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The Sipepeg Application: Policy and Implementation in Social Welfare Administration Services

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Abstract: *This study looks at how social welfare administrative services are implemented at the Cirebon Regency Social Affairs Office using the Administrative Information System for Social Welfare Service Recipients (SIPEPEG). This study's goal is to examine how digital-based social service policies are implemented, as well as the factors that support, hinder, and optimize them. This study's goal is to examine how digital-based social service policies are implemented, as well as the factors that support, hinder, and optimize them. Van Meter and Van Horn's policy implementation theory was used to analyze the study's qualitative methodology, which include in-depth interviews, observation, and documentation. Although it hasn't been fully optimized, the results show that SIPEPEG's implementation has aided in streamlining social assistance administration. The main obstacles are lack of human resource, low public digital literacy, poor infrastructure, especially internet connectivity, technical issues with the application, limitations on the income deciles of aid recipients, and the length of the approval process. On the other hand, PUSKESOS employees' dedication, interagency cooperation, the Social Affairs Office's support, and public confidence all help to implement policies. Strengthened coordination, community support, capacity building for implementers, and preparations for the creation of a more integrated service system are all used to carry out optimization efforts.*

Keyword: *Policy Implementation, Social Welfare Services, Administration, SIPEPEG, Service Digitization, Service Optimization.*

INTRODUCTION

Public service systems have undergone substantial changes as a result of technological developments in the digital age. Transparent, quick, and convenient services are becoming more and more demanded by the public. As a result, the government needs to adjust by integrating digital technology into all service delivery phases. This served as the inspiration for the ideas of e-government, a government effort to utilize information technology to improve the efficiency, productivity, and accountability of public services. Particularly under President Joko Widodo's leadership, the Indonesian government has demonstrated a strong

commitment to e-government development. Various programs and regulations aimed at increasing e-government accessibility are evidence of this (Hendri Wijaya, 2023). A bureaucracy that was previously intricate and conventional could be made simpler and more accessible to the public through digital systems (Shaxnoza, 2024).

Social welfare services are one of the sectors that requires digital transformation. The government has a responsibility to ensure that all citizens, especially vulnerable groups like the elderly, people with disabilities, neglected children, victims of violence, and the poor, can receive adequate protection and social assistance. Social welfare services in accordance with Law No. 14 of 2019 on Social Workers is a focused and ongoing initiative by the government in the form of social services to assist people or groups in efficiently and quickly carrying out their social roles (Huripah, 2020).

The Social Service Recipient Administration Information System (SIPEGE) is a new administrative service developed by the Cirebon Regency Social Services Agency. This application is a local government initiative to improve the effectiveness of administrative management and expedite social services. Presidential Regulation of the President of the Republic of Indonesia No. SIPEPEG was developed in response to 95 of 2018 on the Electronic-Based Government System (SPBE), which emphasize the significance of using information and communication technology to improve the coherence, efficiency, and transparency of government operations. The SPBE policy requires the implementation of digital transformation for all government agencies, including local governments, to increase the speed and accessibility of public services.

A digital information system called SIPEPEG was developed to help low- income communities access various social welfare services, particularly those related to health insurance and property reduction initiatives in Cirebon Regency. Without having to visit the Social Services Office, residents can use this application to manage administrative needs such as the Indonesian Smart Card (KIP), the Indonesian Health Card (KIS), Regional Budget Premium Assistance (PBI), and electricity subsidies. The 2019-2024 Cirebon Regency Medium Term Regional Development Plan (RPJMD) specifically addresses the second objective, namely the development of high-quality human resources by integrating the SIPEPEG application. Through a single digital platform, the SIPEPEG service is being expanded to provide integrated services to all Social Service Recipients (PPKS) in Cirebon Regency.

