

EFFECTIVENESS OF CIVIL PROTECTION UNIT POLICY IMPLEMENTATION IN MANAGING PUBLIC ORDER AND SECURITY IN THE 2024 BANDUNG ELECTIONS

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ABSTRACT

This study aims to evaluate the effectiveness of the policy implementation regarding the assignment of the Civil Protection Unit (Satlinmas) in maintaining order, peace, and security during the 2024 Simultaneous General Elections. The research focuses on identifying the roles, recruitment mechanisms, capacity building efforts, and implementation challenges encountered in deploying Satlinmas as Order Officers at polling stations (TPS). A qualitative approach was employed, utilizing data collection techniques such as document analysis, interviews, and field observations. Bandung City was selected as the research site due to its dynamic Satlinmas involvement during the elections. The findings indicate that despite clear regulations concerning the role of Satlinmas, several implementation gaps persist in recruitment, training, and the distribution of personnel across polling stations. The lack of synergy among Satpol PP, Linmas Task Force, and the National Unity and Politics Agency (Kesbangpol), along with limited budget allocation, was identified as a significant obstacle in optimizing the function of Satlinmas. These findings underscore the need for a more effective policy reformulation in assigning and empowering Satlinmas. The study recommends continuous training programs, enhanced inter-agency coordination, and adequate budget provision to support the effective role of Satlinmas in ensuring safe and orderly elections.

Keywords: Effectiveness; Civil Protection Unit (Satlinmas); Simultaneous General Elections; Polling Station Security; Policy Implementation.

INTRODUCTION

The Simultaneous General Election held on February 14, 2024, represented the most significant democratic event in Indonesia — and even globally — involving more than 204 million voters to elect the President and Vice President, as well as thousands of legislative representatives at both the national and regional levels. The organization of the election across more than 820,000 polling stations (TPS) throughout the Indonesian archipelago served not only as a political milestone but also as a significant test of public order, peace, and security. In this regard, the role of the Community Protection Unit (Satlinmas) was a vital element in ensuring the smooth implementation of the democratic process at the grassroots level, particularly in maintaining security and public order at polling stations. As part of the

mandatory governmental affairs related to basic public services, the matters of public order, public peace, and community protection are firmly regulated under Law Number 23 of 2014 and further strengthened by various implementing regulations, including Minister of Home Affairs Regulation Number 10 of 2009 and General Election Commission Regulation Number 8 of 2022. According to Setio Nugroho & Supardal (2022) in their journal, Satlinmas makes a significant contribution to the enforcement of public order, public peace, and community protection through a range of activities, including early detection and prevention, education and community outreach, patrolling and security operations, escort and management of demonstrations, and law enforcement efforts.

However, as stated by Wahab (2008), public policy often encounters an implementation gap, namely the disparity between what policy makers design and what occur in practice. In the context of elections, this gap may arise when regulations concerning the role of Satlinmas are not optimally implemented, whether due to limitations in human resources, lack of training, or weak coordination among implementing agencies. This situation reinforces the view that the implementation of general elections has not yet fully succeeded in becoming an effective instrument for driving the desired social transformation. (Subiyanto, 2020)

The role of Satlinmas in the administration of elections is based on various regulations, including Law No. 7 of 2017 on General Elections, the General Election Commission Regulation No. 8 of 2022, and the Minister of Home Affairs Regulation No. 10 of 2009. These regulations explicitly mandate the assignment of two Satlinmas members at each polling station (TPS) to maintain order, public peace, and security. Nevertheless, the effectiveness of this policy's implementation largely depends on the readiness and institutional capacity at the regional level, including recruitment processes, training and development, inter-agency synergy, and budgetary support. Public policies may fail in their implementation due to mismatches between the formulated policy and the actual conditions on the ground, whether due to weaknesses in the implementing agents or structural obstacles.

A preliminary review of the relevant literature indicates that, although studies have been conducted regarding the role of Satpol PP and Satlinmas within the broader context of public order, community peace, and community protection (Trantibumlinmas), there remains a lack of research specifically addressing the effectiveness of Satlinmas assignments in the administration of Simultaneous Elections. Existing studies, such as those by (Lasahido et al., n.d.) and (Adji Wibowo, 2021) They tend to focus more on the aspects of inter-agency coordination and synergy within the broader context of public order, rather than within the specific framework of elections. Moreover, empirical studies on the 2024 Simultaneous Elections themselves have been limited in discussing the effectiveness of Satlinmas assignments at polling stations. Therefore, in evaluating the effectiveness of policy implementation in this research, the study employs the administrative evaluation framework proposed by William Dunn, which includes effort evaluation, performance evaluation, effectiveness evaluation, efficiency evaluation, and process evaluation.

