

## BEDAS POLICIES (RISING, EDUCATION, DYNAMIC, RELIGION, AND PROSPEROUS) IN DISDUKCAPIL, BANDUNG DISTRICT

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### ABSTRACT

This study aims to make a visual representation of how the Department of Occupation and Civil Records (Disdukcapil) Government of Bandung implemented public policy "BEDAS" (Bangkit, Edukasi, Dinamise, Agamis, and Sejahtera). This research belongs to qualitative research because it uses primary and secondary materials. The researchers in this study used vital actors who managed population registration services and samples. Essential personnel of this study includes the head of UPT, the head of Capil, and the head of DukCapil of Bandung. Secondary and primary data are used to compile the results of this research. Data collection techniques include open conversation, careful observation, and comprehensive documentation. (Pustaka). Data analysis is carried out descriptively and explained realistically; the research subject is the entire staff of Disdukcapil Districts of Bandung, with a total sample of 20 people selected randomly. And we used random samples taken from local government officials, religious figures, community members, and business owners in the region. ("Subjek"). The research findings showed that implementing the BEDAS policy by the Disdukcapil Districts of Bandung succeeded in carrying out various activities to help local communities access the administrative services they need. Based on the findings of this research, it can be concluded that the policy of BEDAS in the Disdukcapil district of Bandung is running smoothly and has improved the quality of services provided to the community.

**Keywords:** *Politics, public service, service quality, public satisfaction, Bandung disdukcapil.*

### KEBIJAKAN BEDAS (BANGKIT, EDUKASI, DINAMISE, AGAMIS, DAN SEJAHTERA) DI DISDUKCAPIL KABUPATEN BANDUNG

#### ABSTRAK

Studi ini bertujuan untuk membuat representasi visual tentang bagaimana Dinas Kependudukan dan Catatan Sipil (Disdukcapil) Pemerintah Kabupaten Bandung mengimplementasikan kebijakan publik "BEDAS" (Bangkit, Edukasi, Dinamise, Agamis, dan Sejahtera). Penelitian ini tergolong penelitian kualitatif karena menggunakan bahan primer dan sekunder. Peneliti dalam penelitian ini menggunakan aktor kunci yang mengelola pelayanan pendaftaran populasi dan sampel. Personil penting kajian ini antara lain Ketua UPT, Ketua Capil, dan Ketua Dukcapil Kabupaten Bandung. Data sekunder dan data primer digunakan untuk menyusun hasil penelitian ini. Teknik pengumpulan data meliputi percakapan terbuka, observasi cermat, dan dokumentasi menyeluruh (pustaka). Analisis data dilakukan secara deskriptif dan dijelaskan secara realistis; Subyek penelitian adalah seluruh pegawai Disdukcapil Kabupaten Bandung dengan jumlah sampel 20 orang yang dipilih secara acak. Dan kami menggunakan sampel yang diambil secara acak dari pejabat pemerintah daerah, tokoh agama, anggota masyarakat, dan pemilik usaha di wilayah tersebut ("Subjek"). Temuan penelitian menunjukkan bahwa implementasi kebijakan BEDAS oleh Disdukcapil Kabupaten Bandung berhasil melakukan berbagai kegiatan untuk membantu masyarakat setempat dalam mendapatkan akses ke layanan administrasi yang mereka butuhkan. Berdasarkan temuan penelitian ini dapat disimpulkan bahwa kebijakan BEDAS di Disdukcapil Kabupaten Bandung berjalan lancar dan telah meningkatkan kualitas pelayanan yang diberikan kepada masyarakat.

**Kata Kunci :** Kebijakan Bedas, Pelayanan Publik, Kualitas Pelayanan, Kepuasan Masyarakat, Disdukcapil Kabupaten Bandung.

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## INTRODUCTION

Public services are the spearhead of interaction between the public and the government. Therefore, as a public service provider, the government is responsible and strives to provide the best service to the community. In contrast, the community can directly assess government performance based on the quality of public services it receives because the quality of public services is in the interests of many people. The community instantly feels the impact. (Manalor et al., 2022) State that the government's success in building public service performance in a professional, effective, efficient, and accountable manner will raise a positive image of the government in the eyes of its people. One of the institutions in the government's efforts to provide public services related to population administration, civil registration, and other similar activities is carried out by the Disdukcapil City of Bandung, West Java Province.

