

ARTICLE

Ladurenta Innovation for Reconstructing Inclusive Civil Administration Service in Bima City

Taufik Irfadat and Haeril*Universitas Mbojo Bima, Bima, Indonesia*

How to cite: Irfadat, Taufik & Haeril. (2026). Ladurenta Innovation for Reconstructing Inclusive Civil Administration Service in Bima City. *Jurnal Borneo Administrator*, 22(2), 197-212. <https://doi.org/10.24258/jba.v22i2.1754>

Article History

Received: 12 June 2025

Accepted: 11 June 2026

Keywords:

Inclusive Services;
Population Administration;
Public Sector Co-
Production;
Street Level Bureaucracy.

ABSTRACT

This innovation offers an active and responsive approach by targeting marginalized groups such as the elderly, people with disabilities, and individuals with mental disorders in Bima City. The service covers the basic administrative processes of registration and issuance, as well as the on-site distribution of population documents. The purpose of this study is to examine how inclusive services function as a public service innovation for the vulnerable population in Bima City and how effective the program is in ensuring equal access to identity. Despite advances in digital facilities, challenges remain that hinder biometric data recording and document issuance. This qualitative study uses observation, interviews, and documentation. Data analysis includes data collection, presentation, reduction, and conclusion/verification. The limitation of this study is the difficulty in communicating with persons with disabilities and individuals with mental disorders. The findings show that an identity document can be issued after biometric recording is complete. However, civil registration services in Bima City still face significant difficulties, especially in reaching vulnerable groups. Technical problems, such as unstable internet or power outages, are serious obstacles. Social and cultural factors, such as people's unwillingness to participate due to health concerns, also contribute to delays in service delivery.

A. INTRODUCTION

The vulnerable population service innovation (Ladurenta) emerged as a response to the limitations of formal bureaucratic models, which tend to be static and centralized. Innovation has been applied in a broad scope, not only in the private sector, but also in the public sector (Wardani & Rahayu, 2021). Awareness of the plurality of Indonesian society, with differences in service patterns and the needs that service providers must meet, requires a special design to address the needs of groups with physical limitations, vulnerable groups, or special needs. There must be services that are inclusive for them (Zakiyah & Fadiyah, 2020).

The innovation and transformation program, in an effort to improve the quality of public services, is related to the transformation of public services into electronic government (e-government) or services using technological media as a concrete form of achieving the objectives of service reform, namely providing fast, effective, and efficient services (Persada & Fanida, 2019). One form of governance is the use of a technology-based management system

* Corresponding Author

Email : taufikirfadat@gmail.com

© 2026 The Author(s). Published by Jurnal Borneo Administrator. This is an open access article (CC BY-NC-SA 4.0).

Pusjar SKPP-Lembaga Administrasi Negara, Indonesia.

commonly known as e-government (Gioh, 2021). Innovation in government is a creative approach to reforming government systems to improve performance (Rozikin et al., 2020).

The government's obligation to implement quality public services that are tailored to the needs of the community, based on principles and governance (Sholicha & Oktariyanda, 2023). Innovative or renewal programs are developed to anticipate potential shortcomings, analyze existing programs, and replace outdated or underdeveloped ones (Rahayu & Ibrahim, 2023). This development aims to create an application of public services that is oriented towards the needs of the community, including improving public services, making them better, more responsive, and more efficient, and improving all forms of administration. (Putra, 2020).

The services carried out include the management of identity cards, family cards, birth certificates, and death certificates (Elkesaki et al., 2021). Not only about administrative efficiency, but also about the strong representation of the Bima city government's partiality towards neglected civil rights, the vulnerable population service innovation (Ladurenta) implicitly challenges the old paradigm that public services only run when the community comes, thereby leaving vulnerable groups unrecorded. This can be a problem-solver for the problem of unrecorded people with disabilities caused by the limited public service resources that are not optimal (Pasciana, 2020).

What makes this approach unique is the involvement of grassroots community members in providing information on vulnerable populations, which comes not only from the formal system but also from families, non-governmental organizations (NGOs), Babinkamtibmas, Babinsa, and local figures in Bima City. The existence of state institutions, including public servants, is not intended to serve themselves but to provide for or serve the community (Abinda et al., 2022).

Ladurenta shows that effective bureaucracy need not be top-down but can be built through social networks and community cooperation. Innovation is also influenced by the rapid development of information technology (Abinda et al., 2022). Since people with disabilities and other vulnerable groups experience difficulties accessing public services, it is a forerunner of vulnerable-population services (Ladurenta). People with disabilities often experience difficulties in using public service facilities because normal people often take away facilities for people with disabilities (Trifira et al., 2022). Ladurenta is not just a technical service program but a symbol of the shifting values of the bureaucracy itself, that the bureaucracy not only serves efficiently but ensures fair access for all levels of society, especially those who are most vulnerable, behind the dominance of bureaucracy which often nullifies the human side of Ladurenta provides a real answer not through rhetoric but through direct actions that restore the dignity of people who are invisible to the system.

The distribution of information to vulnerable groups such as people with disabilities, people with mental disorders, and the elderly is not only by providing explanations, but what is needed is a way to construct communication that is inclusive and full of empathy and respect for differences. Because everyone in the group has a different way of understanding and responding to information, the approach used must be tailored to their individual needs and characteristics.

One strategy is to use communication media that are friendly and accessible, such as illustrations, animated videos, sign language, and simple, easy-to-understand sentences. As for groups that face sensory constraints, such as the visually impaired or deaf, with adaptable material in the form of clear audio and a more humanistic, patient, non-judgmental, and gradual approach in judgment is very helpful in providing understanding to people with mental disorders. The next strategic step is to recognize the community's crucial role in supporting the information-delivery process by engaging families, community leaders, and social volunteers to foster an inclusive, supportive environment. The community serves as an effective information bridge due to its proximity to the target group. Training and capacity building for

assistants is also key, so that the message or information conveyed is well understood and respectful.

