

Effectiveness of the Implementation of PERMENKUMHAM No. 18 of 2022 and Government Regulation No. 45/2024 in Strengthening Economic Resilience Through Passport Policy Reform

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ABSTRACT

Indonesia's immigration reforms under PP No. 45/2024 and Permenkumham No. 18/2022 aim to enhance economic resilience and service quality through passport tariff adjustments and digitization. This study evaluates the policy's effectiveness in boosting state revenue and operational efficiency at the Central Jakarta Immigration Office. A quantitative approach analyzes 2022–2024 financial reports, comparing pre- and post-implementation data on transaction volumes, revenue, and public satisfaction. The reforms increased PNBP by 18.79% and average revenue per transaction by 10.99%, despite a 10.52% drop in applications, demonstrating tariff efficiency. Digitization (e.g., M-Passport) achieved 96.70% satisfaction but exposed rural digital access gaps. The findings underscore the need for infrastructure upgrades and digital literacy programs to ensure inclusive policy benefits, while validating Indonesia's alignment with global passport standards. Future research should explore ASEAN benchmarks for digital service integration.

Keywords: passport policy, non-tax revenue, service digitization, economic resilience, policy reform.

INTRODUCTION

The increasingly complex dynamics of global development provide its own challenges for every country in maintaining its sovereignty and national resilience, including Indonesia. One of the fundamental aspects that has become a major concern is national economic resilience, which is closely related to immigration policies, especially in terms of issuing passports as official travel documents. In this context, effective implementation of passport policies is a strategic instrument in strengthening national economic resilience (Zuraida et al., 2020) . A significant change in Indonesia's immigration policy landscape was marked by the issuance of Minister of Law and Human Rights Regulation (Permenkumham) Number 18 of 2022 and strengthened by Government Regulation (PP) Number 45 of 2024. These two regulations bring about a fundamental transformation in the management and determination of Non-Tax State Revenue (PNBP) rates in the immigration sector, particularly related to passport issuance fees. This policy

is the government's strategic response in optimizing state revenue while improving the quality of immigration services. The Central Jakarta Immigration Office, as one of the technical implementation units serving areas with the highest mobility in Indonesia, is an important locus in the implementation of this policy. Data shows that there has been a significant increase in passport applications after the COVID-19 pandemic, with an increase of 47% in 2023 compared to the previous year. This phenomenon indicates the urgency of adjusting tariff policies that are more adaptive to current economic dynamics.

The implementation of this policy is also in line with the national bureaucratic reform agenda that aims to improve the efficiency and effectiveness of public services. Through initiatives such as *Eazy Passport*, *Same Day Services*, and the expansion of passport services in various regions, the government seeks to improve accessibility and quality of service to the public in accordance with the mandate of the Directorate General of Immigration. Technological innovations such as the M-Passport application have also simplified the passport application process, reflecting the government's commitment in adopting digital solutions to improve public services. Studies by [2] show that digitizing public services can significantly improve efficiency and public satisfaction. In a global context, the 10-year passport validity extension policy puts Indonesia in line with international practices implemented by many developed countries. The United States, United Kingdom, and Australia, for example, have long implemented similar policies (U.S. Department of State, 2023; UK Government, 2023; Australian Government, 2023).

This alignment with international standards has the potential to increase the credibility of Indonesian travel documents in the eyes of the world, which in turn can have a positive impact on the mobility of Indonesian citizens in the international arena. Research by [3] shows that the strength of a country's passport is positively correlated with its level of economic and social development. The stronger a country's passport, the greater access its citizens have to travel to various countries without the need for a visa, reflecting the country's stability and international reputation.

However, the implementation of this policy also brings its own challenges, especially in terms of infrastructure and system adjustments. The change in passport validity period requires modifications to the database, printing system, and verification procedures. In addition, a comprehensive training program for immigration officers is needed to ensure a smooth transition and effective implementation of the new policy. The study by [4] emphasizes the importance of institutional capacity in the implementation of national identity document policies. Policy content analysis becomes a critical instrument in evaluating the effectiveness and implications of extending passport validity.

