

EVALUATION OF THE POLICY ON FREE INTEGRATED SERVICES FOR NEW MOTHERS TO COMPLETE CIVIL REGISTRATION PROCEDURES (PATIN GULAI ASAM) IN SOUTH LABUHANBATU REGENCY

Bagus Fajar Perkasa HP¹, Humaizi², Tengku Irmayani³

Universitas Sumatera Utara¹²³

E-mail: Bagusfajarphp@gmail.com¹, humaizi@usu.ac.id², : tirmayani@usu.ac.id³

Received	: 20 June 2026	Accepted	: 17 August 2026
Revised	: 30 July 2026	Published	: 15 September 2026

Abstract

This study evaluates the Integrated Free Maternal Delivery Service with Complete Population Administration (Patin Gulai Asam) policy implemented in South Labuhanbatu Regency. The policy aims to integrate maternal health services with population administration to ensure that newborns receive legal identity documents immediately after birth, aligning with Sustainable Development Goals (SDGs) Target 16.9. This research employs a qualitative descriptive approach using interviews, observations, and document analysis, with data validity ensured through triangulation. The analysis applies the CIPP evaluation model (Context, Input, Process, Product). The findings reveal that the policy is highly relevant to community needs and aligned with national regulations; however, it lacks strong local legal support. Input evaluation indicates limitations in human resources, infrastructure, budget allocation, and technological readiness, with services still limited to a single hospital. Process evaluation shows inefficiencies, particularly delays in document processing and weak coordination. Product evaluation demonstrates that although the policy provides benefits, it has not achieved effectiveness, as documents are often not completed before patient discharge. Overall, the policy has strong potential but requires institutional strengthening, regulatory support, and operational improvements to achieve optimal public service outcomes.

Keywords: *administration, policy evaluation, public service, SDGs, integration*

INTRODUCTION

Public service delivery constitutes a fundamental responsibility of government institutions in ensuring the fulfillment of citizens' rights, particularly in the provision of population administration services. In many developing regions, including South Labuhanbatu Regency, the implementation of population administration is often constrained by bureaucratic complexity, limited accessibility, and low public awareness. These challenges become increasingly critical in the context of newborn registration, where delays in issuing essential documents such as birth certificates, family cards, and child identity cards can lead to long-term consequences. Without legal identity, individuals may face barriers in accessing healthcare services, education, and social protection programs, thereby reinforcing structural inequality within society.

In response to these challenges, the government of South Labuhanbatu Regency introduced an innovative policy known as the Integrated Free Maternal Delivery Service with Complete Population Administration, commonly referred to as the Patin Gulai Asam policy. This policy integrates maternal healthcare services with population administration processes, allowing mothers who give birth at Kotapinang Regional General Hospital to simultaneously obtain administrative documents for their newborns. The initiative reflects a strategic effort to simplify administrative procedures, reduce service fragmentation, and improve efficiency in public service delivery. Furthermore, the policy aligns with the Sustainable Development Goals (SDGs), particularly Target 16.9, which emphasizes the importance of providing legal identity for all, including birth registration. Despite its innovative design and strong normative foundation, the implementation of the Patin Gulai Asam policy has not yet achieved optimal results. Preliminary observations indicate that the number of beneficiaries remains inconsistent across years, and administrative documents are often not completed before patients are discharged from the hospital. These conditions suggest the presence of gaps between policy formulation and practical implementation. Factors such as limited human resources, inadequate infrastructure, weak inter-agency coordination, and the absence of strong regulatory support are suspected to influence the effectiveness of the policy. From an academic perspective, evaluating public policy is essential to understand whether a program has achieved its intended objectives and to

identify areas that require improvement. One of the most comprehensive frameworks for policy evaluation is the CIPP model, which examines four key dimensions: context, input, process, and product. This model not only assesses outcomes but also analyzes the underlying conditions and mechanisms that shape policy performance. By applying this framework, researchers can provide a holistic evaluation that goes beyond surface-level observations. Therefore, this study aims to conduct a comprehensive evaluation of the Patin Gulai Asam policy in South Labuhanbatu Regency using the CIPP model. The study seeks to analyze the relevance of the policy to community needs, assess the adequacy of resources and institutional support, examine the effectiveness of implementation processes, and evaluate the outcomes achieved. The findings are expected to contribute both theoretically, by enriching the literature on public service innovation and policy evaluation, and practically, by providing recommendations for improving integrated service delivery in regional governments.

