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Policy Content Analysis of Population Administration Online Service Policies during the Pandemic in Yogyakarta: A Logical Framework Review

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ABSTRACT

The pandemic has presented unprecedented challenges to public administration by disrupting fundamental public services. The government is responsible for managing public interests and responding effectively to crises. Inadequate crisis response can lead to a collapse in essential public services, including population administration services. Studies on the policy cycle during a crisis are still relatively limited. After the COVID-19 crisis prompted efforts to investigate and document policy developments during the situation, the significance of this study has increased. This study examined the policy process of population administration online services in Yogyakarta during the pandemic, particularly by analyzing policy content perspectives. This study analyzed policy input, process, output, and impacts using a qualitative case study methodology in a logical framework approach. The findings indicate that the political system effectively adapts to the policy environment, converting inputs into policy adoption and producing coherent policy outputs. The use of online systems aims to ensure vital government services continue without interruption while minimizing risks. This adaptation improves accessibility and efficiency, ensuring valid population documentation, data integrity, and legal certainty. Rather than formulating new policies, policy adoption is made through learning, negotiation, and swift dissemination across government levels. However, individuals lacking access to technology or digital literacy skills face exclusion risks. Addressing ongoing online service changes post-pandemic is crucial for efficiency. The policy process highlights agility, innovation, and collaboration in managing crises and delivering public services effectively. Leveraging technology and adaptive governance enhances public governance resilience and capacity to meet community needs.

A. INTRODUCTION

The devastating consequences of the COVID-19 pandemic have led to a crisis marked by profound uncertainty. This pandemic represents an exceptionally large-scale cross-border crisis (Baekkeskov, 2015). Its multifaceted impact across various sectors has emerged as a considerable governance challenge for all government systems (Mascio et al., 2020). The COVID-19 crisis serves as a stark illustration of how previously unknown risks and threats can

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swiftly disrupt the public administration system. Furthermore, the COVID-19 pandemic has left a substantial imprint on society, including providing administrative services to populations.

The public sector is responsible for society's long-term resilience and stability and provides results and impacts through public policymaking (Mazzucato & Kattel, 2020). The responsibility to meet public service needs cannot be postponed or reduced, even during a crisis. Unaddressed impacts in the public sector can result in bureaucratic paralysis, the failure of public services, and policy failures that have far-reaching consequences. To overcome this threat, sustained attention and effective intervention are needed (Boin et al., 2020).

There is a pressing need to develop new capacities within the public sector to manage the crisis. These capacities encompass a range of skills, abilities, and resources essential for executing policy-related tasks, from delivering public services to formulating and implementing policies (Wu et al., 2018). The pandemic serves as a poignant reminder of the pivotal role of government capacity in reconstructing society. The role entails the ability to adapt and acquire new knowledge, the skill to align public services with the requirements of populations, the capability to establish resilient production systems and proficiency in governing data and digital platforms.

One of the government's initiatives to enhance its public sector capabilities in response to the COVID-19 pandemic involves integrating technology into delivering government functions and public services. Technology adoption has become a vital and indispensable tool for governments to continue offering public services amid the COVID-19 crisis. To address the challenge of maintaining traditional public services, the government has shifted toward delivering these services electronically as part of its broader e-government efforts. Consequently, technology-driven services delivered over the Internet have been implemented to ensure that populations have reliable access to services, information, and the efficient execution of government policy functions.

Meeting the rising demand for online services, the government faces a considerable challenge in providing electronic services that benefit society (Lindgren et al., 2019). The COVID-19 pandemic has heightened the demand for population administration services, prompting the need for additional personnel, new technologies, and streamlined administrative procedures. As a key provider of public services, the government must grasp the role of technology in service provision. By designing electronic service policies, digital-oriented services can be conceptualized to enhance efficiency and decision quality, ensuring public satisfaction (Lindgren et al., 2019).

