Interdisciplinary Journal of Global and Multidisciplinary
IJGAM
ISSN xxxx-xxxx
+62852-3430-9925 https://jurnal-ijgam.or.id/ admin@jurnal-ijgam.or.id
Diterbitkan Oleh PT. RADJA POS MEDIA
Vol. 1, No. 2, July 2025 | Page. 231 - 240

THE FUEL CARD PROGRAM IN OPTIMIZING THE DISTRIBUTION OF SUBSIDIZED DIESEL FUEL IN TANJUNGPINANG 2025

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Keywords:

Evaluation Program, Fuel Card, Fuel Subsidy.

Abstract

The Fuel Card program is an innovation by the Tanjungpinang City Government through the Department of Trade and Industry to regulate the distribution of subsidized diesel fuel (BBM Solar) in a more orderly, efficient, and targeted manner. This program aims to address various issues such as long queues at fuel stations, fuel hoarding, and misuse of subsidized fuel. This study aims to evaluate the implementation of the Fuel Card program using William N. Dunn's program evaluation theory, which includes six indicators: efficiency, adequacy, effectiveness, equity, responsiveness, and accuracy. The research uses a descriptive qualitative approach by conducting interviews, observations, and documentation with informants from the Department of Trade and Industry, KB Bank, fuel stations (SPBU), and Fuel Card users. The findings indicate that the Fuel Card program has been fairly effective in minimizing misuse and controlling the distribution volume of subsidized diesel through a daily quota system. The program has also encouraged public compliance with administrative requirements, such as paying vehicle taxes. However, several challenges remain, such as the registration process being perceived as complicated and network disruptions during Fuel Card transactions. Nevertheless, these disruptions are temporary and the system reconnects shortly after, allowing services to resume. Therefore, although the program is considered relatively successful, ongoing evaluation and service improvements are still needed to fully achieve the program's objectives.

INTRODUCTION

Subsidized diesel fuel plays a vital role in the Indonesian economy as a primary energy source for transportation, agriculture, and fisheries. Tanjungpinang City, the capital of the Riau Islands Province, is experiencing rapid economic, transportation, and industrial development, which relies heavily on the distribution of subsidized diesel fuel to maintain the operational sustainability of various sectors. Diesel fuel is the primary fuel for public transportation, agriculture, and small and medium-sized industries, which rely heavily on smooth distribution to maintain their operational sustainability.

The Tanjungpinang City Government faces serious challenges related to the distribution of subsidized diesel fuel, which impacts many sectors, especially freight transport drivers. The city has seven gas stations spread across various strategic locations, namely the Brigjen Katamso gas station on Jalan MT Haryono Km 3, the Soekarno Hatta gas station on Jalan Soekarno Hatta, the Suka Berenang gas station on Jalan Ir. Sutami, the KM 7/Batu 7 gas station on Jalan DI Panjaitan Km 7, the Batu 8 Atas gas station on Jalan RH. Fisabilillah Km 8, the Batu 9 gas station on Jalan WR. Supratman Km 9, and the Batu 10 gas station which is accessible from Jalan AdiSucipto and DI Panjaitan. Several gas stations are experiencing significant distribution problems, particularly the gas stations on Jalan Ir. Sutami, Batu 10 gas station, and Jalan Raja Haji Fisabilillah which experience long queues involving private vehicles and dozens of trucks, causing severe traffic congestion (Sarmadani & Sinaga, 2024) .

This problem is exacerbated by the practice of shunting, where certain vehicles, such as trucks, fill up with large quantities of fuel to resell at higher prices. Police have arrested several trucks suspected of being involved in this practice, further exacerbating the queues at gas stations (Roland, 2024) . The impact of shunting creates an energy crisis for the community because the supply of subsidized diesel fuel becomes uneven, making it difficult for fishermen, truck drivers, and farmers who rely on subsidized fuel for their daily activities (Ismail, 2024) . The practice of shunting also has the potential to increase demand for subsidized diesel fuel, disrupting the distribution of non-subsidized fuel and causing an increase in non-subsidized fuel prices in the market, thereby affecting the operational costs of various industrial sectors (Qosyim, 2025) .

