

Evaluation of the Implementation of the Saturday Fast Service Program (Lepat Ketan) as a Local Innovation in Padang Panjang Barat Subdistrict

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ABSTRACT

This study evaluates the implementation of the Saturday Fast Service Program, known as Lepat Ketan, at the Padang Panjang Barat Subdistrict Office as a local public service innovation. The program was established to provide administrative services outside regular working days for citizens who experience time constraints from Monday to Friday. The research problem emerged because service utilization declined sharply from late 2024 to 2025, while a specific evaluation of the program sustainability had not been conducted. This study applies a descriptive qualitative approach using the CIPP evaluation model, which covers context, input, process, and product. Data were collected through interviews, observation, and documentation involving subdistrict officials, service implementers, and service users. The findings show that, in terms of context, the program was initially relevant to community needs, but the demand for Saturday services did not occur regularly every week. In terms of input, the program had human resources and policy legitimacy, but budget support, technical procedures, and operational arrangements were not adequate. In terms of process, the implementation initially worked and provided benefits, but consistency weakened due to low user demand, tiered administrative coordination, and budget efficiency measures. In terms of product, the target of providing routine services every Saturday was not achieved because service utilization fell from 67 Saturday service cases in 2024 to only one case between January and May 2025. The study concludes that Lepat Ketan should not be maintained as a weekly routine service. Instead, it should be redesigned as a conditional additional service based on appointments, verified demand, tiered coordination, service records, and periodic evaluation.

INTRODUCTION

Public service is the most concrete expression of the presence of the state in citizens' everyday lives. At the subdistrict level, administrative services are not merely technical matters related to the issuance of letters, legalization, or population administration support. They also represent the ability of local government organizations to understand the real conditions of their service users. Citizens who work during regular office hours, elderly residents, informal workers, and people with limited mobility may face difficulties in accessing public services from Monday to Friday. For that reason, service innovation at the local level is expected to create easier, faster, and more responsive service access[1].

Regulations and discourses in public administration increasingly place service innovation as part of governance improvement. Innovation in the public sector is not limited to the use of digital technology, it may also take the form of new service hours, simplified procedures, integrated coordination, or alternative channels that make public organizations more responsive to community needs. In this perspective, innovation is closely related to administrative adaptability. A program can be called innovative when it responds to a specific public problem and improves the relationship between government capacity and citizen needs[2].

Previous studies have widely discussed public service innovation as a strategy to improve government performance, citizen satisfaction, and public value creation[3][4]. Research has shown that successful public service innovations are characterized by their ability to address local problems, improve accessibility, simplify administrative procedures, and strengthen citizen trust in government[3]. Unlike innovation in the private sector, public service innovation emphasizes public value creation, accountability, and inclusiveness. Therefore, innovation should not merely introduce

new programs but also ensure that these programs generate tangible benefits and remain responsive to changing community needs.

However, previous studies also reveal that many public service innovations fail to achieve long-term sustainability because innovations often face organizational, institutional, and resource-related constraints[3][4]. Several factors contribute to this failure, including weak institutional support, limited human and financial resources, lack of continuous evaluation, low public participation, and innovations that are implemented only to fulfill administrative requirements or competition for innovation awards. Consequently, many innovation programs continue formally but gradually lose their relevance because they are no longer aligned with actual community demands. These findings indicate that sustainability is one of the critical challenges in public service innovation and requires continuous evaluation rather than one-time implementation.

Padang Panjang Barat Subdistrict developed the Saturday Fast Service Program, locally known as Lepat Ketan, as one of its regional service innovations. The program opened access to administrative services on Saturdays for citizens who could not visit the office during regular working days. The idea was simple but relevant: residents should not have to sacrifice work time merely to access basic administrative services. By extending service availability beyond normal office hours, the subdistrict attempted to demonstrate a more citizen-oriented approach to public service delivery.