The policy process during a pandemic is a critical area of study due to its wide-ranging implications and effects on various aspects of society. Understanding the policy process allows for informed decision-making, effective resource allocation, and the implementation of evidence-based strategies to mitigate the impact of the pandemic. A critical aspect of studying the policy process during a pandemic is the examination of government responses and their effectiveness. The policy sciences are crucial in analyzing and understanding policymakers' initial reactions and perspectives during a pandemic (Weible et al., 2020).

Another crucial research area pertains to the involvement of subnational governments in pandemic response efforts. Examining the diverse experiences of various cities and their respective responses to the pandemic yields valuable lessons for enhancing future crisis management strategies and intergovernmental reforms (Smoke et al., 2023). Likewise, delving into the role of local government in formulating pandemic policies contributes to our understanding of subnational responses and the level of policy strictness (Bennouna et al., 2021).

During the COVID-19 crisis in Indonesia, public sector capacity development has been facilitated by adopting population services that rely on implementing network technology-based administration policies. Policies aligned with the national framework, as outlined in

Minister of Home Affairs Regulation 7/2019 about Population Administration Online Services, have been implemented to address the challenges posed by the pandemic. Local governments at the district and city levels have devised and executed population administration online services based on the guidelines provided by this policy.

To meet public needs during the pandemic, Yogyakarta City is one area implementing online-based population administration services. This policy initiative responds to experiences, offering insights into local government crisis management strategies in providing public services. Considering the threats posed by the pandemic, challenges in delivering public services, and opportunities in the evolving technological landscape, this research aims to examine the public service policy process in the context of online population administration during the COVID-19 pandemic, focusing on policy content analysis.

Policy document analysis was applied to analyze policy texts, such as legislative documents, policy statements, standards and guidelines, and formal procedures, to extract main themes, policy positions, and policy instruments. This study provides insights into the policy process during crises through logical framework analysis, which is crucial for understanding every aspect of public policy or specific policy decisions, the dynamics of the process, actors, and interactions shaping policy decisions in response to the COVID-19 pandemic.

B. LITERATURE REVIEW

Analysis of Policy Content

The policy process during a pandemic is a critical area of study due to its wide-ranging implications and effects on various aspects of society. Understanding the policy process allows for informed decision-making, effective resource allocation, and the implementation of evidence-based strategies to mitigate the impact of the pandemic. A critical aspect of studying the policy process during a pandemic is the examination of government responses and their effectiveness. The policy sciences are crucial in analyzing and understanding policymakers' initial reactions and perspectives during a pandemic (Weible et al., 2020).

The concept of the policy process refers to the series of activities and stages involved in developing, implementing, and evaluating policies. It encompasses the entire lifecycle of a policy, from its formulation to its impact on society. The policy process is complex and dynamic, involving various actors, institutions, and factors that influence the decision-making and implementation (Hawkins & McCambridge, 2020; Herweg et al., 2015; Howlett et al., 2014).

Policy content analysis is a crucial aspect of policy research and evaluation. It involves examining the substance and details of policies to understand their objectives, provisions, and implications. Policy content analysis provides insights into the goals, strategies, and priorities embedded within policies and helps to identify patterns, trends, and gaps in policy formulation and implementation (Mayer et al., 2012; Yang et al., 2023).

Policy content analysis can be conducted using various methods and approaches. One common approach is to analyze policy texts, such as legislative documents, policy statements, or official reports, to extract critical themes, policy positions, and policy instruments (Hall & Steiner, 2020). This involves systematically coding and categorizing the content of policy documents to identify recurring ideas, policy goals, and policy measures (Hall & Steiner, 2020).

Another policy content analysis approach examines policies' substantive provisions and details to assess their comprehensiveness, coherence, and feasibility (Walt et al., 2008). This involves analyzing policy measures, targets, timelines, and implementation mechanisms outlined in policy documents (Walt & Gilson, 1994). By examining the content of policies, researchers can assess the alignment between policy goals and the proposed strategies and

identify potential gaps or inconsistencies in policy design. Overall, policy content analysis is a valuable method for understanding the substance and details of policies.