The SIPEPEG application, developed by the Cirebon Regency Social Service Agency, has significantly improved the quality of public services. This update represents one of the concrete steps taken by the local government to make services more accessible and faster for the general public. The effectiveness of public service improvements is typically measured by the level of public satisfaction with the services they receive. The SIPEPEG application has performed admirably since its first release in 2023. 32,190 people were served by this application in a span of six months. Compared to before SIPEPEG, when the Cirebon Regency Social Service could only assist 1,000–2,000 PPKS beneficiaries each month, this number has grown significantly (Awaludin et al., 2025). According to this data, SIPEPEG's implementation has in fact expedited social welfare service procedures while facilitating the public's access to a variety of aid. With the help of PUSKESOS (Social Welfare Centers) in every village or subdistrict, the public can now complete administrative tasks digitally and avoid physically visiting the Social Affairs Office. On closer inspection, though, there is still a discrepancy between the actual implementation of the policies and their design. Despite the fact that the SPBE policy described in Presidential Regulation No. 95 of 2018's goal of achieving integrated, effective, and digital-based public services, many regions continue to struggle with issues like inadequate interagency coordination, low digital literacy among the general public and government officials, and a lack of technological infrastructure (Satispi et

al., 2025). The digital transformation of social welfare services, including the SIPEPEG application, has not met policy expectations. That is, there remain a gap between the policy's normative objectives, which prioritize services effectiveness and accessibility, and the empirical reality, which continues to face a number of technical and non-technical challenges during implementation.

Prior studies have largely focused on the innovative new features and benefits of the SIPEPEG application in simplifying administrative service processes; however, these studies have not offered a comprehensive analysis of policy implementation or the elements that influence the application's success and the barriers to local adoption. As a result, research on the implementation of digitalization policies for social welfare service is still lacking, especially regarding inter-institutional coordination, human resource capacity, and public acceptance of the transition to digital service systems.

The primary objective of this study is to present a comprehensive overview of the SIPEPEG service policy, highlighting its implementation, challenges encountered, and efforts undertaken. Van Meter and Van Horn's theoretical framework serves as the primary theoretical foundation for this research. The purpose of this study is to determine the implementation of the social welfare service policy through SIPEPEG, where this application provides efficient, easily accessible, and targeted administrative services for the people of Cirebon Regency. The findings of this study are expected to provide scientific contributions to the development of academic research while also providing practical input for local governments in optimizing the implementation of digital-based policies in the field of social services.

METHOD

This study offers a new perspective by examining the implementation of the SIPEPEG Application policy in social welfare administrative services using a descriptive qualitative approach that integrates public policy theory, policy implementation theory, and public service concepts. This study also highlights various factors that influence the success of implementation, such as resources, inter-organizational communication, and social conditions within the community. Thus, this study is expected to provide a theoretical contribution to the development of public administration studies as well (Wekke Suardi, 2019). The objective is to gain an in-depth understanding of the implementation of social welfare service policies through the SIPEPEG application at the Cirebon Regency Social Affairs Office. This method was chosen because it can provide a comprehensive picture of the processes, interpretations, and experiences of stakeholders involved in the implementation of the SIPEPEG application, which is based on a real-world field context.

This research focuses on the implementation of social welfare administration services policies through the SIPEPEG application at the Cirebon Regency Social Services Office. The study focuses on the policy implementation process, the challenges encountered, and the efforts made during the application's implementation.

The data sources utilized in this research comprise both primary and secondary data. Primary data were gathered through direct observation at the Cirebon Regency Social Services Office, as well as through comprehensive interviews with various key informants, including personnel from the Social Empowerment Division of the Cirebon Regency Social Services Office, PUSKESOS officers at the village or sub-district level, and members of the public who are recipients of social welfare services utilizing the SIPEPEG application. In addition, the researcher also utilized field documentation such as activity logs and administrative documents to strengthen the research findings. Secondary data was sourced from a variety of official documents, scholarly literature, books, articles, journals, and other written materials pertinent to the research topic and focus.

The research sites comprised the Cirebon Regency Social Affairs Office, situated at Jl. Sunan Drajat No. 31, Sumber, Cirebon Regency, West Java, along with the Kenanga Subdistrict Social Services Center (PUSKESOS), which served as an additional venue for collecting information from policy implementers at the village level and beneficiaries. This research was conducted from November 2025 to February 2025, starting from the stages of obtaining research permits, data collection, data reduction, and preparation of the final report.

The data analysis process conducted by the researchers used the analytical framework of Miles, Huberman, and Saldana in their publication (Sugiyono, 2023). This framework consists of three distinct stages: (1) data reduction, which involves selecting and simplifying the results of interviews, observations, and documentation to ensure their relevance to the research focus; (2) data presentation, which involves organizing and presenting the processed information in an easily understood manner through descriptive narrative; and (3) conclusion drawing, which consists of interpreting and validating the data to answer the research questions and meet the research objectives.