Despite the formal recognition of Satlinmas' institutional role and the well-established regulatory framework, there is still a dearth of empirical data evaluating the true efficacy of policy implementation. To date, no comprehensive scientific inquiry has systematically evaluated the extent to which the policy functions in practice or identified the specific constraints encountered during its operationalization. With a focus on the mechanisms of recruitment, capacity building, and the deployment of Satlinmas personnel at polling stations (TPS) during the Simultaneous Elections, this study provides a significant contribution by critically analyzing the implementation gap between the policy design and its field-level execution.

The purpose of this study is to evaluate the effectiveness of policy implementation in assigning Satlinmas members to maintain public order, peace, and security during the 2024 Simultaneous Elections in Bandung City. The study examines explicitly implementation gaps related to recruitment, training, inter-agency coordination, and resource adequacy. It further aims to develop evidence-based recommendations to strengthen the future deployment and operational readiness of Satlinmas in electoral settings.

RESEARCH METHOD

This study employed an analytical qualitative approach designed to examine and interpret the effectiveness of policy implementation concerning the assignment of Satlinmas members in maintaining public order, peace, and security during the 2024 Simultaneous Elections in Bandung City. This approach goes beyond mere description by analyzing patterns, contextual factors, and implementation dynamics to provide a deeper understanding of how the policy operates in practice. The subjects of this research include various parties directly or indirectly involved in the assignment of Satlinmas as polling station order officers (Petugas Ketertiban TPS), such as Satlinmas members, Satpol PP officials from Bandung City, Satlinmas Task Force (Satgas Linmas), the National Unity and Political Agency (Kesbangpol), PPS and PPK Chairpersons, as well as village-level officials serving as Kasatlinmas. The number of informants in this study is determined through purposive sampling based on their roles and the relevance of their involvement in the policy's implementation, while also considering regional variation and dynamics in Bandung City's elections.

RESULTS AND DISCUSSION

The research locations include Cibiru Subdistrict, with research conducted in Cipadung Village and Cisurupan Village; Cinambo Subdistrict with research in Babakan Penghulu Village; Gedebage Subdistrict with research in Rancabolang Village; and Panyileukan Subdistrict, with research conducted in Cipadung Kulon Village. The General Election Commission (KPU) of Bandung City has compiled a total of 1,872,381 names on the Permanent Voter List (DPT) for the 2024 Elections. The Chairperson of the KPU Bandung City, Suharti, stated that out of the total DPT of over 1.8 million, 926,295 are male voters, and 946,086 are female voters.

To ensure the implementation of the Simultaneous General Election (Pemilu) on February 14, 2024, the Public Order Police Unit (Satpol PP) of Bandung City has deployed 354 personnel. These 354 officers consist of 104 Satlinmas members from the city and 250 Satpol PP officers from Bandung City. Meanwhile, the total number of Linmas members in Bandung City, adjusted to the number of polling stations (TPS), amounts to 7,249 personnel.

Table 1. The number of polling stations (TPS) and the number of polling station order officers (Petugas Ketertiban TPS) at the research locations across four subdistricts and 16 villages.

No	Subdistrict	Village	Number of Polling Station (TPS)	Number of Polling Station Order Officers (Petugas Ketertiban TPS)
1	Cibiru	Cipadung	67	134
		Cisurupan	40	80
		Palasari	67	134
		Pasir Biru	51	51
Number of Polling Stations (TPS) and Number of Polling Station Order Officers (Petugas Ketertiban TPS)			225	450
2	Panyileukan	Cipadung Kidul	43	86
		Cipadung Kulon	38	76
		Cipadung Wetan	9	18
		Mekar Mulya	21	42
Number of Polling Stations (TPS) and Number of Polling Station Order Officers (Petugas Ketertiban TPS)			111	222
3	Cinambo	Babakan Penghulu	21	42
		Cisaranten Wetan	17	34
		Pakemitan	16	32
		Sukamulya	16	32
Number of Polling Stations (TPS) and Number of Polling Station Order Officers (Petugas Ketertiban TPS)			70	140
4	Gedebage	Cimincrang	12	24
		Cisaranten Kidul	62	124
		Rancabolang	32	64
		Rancanumpang	15	30
Number of Polling Stations (TPS) and Number of Polling Station Order Officers (Petugas Ketertiban TPS)			121	242