Logical Framework Approach

The Logical Framework Approach (LFA) is widely used in policy analysis and program evaluation. It provides a structured framework for planning, implementing, and evaluating policies and programs. The LFA helps to ensure that policies and programs are well-designed, coherent, and aligned with desired outcomes (Akroyd, 1999; Walt et al., 2008). The LFA consists of several key components, including the problem analysis, objective analysis, strategy analysis, and results framework. In the problem analysis phase, the underlying issues, needs, and challenges the policy or program aims to address are identified and analyzed (Akroyd, 1999). This involves thoroughly assessing the context, stakeholders, and root causes of the problem (Mirzoev et al., 2013). The objective analysis phase consists in setting clear and measurable objectives that define the desired outcomes of the policy or program.

The strategy analysis phase focuses on identifying and selecting appropriate strategies and interventions to achieve the objectives (Akroyd, 1999). This involves considering different options, assessing their feasibility and effectiveness, and choosing the most suitable approach (Wong et al., 2010). The results framework is a critical component of the LFA, as it outlines the logical relationships between inputs, activities, outputs, outcomes, and impacts. It helps to clarify the causal pathways and assumptions underlying the policy or program and provides a basis for monitoring and evaluation (Wong et al., 2010).

The LFA also emphasizes the importance of stakeholder engagement and participation throughout the policy or program cycle (Mirzoev et al., 2013). Stakeholders should be involved in the problem analysis, objective setting, strategy development, and monitoring and evaluation processes. Furthermore, the LFA encourages a systematic and iterative approach to policy analysis and program evaluation (Yang et al., 2023). It recognizes that policies and programs are dynamic and may require adjustments and adaptations based on new information, changing circumstances, and emerging needs (Claes et al., 2017). Regular monitoring and evaluation are essential to assess progress, identify challenges, and make informed decisions for improvement (Claes et al., 2017).

Previous Research

Numerous studies have been conducted concerning population administration services, particularly in times of crisis, such as the pandemic in Indonesia. Radiansyah et al. (2022) evaluated the quality of public services in population administration during the pandemic, assessing dimensions such as tangibility, reliability, responsiveness, assurance, and empathy. Presenting a unique viewpoint, Rifani & Megawati (2022) investigated the quality of public services in population administration based on policy implementation measures, explicitly focusing on policy accuracy, execution, targets, and the overall environment.

In the broader context of public service, Lin et al. (2023) discovered that the pandemic has accelerated the necessity for digitalization, resulting in an increased demand for digital public services and a stronger emphasis on customer-centric approaches. Referring to Dudau et al. (2023), the COVID-19 pandemic has emphasized the importance of public services being resilient and adaptable in the face of disruptions. Resilience in public services entails returning to a stable state after a disruption and learning, adapting, and becoming stronger after a crisis. According to Shen et al. (2023), digital platforms are critical in public service policies during the COVID-19 crisis because they enable the transition from recovery to transformative resilience. This is driven by digital platform adoption and experimentation, widespread user adoption, collaborative public service production, and government accountability mechanisms.

Studies on adapting public services in the administrative context during the pandemic have been conducted several times, especially from the perspectives of innovation, implementation, and public service practices. However, a comprehensive study on policy content analysis in the context of population administration during crises is lacking, thus requiring further investigation. By focusing on policy content analysis using a logical framework approach to policy texts in crisis contexts, this research poses the critical question of how the policy process of online population administration services during the pandemic contributes to crisis management strategies and effective public service delivery in response to the evolving technological landscape and challenges due to the pandemic.

C. METHOD

Public policy contributes a vast assortment of documentary materials or policy texts that serve as the focus of policy studies. The policy research framework involves three key elements: context, text, and consequences (Henry et al., 2013). Policy texts form the core of analysis and provide insights into policy creation, interpretation, and implementation issues. This study utilizes policy content analysis, a valuable approach for comprehending the process, objectives, substance, and details of population administration online service policies in Yogyakarta City during the COVID-19 pandemic. Policy content analysis offers insights into policy goals, strategies, and provisions, aiding in identifying patterns, trends, and gaps in policy formulation and implementation (Mayer et al., 2012). By examining the text and content of policies, researchers can assess policies' coherence, feasibility, and impact and gain a deeper understanding of the values, ideologies, and assumptions underlying policy decisions (Yang et al., 2023).