Another strategic step is to develop cross-sectoral cooperation among the government, academics, Village Supervisory Non-Commissioned Officer (*Babinsa*), the Indonesian Community Police (*Babinkamtibmas*), non-governmental organizations, and Neighborhood Association (RT) heads, so that information dissemination can reach a wider audience. Technological support and regulations that favor inclusiveness can strengthen these efforts; understanding is not just about knowledge but about ensuring that each individual feels valued, has space, and has opportunities in social life. The purpose of this research is to examine how inclusive services, such as the Innovation Service for vulnerable populations (*Ladurenta*) in Bima city, and the program's effectiveness as a solution to equal identity for vulnerable populations.

For comparison, the Dilan care service is a priority door-to-door service innovation launched by the Sidoarjo District Population and Civil Registration Office in 2019 to issue new identity cards for vulnerable groups, including people with disabilities, the elderly, and people with mental disorders. The Regency government assists people with physical or mental limitations. This service provides vulnerable and special-needs groups with easy access to population administration services. The Peduli Dilan service can be accessed via the following link: <https://plavon.sidoarjokab.go.id/beranda>. The research problem formulated in this study is to demonstrate inclusive services as a form of public service innovation for vulnerable groups in Bima City and to assess the program's effectiveness in ensuring equitable access to identity services. The purpose of this study is to examine how inclusive services function as a form of public service innovation for vulnerable groups in Bima City and to assess the program's effectiveness in ensuring equitable access to identity services.

B. LITERATURE REVIEW

The administration aims to ensure convenience, efficiency, and benefits for service recipients (Farris et al., 2022). Inclusive public services aim to create an equal and inclusive society where all people can be fully involved in social, economic, and political life. Public services can become more responsive, equitable, and effective by utilizing principles to meet the needs of society as a whole (Reni, 2024).

Within the bureaucracy, as the spearhead of public service providers, several initiatives have been implemented to build a bureaucracy that increasingly meets society's demands and needs. The concepts and principles of good governance have been used as a benchmark for assessing the level of progress in public service delivery (Wiratno, 2020). The more quality services the community receives, the higher the public trust in society. On the other hand, the worse the public services provided by the government, the greater the impact on public trust in the government, which can lead to unfavorable social symptoms if not corrected appropriately (Rifaid et al., 2022). Public service is the government's effort to meet community needs, and a strong service effort can reflect good governance (Sumiati & Indrianie, 2024).

Administrative services include activities such as recording, research, decision making, and documentation that produce documents such as certificates, permits, recommendations, and so on (Tangging et al., 2025). Population administration is a series of structuring and controlling activities in the issuance of population documents through population registration, civil registration, management of population administration information, and utilization of the results for public services and development of other sectors (Sitompul & Sirait, 2022).

The joint movement of population administration services for persons with disabilities is an initiative of the Ministry of Home Affairs, through the Directorate General of Dukcapil, in collaboration with the Presidential Special Staff Office and the Ministry of Education and Research. This program is carried out by picking up *bolah* (coming directly) by collaborating

with regional disdukcapil, social institutions, and local special schools (Amalia & Satispi, 2024).

Innovation is needed to facilitate and provide a new style of service delivery in all public service sectors (Ananda et al., 2020). An innovation is a new way of providing health services, and can provide added value and benefits compared to previous services (Triwahyuni et al., 2020). Novelty in an innovation is defined as the uniqueness of ideas, differences in terms of implementation approaches and designs, and new methods (Ulya & Meirinawati, 2023). A sustainable innovation is one that not only runs at that time but also continues to address challenges and changing needs in the future (Naurah, 2024).

Persons with disabilities are individuals who face bodily, intellectual, or sensory limitations that, when interacting with the natural world, can create obstacles and difficulties to their full and reasonable participation in society as a whole, including equal rights (Hamdani, 2022). The few facilities available to persons with disabilities, such as public transportation, pedestrian bridges, shopping centers, and other public facilities, still do not fully meet their needs (Rana et al., 2023). According to the UN Convention on the Rights of Persons with disabilities, a person is considered a person with a disability if they have a long-term physical, mental, intellectual, or sensory disability that can pose various obstacles to participating in society on an equal basis with others (Zakiyah & Fadiyah, 2020). Every community, especially people with disabilities, has the same rights, without distinction, to obtain services if they have fulfilled the normative requirements, including the supporting documents needed for each community's services (Irfadat & Nurlaila, 2021).

E-government plays a key role in disseminating information to the public, facilitating the delivery of government services, conducting transactions, implementing policies, and distributing resources across institutions, resulting in reduced costs and increased efficiency for institutions, while citizens receive faster, more convenient services (Qashlim et al., 2022). With the existence of E-Government, local governments are expected to be able to provide excellent service to the people in their regions to achieve community welfare and improve the quality of services in related agencies (Azizah et al., 2023).

According to Lipsky (2010), who emphasizes the role of street-level bureaucrats in translating policy. Lack of accountability can lead to variations in service and the risk of abuse of authority (Rianissaputri, 2025). Public service logic rejects the product-dominant logic commonly found in new public management (NPM). It proposes a service-oriented approach in which value is created through interaction among providers, users, and the broader service ecosystem. Value is not merely the organization's output but rather value in use, which emerges when users actually engage with and utilize the service. The core concepts are co-design, co-production, and co-creation. Co-production is conceived as a mechanism through which users actively contribute to service delivery as partners rather than passive recipients. Osborne (2020) and his colleagues developed a conceptual framework that integrates perspectives from service management and public administration to articulate a typology of co-production and explore its relationship to value creation. Recent empirical studies on accessibility for persons with disabilities highlight the existence of a digital divide: the digital transformation of services often excludes persons with disabilities unless accessibility is intentionally embedded from the outset through universal design. Justice-based service design: design justice places social justice specifically at the center of design principles, with who benefits and who is disadvantaged at the forefront. In the context of public services, this means that design should pursue the redistribution of access, the empowerment of vulnerable users, and the prevention of the reproduction of inequities through new technologies or services (Osborne, 2020).