LITERATURE REVIEW

Policy evaluation is a systematic and structured process aimed at assessing the effectiveness, efficiency, and impact of public policies in achieving their intended objectives. It serves as an essential instrument for decision-makers to determine whether a policy should be continued, improved, or terminated. In the context of public administration, evaluation not only measures outcomes but also examines the relevance of policy goals, the adequacy of resources, and the appropriateness of implementation strategies. Scholars argue that without proper evaluation, public policies risk becoming symbolic initiatives that fail to deliver substantive benefits to society. Therefore, evaluation plays a critical role in ensuring accountability, transparency, and evidence-based policymaking within government institutions.

One of the most widely used frameworks in policy evaluation is the CIPP model, developed by Stufflebeam, which consists of four interrelated components: context, input, process, and product. The context dimension focuses on identifying needs, problems, and opportunities that justify the existence of a policy. The input dimension examines the resources, strategies, and action plans designed to achieve policy objectives. The process dimension evaluates how the policy is implemented in practice, including coordination mechanisms, administrative procedures, and operational challenges. Finally, the product dimension assesses the outcomes and impacts of the policy, both in the short term and long term. The strength of the CIPP model lies in its comprehensive nature, as it allows researchers to evaluate not only the results but also the underlying factors influencing policy performance. This makes it particularly suitable for analyzing complex public service innovations.

In recent years, public service innovation has become a central theme in governance, especially in efforts to improve service quality and accessibility. Integrated service models, which combine multiple services into a single delivery system, are increasingly adopted to reduce bureaucratic fragmentation and enhance efficiency. In the field of population administration, integration between health services and civil registration has been recognized as an effective strategy to accelerate birth registration and improve legal identity coverage. However, empirical studies indicate that the success of such innovations depends heavily on institutional capacity, inter-agency coordination, and technological readiness. Without these supporting factors, integrated services may face implementation barriers that limit their effectiveness.

Furthermore, the concept of good governance emphasizes the importance of responsiveness, effectiveness, efficiency, and inclusiveness in public service delivery. Policies that aim to provide legal identity, such as birth registration programs, are closely linked to human rights and social inclusion. Legal identity enables individuals to access essential services and participate fully in social and economic life. In line with this, the Sustainable Development Goals (SDGs), particularly Target 16.9, explicitly call for the provision of legal identity for all by 2030. This global commitment highlights the strategic importance of population administration policies as a foundation for inclusive development. However, achieving this target requires not only innovative policy design but also strong implementation mechanisms at the local level.

Despite the growing body of literature on policy evaluation and public service innovation, there remains a gap between theoretical frameworks and practical implementation, particularly in developing regions. Many policies are designed with ambitious goals but encounter significant challenges during execution, such as limited resources, weak regulatory frameworks, and low community participation. This gap underscores the need for empirical studies that critically examine how policies operate in real-world settings. By focusing on the Patin Gulai Asam policy, this study contributes to the literature by providing a contextualized analysis of an integrated service innovation, highlighting both its potential and its limitations in achieving effective public service delivery.

METHOD

This study employs a qualitative descriptive research design to explore and evaluate the implementation of the Integrated Free Maternal Delivery Service with Complete Population Administration (Patin Gulai Asam) policy in South Labuhanbatu Regency. A qualitative approach is considered appropriate because the study aims to understand policy implementation in depth, particularly the dynamics, challenges, and contextual factors that influence its effectiveness. Rather than focusing on numerical measurement, this approach emphasizes interpretation of social phenomena based on the perspectives of key actors involved in the policy process. Through this design, the research is able to capture complex interactions between institutions, implementers, and service users in a real-world setting.

The research was conducted in South Labuhanbatu Regency, with a primary focus on Kotapinang Regional General Hospital as the main site of policy implementation. This location was selected purposively because it represents the central point where the integration between maternal health services and population administration takes place. The study also involves related government institutions, particularly the Department of Population and Civil Registration, which plays a crucial role in processing administrative documents. By focusing on these interconnected institutions, the research provides a comprehensive understanding of how the policy operates across organizational boundaries.

Data collection was carried out using multiple techniques, including in-depth interviews, direct observation, and document analysis. In-depth interviews were conducted with key informants selected through purposive sampling, including government officials, hospital staff, and service users who have direct experience with the policy. This method allows the researcher to obtain detailed insights into both the technical and experiential aspects of policy implementation. Direct observation was used to examine service procedures, coordination practices, and operational conditions in the field, enabling the researcher to validate interview findings. In addition, document analysis was conducted on official reports, policy documents, and administrative records to support data triangulation and enhance the credibility of the findings.