As a qualitative research, this study employed policy document analysis as a study tool to investigate the nature of a policy document, examining the underlying aspects and the content. Policy document analysis is relevant in this research because it can be used to elaborate a policy from the perspectives of context, text, and consequences. During the pandemic, policymaking occurred quickly in response to uncertainty and produced various policy documents. The availability of different policy documents is an important and profitable resource for studying the public policy process during a dynamic pandemic. Practically, this method is straightforward, efficient, and can adapt to various limitations of direct interaction with human subjects during a pandemic.

In doing this, researchers use official document analysis as a systematic technique to study policy documents and produce findings based on content analysis to address scientific questions (Bryman, 2016). The types of textual material in analyzing policy documents in this research included formal written policies, written standards and guidelines, and formal procedures. Analytical social science has a historical praxis of document analysis, so document review is a valuable technique for examining policy content across time, geographic regions, and issues (Dalglish et al., 2020). The context of this research is limited to the population administration online service policy at the Yogyakarta City level during the COVID-19 pandemic throughout 2020-2021. The policy text analyzed as data in this research involved reading nine documents about population administration online service policy, sorted by their hierarchy: central-level policy documents, provincial-level policy documents, and city-level policy documents (Figure 1).

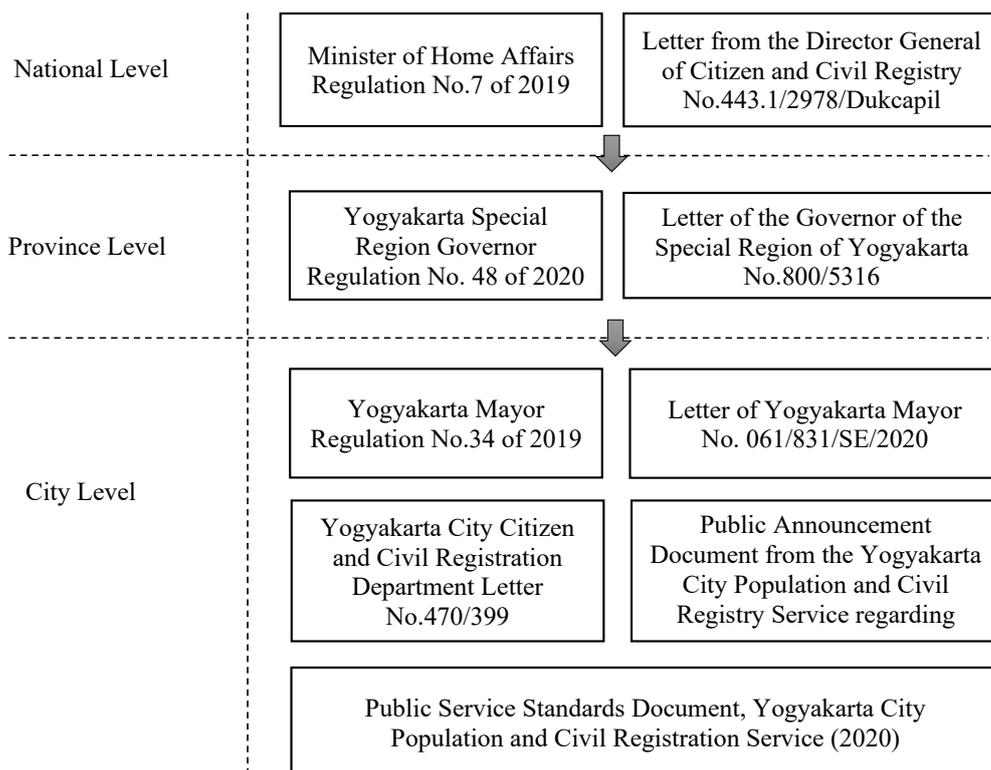


Figure 1. Policy framework documents for population administration online services in Yogyakarta during the COVID-19 Pandemic

The data collection and analysis process involved several steps. First, documents, including national, provincial, and city policies, were identified through a search process to select relevant materials for the study. These documents were chosen for their authenticity, clarity, and credibility. Second, the contents of the selected policy documents were comprehensively understood to address research questions related to online population administration services. Third, the data was analyzed and refined, and the analysis was organized to develop findings effectively. Finally, the study and findings were documented to address the research questions adequately.