However, the sustainability of an innovation program does not always move in line with its initial intention. Implementation data show that in early 2024 the use of Saturday services was visible, but it later declined significantly. In 2024 there were 67 Saturday service cases, whereas from January to May 2025 there was only one case. This decline raises an evaluative question: should the program continue as a routine weekly service, or should it be redesigned according to the actual pattern of citizen demand? Without evaluation, local innovation may survive only as an administrative label rather than as a meaningful service mechanism.

Another problem is that the evaluation of regional innovation often stops at reporting requirements or award-oriented indicators. In the case of Lepat Ketan, the program needs to be assessed not only from the existence of an innovation title, but also from its relevance, resources, implementation process, utilization, and sustainability. A program that was relevant at the beginning may require adjustment when community needs change. Therefore, an evaluation model is needed to examine the program comprehensively rather than judging it only from the number of services delivered.

Previous evaluations of public service innovation have commonly focused on outputs or performance indicators, such as the number of beneficiaries or service completion rates[5][3]. While these indicators are important, they often fail to explain why an innovation succeeds or declines over time. The Context, Input, Process, and Product (CIPP) evaluation model developed by Stufflebeam offers a more comprehensive approach because it examines the relationship between environmental needs (context), available resources (input), implementation mechanisms (process), and program outcomes (product). Unlike result-oriented evaluation models, CIPP supports decision-making by identifying strengths, weaknesses, and opportunities for program improvement throughout the implementation cycle. This makes the model particularly appropriate for evaluating public service innovations whose effectiveness depends not only on outputs but also on organizational adaptability and citizen needs.

This article evaluates the implementation of the Lepat Ketan Program as a public service innovation in Padang Panjang Barat Subdistrict. The evaluation applies the CIPP model developed by Daniel Stufflebeam. The model was adopted because it is a decision-oriented evaluation framework that systematically examines program context, inputs, implementation processes, and products. This comprehensive approach provides evidence for determining whether a program should be continued, modified, or discontinued. Accordingly, the evaluation can identify whether the Lepat Ketan Program should be maintained, redesigned, or transformed into a more flexible service mechanism.[6][7].

Although previous studies have extensively examined public service innovation and applied evaluation approaches to public programs [3][4][5], limited attention has been given to evaluating the sustainability of administrative service innovations at the subdistrict level based on actual utilization

patterns. Most studies emphasize the success of innovation implementation rather than examining whether declining public utilization indicates the need for redesign or transformation. This study addresses that gap by evaluating the Lepat Ketan Program not only as an innovation initiative but also as an adaptive governance mechanism that should evolve according to citizens' changing service needs.

The contribution of this article lies in its emphasis that public service innovation at the subdistrict level must be evaluated based on citizen needs and utilization patterns, not merely on the formal existence of a program. This article argues that the success of innovation should not always be measured by the continuation of its original form. Success can also be seen from the ability of an organization to learn from data and redesign a program so that its benefits remain relevant to the public[8].

THE PURPOSE METHOD

The purpose of this study is to analyze the relevance of the Lepat Ketan Program to community needs, assess the readiness of inputs such as human resources, budget support, and policy legitimacy, examine the implementation process of Saturday services, and evaluate the utilization and sustainability of the program. The study also formulates recommendations for redesigning the program so that service access outside working days can be maintained in a more efficient and accountable way[9][10].

This study is important because public service innovation should not be assessed merely by the existence of a program or by administrative recognition, but also by the alignment between program objectives, resource readiness, implementation processes, and the benefits received by the community. In the context of the Lepat Ketan Program, evaluation is necessary to determine whether additional Saturday services remain relevant to citizens' needs and whether their implementation is consistent with actual field conditions. Therefore, this article employs the Context, Input, Process, and Product (CIPP) evaluation model because it not only evaluates program outcomes but also examines the contextual needs, organizational resources, implementation processes, and resulting impacts. This comprehensive and decision-oriented approach is particularly appropriate for evaluating the Lepat Ketan Program, as it enables an assessment of whether the innovation should be maintained, modified, or redesigned in response to changing community needs.