The innovation was introduced to introduce novelty to the previously implemented innovation (Prakoso, 2020). Persons with disabilities are part of society, and their rights are also protected (Oleyver & Palenewen, 2019). Most people with disabilities have recognized

that rapid technological change requires them to adapt to digital technologies (Poerwanti et al., 2024). Logical flow of the model input, process, output, and outcome. Input provides the foundational capacity and baseline value for innovation; process drives collaboration and justice-oriented design; output produces new and inclusive forms of service delivery; and outcome reflects the creation of public value for all citizens, including persons with disabilities. The conceptual framework of this study provides a clear and explicit explanation of how innovation, co-production, staff empathy, service access, and administrative justice are interconnected conceptually and analytically. This framework integrated field-level bureaucracy theory, public service logic, and design justice into a coherent analytical model. In this model, innovation is positioned as a dynamic outcome that emerges from the interaction between institutional structures and frontline practices. Staff empathy, as emphasized in street-level bureaucracy theory, shapes discretionary behavior in service delivery. Collaboration, based on public service logic, reflects the engagement between service providers and citizens in creating public value. Design justice reinforces this relationship by ensuring that service processes are inclusive and responsive to marginalized groups. These interconnected elements collectively influence service access and determine the realization of administrative justice, especially for vulnerable populations such as persons with disabilities.

C. METHOD

This research was conducted in Bima City from October to November 2024 using a qualitative research approach. The number of key informants in this study was seven, selected through purposive sampling, consisting of officers, family members, persons with disabilities, elderly individuals, Babinsa members, Babinkamtibmas (community police officers), and Neighborhood heads (RT). Data collection techniques included observation, interviews, and documentation. The data obtained were then analyzed through stages of data collection, data presentation, data reduction, and conclusion drawing. During the implementation of the Ladurenta program, the initiative has significantly helped vulnerable community groups, people with disabilities, and individuals with mental disorders in Bima City. Ladurenta is a program specifically designed and provided for all vulnerable groups, including the elderly, persons with disabilities, and individuals with mental health disorders (ODGJ). The services include biometric recording for electronic identity cards (E-KTP), submission of family cards, submission of personal biodata, and distribution of electronic identity cards, all conducted directly at the residences of vulnerable citizens. In implementing these services, the Population Registration Division first receives notifications or requests from each village. Subsequently, functional officers and field teams are assigned to provide on-site services. Qualitative research is intended to understand issues and seek answers to questions by examining social settings and individuals (Roulston & Halpin, 2022).

The data collection and analysis in this study were carried out in several systematic stages. Document identification, this stage is carried out by searching for local level documents to obtain those that are in accordance with the research topic and the selection of documents is carried out by considering aspects of originality, clarity of content, and trustworthiness of sources; deepening document content, documents that have been selected will be studied in detail and thoroughly with a focus on exploring relevant information to answer the formulation of research problems, especially regarding population administration services; data processing and analysis, all data obtained is analyzed using a qualitative approach through this process carried out coherently to produce logical and comprehensive findings; preparation of findings reports, the results of the analysis are compiled and documented systemically so that answers to research questions can be conveyed clearly, precisely and informatively. Research ethics for persons with mental disorders must uphold the principle of respect for persons by ensuring informed consent through caregivers or family members when cognitive capacity is limited.

Researchers are obliged to avoid stigma, protect confidentiality, and apply empathetic, non-discriminatory approaches that safeguard participants' dignity. Research ethics for persons with disabilities emphasizes the principles of equality and accessibility. Researchers must provide information in accessible formats, ensure voluntary participation, and adapt data collection methods to participants' specific needs. An inclusive approach ensures that participants are treated as equal partners rather than as research subjects.