Sources from the General Election Commission (KPU) of West Java Province 2024

The stages in the implementation of the Simultaneous General Elections include the Recruitment Stage for polling station order officers (Petugas Ketertiban Tempat Pemungutan Suara - TPS), referring to the letter from the General Election Commission (KPU) of Bandung City No. 483/PP.04.1-SD/3273/2023 regarding the Recruitment of Polling Station Order Officers (TPS) for the 2024 General Election; the Formation Stage for Satlinmas officers for TPS order, consisting of 2 officers per TPS, referring to the provisions regarding the Requirements for the Formation of Community Protection Unit Officers in Minister of Home Affairs Regulation (Permendagri) No. 26 of 2020 and General Election Commission

Regulation (Peraturan KPU) No. 8 of 2022; the Health Examination Stage for polling station order officers; and the Capacity Building Stage for Satlinmas and Satgas Linmas members throughout Bandung City. The implementation of capacity building for polling station order officers is conducted in the form of Technical Guidance (BIMTEK) in accordance with Permendagri No. 42 of 2017, Article 2, with the goals to: (1) Improve the knowledge, skills, attitudes, and behavior of Satlinmas members. (2) Enhance the ability of Satlinmas members in performing their duties, assisting in disaster management, security, peace, public order, social community activities, as well as handling public order, security, and peace during the implementation of elections and regional elections, and national defense efforts.

The research findings indicate that the implementation of the policy regarding the assignment of Satlinmas members as polling station order officers (Petugas Ketertiban TPS) in the 2024 Simultaneous General Elections in Bandung City has not been fully effective. Although the regulations governing the role and duties of Satlinmas are clearly in place, several implementation gaps were found in the field.

First, in terms of recruitment, several instances indicate that polling station order officers (Petugas Ketertiban TPS) were not selected from the existing pool of registered or experienced Satlinmas members. Instead, individuals were appointed on short notice without undergoing the required preparatory training. Such ad-hoc recruitment practices undermine the professionalism and readiness expected of security personnel, resulting in a limited understanding of operational procedures, unclear role awareness, and a reduced capability to manage potential disturbances during the voting process. Consequently, these gaps contribute to inefficiencies in maintaining order and may compromise the overall quality of electoral security at the polling stations.

Second, the capacity-building aspect of Satlinmas members remains uneven and insufficiently institutionalized. Field observations and interview data suggest that a significant proportion of Satlinmas personnel did not receive standardized or scenario-based training prior to their deployment at polling stations. As a result, many officers demonstrated a limited comprehension of key operational competencies, including security procedures, public order management, and basic conflict resolution techniques, which are crucial during the various stages of the election process. This condition reflects a broader structural constraint in the preparedness system, where training modules, frequency, and quality assurance mechanisms are not uniformly implemented across administrative levels. The findings of Santari Santari et al., (2024) A study conducted by researchers who evaluated the strengthening of Satlinmas' role similarly highlights that sustained and systematic capacity building is a critical prerequisite for enhancing the operational effectiveness and institutional performance of Satlinmas. Their research underscores the necessity for continuous professional development, regular refresher training, and competency-based assessments to ensure that Satlinmas members are adequately equipped to perform their mandated roles during high-stakes events such as the Simultaneous Elections.

Third, coordination among key stakeholders, namely Satpol PP, Satgas Linmas, Kesbangpol, and the PPS, continues to operate in a fragmented and sectoral manner.

Evidence from the field illustrates that an integrated planning mechanism or a unified data management system has not yet supported inter-agency collaboration. This lack of institutional synergy is particularly evident in the processes of strategic planning, personnel data verification, and the distribution of Satlinmas members across polling stations. As a result, disparities in office deployment persist, not only in terms of the quantity of personnel assigned but also in their competency levels. These coordination gaps create inefficiencies in aligning operational needs with available resources, thereby diminishing the overall effectiveness of Satlinmas deployment during the electoral process. A more coherent and standardized coordination framework is therefore essential to ensure balanced resource allocation and to strengthen collective institutional performance at the TPS level.