To ensure data validity and reliability, this study applies triangulation techniques, both in terms of data sources and data collection methods. Source triangulation involves comparing information obtained from different informants, while method triangulation integrates findings from interviews, observations, and documents. This approach minimizes bias and strengthens the accuracy of the analysis. Furthermore, the researcher applies a systematic data analysis process based on the interactive model, which includes data reduction, data display, and conclusion drawing. Data reduction involves selecting and simplifying relevant information, data display organizes findings into a structured form, and conclusion drawing interprets the data to generate meaningful insights.

The analytical framework used in this study is the CIPP evaluation model, which consists of four dimensions: context, input, process, and product. The context evaluation examines the relevance of the policy to community needs and its alignment with regulatory frameworks. The input evaluation analyzes the availability and adequacy of resources, including human resources, infrastructure, budget, and technology. The process evaluation focuses on the implementation mechanisms, coordination patterns, and operational challenges encountered during policy execution. Finally, the product evaluation assesses the outputs, outcomes, and overall impact of the policy. By applying this comprehensive framework, the study is able to provide a holistic evaluation that not only identifies weaknesses but also offers insights into potential improvements for more effective policy implementation.

RESULTS AND DISCUSSION

The results of this study are presented based on the CIPP evaluation model, which includes four main dimensions: context, input, process, and product. This approach allows a comprehensive analysis of the Patin Gulai Asam policy, not only in terms of outcomes but also in relation to the supporting factors and implementation dynamics that influence its performance. The findings indicate that although the policy carries a strong conceptual foundation and responds to real community needs, its implementation still faces structural and operational challenges that limit its overall effectiveness.

Policy Coverage and Service Performance

To understand the extent of policy implementation, it is essential to examine the coverage of beneficiaries compared to the total number of births recorded during the study period.

Table 1. Policy Coverage of Patin Gulai Asam (2022–2025)

Year	Total Births	Policy Beneficiaries	Coverage (%)
2022	257	22	8.56%
2023	538	325	60.41%
2024	451	0	0%
2025	127	28	22.05%

The data reveal significant fluctuations in policy coverage. While there was a notable increase in 2023, the complete absence of beneficiaries in 2024 indicates a serious disruption in policy implementation. This inconsistency suggests weak institutional stability and highlights the absence of a sustainable operational system. From a critical standpoint, a policy that cannot maintain continuity across years reflects underlying governance issues, particularly in coordination and resource allocation.

Context Evaluation

From the context perspective, the Patin Gulai Asam policy demonstrates strong relevance to community needs, particularly in addressing delays in population administration services for newborns. The integration of maternal healthcare and administrative services represents a strategic innovation that simplifies procedures and reduces the burden on citizens. This is especially important in rural or semi-urban areas where access to administrative offices may be limited. However, despite its relevance, the policy lacks a solid legal foundation at the local level. The absence of a Regent Regulation and detailed Standard Operating Procedures (SOPs) weakens its institutional legitimacy. As a result, implementation tends to rely on informal agreements rather than binding regulations. This condition creates vulnerability, as the continuity of the policy depends heavily on individual commitment rather than a structured system. In the long term, such a situation can hinder policy sustainability and scalability.

Input Evaluation

The input dimension highlights several limitations related to resources and institutional readiness. These constraints play a crucial role in shaping the effectiveness of policy implementation.

Table 2. Input Evaluation of the Policy

Component	Condition	Implication
Human Resources	Limited staff and uneven workload distribution	Reduced service efficiency
Infrastructure	Inadequate facilities and equipment	Delays in processing
Budget	No specific budget allocation	Low operational sustainability
Technology	Unstable network and limited system integration	Disrupted data processing
Service Coverage	Limited to one hospital	Restricted policy reach

The findings indicate that the policy is implemented with minimal resource support, which significantly affects service quality. The absence of a dedicated budget is particularly critical, as it limits the ability to expand services, improve infrastructure, and maintain operational consistency. From an analytical perspective, this reflects a mismatch between policy ambition and resource allocation, a common issue in public sector innovation.

Process Evaluation

The process evaluation examines how the policy is implemented in practice, including coordination mechanisms, administrative procedures, and operational challenges.