METHOD

This research used a qualitative approach with a descriptive design. The qualitative approach was chosen because program evaluation requires not only data on the number of service users, but also an understanding of the program background, implementation dynamics, perceptions of service providers and citizens, and factors affecting sustainability. A descriptive design enabled the researcher to describe the program systematically from the initial need to the results achieved[11][12].

The research site was Padang Panjang Barat Subdistrict, Padang Panjang City. The object of evaluation was the Saturday Fast Service Program or Lepat Ketan, an administrative service innovation that opened service access on Saturdays. The program was positioned as an evaluation unit rather than merely a service activity. Therefore, the analysis focused on the relationship between program objectives, resource readiness, implementation process, and service utilization.

Informants were selected purposively based on their involvement in, and knowledge of, the implementation of Lepat Ketan. The key informants consisted of the Head of Padang Panjang Barat Subdistrict, the Subdistrict Secretary, the Head of Service Affairs, the Head of General Affairs and Personnel, administrative officers, service operators, and community service users. These informants were selected to capture two perspectives: the perspective of service providers and the perspective of service recipients.

Data collection techniques included interviews, observation, and documentation. Interviews were used to explore the program background, implementation mechanism, constraints, and perceptions of program benefits. Observation was used to understand the subdistrict service context and the readiness of Saturday service implementation. Documentation included service data, regional innovation decisions, subdistrict profiles, and records related to the number of service users. The combination of these techniques was used to ensure that the findings did not rely on a single source of evidence[13][14].

Data were analyzed through data reduction, data display, and conclusion drawing. Field data were classified according to the four components of CIPP. During reduction, information that was not relevant to the evaluation focus was excluded. During data display, the findings were organized into indicator tables and narrative descriptions. During conclusion drawing, each evaluation component was compared with the program objectives and evidence of implementation. Data validity was maintained through source and technique triangulation by comparing interview results, observation notes, and documents[15][5][16][17][18].

Table 1. Evaluation framework of the Lepat Ketan Program based on the CIPP model

CIPP component	Evaluation focus	Operational indicators	Main data sources
Context	Program suitability to community needs	Alignment between Saturday services and citizens' time constraints; changes in service demand	Interviews with officials and users; program documents
Input	Readiness of resources and program legitimacy	Implementing staff, budget/honorarium, policy basis, technical support	Interviews, decrees/instructions, subdistrict data
Process	Field implementation of the program	Consistency of Saturday service opening, RT-village-subdistrict coordination, operational constraints	Observation, interviews with officers, service data
Product	Results and program sustainability	Number of Saturday services, comparison with working-day services, target achievement, sustainability recommendation	Service data 2024-2025, interviews, documents

Source: Authors' elaboration based on the CIPP model (Stufflebeam, 2014).

Table 2. Research informants

No.	Position	Reason for selection
1	Head of Padang Panjang Barat Subdistrict	Knows the policy basis, objectives, and direction of the innovation program
2	Subdistrict Secretary	Understands institutional coordination and program administration
3	Head of Service Affairs	Directly involved in subdistrict administrative services
4	Head of General Affairs and Personnel	Knows staffing, honorarium, and personnel support
5	Administrative Officer	Understands service practice and service recording
6	Service Operator	Understands the use of systems and technical service flows

Source: Authors' compilation based on field research (2025)

RESULTS AND DISCUSSION

Context: Initial Program Relevance and Changing Needs

The context evaluation shows that Lepat Ketan had a clear need basis at the time of its establishment. The program was designed to respond to the time constraints of some citizens who could not access services during working days. From a public service perspective, opening administrative services on Saturdays was an adaptive response to user needs. It also indicated that the subdistrict office was attempting to move from a purely procedural orientation toward a citizen-needs orientation.