D. RESULT AND DISCUSSION

Review of Population Administration Services: Indonesian Context

Population administration services manage population documents in which the data/file requirements are sent via electronic media by utilizing technology, communication, and information facilities. The Population Administration's online service policy has a legal basis, namely, the Minister of Home Affairs Regulation 7/2019 concerning Population Administration Online Services, as revised by Minister of Home Affairs Regulation 2/2023. The policy governs online services for population administration, encompassing two categories of services. Initially, the Population Registration Service involved recording demographic information, registering population-related events, gathering data on vulnerable populations for administrative purposes, and issuing identity cards or population certificates. Secondly, there are Civil Registration Services, which document significant life events in the civil registration register either at the district/city population and civil registration service or at the technical implementation unit of the population and civil registration service.

Table 1. Types of population documents in Population Administration Online services

Population Registration Services	Civil Registration Services
1. Recording population biodata	1. Register of civil registration deeds
2. Issuance of Family Card	2. Excerpt from the civil registration deed, including
3. Issuance of Electronic Identity Cards	a. Birth certificate
4. Issuance of Children's Identity Cards	b. Death certificate
5. Issuance of a residence certificate consisting of a residence, moving area, and moving abroad	c. The marriage certificate
	d. Divorce certificate
	e. The child's acknowledgement certificate
	3. Issuance of a certificate
	a. Proof of birth registration of Indonesian populations outside the territory of the Republic of Indonesia
	b. Indonesian population stillbirth certificate
	c. Letter of proof of marriage registration outside the territory of the Republic of Indonesia
	d. Marriage annulment certificate
	e. Proof of divorce registration outside the territory of the Republic of Indonesia
	f. Certificate of divorce annulment

Source: Minister of Home Affairs Regulation No.7/2019

The Minister of Home Affairs Regulation 7/2019 sets out guidelines for accessing population administration online services at the municipal or district level. In response to the COVID-19 pandemic, all government agencies are actively working to minimize the risk of transmission by enforcing health protocols and reducing activities that involve physical contact or direct interaction. The Ministry of Home Affairs, under the Directorate General of Population and Civil Registry, has issued Policy Letter 443.1/2978/Dukcapil, specifically addressing Population Administration Services and COVID-19 prevention. This policy is the foundation for local governments to execute population administration services amidst the pandemic.

Previously, the central government has established comprehensive COVID-19 prevention and treatment policies nationwide. These encompass the declaration of a public health emergency (Presidential Decree 11/2020), the implementation of large-scale social restrictions (Government Regulation 21/2020), measures to prevent COVID-19 spread within local government settings (Minister of Home Affairs Letter 440/2436/SJ of 2020 and Minister of Home Affairs Instruction 1/2020), adjustments to the State Civil Apparatus work system (Minister of State Apparatus Empowerment and Bureaucratic Reform Letter 19/2020), and the promotion of population administration online services (Ministry of Home Affairs Regulation 7/2019 and Ministry of Home Affairs Regulation 2/2023).

Formulating policies for population administration online services during the pandemic is primarily perceived as a top-down process. Regional governments at the district/city level execute these policies by adhering to hierarchical directives at the national and provincial levels. Consequently, related policies are developed, such as adjustments to employee work systems during the COVID-19 emergency response in the Special Region of Yogyakarta (Governor's Letter 800/5316) and guidelines for public service and economic activities in the Special Region of Yogyakarta (Governor Regulation 48/2020). These provincial policies apply to all district and city governments in D.I. Yogyakarta. Consequently, the Yogyakarta City Government has formulated policies for adjusting employee work systems (Mayor's Letter

061/831/SE/2020) and establishing work procedures in the new normal period (Mayor Regulation 54/2020) based on these provincial policies.