Table 3. Process Evaluation Findings

EVALUATION OF THE POLICY ON FREE INTEGRATED SERVICES FOR NEW MOTHERS TO COMPLETE CIVIL REGISTRATION PROCEDURES (PATIN GULAI ASAM) IN SOUTH LABUHANBATU REGENCY

Bagus Fajar Perkasa HP et al

Stage	Implementation Condition	Issues Identified
Data Collection	Conducted at hospital	Generally effective
Data Verification	Coordinated with civil registry office	Minor delays
Document Processing	Centralized system	Frequent delays
Document Delivery	Not always completed before discharge	Inefficient service outcome

The implementation process shows that while initial stages such as data collection and verification are relatively well managed, significant inefficiencies occur in the later stages, particularly in document processing and delivery. Technological constraints, including unstable internet connectivity, further exacerbate delays. Additionally, coordination between institutions is not fully optimized, leading to fragmented service delivery. Critically, these findings indicate that the policy suffers from operational bottlenecks. Although the integration concept is theoretically sound, its execution lacks the procedural efficiency required to achieve timely service delivery. This highlights the importance of not only designing innovative policies but also ensuring that operational systems are capable of supporting their implementation.

Product Evaluation

The product dimension assesses the outputs, outcomes, and broader impacts of the policy.

Table 4. Product Evaluation Summary

Indicator	Result	Evaluation
Output	Documents often not completed before discharge	Ineffective
Outcome	Limited increase in document ownership	Low impact
Impact	Minimal long-term improvement in administrative access	Not significant

The results show that the policy has not yet achieved its intended outcomes. Although it provides benefits to some users, the inconsistency in document completion reduces its overall effectiveness. Ideally, the policy should ensure that all administrative documents are completed before the patient leaves the hospital. However, in practice, this objective is rarely achieved. From a critical perspective, the gap between expected and actual outcomes reflects a broader issue in policy implementation, where innovative ideas are not supported by adequate systems and resources. This condition limits the transformative potential of the policy and reduces its contribution to improving public service delivery.

Overall Discussion

Overall, the evaluation reveals that the Patin Gulai Asam policy possesses strong conceptual value but faces significant implementation challenges. The policy successfully addresses a real problem and aligns with broader development goals, particularly in improving access to legal identity. However, its effectiveness is constrained by weak institutional support, limited resources, and operational inefficiencies. From a governance perspective, this case illustrates the importance of aligning policy design with implementation capacity. Innovation in public services should not only focus on conceptual integration but also on ensuring the availability of resources, regulatory support, and efficient operational systems. Without these elements, even well-designed policies risk underperforming and failing to deliver meaningful impact.

CONCLUSION

This study provides a comprehensive evaluation of the Integrated Free Maternal Delivery Service with Complete Population Administration (Patin Gulai Asam) policy in South Labuhanbatu Regency using the CIPP evaluation framework. Overall, the findings indicate that the policy represents a relevant and innovative approach to addressing the persistent challenges of population administration, particularly in ensuring timely birth registration and legal identity provision. The integration of maternal healthcare services with administrative processes reflects a strategic effort to simplify bureaucratic procedures and improve accessibility for citizens. From the context

perspective, the policy aligns well with community needs and broader development agendas, including the Sustainable Development Goals (SDGs), specifically Target 16.9 on legal identity for all.

However, despite its conceptual strengths, the implementation of the policy remains suboptimal. The input evaluation reveals significant limitations in terms of human resources, infrastructure, budget allocation, and technological readiness. These constraints indicate a mismatch between policy ambition and available resources, which ultimately affects service quality and consistency. Furthermore, the absence of a strong legal framework, such as a Regent Regulation and standardized operational guidelines, weakens institutional support and reduces policy sustainability. Without formal regulatory backing, the implementation relies heavily on informal coordination, making it vulnerable to disruption.

From the process perspective, the study identifies several operational inefficiencies, particularly in document processing and delivery stages. Although initial procedures such as data collection and verification are relatively well implemented, delays frequently occur due to coordination gaps and technological constraints. This indicates that while the policy design is structurally sound, its execution lacks the efficiency required to achieve optimal service delivery. In the product dimension, the findings demonstrate that the policy has not fully achieved its intended outcomes. Administrative documents are often not completed before patients are discharged, resulting in limited improvements in document ownership and minimal long-term impact on public service accessibility.