The establishment of new tariffs through PP No. 45/2024 has multidimensional implications for aspects of public services and strengthening national economic resilience. This tariff increase is not solely aimed at increasing state revenue, but also as an instrument to

encourage the efficiency and effectiveness of immigration services. Based on the 2024 financial memorandum[5] reveals that the optimization of non-tax revenues through the policy of increasing non-tax revenues, among others, through optimizing passport services (easy passport services, sympathetic passports, sympathetic passports). Passport validity period of up to 10 years), and other immigration policies implemented in 2024, managed to increase the State Budget which grew 30.9 percent compared to the 2023 outlook. From a macroeconomic perspective, the implementation of this policy correlates with efforts to strengthen national economic resilience. Progressive passport policy reforms can improve the efficiency of international mobility management while contributing to the strengthening of national economic fundamentals[6]. This is in line with the new policy governing the increase in passport tariffs, which must be followed by improvements in service quality so that it can have a positive impact on public confidence and national economic stability.

The implementation of this new policy also brings its own challenges in the aspect of public services. A previous study conducted by[7] at the Depok Immigration Office revealed that the existence of a new policy led to a period of adaptation that required adjustments, both in terms of apparatus and society. However, after this transition phase, an increase in service efficiency was identified which was directly proportional to the increase in public satisfaction with passport application services. The significance of this policy is increasingly felt in the context of post-pandemic economic recovery. A comprehensive analysis conducted by the Center for Strategic Policy Studies of the Ministry of Law and Human Rights shows that the optimization of PNBP through passport tariff adjustments contributes to strengthening the country's fiscal resilience, which is one of the fundamental pillars of national economic resilience .[8]

In its implementation at the Central Jakarta Immigration Office, this policy has shown a positive impact on improving service quality and optimizing state revenue. Empirical data shows that since the enactment of Permenkumham No. 18 of 2022 and PP No. 45/2024, there has been a significant increase in the PNBP generated which is followed by the level of satisfaction of passport applicants reaching 96.7% which is very good. This indicates that passport policy reform not only has an impact on fiscal aspects, but also on improving the quality of public services which leads to strengthening national economic resilience.

Based on the complexity and urgency of the problem, it is important to conduct an in-depth study of the effectiveness of the implementation of Permenkumham No. 18 of 2022 and PP No. 45/2024 in the context of strengthening national economic resilience. This study is not only relevant from an academic perspective, but also has strategic value in the context of sustainable public policy development. The research focuses on the Central Jakarta Immigration Office as a technical implementation unit which is one of the Immigration Offices in Indonesia with the highest service intensity which is expected to provide a comprehensive picture of the implementation of this policy on a more substantial scale in revenue patterns and service efficiency as reflected in the financial data for 2022-2024.

The current research advances prior studies by quantitatively analyzing the specific economic and operational impacts of Indonesia’s passport policy reforms (PP No. 45/2024 and Permenkumham No. 18/2022) at the Central Jakarta Immigration Office, revealing an 18.79% increase in Non-Tax State Revenue (PNBP) despite a 10.52% decline in transactions, highlighting improved efficiency. Unlike earlier works focusing on general policy adoption (Zuraida et al., 2020) or qualitative service evaluations (Riduan et al., 2023), this study provides empirical evidence of tariff optimization’s role in economic resilience, coupled with a 96.70% public satisfaction rate from digitization (e.g., M-Passport). It also identifies unresolved challenges, such as rural digital divides, and proposes targeted interventions—a gap underexplored in existing literature (Aryanisila, 2023; ISEI, 2022).