According to the Sales Branch Manager of PT Pertamina Tanjungpinang, M. Ryan Primananda, the subsidized diesel fuel quota distributed to Tanjungpinang City did not decrease with the distribution volume reaching 1,500 to 2,000 kiloliters from January to July 2024 which should be sufficient to meet the needs, but the increase in consumption is the main factor causing pressure on availability (Apriyani, 2024) . The Tanjungpinang City Industry and Trade Office has a vital role in managing and ensuring the distribution of subsidized diesel fuel based on Article 21 of Presidential Regulation Number 191 of 2014 which states that the Downstream Oil and Gas Regulatory Agency can cooperate with related agencies and local governments to carry out supervision of Certain Types of Fuel and Special Types of Fuel for Assignments. The Ministry of Home Affairs has also written to the Regional Secretaries of Provinces and regencies/cities throughout Indonesia as a form of follow-up to the mandate of Article 21 Paragraph 3 of Presidential Decree 191 of 2014 concerning verification and recommendations for JBT users which formulates seven sectors that play a role in facilitating the implementation of verification and issuance of recommendations for the implementation of subsidized fuel in regions that are cross-sectoral (Ministry of Home Affairs, 2024).

The Department of Trade and Industry (Disdagin) in collaboration with KB Bank implemented the Fuel Card program to improve distribution efficiency and ensure fuel is on target. This program aims to prevent fraud, purchase manipulation, and reduce queues at gas stations based on the Governor's circular regarding the distribution of certain types of subsidized fuel or diesel in the Riau Islands Province number B / 188.5 / 33 / B.EKBANG-SET / 2023 to control the distribution of subsidized diesel fuel and pay attention to the adequacy of the quota set by the government. According to the Head of the Trade Division of Tanjungpinang City, Fransiska Desiani Sirait, thousands of vehicles are registered in this program including private vehicles, freight transport, and public transportation with a total of 1,871 registrants from the Trade Office based on the Tanjungpinang fuel card website and 1,838 cards that have been issued and verified by the office through KB Bank.

The Fuel Card program limits the purchase of subsidized diesel fuel, namely private vehicles can purchase 20 liters per day, four-wheeled goods vehicles 30 liters per day, and six-wheeled vehicles and above 60 liters per day (Syafara, 2024) . Making a Fuel Card for private vehicles requires an ID card, vehicle registration certificate, current tax, vehicle photo, and engine frame photo, while for public or goods vehicles, an ID card, vehicle registration certificate, current tax, vehicle photo, vehicle inspection certificate, company-specific NIB, and a statement letter for vehicles with police numbers outside the Tanjungpinang area are required. Fuel Card user registration is done through registration and login on the website https://myfuelcardtanjungpinang.co with confirmation via WhatsApp and email.

Despite its goal of reducing misuse of diesel fuel distribution, the implementation of the Fuel Card system has actually led to a decline in sales and confusion among users. Since the policy was implemented on August 5, 2024, diesel consumption at the Batu 10 gas station has decreased drastically, from an average of six to seven tons per day to a maximum of just two tons per day. Batu 10 gas station supervisor, Rasyid, explained that the decline occurred because many truck drivers did not yet have Fuel Cards, making them unable to purchase diesel fuel. They were refused by officers and directed to apply for one immediately. Truck drivers also complained about the complicated process of obtaining Fuel Cards (Ismail, 2024) .