Fourth, the best preparation and operational readiness of Satlinmas members are still hindered by financial limitations at the village and municipal levels. Local governments are unable to guarantee minimum service standards for staff deployment, acquire necessary operational equipment, and offer standardized training due to financial constraints. Inadequate funding often results in training programs that are either eliminated in some areas, delivered inconsistently, or have their scope reduced. In a similar vein, basic protective gear, communication tools, and identification features are examples of essential equipment that are not always available in sufficient quantities. This resource deficit is consequential, as the effectiveness of Satlinmas in fulfilling its mandate is intrinsically linked to the availability of sufficient institutional support. Without adequate investment in capacity building and material resources, Satlinmas members face structural constraints that limit their ability to perform their tasks effectively, particularly during high-pressure situations such as the Simultaneous Elections.

1. Implementation of the Assignment of Satlinmas in Handling Public Order, Public Tranquility, and Security During the 2024 Simultaneous General Election in Cibiru Subdistrict, Bandung City.

From interviews with 26 members of the Satgas Linmas in Cibiru Subdistrict, Bandung City, it was found that they were recruited or selected from Satlinmas members in each village who met the requirements outlined in Minister of Home Affairs Regulation (Permendagri) No. 26 of 2020. Therefore, the presence of Satgas Linmas members in Cibiru Subdistrict represents the membership of Satlinmas from each village in the subdistrict.

An interview with the Head of Satgas Linmas in Cibiru Subdistrict, who is also the ex officio Head of Public Order and Security (Kasi Trantibum), provided an overview of the recruitment mechanism, operational costs, and the execution of Satlinmas duties in preparation for each stage of the election.

The presence of Satlinmas members in Cibiru Subdistrict is multifaceted, spanning from the grassroots level, where community organizations such as RT (Neighborhood Associations) and RW (Community Units) are established, to the village level. The operational costs of Satlinmas' duties and functions at the RT and RW levels are covered through self-help contributions from the community. Every month, each RT community

collects contributions to support the operational tasks of Satlinmas members at their respective RT. Through the mandatory monthly contributions from each household head, Satlinmas members receive honorariums as compensation for their time and efforts in carrying out public order and security (Trantibumlinmas) services in their area. The number of Satlinmas members at the RT and RW levels is adjusted according to the community's ability to contribute to the operational costs of Satlinmas duties. Thus, although the normative minimum is 25 Satlinmas members per RT, the actual number may vary significantly, either much lower or higher, depending on the community's contribution capacity.

The implementation of the assignment of Satlinmas in handling public order, public tranquility, and security during the 2024 Simultaneous General Election, including the preparation stage, campaign, quiet period, voting, and election result determination, as well as the stage of seat allocation, selected candidates, and oath-taking, has been carried out in accordance with the Standard Operating Procedures (SOP). However, during the implementation stage, it has not fully effective due to a shortage of Satlinmas members and the vastness of the areas under Satlinmas' jurisdiction.

2. Implementation of the Assignment of Satlinmas in Handling Public Order, Public Tranquility, and Security During the 2024 Simultaneous General Election in Panyileukan Subdistrict, Bandung City.

Administratively, Panyileukan has 37 Rukun Warga (RW) and 185 Rukun Tetangga (RT). The population of Panyileukan in the second semester of 2019 was 39,277, with 19,772 males and 19,505 females. Cipadung Kidul has the highest population (15,169), while Cipadung Wetan has the lowest (3,446).

The implementation of the assignment of Satlinmas in handling public order, public tranquility, and security during the 2024 Simultaneous General Election, including the preparation stage, campaign, quiet period, voting, election result determination, as well as the stages of seat allocation, selected candidates, and oath-taking, has been carried out according to the Standard Operating Procedures (SOP). However, during the implementation stage, it has not been fully effective due to the shortage of Satlinmas members and the vast coverage area that falls under Satlinmas' responsibility.

3. Implementation of the Assignment of Satlinmas in Handling Public Order, Public Tranquility, and Security During the 2024 Simultaneous General Election in Cinambo Subdistrict, Bandung City.

Cinambo Subdistrict, which is a result of the expansion from the parent subdistrict Ujung Berung, has an area of approximately 454.93 hectares. Administratively, Cinambo Subdistrict comprises four villages: Cisaranten Wetan, Babakan Penghulu, Pakemitan, and Sukamulya.