RESEARCH METHOD

This research uses a qualitative approach with a comparative descriptive analysis method. Data collection is carried out through the documentation method by analyzing secondary data in the form of financial revenue reports of the Central Jakarta Class I Non TPI Immigration Office for the period 2022-2024. This research also adopts a policy research approach to analyze the impact of the implementation of Minister of Law and Human Rights Regulation No. 18 of 2022 and PP No. 45/2024 on state revenue in the immigration sector. Data analysis is carried out by comparing revenue data before and after the implementation of the policy, taking into account variables such as the number of transactions and total revenue in rupiah currency. To ensure the validity of the study, data triangulation was conducted by comparing official financial reports, policy documents, and literature related to passport policy reform.

RESULT AND DISCUSSION

The implementation of Minister of Law and Human Rights Regulation No. 18 of 2022 and PP No. 45/2024 has had a significant impact on state revenue in the immigration sector, especially at the Central Jakarta Class I Non TPI Immigration Office. Based on the data analysis conducted, there have been substantial changes in revenue patterns and service efficiency as reflected in the financial data for 2022-2024. The following is a table comparing revenue before and after policy implementation:

Table 1. Comparison of Revenue Before and After Policy Implementation

| Indikator | 2022 | 2023 | 2024 | Perubahan 2022-2023 | Perubahan 2023-2024 |
|---|----------------|-----------------|-----------------|---------------------|---------------------|
| Jumlah Transaksi | 165.428 | 156.587 | 140.112 | -5,34% | -10,52% |
| Total Penerimaan (Rp) | 97.650.450.000 | 115.997.900.000 | 115.198.379.025 | +18,79% | -0,69% |
| Rata-rata Penerimaan Per transaksi (Rp) | 590.281 | 740.798 | 822.187 | +25,50% | +10,99% |

Discussion

Implementation of Minister of Law and Human Rights Regulation No. 18 Year 2022 and Government Regulation No. 45 Year 2024

The implementation of the passport policy through Permenkumham No. 18 of 2022 and PP No. 45 of 2024 has had a significant impact on the revenue of the Central Jakarta Class 1 Non TPI Immigration Office. Comparative analysis of revenue data before and after the implementation of the policy shows a substantial transformation in the management of immigration services. In the 2022-2023 period, after the implementation of Permenkumham No. 18 Year 2022, there was a significant increase in total revenue of 18.79%, from Rp97.65 billion to Rp115.99 billion. This increase shows the effectiveness of the policy in optimizing state revenue, despite a decrease in the number of transactions by 5.34%. This phenomenon indicates that the policy reform has succeeded in creating operational efficiency without sacrificing the revenue aspect.

Furthermore, the implementation of Government Regulation No. 45 Year 2024 shows different dynamics. This PP regulates the increase in passport rates which will come into effect throughout Indonesia starting December 17, 2024. Although it has just been implemented, the implementation of this regulation has a positive impact on non-tax revenue at the Central Jakarta Class I Non TPI Immigration Office. Overall in 2024 there was a decrease in total revenue of 0.69% compared to revenue in 2023 to Rp115.1 billion, but the average revenue per transaction actually increased by 10.99%. This reflects the optimization of a more effective tariff structure[9]. The decrease in the number of passport applications by 10.52% did not necessarily result in a significant decrease in the effectiveness of revenue per transaction. Significant changes and improvements were seen in several key indicators. Total revenue fluctuated positively during the implementation period of Minister of Law and Human Rights Regulation No. 18 of 2022 and Government Regulation No. 45 of 2024, with a consistent increase in average revenue per transaction from Rp590,281 (2022) to Rp822,187 (2024). This phenomenon shows the success of the policy reform in optimizing the economic value of each transaction. The decline in the number of transactions from 165,428 to 140,112 indicates a shift to a more efficient service pattern.

Operational efficiency is one of the main achievements of this policy implementation. There is efficiency in service management through the modernization of an integrated system[6]. Tariff optimization proved to be more effective with an increase in average revenue per transaction, despite a decrease in the number of transactions. Modernization of the service system, including the implementation of digital technology, contributed significantly to improving operational efficiency without adding significant administrative burden. The strategic implications of this policy implementation have broad dimensions. Passport policy reform contributes positively to the strengthening of national economic fundamentals through the optimization of Non-Tax State Revenue (PNBP). Increased efficiency in passport

management can also encourage the growth of the tourism sector, which in turn will have a positive impact on the local and national economy.