D. RESULT AND DISCUSSION

Facilities and Infrastructure Supporting Ladurenta Services

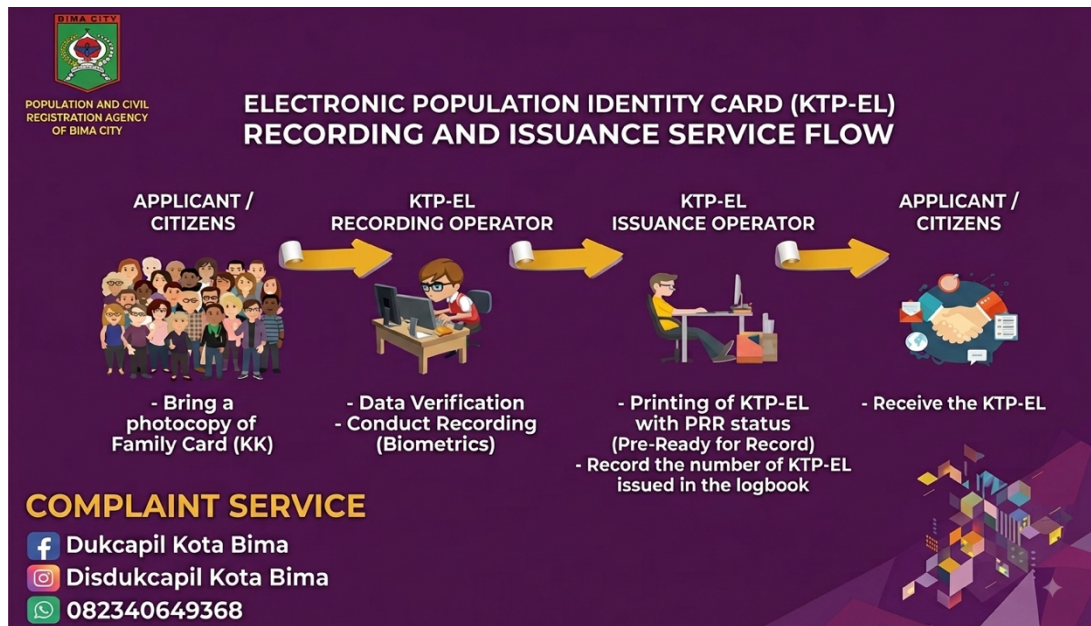
The application of technology in the administration of population administration services in Bima city shows serious efforts in improving work ethic and work efficiency, as well as the quality of public services, the utilization of devices used in biometric data recording for people with vulnerable population categories, be it senior citizens (elderly), people with disabilities, and people with mental disorders (ODGJ). The existence of this technology clearly supports the smooth administrative process and accelerates the completion time of community documents. Facilities play an important role in carrying out office activities, as they are tools or objects used directly to complete tasks and office work (Rismawati & Rafie, 2022). Available computer devices play a central role in supporting and accelerating the flow of services and printing real-time documents. This has a direct impact on the effectiveness and efficiency of work in terms of time and service accuracy, ultimately increasing community satisfaction among service users.

Power outages and network disruptions can interfere with biometric data recording and the issuance of population documents. Despite various limitations, optimization must be a priority to improve overall service quality. Service modernization is not only a symbol of technology but also really touches the human aspect in inclusive and equitable public services. This is illustrated by the biometric data recording process, which supports field facilities with mobile recording cars. The findings indicate that population administration technology improves service efficiency, consistent with organizational effectiveness theory and street-level bureaucracy, which emphasizes the role of frontline officers' discretion. Infrastructure limitations highlight that the success of innovation is determined not solely by technology but also by institutional capacity and supportive structural conditions.



(Source: <https://dukcapil.bimakota.go.id/web/detail/80/ladurenta>)

Figure 1. Mobile Biometric Recording Unit



(Source: https://dukcapil.bimakota.go.id/web/detail/39/layanan_ktp)

Figure 2. Service Flow for Recording and Electronic

Service Officer Empathy

This research reveals important findings on paradigm shifts in public services, particularly regarding the behavior and attitudes of employees of the Population and Civil Registration Office of Bima City. This transformation reflects a shift in orientation from a bureaucratic-hierarchical service system to a more participatory, service-user-centered model. The increasing needs and complexity of community needs and expectations encourage public services to continue to innovate and improvise, it was found that employees place the community not only as beneficiaries but as the main actors in the service process employees are expected not only to act according to procedures but prioritize aspects of comfort and effectiveness in every stage of service for the elderly, people with disabilities, and people with mental disorders (ODGJ). This indicates a positive transformation in public service delivery, oriented towards humanistic values and responsive to social dynamics. Organizational performance is related to intellectual capital and social capital because intellectual capital drives innovation, and social capital exerts an indirect influence on organizational performance (Ozgun et al., 2022).

The internalization of empathy among civil servants has become a crucial foundation for creating inclusive public services responsive to the needs of Bima City's citizens. Employees are required to continuously reflect on their service practices and adapt to rapidly changing, unpredictable social conditions. In an era of public service characterized by accelerated information flow and a growing demand for efficiency, empathy is not only a moral value but also an essential managerial strategy. This is evident when civil servants assist individuals facing difficulties during biometric data collection processes and when they visit the homes of elderly citizens, persons with disabilities, and individuals with mental health disorders (ODGJ). This capability constitutes a core strength of the Ladurenta (Innovative Services for Vulnerable Populations) program at the Department of Population and Civil Registration of Bima City. Therefore, empathy reinforcement must be integrated into the local cultural value of 'maja labo dahu' (fear and shame) as part of a continuous effort to deliver high-quality, equitable, and socially adaptive public services. An officer is recording the biometric data of an elderly citizen. Indicate a shift in bureaucratic behavior from procedural compliance toward empathetic service practices, which can be explained by street-level bureaucracy theory and social capital. Frontline direction and strengthened interpersonal competencies function as

institutional mechanisms that translate organizational values into inclusive service delivery for vulnerable groups.



(Source: <https://dukcapil.bimakota.go.id/>)

Figure 3. An officer is recording the biometric data of an elderly citizen.

Table 1: Issuance of ID Cards (KTP), Family Cards, and Birth Certificates.

No.	District	Type of service			Remarks
		ID card (KTP)	Family card	Birth Certificates	
1	Mpunda	2	1	0	Issuance of electronic identity cards (e-KTP) for persons with disabilities, Vulnerable Groups, and individuals with mental disorders (ODGJ), all processes are completed within one day. years 2024.
2	Rasanae Timur	3	1	0	
3	Raba	4	0	0	
4	Rasanae Barat	1	1	0	
5	Asakota	2	0	0	

Source: [Disdukcapil](#) of Bima City, accessed on 4 April 2025

Certainty in the Issuance Time of Population Documents

In the context of population administration services at the Department of Population and Civil Registration of Bima City, certainty about the issuance time of population documents is a key indicator for building public trust. Service users hold high expectations for speed, accuracy, and the certainty of the results they receive. Therefore, it is essential to instill in officers the importance of consistently delivering fast, precise, and accurate services (Bagou, 2020). Consequently, the assurance of timely service and the immediate availability of results, particularly for elderly individuals, persons with disabilities, and people with mental health disorders (ODGJ) following biometric data capture, highlights that the (Ladurenta), or Vulnerable Population Service Innovation, offers a practical solution to overcoming longstanding bureaucratic rigidity. Service timeliness is no longer a mere technical aspect. Still, it has evolved into a strategic instrument for evaluating the performance of both personnel and the Department of Population and Civil Registration of Bima City.