In conclusion, the Patin Gulai Asam policy holds significant potential as a public service innovation but requires substantial improvements to achieve its objectives effectively. Strengthening the legal framework, ensuring adequate resource allocation, expanding service coverage beyond a single hospital, and improving technological infrastructure are critical steps that need to be undertaken. Additionally, enhancing inter-agency coordination and establishing clear operational standards will be essential to overcoming existing implementation barriers. Without these improvements, the policy risks remaining an innovative concept with limited practical impact. Therefore, this study emphasizes the importance of aligning policy design with implementation capacity to ensure that public service innovations can deliver meaningful and sustainable benefits to society.

REFERENCES

- Agustino, L. (2008). *Dasar-dasar kebijakan publik*. Alfabeta.
- Amalia, F. R. (2020). Efektivitas inovasi “one day service” dalam penerbitan akta kelahiran di Dinas Kependudukan dan Pencatatan Sipil Kabupaten Tabanan. *Public Inspiration: Jurnal Administrasi Publik*, 5(2), 121–144. <https://doi.org/10.22225/pi.5.2.2020.121-144>
- Anggara, S. (2014). *Kebijakan publik*. CV. Pustaka Setia.
- Arikunto, S., & Jabar, C. A. (2018). *Evaluasi program pendidikan* (Edisi ke-2). PT Bumi Aksara.
- Atthahara, H. (2018). Inovasi pelayanan publik berbasis e-government: Studi kasus aplikasi Ogan Lopian. *Jurnal Politikom Indonesiana*, 3(1), 66–77.
- Badan Pusat Statistik Kabupaten Labuhanbatu Selatan. (2025). *Kabupaten Labuhanbatu Selatan dalam angka 2025*. <https://labuhanbatuselatankab.bps.go.id/>
- Creswell, J. W. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches* (4th ed.). Sage Publications.
- Damayanti, S. P., & Prantama, M. B. (2025). Evaluasi pelayanan publik (Studi pada SIPEDULI di Disdukcapil Kabupaten Malang). *Journal of Governance and Policy*, 5(2), 250–266.
- Desa Bhuna Jaya. (2023). Pelayanan publik terintegrasi: Meningkatkan kualitas hidup masyarakat di era digital. <https://www.bhuanajaya.desa.id>
- Dianingtyas, A., & Roekminiati, S. (2024). Evaluasi pelayanan SIPRAJA dalam pengurusan data penduduk. *Jurnal Ilmiah Manajemen Publik dan Kebijakan Sosial*, 8(1), 58–79.
- Dunn, W. N. (2003). *Pengantar analisis kebijakan publik* (Edisi ke-2). Gadjah Mada University Press.
- Dwiputrianti, S., et al. (2025). *Evaluasi kebijakan: Teori dan praktik*. Penerbit Buku Indonesia.
- Dwiyanto, A. (2018). *Mewujudkan good governance melalui pelayanan publik*. Gadjah Mada University Press.
- Febriyandi, A. Y., & Firzah, M. (2024). Evaluasi layanan Alpukat Betawi pasca pandemi. *Abiwara*, 6(1), 23–32. <https://doi.org/10.31334/abiwara.v6i1.4217>
- Eriana, N. N. D., & Prabawati, I. (2022). Implementasi program Balaputra Kita. *Publika*, 10(4), 1173–1186. <https://doi.org/10.26740/publika.v10n4.p1173-1186>
- Fikar, Z., & Rozaili, R. (2022). SDM dalam administrasi kependudukan. *Jurnal Ekobismen*, 2(1), 76–85. <https://doi.org/10.47647/jeko.v2i1.538>