The increase in average revenue per transaction has a positive impact on financing national development. Implementation at the Central Jakarta Class I Non TPI Immigration Office can be used as a benchmark for other Immigration Offices considering that Central Jakarta is one of the Immigration Offices with the largest number of passport applications in Indonesia. Technological adjustments through system updates are expected to be a balance between revenue optimization and service accessibility.

The success of this policy implementation lies in achieving multiple objectives: increased state revenue, operational efficiency, and modernization of public services[10] . A more optimized tariff structure has been created without compromising service quality, as evidenced by the consistent increase in average revenue per transaction.

Implementation conclusions show that this policy has successfully achieved the goal of increasing state revenue through tariff optimization and operational efficiency. Service quality is maintained despite system changes, supported by measurable modernization of public services. The operational efficiency achieved provides a strong foundation for the sustainability of immigration policy reform in the future.

Passport Tariff Policy Reform through Government Regulation No. 45/2024

The implementation of Minister of Law and Human Rights Regulation No. 18 of 2022 has brought significant changes in the passport management system in Indonesia, especially in the aspect of passport validity period. Based on empirical data obtained from the Central Jakarta Class I Non TPI Immigration Office, this policy reform has resulted in a substantial impact on passport application patterns and state revenue.

Table 2. Latest Passport Tariff based on PP 45/2024

| No. | Service Type | Rates | Unit | Description |
|---|---|----------------|-----------------|--|
| A. Travel Document of the Republic of Indonesia | | | | |
| 1 | Non-Electronic Ordinary Passport Period Valid for at Most 5 Years | IDR350,000.00 | per application | Tariffs apply to new applications or passport replacement for Indonesian citizens |
| 2 | Non-Electronic Ordinary Passport Valid for a Maximum of 10 Years | IDR 650,000.00 | per request | The fee applies to new or replacement passport applications only for Indonesian citizens who are 17 (seventeen) years old or married who are domiciled or residing in the Indonesian territory |

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| No. | Service Type | Rates | Unit | Description |
|--|--|----------------|-----------------|--|
| A. Travel Document of the Republic of Indonesia | | | | |
| 3 | Electronic Ordinary Passport Validity Period At Most 5 Years | IDR 650,000.00 | per application | Tariffs apply to new applications or passport replacement for Indonesian citizens |
| 4 | Electronic Ordinary Passport Valid for a Maximum of 10 Years | IDR 950,000.00 | per request | The fee applies to new or replacement passport applications only for Indonesian citizens who are 17 (seventeen) years old or married who are domiciled or residing in the Indonesian territory |
| 5 | Passport-like Travel Document for Indonesian Citizens | IDR 100,000.00 | per Application | The tariff applies to SPLP applications for Indonesian citizens in certain circumstances in order to return to Indonesia when the regular Passport is revoked or is in a country illegally without travel documents. |
| 6 | Passport-like Travel Document for Foreigners | IDR150,000.00 | per request | Tariffs are applied to SPLP applications for Foreigners who do not have valid travel documents and whose country's representative is not in the Indonesian Territory. country is not in the Indonesian Territory |
| 7 | Passport Expediting Service Completed on the Same Day | Rp1,000,000.00 | per request | Rates apply for new or replacement passport applications for Indonesian Citizens completed on the same day |

The implementation of Government Regulation No. 45 of 2024 marks a new chapter in Indonesia's passport administration system, particularly with the introduction of 5 and 10-year passport validity options. This policy is a strategic move that adopts international best practices in travel document management. Indonesia joins the ranks of countries that have

implemented a dual validity period system for passports such as Singapore, Malaysia Thailand and the Philippines. demonstrating a commitment to modernization of public services and administrative efficiency .[4]