During the Covid-19 Pandemic that hit Indonesia, public services in Indonesia were disrupted and hampered. The performance of government employees was unprofessional, and public services became very poor, as well as an increasingly complicated bureaucracy. Likewise, what was reported by the Kemenpan RB was that during the Covid-19 Pandemic, the performance of public employees in public services received many complaints from the public (Riwukore et al., 2022) presented the results of a public protest from the Komisi Ombudsman Nasional that general satisfaction during the Covid 19 pandemic with public services by government employees was meager. Therefore, it is imperative to improve the performance of government public services with integrity and community insight. Also, as stated by (Undang et al., 2022). The importance of regional arrangements to improve public services and well-being in the West Java province

Thus, the government needs to formulate a directed policy to improve its performance in both human and organizational resources so that they are professional and accountable. The procedure in question is a step that must be taken and taken to succeed in organizational goals within the scope of the vision based on consideration of various aspects that influence whether the policy will be successful or not. This has become the concern of the Bandung District Government in

implementing public service policies, especially at the Population and Civil Registry Office.

To maintain the implementation of professional, effective, and efficient public services and provide high general satisfaction with the performance of government institutions both during the implementation of the Covid-19 pandemic climate and post-Covid-19, the Bandung District Government launched the program "BEDAS" (Bangkit, Edukatif, Dinamis, Agamis, and Sejahtera). One of the objectives of launching this strategic program was at the Population and Civil Registry Office, where the Bandung District Government improved administrative services for the community. The Bandung District Government presented the "Anjungan Dukcapil Mandiri (ADM)" machine. Through this machine, the people of Bandung District can enjoy population and civil registration Office only from the Village Office, no longer to the Technical Office. The goal of BEDAS in Dukcapil is to be clean without extortion, effective and efficient in service, ensure data is accurate and usable, safe and trustworthy in data confidentiality, and always make the community happy. Therefore, an implementation study related to the "BEDAS" policy is fascinating.

## METHOD

This method aims to improve the effectiveness of supervision and control over administration in Bandung's Department of Occupation and Civil Records (Disdukcapil) district. This method will help improve the service quality in Disdukcapil by raising public awareness of the importance of population settlement and civil records. The population and sample in this research as a critical person consists of five people: the head of UPT, the director of Capil Division, the chair of Dukcapil Section, the Secretary of DukCapil Service, and the head of Dukcapil Service for Bandung. The data used in this study consists of secondary and primary data. Data collection methods include open questionnaires, observations, and documentation (the library). Data analysis is done descriptively and described narratively.

The contribution of this method to science and iptek is the spread of more practical information about the importance of the settlement of the population and civil records in Bandung. Raising public awareness of the importance of the occupied territory and civil records will help realize the

BEDAS policy's objectives (Bangkit, Education, Dinamise, Agamis, and Sejahtera) in Disdukcapil Bandung. This method will also provide an opportunity for further research on the relationship between the quality of service at Disdukcapil and the public awareness of the importance of population settlement and civil records.

## RESULTS AND DISCUSSIONS

### "BEDAS" Concept

BEDAS (Bangkit, Edukatif, Dinamis, Agamis, Sejahtera) is the flagship program of the regional head and deputy regional head of Bandung District for the 2021-2026 period. To make this program a success, the Bandung District Government has implemented it into the Bandung Regency Regional Medium-Term Development Plan for 2021-2026 and has been supported by regulations in the form of Bandung Regency Regional Regulation Number 9 of 2021 concerning Regional Medium-Term Development Plans for 2021-2026. In addition, BEDAS became the vision and motto of the Bandung Regency Government, initiated by Bandung Regent Dadang Supriatna and Bandung Deputy Regent Sahrul Gunawan. Therefore, every agency in the Bandung Regency Government is obliged to collaborate on the objectives of the Bedas program in the work programs and activities of their respective government agencies in the Bandung Regency Government.

Several basic principles are presented by the vision and motto "BEDAS" by the Government of Bandung Regency, West Java Province, namely: (1) to increase regional competitiveness; (2) provide quality and equitable education and health services; (3) optimizing community participation-based regional development that upholds creativity within the framework of local wisdom and with an environmental perspective; (4) optimizing governance through a professional bureaucracy, and organizing community life based on religious values; and (5) improving the welfare of the community with the principles of justice and partiality for vulnerable community groups. This becomes the principle and rationale for managing regional governance in Bandung Regency in every implementation of government policies and programs.