RESULTS AND DISCUSSION

Research Result

The research findings indicate that the implementation of SIPEPEG has not yet been fully optimized; based on Van Meter and Van Horn's six policy implementation variables, the study found that policy targets were not yet optimal, technical constraints existed, criteria were limited by deciles, the length of the approval process by relevant agencies, limited data sources, insufficient infrastructure support, limited public outreach, low digital literacy, and limited access to technological devices.

Discussion

Implementation of the SIPEPEG Application in Social Welfare Administration Services

The Administrative Information System for Social Welfare Service Recipients (SIPEPEG) is a strategic initiative to improve the quality of social welfare administrative services. The previous service model, which was inefficient for low-income communities, was centralized at the district level and provided manually. With the establishment of Social Welfare Centers (PUSKESOS) at the sub-district or village level which serve as the primary hubs for social services the SIPEPEG application is designed to improve community access to services. When community members use PUSKESOS to arrange for social assistance, SIPEPEG-based services are initiated. Next, staff enter data and upload the required administrative documents into the SIPEPEG application. This application is connected to the Social Affairs Office and various supporting agencies, including BPJS, the Education Office, and the Health Office, as well as other relevant agencies. Each application is then processed through a tiered verification and approval mechanism, starting from the village or sub-district level up to the Cirebon Regency Social Affairs Office.

The SIPEPEG application allows people to access services without having to visit a Social Service Office in person. This, especially for those less fortunate, can save time and money. However, the efficient implementation of this system is hampered by several issues. These include lengthy aid approval processes, a shortage of PUSKESOS staff and capacity, limited internet connectivity in rural areas, and technical issues with the application framework. Furthermore, limited access to technology and low levels of digital literacy in the public mean that staff support remains crucial to the service process.

Based on the results of interviews and observations, it can be concluded that the implementation of the SIPEPEG application has been successful and can improve access to social welfare services. However, due to inadequate social condition in the public, lack of resources, and technical challenges, the implementation of the application must be further

optimized. Therefore, this study uses the theory of policy implementation of Van Meter and Van Horn in the implementation of SIPEPEG, namely, Standards and policy objectives, resources, inter-organizational communication, characteristics of implementing agencies, disposition of implementers, and social, economic, and political conditions are six main variables. These variables should be the basis for assessing how well the policy is implemented in relation to the objectives that have been set.

Standards and policy objectives

Policy standards and objectives are benchmarks and goals set to evaluate how well a policy is implemented. These can be interpreted as the standards and goals that policy implementers must meet for the policy to function as intended in the Van Meter and Van Horn policy implementation model. The success of policy implementation is measured by the extent to which objectives are met and the changes brought about by its implementation. Furthermore, policy implementation is significantly influenced by the nature of the policy, particularly regarding the expected level of change and the existence of consensus on policy objectives among implementers (Nasir et al., 2024).

Based on the result of observations and interviews conducted by the researcher with informants from the Social Services Agency, PUSKESOS Staff, and the public, it was found that the implementation of the SIPEPEG application has essentially aligned with the established policy objectives, namely to expedite and streamline social welfare administrative services. Through the SIPEPEG application, the process of applying for assistance can be carried out without having to visit the relevant agency in person, thereby making the service more efficient. According to (Awaludin et al., 2025) The SIPEPEG application has proven to have a positive impact on PUSKESOS Staff and community. However, challenges remain in its implementation, including limitations on the part of the community, uneven outreach efforts, and technical glitches in the application system. Additionally, the application of income decile criteria for aid recipients limits staff flexibility in addressing community needs, making field observations still necessary.

The alignment of the SIPEPEG application's implementation with policy standards and objectives is evident in efforts to improve efficiency and accelerate the deliver of social services to the public. However, limitations in public understanding, technical challenges with the application, and restrictions based on decile criteria indicate that the policy objectives have not yet been fully and optimally achieved.

Resources

Resources are key factor in the successful implementation of public policy. In Van Meter and Van Horn's policy implementation model, resources include human resources, facilities and infrastructure, and financial support that enable policies to be carried out effectively. Resource are viewed in term of the human resource implementing the policy and the facilities used in the implementation process (Cellyana et al., 2022).

