the actual identity of the child and avoiding errors in the printed information. Appropriateness is crucial to ensure that the identity card issued is not only legally valid but also instills a sense of security and trust for both parents and children. Ensuring a high level of appropriateness can increase public trust in the Civil Registry Office (Disdukcapil) and support efforts to protect children's rights.

An analysis of the appropriateness aspect reveals that the utilization of the KIA program has not fully aligned with its initial objectives. Although the printing and issuance processes follow minimum service standards, the use of KIA has not yet been integrated into education and healthcare service systems. Most educational institutions and health facilities still rely on family cards or birth certificates as administrative requirements, which diminishes the

urgency of using KIA. As a result, the potential benefits of KIA as a single identity document for children have not been maximized. Additionally, the absence of regional regulations mandating the use of KIA in public service sectors contributes to the program's lack of appropriate implementation.

Obstacles in the issuance of KIA often include printing errors, shortages of blank cards, and ink. However, the Civil Registry Office (Disdukcapil) of Sukabumi Regency strives to ensure that no errors are present once the cards are received by the public.. This statement is supported by informants 4 and 5, who are directly involved in the process. They confirmed that during their administrative requirements checks, they never encountered any errors on the issued KIA cards. This is also reinforced by the statements of informants 6 and 7, who confirmed that the KIA cards they received contained no incorrect information.

The accuracy dimension in the implementation of the KIA program at Disdukcapil Sukabumi Regency indicates that the identity card issuance process is carried out properly. The data verification process by officers ensures that the information printed on the card is accurate and matches the child's actual identity. Although potential obstacles such as printing errors exist, Disdukcapil makes serious efforts to ensure that all data received by the public is accurate and complete.

4. CONCLUSION

Based on the findings of the study on the implementation of the Child Identity Card (KIA) program policy at the Department of Population and Civil Registration (Disdukcapil) in Sukabumi Regency, it can be concluded that the program still faces several challenges across various dimensions of policy evaluation as proposed by William N. Dunn. In general, the effectiveness of the program has not yet reached an optimal level, as the rate of KIA ownership among children remains far below the national target, despite high budget realization indicating a high level of efficiency. This suggests that efficiency does not necessarily equate to success in achieving policy objectives. In terms of adequacy, limited supporting facilities such as printing equipment and internet connectivity at several UPTD (Technical Implementation Units) hinder the smooth delivery of services, even though the number of human resources is considered sufficient. Disparities in access between urban and remote communities indicate that the principles of equity and distribution have not yet been fully realized. On the other hand, the responsiveness of service personnel is relatively good, as reflected in their friendly attitude and prompt assistance to the public. However, in certain cases, the pressure to serve quickly has posed risks to the accuracy of the printed data. These findings illustrate that the dimensions of policy evaluation are interrelated and may involve trade offs for instance, efforts to improve efficiency may compromise equity or accuracy. Therefore, the implementation of the KIA program requires a holistic and balanced approach to ensure that all evaluation dimensions are strengthened synergistically without undermining one another.

REFERENCES

Agustin, Ade, Harius Eko Saputra, Yanuar Rikardo. 2024. "Evaluasi Kebijakan Kartu

Identitas Anak (Kia) Di Dinas” 11 (2): 643–52.

Ana, Soraya, Munawarman, Nida Urahmah. 2024. “Efektivitas Program Kartu Identitas Anak (Kia) Di Dinas Kependudukan Dan Pencatatan Sipil Kabupaten Balangan (Studi Kasus Kecamatan Lampihong.” *Sumber Daya Manusia* 1 (1): 124–28.

Chayono, Arie. Kusumawati, Ari Yeppy. Astrid Gonzaga Dionisio, Mba Azimah Subagijo, S.Sos, M.Si, Bonita Putri, Dwi Budi Prasetyo, Emmy Lucy Smith, Et Al. 2023. “Sistem Perlindungan Anak,” 1–51.

Faujiah, Noormila, And Muhammad Zainal Arifin. 2021. “Implementasi Kebijakan Kartu Identitas Anak (Kia) Pada Dinas Kependudukan Dan Pencatatan Sipil Kota Samarinda Kepala Dinas Kependudukan Dan Pencatatan Sipil (Disdukcapil) Kota Samarinda” 2 (November): 88–102.

Giovani, Ahmad Ridho, Kustiawan Ryan, And Anggria Pratama. 2024. “Implementasi Program Kartu Identitas Anak (Kia) Di Kelurahan Sungai Lakam Barat Kecamatan Karimun Kabupaten Karimun Implementation Of Children ’ S Identity Card (Kia) Program In Sungai Lakamwest District , Karimun District , Karimun District,” 296–306.

Ramadhanti, Gita, Rizki Hegia Sampurna, Andi Mulyadi, Studi Administrasi Publik, Universitas Muhammadiyah Sukabumi, And Kota Sukabumi. 2021. “Efektivitas Implementasi Program Effectiveness Of Implementing” 7 (April): 51–58.

Sinaga, Dian Veronika, Marlan Hutahaeen, And Artha L. Tobing. 2024. “Implementasi Kebijakan Kartu Identitas Anak Di Kelurahan Titi Papan, Kecamatan Medan Deli.” *Governance: Jurnal Ilmiah Kajian Politik Lokal Dan Pembangunan* 11 (3): 322–29.

Syamsudin, Nurul Aulia, And Agus Prastyawan. 2023. “Efektivitas Pelayanan Program Kartu Identitas Sipil Kabupaten Ponorogo Effectiveness Of Child Identity Card (Kia) Program In Population And Civil Registration Office Of Ponorogo District” 1:31–33.

Tahir, Arifin. 2017. “Reformasi Birokrasi Birokrasi Kontekstual.” *Jurnal Mozaik*, 978–79. <https://Ijc.Ilearning.Co/Index.Php/Mozaik/Article/View/2056%0ahttps://Ijc.Ilearning.Co/Index.Php/Mozaik/Article/Download/2056/684>

Warman. 2023. “Konsep Umum Evaluasi Kebijakan” 3:25–32.

Website :

<https://Radarsukabumi.Com/Berita-Utama/Disdukcapil-Kabupaten-Sukabumi-Tuntaskan-Target-Nasional-Penerbitan-Kia/Cc>

<https://Www.Connectedpapers.Com/Main/Fa15a97e7e152be50391bb492a0e8e7cda2bd8e0/Analisis-Kebijakan-Publik%3a-Identifikasi-Dan-Perumusan-Masalah/Graph>

<https://Matanusa.Net/2024/09/Pendataan-Anak-Meningkat-304-207-Kartu-Identitas-Anak-Di-terbitkan-Di-Sukabumi.Html>

<https://Kekerasan.Kemenpppa.Go.Id/Ringkasan>