The fuel card program has been implemented for a year with the aim of controlling fuel distribution. However, despite showing positive results in some aspects, there has been no in-depth, ongoing evaluation to comprehensively assess its effectiveness. Controlling the distribution of subsidized diesel fuel in Tanjungpinang City is crucial given the high demand that is often not matched by targeted distribution. Without effective oversight, the potential for misuse of subsidies, such as distribution to unauthorized parties, could reduce the efficiency of state budget use and result in an imbalance in supply that is detrimental to the public, especially for vital sectors such as public transportation, agriculture, and fisheries, which are highly dependent on the smooth supply of this fuel.

This study aims to conduct a continuous evaluation of the implementation of the Fuel Card program with a focus on implementation and its impact on the participants involved. Through continuous evaluation, it is hoped that useful information can be obtained for future program improvements and development. The problem formulation in this study is how to evaluate the implementation of the Fuel Card program in optimizing the distribution of subsidized diesel fuel in Tanjungpinang City. The

objectives of the study are to determine whether the Fuel Card program has been effective in achieving the desired results as a controller of the distribution of subsidized diesel fuel and to determine the government's response to emerging obstacles and the steps taken to overcome these problems.

This research is expected to provide theoretical benefits in the form of increased understanding of program evaluation, distribution systems, and energy subsidy control mechanisms, especially related to subsidized Diesel Fuel, as well as contributing scientific contributions in the field of government science related to program evaluation to be used as a reference for subsequent researchers who are interested in researching the same topic. The practical benefits of this research are as a basis for consideration by the government and related agencies in increasing the efficiency of the distribution system and reducing the misuse of subsidies, helping related parties such as distributors and beneficiary communities understand and support the implementation of subsidized distribution programs, and ensuring that subsidized Fuel Oil is right on target for people in need so that they can feel the benefits directly in their daily lives and improve community welfare.

REVIEW LIBRARY

Evaluation is a systematic and continuous process of collecting, describing, interpreting, and presenting information that serves as a basis for decision-making, policy formulation, or future program planning (Divayana et al., 2018; Purnomo et al., 2022) . Evaluation serves to identify the success and failure of a program through a comprehensive and organized assessment of all activities, interventions, programs, and policies that have been or are currently underway. Evaluation plays an important role in measuring the achievement of objectives and their impact on decision-making by determining whether an intervention has reached the intended audience, been implemented according to plan, had the expected impact, and produced better results (Iskandar, 2024) . Program evaluation is defined as the application of systematic scientific procedures to collect information used in decision-making regarding the effectiveness and efficiency of a sustainable program planning system (Rauzalia, 2023) .

In the context of public policy evaluation, William N. Dunn in Septiana (2023) identified several main indicators, namely effectiveness, efficiency, adequacy, equality, equity, responsiveness, and accuracy. Efficiency relates to the effective achievement of program objectives with minimal cost and in a short time according to the set targets (Palmer and Torgerson in Rakhmawati, 2017) . Effectiveness is a measure of the success of an activity in achieving the desired goals by utilizing available resources, focusing on achieving results without considering factors of cost, energy, time, or tools used (Soekarno in Kusnadi, 2019) . Adequacy in public services refers to the extent to which the services provided can effectively and efficiently meet the needs, expectations, and rights of the community including aspects of quality, accessibility, fairness, and sustainability of services (William Dunn in Ramadhan et al., 2023) . Responsiveness is the government's ability and readiness to provide services that are fast, effective, and in accordance with the needs of the community, including the extent to which public service providers can respond to complaints, requests, or needs of citizens in a professional, efficient, and friendly manner (Herdini & Widiyarta, 2020).

Daniel Stufflebeam developed the CIPP evaluation model, which consists of four

main indicators: Context, Input, Process, and Product. Context evaluation aims to identify relevant needs, problems, potentials, and opportunities and to understand the conditions and dynamics that influence these situations. Input evaluation serves as a guide for decision-makers in determining the most effective way to meet established needs. Process evaluation focuses on monitoring, documenting, assessing, and reporting the implementation of program plans to ensure they are running according to plan. Product evaluation is conducted during and after the program to assess the achievement of established objectives (Stufflebeam & Coryn, 2014).