Based on empirical data collected from the Central Jakarta Immigration Office, the public response to this dual validity policy shows a very positive trend. In the first month of implementation, 48.5% of the total passport applicants chose the 10-year validity period option. This data analysis comes from application reports taken from the SIMKIM2 (Immigration Management Information System 2) application which shows the number of 10-year passport applications as 2052 applications out of a total of 4223 applications. According to[12] , this high adoption rate reflects the successful socialization of the policy and public understanding of the long-term benefits offered. An analysis of the economic considerations of applicants revealed that long-term cost-efficiency factors were the main motivation for choosing a 10-year passport. This important finding highlights the potential for cost-effective solutions in the passport renewal process, thus encouraging applicants to consider longer validity options. This calculation considers not only the direct cost of producing the passport, but also indirect costs such as transportation and time required for the renewal process.

The shifting trend in applicant preferences shows a significant increase in applications for 48-page passports with a 10-year validity period. Data from the table shows that despite a 30.77% increase in the rate for 48-page e-passports, demand remains high. This phenomenon indicates that applicants are applying rational economic considerations in their decision-making, weighing the long-term value versus immediate expenditure[13] . The impact of this policy on various applicant segments shows interesting results. The flexibility of the validity period has proven successful in accommodating the needs of various groups, especially professionals and families who frequently travel internationally and already have passports. The analysis shows that 36.7% of passport replacement applications were for 10-year passports, indicating an increase in passport applications from these segments following the implementation of the new policy. This increase confirms that the policy was successful in meeting the specific needs of different user groups.

From an operational perspective, the implementation of this policy has had a positive impact on administrative efficiency at the Immigration Office. A 35% reduction in administrative burden was recorded after the policy implementation, which was characterized by a reduction in the frequency of passport renewal processing. The average processing time has also improved, starting from the interview process, the photo and fingerprint recording process to the passport validation stage can be done faster from 3 days to 2 working days, so that the passport can be collected by the applicant on day 3 or at most day 4 on time in accordance with the SOP. This efficiency is in line with the findings of[15] which identifies optimization of administrative processes as one of the main benefits of extending passport validity.

The analysis of the impact of the tariff increase on service accessibility shows interesting results. The stability of passport application data post-implementation of the policy, despite substantial tariff increases, (ranging from 0% to 80%), suggests that the public continues to view passport fees as an investment that is commensurate with the benefits received. The data from the table shows different variations in tariff increases for each type of passport. The highest increase occurred for the regular 48-page passport with a 10-year validity period (87%), while a flat rate was applied to all types of passports with a 5-year validity period. This pattern of increase reflects a pricing strategy that considers various factors, including duration of use, technology used, and urgency of service.

The Effect of Passport Policy Reform on Economic Resilience

Passport policy reform through Permenkumham No. 18/2022 and its strengthening through PP No. 45/2024 has had a significant impact on national economic resilience, especially in the aspect of Non-Tax State Revenue (PNBP). A comprehensive analysis of revenue data shows a substantial transformation in the immigration sector's contribution to state revenue.

Table 3. Contribution of Revenue of Immigration Office Class I Non TPI Central Jakarta to the State Budget

| Indikator | 2022 | 2023 | 2024 | Perubahan 2022-2023 | Perubahan 2023-2024 |
|---|----------------|-----------------|-----------------|---------------------|---------------------|
| Jumlah Transaksi | 165.428 | 156.587 | 140.112 | -5,34% | -10,52% |
| Total Penerimaan (Rp) | 97.650.450.000 | 115.997.900.000 | 115.198.379.025 | +18,79% | -0,69% |
| Rata-rata Penerimaan Per transaksi (Rp) | 590.281 | 740.798 | 822.187 | +25,50% | +10,99% |