This initial relevance can be seen from the use of Saturday services in the first months of 2024. There were 19 Saturday services in January, 11 in February, 14 in March, and 9 in April. These figures indicate that, during the initial phase, there was indeed a group of citizens who needed access outside regular working days. Thus, the program did not emerge without a problem to solve. It originated from a concrete need: the need of citizens to obtain services without leaving work or other main activities[19].

However, community demand for Saturday services did not occur routinely every week. After April 2024, the number of users declined sharply. May, June, and July each recorded only one service, August recorded no users, September increased to 11 services, and October to December again recorded no users. From January to April 2025 there were also no Saturday service users, followed by only one user in May 2025. This fluctuating pattern indicates that the need for services outside working days was situational rather than a regular weekly need.

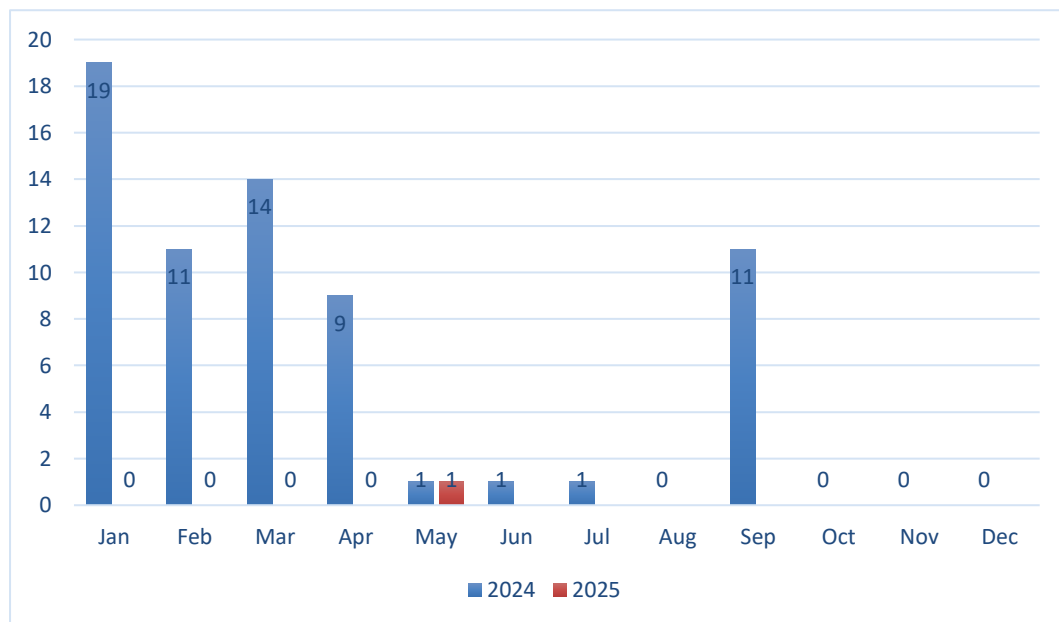


Fig. 1. Utilization of Lepat Ketan Saturday services in 2024-2025.

Source: processed from Padang Panjang Barat Subdistrict service data and research findings.

This context finding is important because public service innovation is often assumed to be maintained in the same form once it has been designated as an innovation program. In fact, context evaluation requires public organizations to reread whether the needs underlying a program still exist with the same intensity. If citizen demand does not appear every week, routine opening of Saturday services may become inefficient. The program still has benefit value, but its implementation format needs to be adjusted to the actual pattern of demand.

Accordingly, from the context aspect, Lepat Ketan can be considered appropriate at the formulation stage, but not sufficiently strong to continue as a routine weekly service. The relevance of the program shifted from a routine need to a conditional need. This change provides the basis for recommending that services outside working days should remain available, but through a more flexible mechanism such as appointment-based or verified-demand services

Input: Resources, Budget and Policy Basis

The input evaluation indicates that Lepat Ketan had basic support but was not fully prepared to sustain a weekly routine service. In terms of human resources, the subdistrict had officers capable of providing administrative services. Operators and administrative officers could handle initial services. However, some documents still required authorized officials, especially when signatures or legalization from the Head of Subdistrict were necessary. This dependence on the authority structure meant that Saturday services could not always be completed by merely assigning duty officers.