Research indicates that documents can be issued on the same day as the biometric data collection, ensuring swift service delivery. The Ladurenta innovation has received public recognition and directly contributed to a more favorable perception of public services. The acceleration of document issuance is heavily dependent on network stability and information

technology infrastructure, which are integral components of a nationally integrated system. Therefore, the reliability of internet connectivity is crucial to service continuity. In many cases, network disruptions or limitations in digital infrastructure occur during biometric data capture, and even power outages have proven decisive factors that directly impact service speed. This underscores the urgent need for technological innovation, as advancements in technological systems can significantly enhance organizational efficiency (Zhang et al., 2019).

Therefore, time certainty must be regarded as an absolute standard in service delivery. Given the system's complexity and rising public expectations, time certainty is no longer optional but a fundamental necessity in modern public services. Accordingly, strengthening digital systems, enhancing human resource capacities, and managing technical risks must become integral components of service strategies to ensure every citizen receives their administrative rights fairly, promptly, and reliably. The discussion needs to explicitly link service-time certainty to organizational performance theory and public trust. The findings on service acceleration through Ladurenta reflect performance-based service and service reliability mechanisms, in which time certainty functions as an institutional instrument for building legitimacy, accountability, and public trust, particularly among vulnerable groups.



(Source: <https://dukcapil.bimakota.go.id/> accessed on 30 April 2025)

Figure 4. An officer is recording biometric data from an elderly citizen.

Employee Reliability in Service Delivery

In the delivery of public administrative services, employee reliability is a key aspect that is highly valued by the public. Citizens perceive that employees possess sufficient competence in processing various document requests, enabling applications to be promptly followed up on without significant delays. The ability to provide services that meet customer expectations includes keeping promises, solving problems effectively, and minimizing errors (Muriawan et al., 2020).

The findings indicate that employees demonstrate a high level of responsiveness in addressing the needs of the elderly, persons with disabilities, and individuals with mental disorders. This responsiveness fosters a sense of comfort, safety, and respect among the public during the service process. Optimal responsiveness not only enhances public satisfaction but also strengthens the image, credibility, and reputation of public service institutions. Citizens feel valued when their complaints, requests, or inquiries are promptly addressed by staff. This situation serves as a critical indicator that public services are becoming more adaptive and increasingly oriented toward the needs of vulnerable groups.

Another key challenge identified in this study is convincing individuals from the target categories, elderly people, persons with disabilities, and individuals with mental disorders to participate. Some elderly individuals are still willing to undergo biometric data recording, while many others refuse due to physical frailty or a desire not to burden others. Similar challenges are encountered with persons with disabilities, who often perceive physical and communicative difficulties. An even greater challenge arises when attempting to persuade individuals with mental disorders, as their unique conditions make it extremely difficult to convey the importance of having civil documentation. These challenges require employees to engage deeply with the community and develop communication strategies, despite language and comprehension barriers.

As a strategic step, employees must internalize the values of reliability and responsiveness within their work environment. These values should serve as guiding principles in fostering a professional and equitable work culture. Public service institutions can avoid discriminatory practices and provide equal services to all segments of society, regardless of social, economic, or political background. The findings indicate that technical and interpersonal competencies function as mechanisms of frontline direction in responding to the constraints faced by vulnerable groups, thereby enhancing service performance, public satisfaction, and the legitimacy of public service institutions.



(Source: <https://dukcapil.bimakota.go.id/web/detail/80/ladurenta>, accessed on 30 April 2025)

Figure 5. An officer is Recording The Biometric Data of an elderly (Vulnerable) Citizen.

Position: Environment Management and Technology Implementation

The management of position environments and the implementation of technology by public employees play a vital role in enhancing the quality of services provided to the public. These efforts aim to achieve optimal service delivery, supported by various components that serve as instruments for realizing an organization's vision, mission, and objectives, whether within a specific institution or in a broader context. Public service quality can be considered excellent when the services delivered by government institutions and service providers successfully satisfy the needs of the public (Saputra & Widiyarta, 2021).

Effective management must leverage a range of supporting tools, including technology, to foster a more efficient and responsive work system. The use of technological tools such as computers, network systems, and online service applications has become central to the

processing of various population administration services. The use of technology has proven more effective in delivering public services that are fast, transparent, and accountable, while also creating a comfortable work environment with adequate facilities (Rao et al., 2022).

Technology-based service transformation has significantly changed the service delivery model for population documentation, particularly in the Vulnerable Population Services (Ladurenta), which targets elderly individuals, persons with disabilities, and people with mental disorders. The service process has become more structured and systematized through digital platforms, supported by adaptive management aligned with technological advancements. These changes have fostered a more modern service atmosphere and improved service delivery in Bima City. Staff adaptation to these changes has positively impacted work efficiency and effectiveness. Nonetheless, several challenges remain in implementing technology-based services. Work efficiency is a critical aspect of task management, especially considering common constraints such as limited funding, inadequate facilities, and workforce shortages, all of which affect goal achievement (Muriawan et al., 2020).

One of the main issues encountered is unstable internet connectivity and frequent power outages. Additionally, elderly citizens are sometimes reluctant to undergo biometric data recording, often due to fragile physical conditions and a desire not to burden others. Similar challenges are faced when dealing with persons with disabilities, who may experience physical or communication difficulties. Another significant hurdle is persuading and convincing people with mental disorders (ODGJ) to obtain population documents. This group presents unique challenges that make comprehension and cooperation difficult, thereby increasing the complexity of service delivery.