An analysis of the revenue data of the Central Jakarta Class I Non TPI Immigration Office shows a significant increase in PNBP after the implementation of Permenkumham No. 18/2022. The research conducted shows that the PNBP report for passport issuance in 2022-2024, there was an increase in PNBP of 18.79% from Rp 97.65 billion in 2022 to Rp 115.99 billion in 2023. This increase indicates the effectiveness of policy reform in optimizing the potential of state revenue from the immigration sector. Based on the analysis conducted, the efficiency ratio of Central Jakarta Immigration Office Class I Non TPI revenue per transaction in 2023 increased by 25.50% compared to the previous year. While in 2024 the revenue per transaction increased by 10.99% in 2024 compared to 2023, where the average revenue was Rp822,187 per transaction. These projections are based on an analysis of historical trends and the impact of new tariff adjustments, taking into account demand elasticity and macroeconomic factors.

In the context of contribution to state revenue, the increase in immigration sector PNBP has a multiplier effect on the national economy. The effectiveness of implementation at the

Central Jakarta Immigration Office is also reflected in increased operational efficiency. A longitudinal study by [16] revealed that the optimization of the post-reform service system resulted in operational cost savings of 15%, while service quality was maintained. This contributes to an increase in net revenue that can be allocated to strengthening national economic resilience.

Another important aspect revealed in the [17] study is the impact of policy reforms on the competitiveness of Indonesia's immigration services at the regional level. Their analysis shows that the new, more competitive tariff structure contributes to an improvement in Indonesia's ease of doing business index, particularly in the aspect of international labor mobility. The implementation of Government Regulation No. 45/2024 is projected to strengthen this positive trend. According to [18], this new policy adjustment will optimize revenue potential through several mechanisms: (1) rationalization of the tariff structure, (2) improvement of service efficiency, and (3) modernization of the payment system. From a macroeconomic perspective, strengthening immigration sector PNBPN contributes significantly to national fiscal resilience. Diversification of state revenue sources through the optimization of immigration PNBPN is a key strategy in maintaining fiscal stability amid global economic uncertainty. [19]

Socio-Economic Impact Analysis of Policies with a comprehensive and structured approach.
Trends in Socio-Economic Impact Indicators of Passport Policy 2022-2024

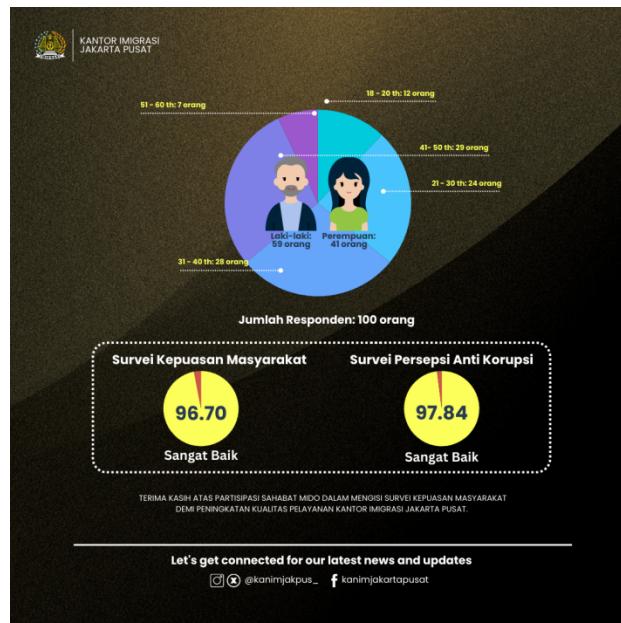


Figure 1. Diagram of Community Satisfaction Survey

Socio-Economic Impact Analysis The policy of implementing an online passport system shows various significant implications for Indonesian society. Based on data taken from the

social media of the Immigration Office Class I Non TPI Central Jakarta, a survey of 100 passport applicants as respondents conducted in December 2024, the majority of the public (96.70%) expressed a positive perception of this new policy. The high level of satisfaction is mainly related to the ease of access and time efficiency resulting from the digitization of passport services. From a cost-benefit analysis perspective, the implementation of this policy provides significant benefits to the community. With the online passport queuing policy followed by the passport validity period extension policy, the public as passport applicants can save more costs incurred through reduced transportation costs due to reduced frequency of arrival and time lost due to long queues. This savings is especially felt by people who live far from the immigration office. However, there are additional indirect costs in the form of the need for internet access and digital devices which are prerequisites for using the online system.