In terms of budget, the program was initially supported by honoraria for officers who opened the Saturday service. Field information shows that when some officers were still daily contract workers, additional incentives were available when the service was actually opened and used by citizens. However, this support was not permanent. Changes in personnel status, the absence of a special overtime budget, and budget efficiency policies limited the financial support for routine Saturday services. This illustrates that innovation requiring additional working time must be supported by a clear financing design from the beginning.

In terms of policy, Lepat Ketan had legitimacy as a regional innovation. Formal legitimacy is important because it reflects organizational recognition of the program. Nevertheless, policy legitimacy is not sufficient if it is not followed by technical arrangements. The program requires a standard operating procedure explaining who is on duty, when the service is opened, what types of services can be completed on Saturdays, how coordination with urban villages and neighborhood units is conducted, how requests are recorded, and how the program is evaluated. Without such technical instruments, implementation depends largely on routine practice and officer initiative.

The weakness of input also shows that public service innovation should not be understood merely as the addition of service hours. Such innovation requires organizational design. When a program opens services on a holiday, there are consequences for workload, compensation, office security, system availability, and the readiness of authorized signatories. If these factors are not prepared, the program may operate at the beginning but decline when initial enthusiasm weakens or when service users decrease.

Thus, from the input aspect, Lepat Ketan had policy capital and human resources, but lacked sufficient operational support for a routine service. This input gap explains why the program was difficult to maintain every week. In the future, program input should be directed toward a conditional service mechanism that does not always require full office opening but still has clear procedures, responsible officers, service records, and coordination channels.

Table 3. Summary of input evaluation of the Lepat Ketan Program

Input aspect	Condition found	Evaluative implication
Human resources	Officers were available and understood basic services, but certain documents required authorized officials	Saturday service requires clear duty arrangements and authority delegation
Budget	Initial honorarium did not continue as routine support; budget efficiency occurred	Weekly routine opening was not proportional to low utilization
Policy basis	The program had legitimacy as a regional innovation	Formal legitimacy needs to be supported by operational procedures
Technical support	Service flow and coordination with lower administrative units were not fully standardized	A practical SOP and coordination protocol are needed

Source: Authors' analysis based on interview findings.

Process: Implementation, Consistency, and Coordination

The process evaluation shows that Lepat Ketan was implemented and provided benefits during the early phase. The opening of Saturday services demonstrated that the subdistrict had the capacity to provide additional service access. Citizens who came on Saturdays could obtain services without waiting until the next working day. This shows that the program had operational value, especially for citizens with limited time during regular working hours.

Nevertheless, implementation consistency declined as the number of users fell. A program designed as a routine service every Saturday became difficult to maintain when no citizens came to the office. In this condition, officers still had to be prepared, while the actual service output was very low. This situation created an efficiency dilemma. On the one hand, the government needs to guarantee access for citizens. On the other hand, public resources should not be allocated to an activity that is rarely used without adjustment to demand.

Another process constraint was related to the tiered administrative flow. Subdistrict services often do not stand alone. Many documents require recommendation letters from neighborhood units, urban villages, or other supporting documents before they can be completed at the subdistrict level. If citizens come on Saturdays without completing these prerequisites, the service cannot always be finalized. This condition weakens the perceived speed of the program because the service is not only determined by the subdistrict office, but also by the readiness of the entire administrative chain.

These findings underline the importance of service process design. If Lepat Ketan is maintained as an additional service, the subdistrict needs to distinguish between services that can be completed directly on Saturdays and services that require prior coordination. For simple services, officers can provide direct completion. For more complex services, the program should be designed as a consultation, verification, or appointment mechanism. This differentiation is important so that citizens do not misunderstand the scope of Saturday services.