Based on interviews, human resources at the Social Services Office level are considered competent to use the SIPEPEG application. However, at the PUSKESOS staff level, there are still obstacles, primarily related to inadequate staff numbers and minimal expertise in handling information technology. The welfare of PUSKESOS officers still depends on village or sub-district policies, although technical guidelines have been gradually available; however, the main obstacle to its implementation remains poor internet connectivity due to its rural location. Other supporting equipment is available at the PUSKESOS office, so the SIPEPEG service facilities can be considered quite adequate. The public has not yet fully understood how to use the application directly, as the entire process is managed by staff. This suggests

that public understanding of digital services is also affected by a lack of available human resources.

Despite sufficient resources for implementation, the SIPEPEG application has not yet reached its full capacity. Employee competency, staffing levels, welfare, and internet access remain challenges. For the SIPEPEG application to be implemented sustainably and effectively, staff capacity and supporting infrastructure must be improved.

Inter-organizational Communication and Enforcement Activities

To ensure that important information related to policy is conveyed clearly, those responsible for implementing the policy must communicate efficiently and consistently. This ensures effective policy implementation (Annisa & Novira, 2023).

Based on interviews with the Social Service Agency, PUSKESOS officers and local village or sub-district officials must collaborate to implement the SIPEPEG application. Every request for assistance processed through the application requires approval from the village or sub-district head, supervisor, and the Social Services Agency to ensure oversight and accountability. The Head of the Agency's decision regarding the appointment of PUSKESOS officers is aimed at improving the inter-agency coordination framework and reducing employee turnover at the village level. Furthermore, group communication channels are also used to address administrative difficulties.

According to PUSKESOS officers, coordination and communication with the Social Services Agency are well established. For example, when problems arise in the field, they are usually resolved quickly. Communication can be channeled via WhatsApp or in person. However, because application system issues fall outside the direct authority of the Social Services Agency, the resolution process takes longer.

From the public's point of view, PUSKESOS staff were easy to communicate with. In general, information about the process, status, and outcome of aid application was presented in an easy-to-understand manner. However, the public remained confused about how aid recipients were determined, particularly regarding the decile classification, which was perceived as not accurately reflecting their financial circumstances. This suggests that despite successful technical communication, the policy for selecting aid recipients still needs clarification.

Overall, it can be concluded that coordination and communication between organizations participating in the implementation of the SIPEPEG application were quite good. This success was demonstrated by the Social Services Agency, local village or sub-district governments, and the PUSKESOS, which had a well-organized reporting system, responded quickly to field issues, and organized coordination, however, to ensure the best possible implementation of SIPEPEG, further improvements are needed to address technical system issues and make policy information more accessible to the general public.

Characteristics of the Implementing Agency

The success of public policy implementation depends on the traits of the organization for its execution. According to Van Meter and Van Horn, the characteristics of the implementing agency include its organizational structure, operational procedures, internal standards, and dedication to policy implementation.

Organizations responsible for implementing the SIPEPEG policy have demonstrated a high level of responsiveness in assisting with the digitalization of social services, according to interviews with Social Services. This design has been well-received by the public and government officials, who believe it will improve time and cost efficiency. However, significant differences remain in the technical capabilities of PUSKESOS staff, particularly in information technology. Consequently, the Social Services has implemented recruitment

requirements that require applicants to be proficient in using computers and software. Internal monitoring is also conducted to prevent service irregularities, such as the recurrence of previously unauthorized fees.

From the perspective of PUSKESOS staff, work procedures have become more organized and effective after implementing the SIPEPEG application. Through the SIPEPEG application, service procedures that previously required direct collaboration with various authorities are now organized, reducing the workload. Despite various obstacles in the workplace, including pressure from the community and external organizations, employees continue to demonstrate solidarity, dedication to service, and strong organizational resilience. The emphasis on social service and the principle of sincerity are key components of the work culture that supports organizational performance.

The public reported that implementing agency staff acted in accordance with the organization's characteristics; they are friendly, understanding, and patient in providing services. Furthermore, compared to before SIPEPEG was implemented, particularly in terms of increased access to services and a reduced need to visit the Social Services Office in person. However, residents still complained that the speed of service was inadequate.

Therefore, organizations that can adapt quickly to policy and technological changes are reflected in the characteristics of institutions implementing SIPEPEG applications. Strong acceptance, a service-oriented culture, and efficient internal oversight are key characteristics essential for implementing this policy. However, staff diversity remains an issue that needs to be addressed.

Economic, Social, and Political Conditions

Economic, social, and political condition are examples of external indicators that influence the implementation of government policy. Policy implementation can be made more difficult by unfavorable economic, social, and political conditions (Cellyana et al., 2022).