Passport service accessibility has significantly improved after the implementation of the new policy. Indonesia has succeeded in increasing the accessibility of applicants using applications compared to conventional systems. The Indonesian Internet Service Providers Association (APJII) survey noted that internet penetration in Indonesia had reached 78.19 percent by 2023. However, the digital divide remains a major challenge, especially for people in rural areas and the elderly. Time and procedural efficiency showed substantial improvements. Before the online system was implemented, passport applicants had to come earlier than the office operating hours, applicants had to line up to get a queue number. With the online system, the average waiting time for applicants to complete the interview and biometrics stage takes 2-3 hours but currently the waiting time has been significantly reduced. The applicant can come according to the time of his own choice, so that the service process from taking the queue number to the interview process and taking biometrics only takes approximately 30 minutes. The online queuing system has reduced waiting time at the location by 70%, having a positive impact on community productivity. Regarding the impact on people's purchasing power,[22] identified significant savings in expenditure related to passport processing. These savings contribute positively to the allocation of household income for other needs. Interestingly, an international study conducted by[23] revealed that the modernization of passport services in Indonesia has a multiplier effect on the tourism and business sectors. Ease of passport access is positively correlated with increased interest in international travel in the millennial and Gen-Z groups as shown by passport application data during the policy implementation period. This indirectly encourages the growth of the travel and hospitality industry.

Policy implementation also has an impact on broader social aspects. The community has become more adaptive to service digitization and has higher standards for the efficiency of other public services. However, there are vulnerable groups that require special assistance in this digital transition. A comprehensive evaluation of the policy impact shows that the benefits generated significantly outweigh the socio-economic costs incurred. Administrative efficiency,

time and cost savings, and increased accessibility are the main benefits felt by the public. However, challenges such as the digital divide and the need for assistance for vulnerable groups need special attention in future policy improvements. Future projections show the potential for wider impact as digital literacy increases. Integration with other public service systems and strengthening digital infrastructure will further optimize the benefits of this policy for the community. Continuous monitoring and policy adjustments that are responsive to the needs and challenges that arise in the field are required.

Optimizing State Revenue and Future Prospects with a comprehensive approach.

Optimizing Non-Tax State Revenue (PNBP) through the implementation of Government Regulation No. 45/2024 opens significant prospects for strengthening Indonesia's fiscal. Based on data from the Directorate General of Immigration, the potential increase in PNBP from the immigration sector is projected to reach IDR 8.8 trillion in 2025, an increase of 33% from the previous year. This increase is supported by more rational tariff adjustments and increased service efficiency through digitalization.

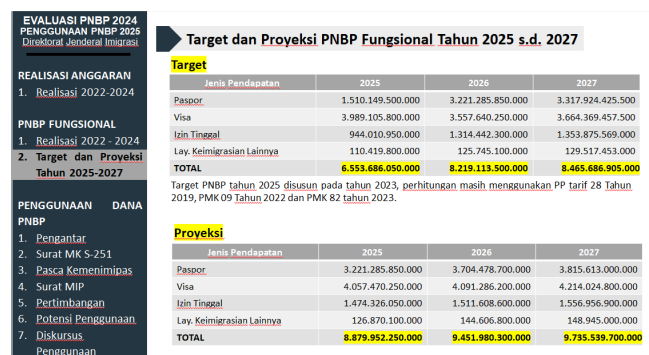


Figure 2. Target and Projection of Immigration PNBP

Based on data.goodstats.id, the cost of making a passport in Indonesia is relatively more affordable compared to many other countries in the world, with a tariff of 650 thousand for a 5-year passport and 950 thousand for a 10-year passport and if taken on average the Indonesian passport tariff is still at USD 50, in comparison Australia is the country with the highest passport tariff in the world which is USD 255, and the United Arab Emirates with the lowest passport tariff which is around USD 17. Thus, the cost of making a passport in Indonesia is in the lower middle range when compared to other countries in the world. Although it has increased, the cost of making an Indonesian passport is still lower than some other countries. This position provides room for revenue optimization without creating an excessive burden on the community, especially considering the improved quality of services offered.