Communication is also a significant part of the implementation process. Citizens do not always know when the service is available, what types of services can be accessed, and what requirements should be prepared. Inconsistent communication may lead to a decline in use not because there is no need, but because citizens lack information. Therefore, public communication through notice boards, social media, urban village channels, and neighborhood networks should become part of the implementation mechanism.

Accordingly, from the process aspect, the program demonstrated initial capacity to operate, but did not yet have a sufficiently strong mechanism to maintain consistency. The main process weaknesses were the lack of an appointment system, limited public communication, tiered administrative requirements, and the absence of a routine evaluation forum. These weaknesses do not mean that the program has no value; rather, they show that the process needs to be redesigned to match real demand and the administrative ecosystem.

Product: Service Utilization and Program Sustainability

The product evaluation assesses the results achieved by the program, especially the level of service utilization and the sustainability of benefits. The data show that the target of providing routine Saturday services was not achieved. In 2024, the subdistrict recorded 774 regular working-day services and 67 Saturday services, with a total of 841 services. The proportion of Saturday services was 7.97 percent. From January to May 2025, there were 419 regular working-day services and only one Saturday service, with a total of 420 services. The proportion of Saturday services fell to 0.24 percent.

The decline from 7.97 percent to 0.24 percent indicates a highly significant change. If program success is defined as the availability of weekly Saturday services and regular utilization, then the program did not achieve its product target. However, if the result is read as policy feedback, the decline provides important information about the actual pattern of citizen needs. The low utilization does not necessarily mean that the idea of Saturday services is wrong; rather, it suggests that the weekly routine format is no longer appropriate.

The product of the program should also be understood in terms of sustainability. A routine service program requires stable demand so that resource use can be justified. When the number of users is very low, sustainability should not be interpreted as the obligation to maintain the same format. In public program evaluation, sustainability means maintaining benefits in a form that is relevant and feasible. Therefore, the benefit of Lepat Ketan can still be maintained through a conditional design, even if the weekly routine opening is no longer continued.

From the perspective of program evaluation, the failure to achieve a routine target is important information for policy improvement. A public program does not always have to continue in its original design. Evaluation can recommend continuation, modification, or termination of a certain format. In the case of Lepat Ketan, the most appropriate option is modification. The program should be redesigned from a weekly routine service into a conditional additional service based on verified need and appointments.

The redesign can be conducted by requiring citizens to submit requests before the service day. Officers can verify the type of service, the urgency, and the completeness of requirements. If the request can be completed at the subdistrict level, a Saturday appointment may be scheduled. If the service requires documents from other units, citizens can be informed beforehand. This model preserves access for citizens who need services outside working days while preventing inefficient office opening when there is no demand.

Table 4. Utilization rate of the Lepat Ketan Program in 2024-2025

Year/period	Monday-Friday services	Saturday services	Total services	Percentage of Saturday services	Average Saturday services
2024	774	67	841	7.97%	5.58 services/month or 1.40 services/Saturday
2025 (Jan-May)	419	1	420	0.24%	0.20 services/month or 0.05 services/Saturday

Source: processed from Padang Panjang Barat Subdistrict service data and research findings

Discussion

The findings of this study demonstrate that the effectiveness of the Lepat Ketan Program can only be understood by examining the interaction among the four dimensions of the CIPP evaluation model rather than by considering service outputs alone. From the context perspective, the program was introduced to address a genuine public need by extending administrative services beyond regular working days for citizens with limited weekday availability. This finding is consistent with the public service innovation literature, which emphasizes that innovation should originate from citizens' needs and the creation of public value rather than merely introducing new administrative procedures[3][4]. However, the evaluation also indicates that community demand changed over time, suggesting that the original problem no longer occurred on a weekly basis. Therefore, maintaining the same service design without considering changes in citizen needs reduces the relevance of the innovation.