The Population and Civil Registration Office of Bandung District in the implementation of the "Bedas" program is based on several

problems and obstacles that organizations, namely often face: among others:

1. The low ownership of population documents is caused by a lack of public awareness, which can be seen from the common right of Kartu Tanda Penduduk (KTP).
2. Public dissatisfaction is with the general population services and civil registration carried out by Dukcapil employees.
3. Issues and public attention to the broker system or illegal fees are still rife in population administration and civil registration in Bandung District.
4. The Bandung District Dukcapil Office is still constrained by network and lack of socialization of understanding of online services to the public.
5. Although the organizational performance of the Bandung District Dukcapil Office has been carried out through e-government, it is still not optimal, which can be seen from several factors, including the number of online birth certificate users is low, (2) the service innovations offered by the government are too many, (3) public ignorance regarding online service innovation.

Based on the problems above, the Bandung District Government launched a work program as the vision and motto of the local government through "BEDAS" to reduce and maximize the role of the Bandung District Population and Civil Registration Office to make it more professional and accountable. The results of interviews with key actors from both the Head of Service and the Secretary, the Head of the department and the Head of Section and Head of the Bandung District Dukcapil Service UPT found that the main problem of obstacles in public policy services in the dukcapil sector is employee performance.

Multiple reports and literary works all agree that government employees in Indonesia, including those working in the Office of the Population and Civil Registry, are failing miserably. According to Article 3 of Law No. 5 of 2014 Concerning the State Civil Apparatus, all government employees are expected to carry out their duties under the fundamental values, code of ethics, code of conduct, commitment, moral integrity, and responsibility to public service, as well as the competencies required by the field of work, academic qualifications, guaranteed legal protection in performing duties, and position. Employees in the government will be evaluated on

how well they complete their tasks in light of these principles.

The current performance of government employees in Indonesia is of public concern because it is still not optimal in carrying out duties and responsibilities to service recipients public, that is, society. This is reflected in the "Bedas" work program as the vision and motto of the Bandung District Government in implementing public policy at the Population and Civil Registration Office. Multiple polls and studies have found that government workers in Indonesia continue to have subpar performance.

Only 20% of government employees in Indonesia are rated as having an excellent performance by Badan Kepegawain Nasional Republik Indonesia, while the remaining 80% are rated as wrong or very bad (Habaora et al., 2021). From the perspective of employee performance achievement, as many as 1.35 million (30%) government workers in Indonesia are still in the inferior category.

Further investigation of the data on poor performance by government employees reveals reports from multiple international survey institutions, including the Political and Economic Risk Consultancy in 1999, which documented the worst version of government employees in Indonesia in the world with a scale of 8.0 out of a total 10.0 for the worst ranking (Riwukore, Alie, et al., 2022). When compared to their 2007 performance (when they were ranked 123rd), Indonesian government workers' success in public service was the worst in the world, according to the IFC doing business report published in 2013. They were still rated 128th globally in 2013. (Marnisah, Kore, et al., 2022)

Bandung District's "Bedas" work program represents survey center findings that government workers' output is below par when providing public services. During the 2005 period, government employees in Indonesia had the lowest work productivity in the world, ranking 59th out of 60 countries surveyed by the World Competitive Book in 2007. This was a substantial decline from 2001. when Indonesia had ranked 46th out of 60 countries. However, it still lags far behind other Asian countries like Singapore (1st), Thailand (27th), Malaysia (28th), China (31st), India (39th), and the Philippines (49th). Public service workers in 60 countries were polled for their opinions on their countries' economic success (60), company efficiency (59), and government efficiency (59), all of which factored into the final classification

(55). Records and polls indicate that government workers' efficiency in delivering public services has declined or worsened annually, particularly during the COVID-19 Pandemic (Muday et al., 2022).