As an innovation, Ladurenta has greatly assisted vulnerable populations, elderly individuals, persons with disabilities, and people with mental disorders in Bima City. Moreover, the nationally integrated connectivity system facilitates the synchronization of population data across Indonesia's regions. This represents a strategic step toward accelerating services for vulnerable populations in Bima City and should be further strengthened by developing technological infrastructure and adaptive service management. The Ladurenta findings indicate that the alignment between technology, staff capacity, and the social context of service users determines service effectiveness. Infrastructure imbalance highlights that digital innovation requires strong institutional and managerial support to generate inclusive public value.



(Source: <https://dukcapil.bimakota.go.id/web/detail/80/ladurenta> (accessed on 30 April 2025))

Figure 6. An Officer is Conducting Biometric Data Recording for A Person with Mental Disorders (PwMD)

E. CONCLUSION

The digital transformation of population administration services in Bima City through the Ladurenta innovation represents a decisive advancement toward inclusive and equitable public service delivery. By integrating biometric data recording technologies and mobile service units, the program effectively reaches vulnerable groups, including the elderly, persons with disabilities, and individuals with mental health disorders (ODGJ), who have long faced structural barriers to access. Nevertheless, persistent technical challenges, such as unstable internet connectivity and recurring power outages, continue to disrupt biometric processing and document issuance, underscoring the critical need to strengthen digital infrastructure to ensure service continuity and reliability. Despite these constraints, Ladurenta has demonstrated strong performance in accelerating service delivery and expanding access, while simultaneously fostering public trust through consistent, empathetic, and transparent practices that reinforce institutional legitimacy and social inclusion. Consequently, Ladurenta should be understood not merely as a technological intervention, but as a renewed social contract between the state and its citizens, affirming equal recognition before the law. The sustainability of this innovation depends on continuous improvement through integrated investments in infrastructure, human resource capacity building, and adaptive service management. In the long term, Ladurenta's success will be measured not only by administrative efficiency but also by its contribution to an inclusive governance model that upholds justice, accessibility, and human dignity.

REFERENCES

- Abinda Firdaus, I., Purnamasari, R., Fadhillah, M. R., & Haskara, M. R. P. (2022). Inovasi Pelayanan Publik dalam Rangka Pengembangan Ekonomi Inklusif di Kota Bekasi. *Jurnal Kebijakan Dan Inovasi Daerah*, 1(1), 21–25. <https://doi.org/10.56585/jkdid.v1i1.6>
- Amalia, R., & Satispi, E. (2024). Implementasi Pelayanan Dokumen Kependudukan Melalui Layanan Jemput Bola Bagi Penyandang Disabilitas di Dinas Kependudukan dan Pencatatan Sipil Provinsi DKI Jakarta. *Pentahelix*, 2(1), 109. <https://doi.org/10.24853/penta.2.1.109-120>
- Ananda, B. R., Putera, R. E., & Ariany, R. (2020). Inovasi Pelayanan Kesehatan Di Rumah Sakit Umum Daerah Kota Pariaman. *Publik (Jurnal Ilmu Administrasi)*, 8(2), 167. <https://doi.org/10.31314/pjia.8.2.167-179.2019>
- Azizah, A., Rostyaningsih, D., & Lestari, H. (2023). Efektivitas Program Aplikasi Salaman dalam Pelayanan Administrasi Kependudukan di Disdukcapil Kota Bandung. *Journal of Public Policy and Management Review*, 12(2), 389–408. <https://doi.org/10.14710/jppmr.v12i2.38453>
- Bagou, U. (2020). Kualitas Pelayanan Kartu Pencari Kerja di Dinas Tenaga Kerja, Koperasi dan Usaha Kecil Menengah Kota Gorontalo. *Publik: Jurnal Manajemen Sumber Daya Manusia, Administrasi dan Pelayanan Publik*, 7(1), 10–18. <https://doi.org/10.37606/publik.v7i1.117>
- Disdukcapil Kota Bima. (2022). Pelayanan Penduduk Rentan (LADURENTA). Dinas Kependudukan Dan Pencatatan Sipil Kota Bima. Accessed on 12 December 2024 from <https://dukcapil.bimakota.go.id/web/detail/80/ladurenta>
- Elkesaki, R., Arsy, Oktaviani, R. D., & Setyahrambang, M. P. (2021). Inovasi Pelayanan Publik Dinas Kependudukan dan Catatan Sipil di Kota Bandung. *Jurnal Caraka Prabhu*, 5(1), 69–90. <https://doi.org/10.36859/jcp.v5i1.456>
- Farris, Y. F., Hardian, D. E., & Suherman, A. (2022). Impelentasi Kebijakan Pelayanan Administrasi Terpadu Kecamatan (PATEN) di Kantor Camat Neglasari Kota Tangerang. *JURNAL SYNTAX IMPERATIF: Jurnal Ilmu Sosial dan Pendidikan*, 3(5), 293-301.
- Gioh, A. (2021). Pelayanan Publik E-Government di Dinas Komunikasi Informatika