Population administration online services are facilitated through the Population Administration Information System (SIAK) and its service support systems, including an online service platform for populations. The implementation of population administration engages multiple levels of governance, including the Directorate General of Population and Civil Registration under the Ministry of Home Affairs at the national level, the Population and Civil Registration Departments at the provincial level, and similar departments at the city level. Service Units execute online population administration services within each city's Population and Civil Registry Services.

In the context of Yogyakarta, which has embraced online transformation in population administration services, the Population and Civil Registration Department has strategically decided to implement online services based on the available resources and local needs. This decision has been communicated to sub-district and village heads through Letter 470/399 and public announcements. Leveraging technology, the Population and Civil Registration Department in Yogyakarta utilizes the Jogja Smart Service (JSS) application and <https://jss.jogjakota.go.id> website to offer online services to the public at sub-district and district levels.

In response to COVID-19 challenges, the Yogyakarta City Government intensified efforts to enhance online services to reduce face-to-face interactions and curb virus transmission. Initially, face-to-face services were restricted mainly, except for electronic national identity card registration. Subsequently, online services like Jogja Smart Service (JSS), WhatsApp (WA), and telephone consultations were introduced. Limited face-to-face services resumed mainly for essential document retrieval, with a quota system allowing 80 online service requests per day, managed through a queue system. This service approach was uniformly applied across departments, including Population and Civil Registration Department and District Services, ensuring consistent citywide implementation.

Examining The Policy Content: A Logical Framework Analysis

The population administration's online service policy enacted during the Yogyakarta pandemic serves as a strategic response by the political system to address emerging challenges within its operational environment (Anderson, 2015). These environmental pressures provide crucial feedback to the system, manifesting as demands and support for shaping agendas and formulating policies (Dye, 2007). With the onset of the COVID-19 crisis, the government has been compelled to enhance its online population administration services, necessitating adjustments to navigate challenges like social restrictions and shifts in work dynamics while maintaining service efficacy. This crisis has spurred a prioritization of technology-driven governance, ensuring the seamless operation of governmental functions. Addressing the community's urgent requirement for valid population documentation to access essential services and government aid has become a paramount concern, driving revisions to existing public service strategies (Lester & Steward, 2000).

The population administration's online service policy dynamically adapts to and optimizes the delivery of population-related services amid the COVID-19 pandemic's challenges. The policy enhances public service provision during this unprecedented period by leveraging digital technologies (Caprioli et al., 2023). Implementing online systems ensures the continuity of critical government functions while reducing risks from in-person interactions and virus transmission. The policy meets escalating demands for population administration services by offering streamlined online solutions. Additionally, it maintains the integrity and accuracy of population data and event records, reinforcing effective governance processes and decision-making even amidst pandemic disruptions.

The policy prioritizes resilience and adaptability, urging government agencies to adjust service delivery methods to implement flexible models swiftly (Weng et al., 2022). Furthermore, The pandemic underscores the importance of integrating private administration principles and innovation into public services, urging government agencies to embrace technological advancements (Onyango & Ondiek, 2022). It emphasizes inclusivity and accessibility, ensuring equitable access to population administration services regardless of circumstances or location. Moreover, the policy values transparency and accountability, aiming to maintain population data integrity while facilitating community involvement through clear channels (adapted from sources).

The shift towards digital governance and inclusive practices is regionally reliant on government agencies' need to address challenges and enhance service delivery (Galushi & Malatji, 2022). Therefore, administrative service policies, like population services, prioritize strategically utilizing limited resources and infrastructure to provide services efficiently during the pandemic. This highlights the importance of local government leadership and coordination in tailoring online service solutions to Yogyakarta's specific needs. Nationally, this policy aligns with broader objectives such as public health emergency response, digital governance transformation, and data-driven decision-making. It supports national priorities of leveraging technology and innovation to enhance public service quality and governance. Key aspects include ensuring the accuracy, reliability, and security of online population administration systems and data.