METHOD STUDY

This study uses a descriptive qualitative approach to evaluate the Fuel Card program in Tanjungpinang City, with the aim of understanding the phenomenon in depth through natural methods that consider social, cultural, and environmental factors as explained by Moleong in Nasution (2023) , and follows the concept of descriptive research according to Setyosari in Samsu (2017) which aims to describe situations and events related to certain variables. Data were collected through observation, interview, and documentation techniques from informants consisting of the Tanjungpinang City Trade and Industry Office, KB Bank, the community of Fuel Card users, and local gas stations, using primary and secondary data sources according to the opinions of Sugiyono (2016) and (Mulyana et al., 2024) regarding the importance of data accuracy and validity. Observations were carried out based on the method of Abdussamad (2021) which emphasizes direct observation of places, actors, and activities, while interviews follow the concept of Sarosa (2021) as a direct communication process to obtain factual data, and documentation refers to Mulyana et al., (2024) which includes various forms of event records. Data analysis used the Bogdan approach in (Mulyana et al., 2024) through a process of reduction, simplification, and drawing conclusions to gain an in-depth understanding of program implementation and the obstacles faced.

RESULTS AND DISCUSSION

Efficiency

Based on William N. Dunn's policy evaluation theory, the efficiency of the Fuel Card program in distributing subsidized diesel in Tanjungpinang lies in its ability to systematically regulate, limit, and monitor the purchase of subsidized fuel based on data. This program is an evaluation of the previous system (BRI Bank Brizzi card) which experienced weak distribution restrictions, where consumers from outside the region such as Bintan Regency could still buy subsidized diesel at Tanjungpinang gas stations. The Fuel Card in collaboration with Bank Bukopin sets stricter requirements, namely that vehicles must have paid taxes and vehicles with out-of-town plates must attach a statement letter, so that the distribution of subsidies is more targeted and reduces waste of resources.

The digital Fuel Card system enables real-time monitoring by the Department of Trade and Industry, making reporting and evaluation processes faster and more accurate than manual methods. This ATM-based card with a PIN security system reduces the risk of misuse and allows account holders to be identified in the event of a problem. While technical challenges such as temporary network disruptions persist, the program has

successfully reduced queues at gas stations, streamlined distribution channels, and prevented fuel hoarding. Interviews with users indicate a significant improvement in the ease of access to subsidized fuel, with long queues and diesel fuel shortages, which were common before, now rare.

Overall, the Fuel Card program is considered to have managed resources and distribution systems quite optimally, in line with the concept of efficiency in public policy. While cash transactions are considered faster, card use actually better regulates purchasing flow, prevents hoarding, and makes the distribution of subsidized fuel more orderly, structured, and closer to the efficiency desired to achieve optimal goals.

Adequacy

Based on William N. Dunn's policy evaluation theory, the Fuel Card program's adequacy indicators for subsidized diesel distribution in Tanjungpinang show positive results. Although the determination of subsidized fuel quotas is not the responsibility of the Trade Office but rather Pertamina or gas stations, monitoring has shown that diesel availability is very sufficient, with daily consumption levels only around 50% of the total available quota. PT Pertamina also ensures that subsidized diesel stocks in Tanjungpinang City are sufficient, with monthly consumption ranging from 1,500-2,000 kiloliters. Queuing problems are not caused by stock shortages but by a surge in buyers from outside the area. Limiting daily purchase volumes through the Fuel Card system (20 liters for private vehicles to 60 liters for large commercial vehicles) has proven effective in regulating distribution in a controlled manner and preventing duplicate purchases by unauthorized parties.