- Kabupaten Minahasa. *Jurnal Politico*, 10(1), 1–14. <https://ejournal.unsrat.ac.id/v2/index.php/politico/article/view/31787>
- Hamdani, M. (2022). The System of Application Inclusive Service for Visitors With Disabilities (Study of Accessibility Amenities on Star Hotels in Kabupaten Karo). *Jurnal Akademi Pariwisata Medan*, 10(1), 1858 – 2842. <https://doi.org/10.36983/japm.v10i1.106>
- Irfadat, T., & Nurlaila, N. (2021). Dimensi Pelayanan Publik: Potret Ironi Fasilitas Bagi Penyandang Disabilitas Pada Kantor Camat Sape, Kabupaten Bima. *Jurnal Ilmiah Tata Sejuta STIA Mataram*, 7(1), 147–164. <https://doi.org/10.32666/tatasejuta.v7i1.183>
- Lipsky, M. (2010). *Street-level Bureaucracy: Dilemmas of the Individual in Public Services*. New York: Russell Sage Foundation
- Muriawan, A., Subarkah, S., & Sulistyowati, S. (2020). Optimalisasi Pelayanan Publik (Kajian Layanan Administrasi Kependudukan di Tingkat Kecamatan Kota Kudus). *Jurnal Suara Keadilan*, 21(1), 1–16. <https://doi.org/10.24176/sk.v21i1.5675>
- Naurah Tsani Anindya, E. H. F. (2024). Kajian Kualitas Layanan KTP Elektronik bagi Penyandang Disabilitas dan Lansia di Kabupaten Mojokerto. *Journal Publika*, 12(2), 511–520. <https://doi.org/https://doi.org/10.26740/publika.v12n2.p511-520>
- Oleyver, J. D., & Palenewen. (2019). Manajemen Pelayanan Publik : Tinjauan tentang Keadilan Akses Pelayanan Publik Bagi Kaum Difabel Jovano Deivid Oleyver Palenewen A. Pendahuluan Pancasila Merupakan Dasar Negara Indonesia yang Mengandung Nilai-Nilai sebagai Pedoman Hidup Berbangsa dan Bernegara. *Journal of Social Politics and Governance (JSPG)*, 1(1), 28–38. <https://doi.org/10.24076/JSPG.2019v1i1.154>
- Ozgun, A. H., Tarim, M., Delen, D., & Zaim, S. (2022). Social Capital and Organizational Performance: The Mediating Role of Innovation Activities and Intellectual Capital. *Healthcare Analytics*, 2(February), 100046. <https://doi.org/10.1016/j.health.2022.100046>
- Pasciana, R. (2020). Pelayanan Publik Inovatif Bagi Penyandang Disabilitas. *Sawala : Jurnal Administrasi Negara*, 8(2), 192–203. <https://doi.org/10.30656/sawala.v8i2.2857>
- Persada, A. G., & Fanida, E. H. (2019). Inovasi Aplikasi Rekonsiliasi Data Kepegawaian (AREK) di Bidang Pensiun Kantor Regional II Badan Kepegawaian Negara Kota Surabaya. *Publika*, 7(8), (2019). Retrieved from <https://ejournal.unesa.ac.id/index.php/publika/article/view/31871%0Ahttps://ejournal.unesa.ac.id/index.php/publika/article/download/31871/28916>
- Tangging, P. V., Tokan, F. B., & Niron, E. S. (2025). Strategi Peningkatan Kualitas Pelayanan KTP-El di Dinas Kependudukan dan Pencatatan Sipil Kabupaten Malaka. *Journal Education and Government Wiyata*, 3(1), 122–138. <https://doi.org/10.71128/e-gov.v3i1.193>
- Poerwanti, S. D., Makmun, S., & Dewantara, A. D. (2024). Jalan Panjang Menuju Inklusi Digital bagi Penyandang Disabilitas di Indonesia. *Journal of Urban Sociology*. 7(1), 44–55. <https://doi.org/10.30742/jus.v1i1.3536>
- Prakoso, C. T. (2020). Inovasi Layanan Publik di Dinas Kependudukan dan Catatan Sipil Kabupaten Kutai Kartanegara dalam Perspektif Digital Government. *Jurnal Paradigma*. 9(2), 131–146. <http://dx.doi.org/10.30872/jp.v9i2.5486>
- Putra, M. B. (2020). Mengenal Pelayanan Publik. (Kuliah Tamu Mahasiswa Magang FISIPOL Universitas Muhammadiyah Makassar pada 12 November 2020) Retrieved from <https://ombudsman.go.id/artikel/r/artikel--mengenal-pelayanan-publik>
- Qashlim, A., Andriani, A., Asis, A., Dahrul, A., Muhajir, M., Mamat, M., & Piansar, P. (2022). Membangun Pemerintahan Desa Berbasis Teknologi Informasi Untuk Meningkatkan Layanan Administrasi Penduduk Desa Piriang Tapiko. *SIPISSANGNGI: Jurnal Pengabdian Kepada Masyarakat*, 2(3), 256. <https://doi.org/10.35329/sipissangngi.v2i3.3636>