Based on interviews with Social Services Officials, the public found the application complicated, to the point that some members initially refused to use it. However, they ultimately believed that all social assistance applications, including KIP and KIS, were better submitted through SIPEPEG or handled administratively. Because most recipients of these services come from low-income families, limited access to technology is an unavoidable barrier. The recognition of SIPEPEG as a local innovation and the funding provided for the program demonstrate political support for the program.

According to PUSKESOS staff, the social and economic conditions of the community significantly influence the success of policy implementation at the local level. Because not all residents have smartphones, neighborhood associations (RT/RW) are often asked to help share information. However, the data verification process and community member's insistence on using traditional service models create challenges for staff because the information does not always reflect the actual situation on the ground. Government assistance to PUSKESOS is also limited to moral support.

The public found the SIPEPEG application mechanism difficult to understand due to age, education, and technological limitations. During interviews, some public members only recently understood that applications for administrative assistance, such as the KIP and KIS, are submitted through the SIPEPEG application. The public received assistance from services assisted by PUSKESOS officers rather than through outreach programs or a through understanding of the application system. As a result, the public remains highly dependent on officers when applying.

It can be concluded that current political, social, and economic conditions hinder the successful implementation of SIPEPEG, where community access to technology, limited

education, and economic status continue to be major obstacles. These results align with the theory proposed by Van Meter and Van Horn, as cited in Budi Winarno (2022), which emphasizes the significant impact of social, political, and economic factors on public policy. PUSKESOS involvement, staff guidance, and local government support are crucial for the sustainability of policy implementation.

Disposition of Implementors

The term “implementer perspective” refers to the attitude, commitment, and hard work demonstrated by public officials when implementing policies in accordance with established regulations. Van Meter and Van Horn argue that the implementer’s willingness to accept, understand, and consistently implement policies at the operational level is a key factor in determining their success.

Based on interviews with the Social Services Agency, field staff generally responded positively to the implementation of the SIPEPEG application in the field. Staff readiness was enhanced through technical support and training to ensure PUSKESOS staff continued to consistently carry out their duties. Leadership support is demonstrated by monitoring implementation at the village or sub-district level and providing budgetary allowances for PUSKESOS staff. However, to date, this assistance remains limited to modest voluntary contributions returned to the respective village or sub-districts.

Feedback from PUSKESOS employees demonstrates their unwavering dedication despite inadequate facilities, technical system issues, and a lack of official recognition. PUSKESOS staff strive to ensure smooth service delivery by modifying their work schedules, including using the application outside of office hours when the system experiences problems. This observation is consistent with Awaludin’s findings, which indicate that service requests submitted outside of PUSKESOS working hours create complications that can hinder data entry and verification procedures. Rather than financial compensation, staff are primarily motivated by a strong sense of social responsibility and dedication to serving the community.

The public trusts that PUSKESOS officers are reliable and helpful in providing comprehensive services. Although officers are attentive and willing to provide clarification upon request, if the public does not actively ask questions, officers will not provide detailed information regarding the application. Furthermore, due to uneven adoption of digital services, particularly among the elderly and those with low education, there is a high level of dependence on PUSKESOS officers.

Due to the high level of dedication of PUSKESOS officers to public services, the implementation of the SIPEPEG application can be considered a good support for policy implementation. This aligns with the idea put forward by Sahupala in a journal (Nasir et al., 2024), which states that attitudes toward policy implementation have a significant impact on the success or failure of public policy implementation. However, due to limited incentive support, the welfare of implementers, and varying levels of community readiness, this strategy has not been fully realized.

Factors Supporting the Implementation of the SIPEPEG Application in Social Welfare Administration Services

Several supporting elements that significantly influence the implementation of social welfare administration policies are closely related to the SIPEPEG application. These elements, which support the effective provision of social welfare services through the SIPEPEG application, were identified through interviews with several informants. The most important element is the unwavering commitment of PUSKESOS staff to social services, demonstrated by their willingness to adjust their work schedules, such as entering data after

regular business hours when the application experiences technical problems. Officers continuously strive to provide the best service. Furthermore, institutional support from the Cirebon Regency Social Service is also very supportive. Through field monitoring, responding to problem reports, and other actions, the Social Service ensures the smooth operation of the SIPEPEG application. Furthermore, public trust in PUSKESOS staff is crucial. This convenience is appreciated by the public.