From the input dimension, the evaluation shows that the program benefited from institutional legitimacy, leadership commitment, and available human resources. Nevertheless, the absence of specific Standard Operating Procedures (SOPs), limited operational funding, and insufficient administrative arrangements reduced the program's long-term sustainability. The public service innovation literature emphasizes that organizational capacity is a critical determinant of innovation sustainability[3][4]. Innovation requires not only leadership support but also adequate organizational resources and clear operational mechanisms to ensure consistent implementation. These findings indicate that although Lepat Ketan possessed sufficient institutional support during its initial implementation, weaknesses in operational inputs constrained its continued effectiveness.

The process evaluation reveals that the implementation of the program functioned well during the early stages but gradually became inconsistent. Coordination among implementing officers weakened, documentation remained limited, and public communication regarding Saturday services became less intensive. As a result, utilization declined despite the continued existence of the program. This finding is consistent with the public service innovation literature, which suggests that innovation requires continuous organizational learning, monitoring, and adaptation to remain effective over time[3][4]. Accordingly, implementation quality should be viewed as a dynamic process requiring continuous organizational learning rather than a one-time administrative achievement.

The product dimension provides the clearest evidence of the program's changing effectiveness. Although Lepat Ketan initially improved service accessibility, utilization declined substantially, from 67 Saturday service cases in 2024 to only one case during January–May 2025. This decline does not necessarily indicate that the innovation failed. Instead, it suggests that the original service format no longer corresponded to actual patterns of community demand. From the perspective of the CIPP model, product evaluation should not only measure outputs but also provide evidence for managerial decision-making[6][7]. Therefore, the evaluation indicates that the program should be redesigned into a more flexible, demand-based service mechanism rather than maintained as a routine weekly service.

Overall, the CIPP evaluation demonstrates that the sustainability of public service innovation depends on the alignment between citizen needs, organizational capacity, implementation quality, and service outcomes. The four evaluation dimensions are closely interconnected; changes in one dimension influence the effectiveness of the others. Consequently, the findings reinforce the argument that successful public service innovation should not be measured solely by the continuity of its original form but by the organization's ability to use evaluation findings to redesign services according to changing community needs[6][8]. In the case of *Lepat Ketan*, transforming the program into a conditional or appointment-based service mechanism represents an adaptive strategy that preserves the public value of the innovation while improving organizational efficiency.

CONCLUSION

The evaluation of the Saturday Fast Service Program or Lepat Ketan shows that the program was relevant at the time of its establishment because it responded to the needs of citizens who could not access subdistrict services during regular working days. However, the context of service demand changed. The utilization pattern indicates that the need for Saturday services was not routine every week but situational. Therefore, the initial relevance of the program does not automatically justify maintaining it as a weekly routine service.

In terms of input, the program was supported by human resources and policy legitimacy as a regional innovation, but budget support, technical procedures, authority arrangements, and operational mechanisms were not adequate. In terms of process, the program was initially implemented and provided benefits, but its consistency weakened due to low utilization, tiered administrative requirements, limited communication, and efficiency considerations. In terms of product, the program did not achieve the target of routine Saturday service utilization, as the number of Saturday service cases declined from 67 in 2024 to only one case from January to May 2025.

The study concludes that Lepat Ketan should be redesigned rather than simply continued or terminated. The program should be transformed into a conditional additional service based on appointments, verified demand, coordination with related administrative units, service records, and periodic evaluation. This redesign preserves the main value of the program, namely providing flexible access for citizens with time constraints, while also improving efficiency and accountability.

The broader lesson from this study is that public service innovation must be maintained through evaluation, not merely through formal recognition. Innovation success should not be measured only by whether the original program form continues. It should also be measured by whether the organization can learn from evidence and adapt the program to changing public needs. For local governments, this means that evaluation should become an integral part of the innovation cycle, from idea formulation to implementation, monitoring, redesign, and institutional learning.

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