- Rahayu, R. F., & Ibrahim, I. (2023). Inovasi Pelayanan Publik Berbasis E-Government di Dinas Kependudukan dan Pencatatan Sipil Kabupaten Bangka. *Jurnal Studi Inovasi*, 3(1), 21–30. <https://doi.org/10.52000/jsi.v3i1.128>
- Rana Fakhira, Mutiara Juliahis Doneriani, Ninis Mu'Tadilah, & Sheila Puspita Kusumawati. (2023). Implementasi Kualitas Pelayanan Transjakarta Cares untuk Mewujudkan Kota Inklusif di DKI Jakarta. *Journal of Administrative and Social Science*, 4(2), 206–214. <https://doi.org/10.55606/jass.v4i2.407>
- Rao Pabolu, V. K., Shrivastava, D., & Kulkarni, M. S. (2022). A Dynamic System to Predict an Assembly Line Worker's Comfortable Work-Duration Time by Using the Machine Learning Technique. *Procedia CIRP*, 106(March), 270–275. <https://doi.org/10.1016/j.procir.2022.02.190>
- Reni Damayanti Rambe, T. D. (2024). Inklusivitas Dan Transportasi Umum (Studi Kasus: Jakarta). Inklusivitas dan Transportasi Umum (Studi Kasus: Jakarta dan Singapura). In *Prosiding Seminar Nasional Ilmu Sosial dan Teknologi (SNISTEK)*, Vol 6, 419–424. <https://ejournal.upbatam.ac.id/index.php/prosiding/article/view/9379>
- Rianissaputri. (2025). Implementasi Kebijakan Penyelenggaraan “Universal Health Coverage” Menggunakan Pendekatan Street Level Bureaucracy Di Kabupaten Gresik. *Praja Observer: Jurnal Penelitian Administrasi Publik*, 5(02), 12–20. <https://doi.org/10.69957/praob.v5i02.2160>
- Rifaidd, R., Jafar, M. U. A., Rachman, M. T., & Natirius, J. (2022). Mengukur Kualitas Pelayanan Publik di Dinas Kependudukan dan Catatan Sipil Kabupaten Lombok Barat. *Journal of Governance and Local Politics (JGLP)*, 4(1), 103–117. <https://doi.org/10.47650/jglp.v4i1.439>
- Rismawati, M., & Rafiie, S. A. K. (2022). Analisis Sarana dan Prasarana Dalam Efektivitas Kerja Pegawai Pada Kantor Kecamatan Johan Pahlawan. *Journal of Public Service*, 2(1), 67. <https://doi.org/10.35308/jps.v2i1.5176>
- Roulston, K., & Halpin, S. N. (2022). *Designing Qualitative Research Using Interview Data*. In *The SAGE Handbook of Qualitative Research Design*. <https://doi.org/10.4135/9781529770278.n41>
- Rozikin, M., Hesty, W., & Sulikah, S. (2020). Kolaborasi dan E-Literacy: Kunci Keberhasilan Inovasi E-Government di Pemerintah Daerah. *Jurnal Borneo Administrator*, 16(1), 61–80. <https://doi.org/10.24258/jba.v16i1.603>
- Saputra, D. P., & Widiyarta, A. (2021). Efektivitas Program SIPRAJA Sebagai Inovasi Pelayanan Publik di Kecamatan Sidoarjo, Kabupaten Sidoarjo. *JPAP: Jurnal Penelitian Administrasi Publik*, 7(2), 194–211. <https://doi.org/10.30996/jpap.v7i2.4497>
- Sholicha, I. K., & Oktariyanda, T. A. (2023). Inovasi Pelayanan Publik Melalui Aplikasi Pelayanan Via Online (Plavon Dukcapil) oleh Dinas Kependudukan Dan Pencatatan Sipil Kabupaten Sidoarjo. *Publika*, 2293–2302. <https://doi.org/10.26740/publika.v11n3.p2293-2302>
- Sitompul, K. L., & Sirait, J. (2022). Sistem Informasi Pelayanan Administrasi Kependudukan Pada Wilayah Tingkat Kelurahan Berbasis Web. *Skylandsea Profesional Jurnal Ekonomi, Bisnis dan Teknologi*, 2(2), 247–258.
- Osborne, Stephen. P. (2020). *Public Service Logic: A Beginner's Guide: Creating Value for Public Service Users, Citizens, and Society Through Public Service Delivery* (1st ed., Vol. 1, Issue 1). New York: Routledge.
- Sumiati, I., & Indrianie, M. (2024). Pelayanan Publik yang Inklusif Bagi Penyandang Tunanetra dalam Penggunaan Guiding Block di Kota Bandung. *ARMADA: Jurnal Penelitian Multidisiplin*, 2(2), 125–131. <https://doi.org/10.55681/armada.v2i2.1207>
- Trifira, S., Putera, R. E., & Yoserizal, Y. (2022). Kualitas Pelayanan Publik Bagi Penyandang Disabilitas di Mal Pelayanan Publik Kota Pekanbaru. *Journal of Social and Policy Issues*,

- 2, 108–112. <https://doi.org/10.58835/jspi.v2i2.50>
- Triwahyuni, M., Putera, R. E., & Rahayu, W. K. (2020). Inovasi Pelayanan Kesehatan Kelas Imud Di Puskesmas Padang Pasir, Kecamatan Padang Barat, Kota Padang, Sumatera Barat. *Jurnal Public Policy*, 6(1), 13. <https://doi.org/10.35308/jpp.v6i1.1699>
- Ulya, F. D., & Meirinawati, M. (2023). Inovasi Mal Pelayanan Publik Di Kabupaten Pati Jawa Tengah. *Publika*, 1953–1964. <https://doi.org/10.26740/publika.v11n2.p1953-1964>
- Wardani, G. S. K., & Rahayu, A. Y. S. (2021). Inovasi Pelayanan Perizinan Bangunan Gedung 3.0 di Pemerintah Provinsi DKI Jakarta. *JPSI (Journal of Public Sector Innovations)*, 5(2), 52. <https://doi.org/10.26740/jpsi.v5n2.p52-60>
- Wiratno, W. (2020). Implementasi Peningkatan Kualitas Pelayanan Publik Pemerintah Daerah Kabupaten Bone, Sulawesi Selatan. *Supremasi Hukum*, 16(2), 1–23. <https://doi.org/10.33592/jsh.v16i2.739>
- Zakiah, U., & Fadiyah, D. (2020). Inovasi Pelayanan Transportasi Publik Ramah bagi Penyandang Disabilitas di DKI Jakarta. *Administratio : Jurnal Ilmiah Administrasi Publik Dan Pembangunan*, 11(1), 29–36. <https://doi.org/10.23960/administratio.v11i1.102>
- Zhang, Y., Khan, U., Lee, S., & Salik, M. (2019). The Influence of Management Innovation and Technological Innovation on Organizational Performance. A Mediating Role of Sustainability. *Sustainability (Switzerland)*, 11(2). <https://doi.org/10.3390/su11020495>

This page is left blank