Several factors support online population administration service policies during the pandemic, including formal legal frameworks established by central and regional governments. These policies cover various aspects such as local COVID-19 management, online population administration services, electronic sub-district services, and pandemic-responsive work system adjustments. Budget efficiency significantly backs these policies, enabling local governments to allocate resources effectively and aligning with national policies on budget reallocation for pandemic prevention and response. This efficiency is crucial amid economic strain, as these services are relatively cost-effective or cost-free, allowing optimal resource utilization.

Furthermore, the infrastructure for technology-based government governance is readily available, bolstering the implementation of online population administration services. Many regions, including Yogyakarta City, have adopted e-governance initiatives to enhance public service delivery. This comprehensive technology system and network extend to sub-district levels, facilitating broader use during the pandemic's demands for online population administration services. These resources offer ample opportunities for government innovation in public services, especially in times of crisis (Babaoglu, 2022). Leveraging these technologies allows governments to shift from traditional, direct service delivery to safer, more efficient online methods, ensuring the continuity of essential services while minimizing health risks posed by physical interactions.

The population administration online service policy is not a new formulation but an adaptive response to the current situation. The embryo of the online service policy was developed before the crisis, and adoption and changes were made to previous policies as needed. This signifies a government policy change in response to environmental changes and demands (Weible & Sabatier, 2018). This concept illustrates the government's policy change as a response to changing circumstances and demands. Policy adoption is carried out through different methods compared to conventional policymaking processes. The government needs to adjust policies and public service practices quickly and effectively in this context. Rapid and flexible policy adoption is key to meeting these demands, learning from experience, achieving

consensus, and disseminating successful ideas at various levels of government (Weible et al., 2020).

The hierarchical implementation of online population administration service policies occurs at strategic and operational levels (Boin et al., 2005). At the strategic level, decisions are made by national political-administrative leaders, covering policies related to pandemic social restrictions and national population administration services. These strategic policies then cascade down to the operational level and are implemented across administrative levels, including provinces, districts/cities, implementing agencies, sub-districts, and villages. The aim is to align with national COVID-19 prevention and control policies mandated by law, ensuring compliance with legal requirements and regulations set by national authorities in a top-down manner (Weible et al., 2020). This alignment ensures adherence to laws and regulations while addressing pandemic challenges.

This policy assigns responsibilities across administrative levels for implementing population administration and civil registration services, ensuring compliance with national policies, managing government affairs, and coordinating online service implementation. It promotes accountability and efficient task execution in population administration. The policy emphasizes the influential role of national political-administrative leaders in shaping public service policies during the pandemic. Their involvement in developing technical policies and managing government affairs shapes policy content and implementation. This underscores the leadership's crucial role in directing policy decisions and ensuring effective implementation, including addressing collaboration challenges across fragmented bureaucratic structures and diverse organizational cultures (Weible et al., 2020).

At the implementation level, frontline public service practitioners are guided by standardized procedures to execute each stage of online population administration services. However, standardization and procedures still allow room for field practitioners to develop routines, norms, and creative strategies to address responsibilities that are often impossible through existing procedures (Hupe, 2013). Community co-production becomes crucial to achieve policy goals unprecedentedly (Voorberg et al., 2015). Amid limited interaction space and increasing service demands, achieving policy goals requires online population administration services to be viewed as a co-production by encouraging public compliance with established standards and procedures.

The online public services policy enhances convenience, accessibility, and efficiency by allowing citizens to remotely access government services and information, saving time and eliminating the need for physical visits to service centres, especially during the pandemic crisis. It empowers individuals by initiating transactions, accessing information, and tracking request progress independently, without intermediaries or bureaucratic hurdles. Additionally, online services often improve transparency and accountability, giving citizens greater visibility into government processes and decisions.