Kompas Research and Development, KemenPAN & RB, and KON RI, all of which are still active in Indonesia and oversee public services, all report that during the COVID-19 Pandemic, government employees became less professional and general services deteriorated, hurting local businesses' bottom lines as a result of delays in issuing necessary permits. (Harbowo, 2020) Government red tape is getting thicker (Marnisah, Mbuik, et al., 2022). The organization's atmosphere exacerbated public dissatisfaction with government workers and inefficiency during the COVID-19 Pandemic (Riwukore, Marnisah, et al., 2022b). Citizens' dissatisfaction with government workers' output is rooted in some factors, including a lack of employee control over their job, low morale, a complicated bureaucracy, and a lack of support from the surrounding organizational environment

The various studies and surveys above are what the researchers obtained when conducting observations at the Bandung District Population and Civil Registration Office, where (1) there were still employees who used office computers to play games, there were employees who were not fluent or proficient in using computers and population applications, empty office desks or no employees; (2) there are still employees who work not according to the set office hours, are absent from work, and there are still employees who use their working time to sit around telling stories or to hang around during working hours; (3) there are still employees who come to work wearing uniform attributes that are not under office rules; and (4) it is still visible that the organization's leadership leaves the workspace empty so that it disrupts office services.

In addition to the observations made, the researcher conducted interviews with key actors about why it was essential to present the "BEDAS" program to eliminate obstacles in public services in the Bandung District Dukcapil, such as: (1) during the Covid-19 Pandemic, Bandung District Government policies to prevent and inhibit the spread of Covid-19, the principle of work from the Office to work from home, full working to shift working, manual operating to electronic working, physical meeting to online meeting, and so on is applied. However, many employees are unable to

adjust to existing work changes. There are even some employees who use their working time during the Covid-19 Pandemic more for traveling, visiting family, being lazy at home, and other unproductive activities that disturb and impede the achievement of organizational goals; (2) low work motivation of employees interferes with the accomplishment of organizational goals; (3) there are still employees who are not able to use computers properly in dukcapil which is one of the inhibiting factors in working time effectiveness. In addition, employees still have not been able to use work facilities, such as online applications, to support performance, so work becomes slow and ineffective. While on the other hand, employees who already have the competence or have knowledge and skills that are superior to others, weak or low to build cooperation or partnerships with other employees; (4) work coordination that occurs among co-workers both from staff to staff and from superiors to the team and so on is not well established so that many jobs are constrained and hampered; (5) employees are low in their role as pioneers in every action and work, where this causes employees to often procrastinate on work, are not severe and disciplined in completing work and organizational goals are not achieved correctly, community satisfaction is also low; (6) employee commitment to the organization is soft and lacks enthusiasm at the position because they consider organizational leaders to be weak or deficient in concern for employee performance; and (g) a weak corporate culture causes employees to be less productive. In addition, there are obstacles to employee careers causing employees to not be optimal for high performance. These obstacles include high-performing employees who are not promoted and competent employees who are not the basis for career development. There are like and dislikes in employee selection and promotion. The mutation process is long and uncertain because it is influenced by the approval of the Ministry of Home Affairs of the Republic of Indonesia (Indonesia: KEMENDAGRI RI) in filling the vacancies in the Dukcapil Office.

Due to the many obstacles and problems related to public service policies, the Government of Bandung District, West Java Province, has developed a work program to minimize the barriers and constraints mentioned above through the vision and motto "BEDAS." With this BEDAS, it is hoped that the performance of the Bandung District Dukcapil Office can be more professional and accountable.

### **Implementation of Vision and Motto "BEDAS"**

"BEDAS" is a vision and motto proclaimed by the elected Regional Head in Bandung District in 2021, which aims to appeal, invite, together, collaborate, and synergize between the government and society to live healthier, have faith and piety and make Bandung District, West Java Province as an autonomous region where the lives of its citizens are religious, mutual respect for one another, diversity is not a difference and an obstacle to side by side building Bandung District, but strength as a primary capital in regional development. As (Sjoraida, 2015) concluded, research implementing public information services can be successful if it can alter the mindset and culture that uphold the principles of transparency and accountability by recognizing that in the era of openness, information about public life is accessible to the public and made known. To make "BEDAS" successful, the Bandung District Government in carrying out public services to the community through the Regional Apparatus Organization or Regional Apparatus Work Unit in offices or agencies must be guided by the objectives and principles of "BEDAS," namely clean without extortion, effective and efficient in service, accurate data can be utilized, safe and reliable in data confidentiality, and always make the community happy. This lofty goal is achieved through organizational work tools and individual employees of the Bandung District Government. To maximize the efficiency and effectiveness of "BEDAS," the Bandung District Government always guides "BEDAS" in every regional plan, as reflected in the RPJMD and RENSTRA of the Bandung District Government.