Barriers to the Implementation of the SIPEPEG Application in Social Welfare Administration Services

Several obstacles related to the implementation of the SIPEPEG application include; very limited human resources at the PUSKESOS, both in terms of the number of staff and technical expertise. This results in excessive workloads and poor service quality. Furthermore, inadequate incentives and a lack of infrastructure, particularly unstable internet connections, hamper operations. From a policy perspective, the decile requirement slows down service delivery by limiting staff's ability to collect relevant community data. Furthermore, there are technical glitches in the application and lengthy approval processes. From the community's perspective, economic constraints, reliance on staff, and lack of digital literacy slow down administrative processes. Social pressures and data discrepancies during verification make the process more difficult. Overall, these obstacles result in the less-than-effective implementation of SIPEPEG, despite institutional support.

Efforts to Optimize the Implementation of the SIPEPEG Application

Efforts to strengthen the implementation of social welfare services through the SIPEPEG application are a strategic step to maintain service effectiveness amid various existing limitations. Based on interview results, the optimization of SIPEPEG application services is achieved through capacity building for service providers, strengthened coordination, and adapting services to community conditions. The Cirebon Regency Social Services Agency has provided technical guidance in stages to PUSKESOS officers and has implemented technological competency requirements in officer assignments to ensure readiness for digital-based services. In the field, PUSKESOS officers also adjust data entry times, including accessing the application outside of peak hours when the system experiences disruptions.

Coordination is strengthened through intensive communication between PUSKESOS, sub-districts/villages, and the Social Affairs Office. Technical and administrative challenges are reported through available communication channels and addressed by the Social Affairs Office. Monthly reports on the types of services provided and assistance requests are used as a tool for monitoring and evaluating the implementation of SIPEPEG. As part of their community service efforts, staff at the Kenanga Subdistrict Social Services Center (PUSKESOS) have provided direct assistance to residents who are not yet familiar with technology, particularly the elderly and those with limited education. Information is communicated progressively and customized to the situations of residents, including through neighborhood associations (RT/RW) for those lacking smartphones, thereby ensuring that services remain accessible.

Furthermore, the Cirebon Regency Social Services Office is currently implementing a new system called the Sosial Service System (SIMPELPAS) as an effort to enhance the comprehensiveness of the SIPEPEG (Social Services Information System). However, this new system is still under intensive development and is not yet operational. Therefore, all services were still using SIPEPEG at the time of this research.

Further efforts include improving the competency of all staff, strengthening ongoing cross-organizational collaboration, and involving the community. These efforts can

sustainably improve the quality of digital-based social services in Cirebon Regency, although they are not yet fully optimal.

CONCLUSION

Overall, the SIPEPEG application is quite effective in providing social assistance services in Cirebon Regency and has positively influenced the digital transformation of social welfare services. Implementation of the SIPEPEG application can simplify administrative processes for low-income communities and can reduce the need to visit the Social Services Office in person. The implementation of SIPEPEG aligns with policy objectives, particularly regarding the speed and accessibility of services, according to an analysis using the six policy implementation variables proposed by Van Meter and Van Horn, although the community has not yet fully recognized SIPEPEG as an optimal solution.

The implementation of SIPEPEG also still faces a number of challenges. Constraints on key resources include the inadequate number and capabilities of PUSKESOS staff, their relatively low standard of living, and the lack of significant infrastructure support, particularly internet connectivity in remote areas. Additionally, technical glitches in the application system, restrictions on the deciles of aid recipients, and an approval process that still takes a relatively long time also affect the public's perception of service speed. Other obstacles stem from the community's social, economic conditions, namely low digital literacy, varying levels of education, and limited access to smart devices, which also pose challenges that cause the public to remain heavily reliant on the role of staff in the service delivery process.

To address these various challenges, the Social Affairs Office, together with PUSKESOS staff, has implemented a number of optimization efforts, including enhancing staff capabilities and readiness, strengthening interagency coordination, and providing direct assistance to community members who have not yet been able to adapt to digital-based services. Other efforts include regular monitoring and evaluation of implementation, as well as adjusting service mechanisms to on-the-ground conditions. Moving forward, the development of the new SIMPELPAS service system designed to be more integrated and comprehensive is expected to serve as an alternative for continuous improvement in the quality of social welfare services.

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