- Gronroos, C. (1984). *Service management and marketing*. Lexington Books.
- Hasibuan, Y. A., Sinaga, R. S., & Adam, A. (2022). Implementasi pelayanan adminduk daring. *Perspektif*, 11(2), 394–406. <https://doi.org/10.31289/perspektif.v11i2.5680>
- Hendra, A., & Munandar, A. T. (2024). Inovasi pelayanan Bundaku. *JIAPD*, 15(1), 126–135.
- Idrus, I. A., & Ferdian, K. J. (2019). Program Sidukun 3 in 1. *JGLP*, 1(2), 193–204.
- Imron, H. M., & Isbandono, P. (2024). Efektivitas program Sayang Warga. *Inovant*, 2(3), 177–186.
- Jumroh, & Pratama, M. Y. J. (2021). *Implementasi pelayanan publik*. Insan Cendekia Mandiri.
- Kadji, Y. (2015). *Formulasi dan implementasi kebijakan publik*. UNG Press.
- Mahmudi, I. (2011). Model evaluasi CIPP. *Jurnal At-Ta'dib*, 6.
- Mulyadi, D. (2016). *Studi kebijakan publik dan pelayanan publik*. Alfabeta.
- Nasution. (2003). *Metode research*. Bumi Aksara.
- Osborne, D., & Gaebler, T. (1992). *Mewirusahaakan birokrasi*. PPM.
- Peraturan Bupati Labuhanbatu Selatan No. 6 Tahun 2022.
- Peraturan Menteri Dalam Negeri RI No. 19 Tahun 2018.
- Peraturan Menteri PAN-RB No. 30 Tahun 2014.
- Pramono, J. (2020). *Implementasi dan evaluasi kebijakan publik*. Unisri Press.
- Putri, S. N. A. (2022). Optimalisasi pelayanan publik melalui Kalimasada. *Community Development Journal*, 3(2), 112–117.
- Ramadani, E. P., & Oktariyanda, T. A. (2024). Inovasi Sahaja Prima. *Publika*, 12(1), 252–267.
- Rantung, M. I. R. (2024). *Evaluasi kebijakan publik*. Tahta Media.
- Rohman, A., Suyeno, S., & Sekarsari, R. W. (2024). Evaluasi Panadol-Mantap. *Respon Publik*, 18(1), 11–19.
- Sari, D. P., et al. (2019). *Manajemen pendidikan*. Ideas Publishing.
- Sihombing, S. (2013). *Administrasi kependudukan*. UGM Press.
- Silva, W. C. Z. F. D., et al. (2024). Komunikasi inovasi Jalan MANTAN. *AJSH*, 4(3), 2106–2113.
- Sipahutar, H. (2021). *Efektivitas inovasi kebijakan pelayanan publik*. Indocamp.
- Siregar, I. S., Hartono, B., & Harahap, D. (2022). Implementasi KIA. *JEHSS*, 4(4), 2496–2505.
- Situmorang, C. H. (2016). *Kebijakan publik*. SSDI.
- Siyoto, S., & Sodik, M. A. (2015). *Metodologi penelitian*. Literasi Media.
- Sholikhah, E. R., & Pratyawan, A. (2024). Inovasi dokter Drupadi. *Inovant*, 3(4), 302–313.
- Stufflebeam, D. L. (1971). Educational evaluation design. *Journal of Educational Measurement*, 8(4).
- Suaib, M. R. (2016). *Pengantar kebijakan publik*. Calpulis.
- Subarsono. (2023). *Analisis kebijakan publik*. Pustaka Pelajar.
- Sukardi. (2009). *Evaluasi pendidikan*. Bumi Aksara.
- Sukma, D., & Firdaus, M. S. A. (2020). Inovasi Si Dukun 3 in 1. *Jurnal Media Birokrasi*, 2(1), 1–20.
- Supriyanto, A., et al. (2017). *Mencipta inovasi*. Temprint.
- Suryadin, A., et al. (2022). *Evaluasi program model CIPP*. Samudra Biru.
- Susanti, D. A. D., & Pratiwi, N. M. I. (2023). Efisiensi layanan Kalimasada. *Gemah Ripah*, 3(3), 55–63.
- Sutopo. (2006). *Metodologi penelitian kualitatif*. UNS Press.
- Suwarno, Y. (2008). *Inovasi di sektor publik*. STIA-LAN Press.
- Suyatno. (2014). *Metode penelitian kualitatif*. Masmedia.
- Tachjan. (2006). *Implementasi kebijakan publik*. AIPI.
- Tjiptono, F. (2012). *Strategi pemasaran* (Edisi ke-3). ANDI.
- Tristiana, E., & Ansori, R. K. (2023). Program Buah Hatiku. *Evokasi*, 2(1), 56–65.
- Tui, F. P., Ilato, R., & Katili, A. Y. (2022). Inovasi e-government. *Publik*, 9(2), 254–263.
- Undang-Undang No. 25 Tahun 2009.
- Undang-Undang No. 24 Tahun 2013.
- Undang-Undang No. 23 Tahun 2014.
- Widoyoko, E. P. (2017). *Evaluasi program pembelajaran*. Pustaka Pelajar.
- Winarno, B. (2008). *Kebijakan publik*. Media Pressindo.
- Wirawan. (2011). *Evaluasi program*. Rajagrafindo.
- Wulansari, A. D. (2023). Gerakan sadar adminduk. *Jurnal Inovasi Penelitian*, 3(9), 7473–7478.
- Yasah, A. D., & Tukiman. (2025). Program Duta Hatiku. *JIPKOM*, 7(1), 121–133.