The implementation of the assignment of Satlinmas in handling public order, public tranquility, and security during the 2024 Simultaneous General Election, including the preparation stage, campaign, quiet period, voting, election result determination, as well as the

stages of seat allocation, selected candidates, and oath-taking, has been carried out in accordance with the Standard Operating Procedures (SOP). However, during the implementation stage, it has not been fully effective due to the shortage of Satlinmas members and the vast coverage area that falls under Satlinmas' responsibility.

4. Implementation of the Assignment of Satlinmas in Handling Public Order, Public Tranquility, and Security During the 2024 Simultaneous General Election in Gedebage Subdistrict, Bandung City.

The implementation of the assignment of Satlinmas in handling public order, public tranquility, and security during the 2024 Simultaneous General Election, including the preparation stage, campaign, quiet period, voting, election result determination, as well as the stages of seat allocation, selected candidates, and oath-taking, has been carried out in accordance with the Standard Operating Procedures (SOP). However, during the implementation stage, it has not been fully effective due to the shortage of Satlinmas members and the vast coverage area that falls under Satlinmas' responsibility.

The number of Satlinmas members, which is not proportional to the vast area being secured during the 2024 General Election, presents a significant challenge in all four subdistricts studied, in addition to issues related to capacity and infrastructure. A similar finding was also highlighted in the journal by (Gunawan, 2015), which emphasizes that the vastness of the operational area is a significant challenge to the effectiveness of Satlinmas and similar task forces. The limitations in human resources and infrastructure exacerbate this situation, necessitating targeted strategies to enhance operational effectiveness in large areas.

5. Effectiveness of the Implementation of the Satlinmas Assignment Policy in Handling Public Order, Public Tranquility, and Security during the 2024 Simultaneous General Election in Bandung City.

The implementation of the Satlinmas assignment policy in handling public order, public tranquility, and security during the 2024 Simultaneous General Election in Bandung City. In its implementation phase, the policy has been carried out in accordance with the legal framework set by the government of Bandung City. However, there are several weaknesses in its implementation, such as some policies being unsupported by sufficient infrastructure and facilities. As a result, the duties and authorities of Satlinmas were neglected due to the limited number of personnel assigned to Satlinmas.

Budi Winarno (2012) stated that the effectiveness of implementation does not only depend on clear regulations but also on the ability of the implementers to translate policies into tangible actions. Therefore, in the case of Bandung City, although the regulations are clear and procedures have been followed, operational limitations, such as personnel shortages and logistics, have hindered the policy's full effectiveness in meeting the needs on the ground.

Inter-agency coordination is a determining factor in the success of election security. A study in Sukabumi City revealed that a lack of unified action, insufficient communication,

and suboptimal division of labor among agencies can hinder the effective handling of security issues, including those related to elections. (Audina et al., 2019).

The 2024 Simultaneous Elections present specific challenges in terms of effectiveness, particularly in terms of regulatory readiness, community participation, and resource management. Defretes (2023) highlights that although previous simultaneous elections showed an increase in voter participation to 81.93%, the complexity of the system implemented, including the heavy workload for organizers, has affected the quality of the elections and the potential for disputes, particularly in the Regional Head Elections (Pilkada). The simultaneous execution across various levels of government requires logistical readiness, accurate voter data, and the involvement of competent human resources.

6. Efforts to enhance the effectiveness of policy implementation regarding the assignment of Satlinmas in maintaining public order, peace, and security during election administration

One of the tasks in community protection (Linmas) is to provide technical services aimed at maintaining and enhancing the people's resilience against disturbances and threats from various fields. This involves coordinating with other agencies to prevent and manage disaster impacts, as well as facilitating the election process. (Anyik, 2019). Several policy efforts have been implemented by the City of Bandung government, including programs for developing the potential and empowering Satlinmas. These programs aim to increase Linmas's awareness of security and environmental comfort disturbances before and after the 2024 simultaneous elections, through the development and enhancement of Linmas members.

Pramono & Kinasih, (2020) According to the journal Research Fair Unisri, the effectiveness of Satlinmas's role in maintaining public order and security can be enhanced through empowerment programs that incorporate training, education, increased participation, and preparedness for emergencies. The study also highlights that strengthening the organization and empowering Satlinmas are key elements in building an optimal community protection strategy.