Online population administration services offer governments multiple benefits, such as cost savings, improved efficiency, and enhanced service delivery. By digitizing administrative processes and reducing manual intervention, governments streamline operations, minimize bureaucracy, and provide services more quickly. This increased efficiency helps governments meet public needs better and reduces administrative costs and resource burdens. Furthermore, online services enable more effective data collection and analysis, facilitating evidence-based decision-making and policy formulation. With broader reach and scalability, online platforms allow governments to serve a wider audience and adapt more readily to changing circumstances.

Possessing population documents obtained through online population administration services ensures the validity of public identity and provides legal certainty regarding population and significant life events. This helps safeguard individuals' civil and administrative rights. Population documents are prerequisites for numerous public services, development programs,

and government policies. They play a pivotal role in actively engaging the community as both beneficiaries and contributors to development. Legal possession of population documents empowers individuals to access various public services, participate in development programs, and benefit from government policies (Feng et al., 2021).

During the pandemic, implementing online population administration services benefits both the state and the government. It facilitates the collection of accurate, integrated national population data, which is crucial for government, development, and community activities. Particularly amid COVID-19, precise population data is vital for effective policymaking to address and recover from the pandemic's impacts. This initiative enhances public sector capacity, meeting demands during the crisis. It allows the public sector to partner in mitigating COVID-19 spread and, as a responsive service provider, adapt to public needs despite crisis constraints (Aayale & Seffar, 2021). This initiative can serve as a valuable lesson for future instances where government governance confronts the challenges and uncertainties of a crisis.

While online services aim to boost accessibility and efficiency, they inadvertently exclude individuals or communities without technology access or digital skills. This disproportionately affects the elderly and low-income groups who may lack internet access or devices, worsening inequality. The policy may widen the digital literacy gap as those less proficient in technology struggle to navigate online platforms without support, feeling marginalized. Marginalized communities may also be unaware of online services, requiring proactive outreach efforts by government agencies to ensure equitable access for all.

Amidst the surge in adoption and policy changes during the pandemic crisis aimed at reducing direct threats to society, there is still uncertainty regarding which changes will be completed and which will continue after the pandemic (Weible et al., 2020). Re-implementing manual service policies after the pandemic may lead to service redundancy and inefficiencies, mainly if parallel online and offline systems exist simultaneously. Duplication of efforts can strain government resources and complicate service delivery, leading to confusion among citizens. Governments must streamline processes, eliminate redundancies, and ensure seamless integration between online and offline channels to maximize efficiency and effectiveness.

They are failing to sustain the momentum of digital transformation post-pandemic and risk losing valuable policy systems, practices, and lessons learned from online services. Efforts to maintain the continuous transformation of online services after the pandemic are crucial. Ensuring the sustainability of online services beyond the pandemic is essential for continuity, connectivity, and efficiency. Achieving this sustainability relies on technological advancements, regulatory support, and ongoing commitment to digital transformation. Addressing these factors ensures that online services deliver value and efficiency in the post-pandemic era.

E. CONCLUSION

The population administration online service policies reflect the government's strategic response to the challenges emanating from the political system's environment. Through the implementation of online systems, these policies aim to ensure the uninterrupted functioning of essential government services while also mitigating associated risks. This adaptation process is geared towards enhancing accessibility and efficiency, ensuring the availability of valid population documentation, maintaining the integrity of population data, and providing legal certainty for individuals. Rather than formulating entirely new policies, policy adoption follows a distinct process characterized by policy adjustments through learning mechanisms, negotiated agreements, and the swift dissemination of policy concepts throughout all tiers of government. The hierarchical top-down approach to policy implementation is chosen to align with national objectives, adhere to national policy directives, and facilitate the effective

delegation of implementation responsibilities. Furthermore, there is a critical need to explore and address the ongoing transformation of online services post-pandemic to prevent redundancy and enhance efficiency. The policy process surrounding online population administration services during the pandemic underscores the importance of agility, innovation, and collaboration in effectively managing crises and delivering public services in dynamic contexts.

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