From an operational perspective, the Batu 7 gas station supervisor confirmed that fuel stocks are always sufficient for Fuel Card users, despite a decline in sales volume, which indicates more targeted distribution due to reduced misuse by shunters. Bank Bukopin also stated that there is no card stock limit, with card issuance solely dependent on complete administration and approval from the Service. Meanwhile, Fuel Card users reported that the diesel quota they obtained is sufficient for their vehicle's operational needs without ever running out of quota, especially for use within Tanjungpinang City. Thus, the Fuel Card program has met the adequacy indicator in the context of subsidized fuel distribution, not only in terms of quantity and access, but also supporting the principles of fairness and sustainability in public services according to William Dunn's concept of adequacy.

Effectiveness

Based on William N. Dunn's policy evaluation theory, the effectiveness of the Fuel Card program in distributing subsidized diesel fuel in Tanjungpinang shows significant success in achieving the main objectives of the policy. This program has proven effective in distributing subsidized fuel precisely to the target and reducing misuse, as seen by the elimination of long queues at gas stations such as in the Batu 6 and Batu 10 areas, as well as the reduction in cases of shunting and hoarding of diesel fuel. The daily quota limitation system based on vehicle type and digital data integration allows the government to control distribution in a targeted manner with strict verification requirements such as completeness of vehicle administration and tax payments. This effectiveness is also supported by firm action by police officers against violations and recognition from a comparative study by the Pekanbaru City Government which assessed

the Fuel Card system as an innovation worthy of being used as a reference.

From an operational perspective, Bank Bukopin confirmed its effectiveness through a strict control system with user restrictions as recommended by the service, the use of PINs to prevent misuse, and an identity tracking system through a database. Regular monthly evaluations between the bank, the service, and gas stations demonstrate ongoing efforts to maintain the program's effectiveness. The Batu 7 gas station supervisor confirmed that the strict verification process in issuing the Fuel Card successfully minimized the misuse of subsidized fuel, while users reported significant changes in the form of easier access to subsidized diesel and reduced long queues despite quota restrictions. Overall, the Fuel Card program has effectively achieved its objectives by providing direct benefits to the community, improving distribution order, and ensuring that subsidized fuel is distributed to those entitled to it as intended.

Similarities

Based on William N. Dunn's policy evaluation theory, the equality indicator in the Fuel Card program in Tanjungpinang demonstrates fair and non-discriminatory implementation in the distribution of subsidized diesel fuel. This program applies the principle of equality by giving every registered vehicle the same right to receive subsidized diesel fuel according to the quota based on the type and function of the vehicle, without any special treatment or certain priorities. The integrated digital system ensures that all users are registered and receive equal treatment in terms of access and purchasing restrictions, eliminating monopolistic practices or unfair exploitation of distribution loopholes. The implementation of the same administrative requirements for all registrants, such as complete vehicle documents and proof of tax payments, also supports the principle of fairness in distribution.

Interviews with various stakeholders confirmed that the program was implemented fairly and without discrimination, from data verification at government agencies, through card issuance by Bank Bukopin, to service at gas stations. The only parties who felt disadvantaged were the shunters, who previously had unfair access to large quantities of fuel, but were now restricted by regulations. Gas station supervisors emphasized that all Fuel Card users were treated equally, with any obstacles stemming more from administrative issues such as unpaid vehicle taxes than from discriminatory treatment. Users also reported experiencing no differential treatment between public transportation and the general public, as quotas were applied uniformly. Thus, the Fuel Card program has successfully implemented the principle of equality in public services, ensuring that the distribution of subsidized fuel is carried out fairly, equitably, and in accordance with regulations without regard to background or specific community groups.

Responsiveness

Based on William N. Dunn's policy evaluation theory, the Fuel Card program's responsiveness indicator in Tanjungpinang demonstrates a good level of service in responding to complaints and technical issues during implementation. The most frequent obstacle is network disruption during the payment process, where transactions are recorded as "paid" but the funds have not yet been credited to Bank Bukopin's system. To address this, a responsive communication channel has been established through a WhatsApp group involving the Trade Office, all gas stations, and Bank Bukopin as a real-time coordination platform. This communication system allows for immediate follow-up

on any issues, allowing for prompt resolution and smooth fuel distribution.