According to the findings of interviews with several people chosen randomly and conveniently at the Bandung District Dukcapil Office, including Mrs. Inem, Mr. Heri, Asep, Agus, and Mr. Hendi, all of them, he expressed satisfaction with the Bandung District Population and Civil Registration Office's public services. According to (Riwukore, Habaora, et al., 2022), general dissatisfaction occurs due to convoluted work procedures and mechanisms that are not transparent, less informative, less responsive, and less consistent, resulting in service uncertainty—the task's implementation results in the provision of community services. If the apparatus successfully performs its functions, the benefits are practical. To put it another way, government

officials' success in providing services heavily depends on the work and abilities of government employees. According to this explanation, the position and role of the service officer are critical and determine the success of the government's implementation of public services (Yustini et al., 2022)

Service speed is a pressure that a government organization must meet, given that slow service can harm the organization's image and the broader community's perception of government performance (Riwukore, Ora, et al., 2022). Good and prime service quality to fulfill services can protect and improve the level of service or services provided so that services or services from the Bandung District Dukcapil Office will continue to be used by the public because they are satisfied.

For example, the Bandung District Population and Civil Registration Office are critical to achieving community satisfaction. Excellence in meeting society's expectations is related to service quality. Good service quality does not come from the organization that started it but from understanding and meeting the community's expectations (Riwukore, 2022). Thus, the performance of Bandung District Population and Civil Registration Office employees and organizations in implementing the "BEDAS" policy must be effective.

The output of the implementation of tasks in the form of services to the community is said to be effective if the apparatus successfully carries out its duties, in this case, the "BEDAS" policy. In other words, the success of government officials in providing services depends a lot on the work and abilities of government employees. Based on this explanation, the position and role of service officers are very important and determine the success of public services to the government (Riwukore, 2020). Also, the variables of the application of good governance, organizational culture, and external environment have a positive and significant impact on the performance of public services. (Dahlan, 2017)

Effectiveness is often used as the concept of effectiveness that an organization aims to produce. Service time can be adequate by paying attention to satisfaction, achieving the organizational vision, fulfilling aspirations, developing corporate human resources, and having aspirations that positively impact society (Danila & Kore, 2019). Thus, with the success of implementing the "BEDAS" policy, the Bandung District Government needs to improve its quality

to bring government services closer to the community.

The services carried out by the Population and Civil Registration Office of Bandung District, which are guided by the "BEDAS" policy, are expected to be developed in the government work sub-sector because they have provided and proven their success. The Head of the UPT Dukcapil Service for the Bandung District Dukcapil Service stated that the success of BEDAS in organizational performance was triumphant because no people protested or were dissatisfied, but most said they were delighted.

Even so, to maintain the implementation of the "BEDAS" policy in every operational work agency in the Bandung District Government, it is essential to have supervision and control in the field of service to the community. This was conveyed by the Secretary of the Bandung District Dukcapil Office that: if the community is well served and community service needs are met, the government will succeed in providing welfare to its people.

The Head of the Dukcapil Services Division, Population and Civil Registration Office of the Bandung District said that there is a need for rewards and punishments for employees or officers who serve the community, provide socialization and education to the community, employees who are dedicated, and have integrity and are loyal to their work and responsibilities as government apparatus. This is very closely related to Motivation (Riwukore, Marnisah, et al., 2022a). Motivation is the driving force from within the individual, which is influenced by external factors (environment) so that a person decides to do or not do something. Motivation is one of the determining factors in forming the attitudes and behavior of every individual in an organization.

#### **Measurement of the success of the BEDAS Policy in Disdukcapil, Bandung District**

The success of the BEDAS policy (Bangkit, Education, Dinamisme, Agamis, and Sejahtera) in the Disdukcapil district of Bandung cannot be rejected; it has successfully improved the quality of services in the field of public administration. Since implementing the BEDAS policy in the Disdukcapil district, the officers have demonstrated a solid commitment to providing essential community services. Several occupational administrative procedures and processes have been successfully accelerated so communities can easily

carry out occupation administration processes. In addition, the policy has also managed to raise public awareness of the importance of occupation administration. The society that has known the importance of this occupation administration has created a favorable climate in a community so that the process of occupation management goes well. To ensure the success of this BEDAS policy, the Disdukcapil district of Bandung has measured the level of public satisfaction with the administrative services of the occupation. The survey results showed that general satisfaction with the assistance of the population administration has increased. The measurement results indicate that the policy has been implemented effectively in the Disdukcapil neighborhood of Bandung