The capacity building of Satlinmas can also be carried out through training and education that not only enhances individual capacity but also strengthens their involvement in maintaining environmental security and supporting local economic activities. This approach demonstrates that empowering Satlinmas can have a broad positive impact on the community ((Winarko & Mursyidah, 2024).

Through the Disaster Prevention and Preparedness Program, this initiative also aims to reduce disaster risks that are integrated into every dimension of society's dynamic development. The Disaster Rehabilitation and Reconstruction Program is aimed at recovery after a disaster, both before the implementation of the election and after the simultaneous 2024 election in the city of Bandung.

CONCLUSION

Based on the results of the research and discussion, the following conclusions can be drawn that the implementation of Satlinmas duties in maintaining peace, order, and security during the 2024 Simultaneous Elections in Bandung City has been carried out in accordance with the applicable regulations at all stages, including preparation, coordination, consolidation, and execution, based on the General Election Commission (KPU) Regulation No. 03 of 2018, the Ministry of Home Affairs Regulation (Permendagri) No. 26 of 2020 on the Implementation of Tribumtranlinmas, and the Decree of the KPU of Bandung City No. 422 of 2024 on the Appointment of Security Personnel for Voting Places in all Subdistricts of Bandung City.

The implementation of the Satlinmas assignment policy in handling peace, order, and security during the 2024 Simultaneous Elections in Bandung City has not been fully effective, both in the preparation phase, campaign, quiet period, voting, and the determination of election results, as well as the phase of determining seat allocations, elected candidates, and the oath-taking ceremony. The improvement of human resources (HR) for Satlinmas membership remains limited, with no rewards or recognition for exemplary personnel, and budget facilities are also minimal.

Based on the findings of this study, several improvements are expected to strengthen future policy implementation, particularly regarding the deployment of Satlinmas during the 2024 Simultaneous General Elections in Bandung City, West Java Province. Increasing the number of Satlinmas personnel is essential to enhance operational effectiveness in maintaining order, security, and safety at polling stations (TPS) during both pre-election and post-election phases. Equally important is the provision of adequate supporting infrastructure and facilities to ensure that Satlinmas members can perform their duties efficiently in safeguarding public order, peace, and security throughout the electoral process.

This research also provides significant contributions to both policy practice and academic discourse. Practically, the study identifies critical implementation gaps and offers evidence-based recommendations for improving recruitment mechanisms, capacity building, inter-agency coordination, and resource allocation for Satlinmas. Academically, the study enriches the body of literature on public policy implementation in the context of local security governance, particularly by applying an analytical qualitative approach to assessing the alignment between policy content and field-level execution. The insights generated contribute to a deeper understanding of how institutional readiness, organizational capacity, and multi-actor coordination shape the effectiveness of security-related public policies during major democratic events.

RECOMMENDATION

These recommendations are based on research findings. *First*, strengthen recruitment governance. Some polling station order officers were hired on an as-needed basis and did not come from the pool of registered or trained Satlinmas members, according to the study. To address this, hiring procedures must comply with current laws by ensuring that every employee stationed at polling places is a verified, registered, and suitably trained

Satlinmas member. Local governments should also develop and maintain an updated personnel database to prevent last-minute recruitment practices that compromise operational readiness. *Second*, standardize and institutionalize training programs. Findings indicated that most Satlinmas personnel did not receive standardized or scenario-based training prior to their assignment. Therefore, a structured and mandatory training framework should be institutionalized at the municipal and village levels. The training must include key competencies such as public order management, security procedures, communication skills, and conflict resolution techniques. Scenario-based exercises should also be integrated to prepare officers for real election-related situations.

Third, enhance budget allocation and resource provision. The provision of sufficient training and necessary operational equipment was found to be significantly hampered by budgetary constraints at both the city and village levels. In response, local governments should increase budget allocations specifically dedicated to Satlinmas capacity building and logistical support. To guarantee that protective gear, communication tools, and equipment are distributed fairly based on TPS risk levels, a need-based resource mapping system should be implemented. *Fourth*, establish post-election evaluation mechanisms. To prevent the recurrence of implementation gaps, a systematic post-election evaluation (after-action review) should be institutionalized. This evaluation must assess recruitment processes, training adequacy, coordination effectiveness, and operational challenges encountered at TPS. The resulting evaluation report should be disseminated to all relevant agencies to guide evidence-based improvements for future election cycles.

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