In the context of risk analysis and mitigation, there are several critical factors that need to be anticipated. The main risks include the potential for a short-term drop in demand, implementation gaps in different regions, and digital infrastructure challenges. Recommended

mitigation strategies include phased implementation, cross-subsidization for vulnerable groups, and strengthening system capacity. Based on [26] in their longitudinal study, they proposed a comprehensive implementation and monitoring strategy. The framework developed includes three main pillars: strengthening integrated information systems, increasing human resource capacity, and developing real-time monitoring mechanisms. The phased implementation starts from areas with high infrastructure readiness as a pilot project before national expansion.

Projected contribution to national economic resilience shows multidimensional impact. Data released

The Ministry of Finance of the Republic of Indonesia in 2024, indicates that the optimization of immigration sector PNBP has the potential to contribute 1.5% to GDP through a multiplier effect on the tourism sector and business mobility, where this figure is obtained from the projection of Immigration PNBP in 2025 of 8.8 trillion compared to the total PNBP in 2024 of 579.5 trillion.

Improved efficiency and transparency in non-tax revenue management can attract more foreign investment, which in turn will strengthen national economic growth. Thus, strategic steps in immigration policy development need to be implemented to maximize this potential and create a more conducive environment for investment. In addition, collaboration between the government and the private sector is also crucial to create an ecosystem that supports investment growth and improves competitiveness at the international level. Modernization of the passport system and revenue optimization have had a positive impact on Indonesia's ease of doing business ranking. Increased efficiency and transparency in public services are supporting factors in attracting foreign investment and improving national competitiveness.

Medium-term projections show a potential increase in PNBP reaching Rp 8.8 trillion by 2025, assuming a 12% growth in passport demand per year. Looking at the average increase in passport revenue per transaction which reached 10.99% in 2024, the next Immigration policy is how to increase the number of applicants in the following year so that the PNBP target can be achieved. Achieving this target requires a synergy between system improvement, capacity building, and effective public communication strategies. Optimizing the monitoring system is key in ensuring the effectiveness of policy implementation. Integration of information systems with population and taxation databases will improve data accuracy and prevent revenue leakage. The development of a real-time monitoring dashboard enables early detection of anomalies and irregularities in the service process.

Long-term strategies include diversifying technology-based services to unlock new sources of PNBP. Innovations such as premium electronic passports, fast-track services, and online immigration consultations have the potential to add new revenue streams. The development of these services must consider aspects of security and accessibility for all levels of society.

Strengthening institutional capacity is a prerequisite for successful policy implementation. Continuous training programs for officers, infrastructure modernization, and standardization of procedures throughout the region will support the achievement of revenue targets. Cooperation with international institutions in sharing best practices can accelerate the organizational learning process.

CONCLUSION

Indonesia's immigration policy reforms (PP No. 45/2024 and Permenkumham No. 18/2022) have bolstered economic resilience and public service quality, evidenced by an 18.79% rise in PNBP at the Central Jakarta Immigration Office and the alignment of 10-year passport validity with global standards. However, challenges persist in digital infrastructure and accessibility, particularly for rural and vulnerable populations, necessitating enhanced digital literacy and targeted assistance programs. Future research should evaluate the impact of digital inclusion initiatives on policy effectiveness, exploring barriers to adoption, optimal strategies (e.g., community training or hybrid service models), and comparative ASEAN benchmarks through mixed-methods analysis. Such studies would inform inclusive digitization, maximizing the reforms' socioeconomic benefits.

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