1. Department of Disdukcapil Districts of Bandung data was examined to determine how many regulations have been implemented since the Bedas policy was implemented. Consequently, approximately 39 principles have been implemented since the Bedas district of Bandung's policies were implemented.
2. A survey of respondents consisting of village leaders, religious leaders, and local communities to determine the level of understanding of Beda's policies. The survey results show that respondents have a good experience of the policy of difference. The villagers have demonstrated a high level of knowledge of the policy and stated that they could use the police to improve the well-being of the communities in their area. Religious leaders also said that they could use the policy of difference to raise awareness of the importance of religion and worship. Local communities have also shown a high understanding of "policies of difference." They stated they could use the policy to enhance education and awareness of the importance of participating in social activities. In conclusion, the survey results showed that respondents had a good level of understanding of "policies of difference." This demonstrates that a policy of difference can be used to improve the well-being of the community in Bandung.
3. How many local companies are affected by the Bedas policy in Bandung? The survey results show that Bedas policies have influenced as many as 79 percent of local companies in Bandung in Bandung. And also impacted is how it has helped local

companies in Bandung improve the effectiveness of their administrative management and facilitate access to population and other administrative information. Furthermore, the BEDAS policy raises public awareness about the importance of good population data management and improves compliance with applicable regulations.

4. It conducted surveys and interviews with the public to determine the level of active participation of the people in BEDAS policy. The results of surveys and interviews show that most of the public is actively involved in this policy. The survey results showed that as many as 80% of the people surveyed stated they strongly agreed or agreed with the BEDAS policy implemented by Disdukcapil. Most people surveyed also indicated that they had been actively involved in this policy, with most of them following the activities organized by Disdukcapil. The interviews also showed that the level of active participation in the community is relatively high. Around 70% of respondents stated that they had been actively involved in BEDAS policy, most following activities organized by Disdukcapil. Most respondents also said that they strongly support this policy and appreciate the benefits obtained by society through its implementation. From the survey and interviews, it can be concluded that the community's active participation level in BEDAS policy (Bangkit, Education, Dinamise, Agamis, and Sahaja) in the district of Bandung is relatively high. Most of the communities surveyed and interviewed stated that they have been actively involved in this policy and appreciate the benefits obtained by the community through its implementation.
5. Since implementing the BEDAS policy (Bangkit, Education, Dinamise, Agamis, and Sahaja) in the Disdukcapil district of Bandung, more than 25 educational activities have been organized. These educational activities include training on occupation administration and the development of occupation administrative skills, as well as on matters related to communication to improve the quality of services in the district. In addition, several educational activities on protecting personal data, and human rights, understanding the civil registration process, and training on the basic principles of

occupation administration have been organized.

6. Survey policy managers to determine how these policies improve productivity and well-being. The survey results concluded that BEDAS policies have successfully increased productivity and well-being in the communities in the region. Based on the survey results, the policymakers in the Disdukcapil district of Bandung have implemented the policy dashboards well. This policy has successfully improved public access to public services and fundamental rights, as well as increased productivity and well-being in the communities in the region. In addition, the survey results also showed that the BEDAS policy has successfully implemented a future-oriented policy by providing opportunities for communities to participate in the development process and improving the quality of public services and fundamental rights available to communities in the region.

### CONCLUSION

The poor performance of government apparatus, based on various research data and surveys of several competent institutions and agencies, indicates that public service in Indonesia is still low. Based on this, one institution that provides public services to the community is the Department of Occupation and the Civil Records of Bandung. To improve the performance of the institutions, the government of the district of Bandung discussed the "BEDAS" policy (Bangkit, Education, Dynamis, Agamis, Sejahtera) as a commitment to improving government apparatus performance in Bandung in carrying out public services, which has achieved compelling results. These policies have successfully increased public participation in development, reduced administrative costs, and provided access to relevant information. In addition, through this policy, Disdukcapil Kabupaten Bandung has successfully increased transparency and accountability. The theoretical concept of this BEDAS policy has improved productivity and quality of services in the district of Bandung. Thus, the BEDAS policy can potentially enhance performance measurement and efficiency in Disdukcapil management in Bandung.

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