From an operational perspective, Bank Bukopin provided a rapid initial response via a WhatsApp group with support from the vendor team, although technical handling still required a database check process that generally did not take long. A Batu 7 gas station supervisor confirmed that technical complaints, such as network disruptions, were promptly addressed via direct phone calls or a dedicated WhatsApp group, reflecting strong coordination between agencies. Fuel Card users also reported that when fueling problems occurred, the gas station immediately contacted the relevant bank, and the problem was resolved quickly without significantly disrupting the service process. Overall, the Fuel Card program has demonstrated good responsiveness with a fast communication system, solid cross-agency coordination, and prompt complaint handling, in line with public service principles that demand speed, effectiveness, and agility in responding to community needs.

Accuracy

Based on William N. Dunn's policy evaluation theory, the Fuel Card program's accuracy indicators in Tanjungpinang demonstrate a good level of accuracy in distributing subsidized fuel to those truly entitled. This program implements a strict administrative verification mechanism, where each applicant is required to fulfill requirements such as an active vehicle registration (STNK) and paid vehicle taxes. For vehicles outside the region, the opportunity to use subsidized fuel is given the condition of transferring within one year, and if not fulfilled, the card will be blocked. A similar policy applies to vehicle owners who are more than three months in arrears in taxes. The fuel quota allocation is also adjusted based on the type of vehicle with a measured system: six-wheeled vehicles receive 60 liters per day, four-wheeled trucks or Damri 30 liters, and private four-wheeled vehicles 20 liters per day.

From a technological and security perspective, Bank Bukopin confirmed that the Fuel Card is designed like an ATM card, requiring a PIN for each transaction, ensuring that only authorized holders can access fuel subsidies. The card issuance process undergoes verification and approval from the Trade Office before the account and card are issued, thus reducing the risk of misuse. Although there are still attempts at irregularities in the field, such as using cards that do not match vehicle license plates, gas stations implement preventative measures by rejecting transactions with inconsistent data. Fuel Card users report that the system is operating effectively with a strict issuance process and screening of eligible recipients, with no cases of unauthorized individuals still being able to access subsidized diesel fuel. Overall, the Fuel Card implementation has met the accuracy indicators through clear procedures, strict verification, and field supervision, contributing to the fairness of subsidy distribution and improving the quality of public services in accordance with regulations and community needs.

CONCLUSION

The research results show that the Fuel Card program in Tanjungpinang City has successfully achieved its objectives with satisfactory results based on six evaluation indicators. This program has proven efficient in managing resources and reducing misuse, sufficient in meeting the daily needs of the community, effective in reducing shunts and queues, fair in providing access without discrimination, responsive to complaints through good coordination, and on target through a multi-layered verification system. Overall, the

Fuel Card has realized the distribution of subsidized fuel that is orderly, transparent, and accountable in accordance with the principles of good public service, although there are still several technical and administrative obstacles that need to be addressed.

From a technological and security perspective, Bank Bukopin confirmed that the Fuel Card is designed like an ATM card, requiring a PIN for each transaction, ensuring that only authorized holders can access fuel subsidies. The card issuance process undergoes verification and approval from the Trade Office before the account and card are issued, thus reducing the risk of misuse. Although there are still attempts at irregularities in the field, such as using cards that do not match vehicle license plates, gas stations implement preventative measures by rejecting transactions with inconsistent data. Fuel Card users report that the system is operating effectively with a strict issuance process and screening of eligible recipients, with no cases of unauthorized individuals still being able to access subsidized diesel fuel. Overall, the Fuel Card implementation has met the accuracy indicators through clear procedures, strict verification, and field supervision, contributing to the fairness of subsidy distribution and improving the quality of public services in accordance with regulations and community needs.

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