



Research Paper

## KPU Strategy South Tangerang City in Increasing Voter Participation During Pandemic Times at The Election in 2020

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### Abstract

Voter participation in an election is often a measure of election success. The higher the level of participation, the higher the public's trust in the election process and the stronger the legitimacy of the elected leader. The City of South Tangerang, which has participated in the regional elections three times until the last election in 2020, has had an interesting experience regarding voter participation. In the previous regional elections, namely in 2010 and 2015, voter participation was never more than 60%. In the 2010 elections, voter participation only reached 56.9%, and in the 2015 elections even decreased to only 56.8%. This number is very far from the average target for regional election participation. In 2020 elections were held during a pandemic, and there was concern that voter participation would decline further. In fact, voter participation rose to 60.48%. From the initial survey, it was found that the KPU of South Tangerang City before the election was worried that participation would decline, so they developed a strategy to increase voter participation. This study aims to determine the strategy for increasing voter participation carried out by the KPU of South Tangerang City in the 2020 elections and to find out the challenges, obstacles, and supporting strengths. The theory used in this study is the theory of voter participation from Hungtinton, Verba, and Kaats, as well as findings in journals related to strategies for increasing participation. The research method uses a qualitative approach with a descriptive method. Data collection techniques through interviews and documentation. Data analysis: qualitative based on Miles and Huberman. Test the Validity of the Data using Triangulation. The result research showed that the KPU of South Tangerang City, in an effort to increase the level of political participation, used a strategy with the P Process model by starting to use vision and mission analysis, identifying problems, formulating strategies by making activities plans, implementing strategies through socialization with five types of activities: competitions, virtual meetings, print journalism, social media and distribution of visual aids for socialization purposes. All implementations are monitored and evaluated both in the middle and at the end of the activities.

**Keywords** *Participation; Local Election; Strategy*

### INTRODUCTION

After the political reform in Indonesia, the President was directly elected in 2004, so in 2005 the turn for regional head elections was also held directly in several regions. South Tangerang City held the election of the regional head for the first time since 2010, two years after the city was established as a new autonomous region resulting from the division of Tangerang Regency.

As a new autonomous region, the implementation of the first Local Election is certainly expected to be filled with the enthusiasm of the citizens to attend the polling stations to elect their new leader. However, this is not the case with residents of South Tangerang City. Voter participation at that time only reached 56.99%, namely as many as 417,267 voters from 732,195 registered voters in the DPT, while in the second election, 2015, the conditions were not much different; voter participation decreased to only 56.88% or from 930,224 voters. Registered in (DPT+DPTb1+DPTb2), as many as 529,106 voters came to the polling station to exercise their right to vote.<sup>1</sup>

Whereas the 2015 local election was held simultaneously, where information and news

<sup>1</sup> The data is processed from the Minutes of the Recapitulation of Vote Counting Results at the City level in the Election of Mayor and Deputy Mayor of South Tangerang, 2010, 2015.

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regarding the 2015 simultaneous local election were relatively massive, both through print and electronic media.

A surprising phenomenon actually occurred in the 2020 elections because even though the elections were held during a pandemic, the participation of voters who exercised their right to vote increased to 60.48% or as many as 594,711 voters from 983,261 voters (DPT+DPTb) who attended TPS.<sup>2</sup> Meanwhile, based on IDEA data as conveyed by Adhy Aman at the Social and Political Science Conference held by CSIS in 2019, said that of the 40 countries that have held elections, the majority of them have decreased the participation rate by up to 10%. This conference was held because of the controversy over the simultaneous local election in 2020 (Purnamasari, 2020).

Concerns about the occurrence of new clusters against the spread of Covid became the reason for the postponement, while on the other side if it was delayed, there would be problems for vacancies for regional heads in several regions where the end of the regional head's term of office had expired. Concerns about public health and safety and the non-optimal implementation of local elections were also voiced by several stakeholders, such as democracy activists, election monitors, and non-governmental organizations, including major mass organizations in Indonesia, such as NU and Muhammadiyah. (Mashabi, 2020).

The implementation of the general election with the election is on the funding; in funding, the election of the Regency/City, KPU can prepare and submit grant funds for the implementation of the election to the regency/city government. In contrast to the "*given*."

Therefore South Tangerang City KPU can freely carry out budget planning, including socialization activities to increase public participation in every stage of the election as well as public participation in channeling their voting rights at polling stations. Therefore, in every simultaneous regional election, there is usually a different form of socialization in each region, while in the implementation of the election, the form and method of socialization are determined by the RI KPU and apply to all Provincial KPU/KIP Aceh Province, as well as Regency/City KPU or Regency/City Aceh KIP.

In addition to the different forms of socialization activities, there are also differences in the amount of honorarium for ad hoc staff because it adjusts to the capacity of the regional budget, for example in South Tangerang City, the amount of the ad hoc agency fee budget, is in accordance with the maximum amount regulated in the Minister of Finance Regulation (PMK) while the Lebak/Pandeglang district ad hoc agency fee is below the maximum amount regulated in the PMK.

Various studies regarding voter participation in the implementation of legal elections in the midst of a pandemic have indeed been widely studied, including Imron's research (Imran et al., 2021), Wahyuningsih (Wahyuningsih, 2021), (Mahmud, 2021), (Marasabessy et al., 2021). ), and (Prasetyawati & Adi, 2021), the results of his research describe more of the factors causing the increase in voter participation in the elections but have not looked specifically at the strategies used by election organizers. While in research (Wu, 2011), (Qian & Huo, 2017), the political participation strategy is more general, and it is carried out by the government (Daxecker & Rauschenbach, 2023).

Based on the result above, the author is interested in examining the strategy carried out by the South Tangerang City KPU in an effort to increase voter participation during the pandemic in the 2020 simultaneous local election.

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<sup>2</sup> The data is processed from the Minutes of Recapitulation of Vote Counting Results at the City level in the Election of the Mayor and Deputy Mayor of South Tangerang in 2020.

## LITERATURE REVIEW

### Political Participation

Political participation is generally understood as individual activities to influence political policies as well as the state or government (De Magalhães & Hirvonen, 2023). Verba and Nie mention that political participation is an individual activity to influence the selection of government personnel and their behavior (Sidney Verba, 1987). Meanwhile, Kaase and Marsh said that political participation is closely related to elements of a democracy, such as rationality, control, *responsiveness*, *flexibility*, legitimacy, and conflict resolution. (Samuel H. Barnes, 1979)

According to the classical elite theory, participation does not occupy an important position because everything is done by the elite. At that time, around the 1950s, it was said that low political participation indicated people's satisfaction with the performance of democracy (Huntington, 1994). After that, there was a correction to the classical elitist perspective. Indeed, there is a decline in the orientation of conventional participation in the form of involvement in political party membership and *voter turnout*, but there has been an increase in non-conventional political participation (Wallman Lundåsen & Erlingsson, 2023). Therefore, Brady said that political participation contains four basic concepts, namely those related to activities, the general public, politics, and influence. (Sidney Verba, Kay Lehman Schlozman, 1995).

Based on data from Verba and Nie's survey, it was revealed that there are four different participation models, including:

1. Voting: puts high pressure on political figures but conveys relatively little information, involves individuals in conflict, has collective results, and requires little initiative.
2. Campaign activities: apply high to low pressure and convey little information, involve individuals in conflict, have collective results, and require initiative.
3. Citizen-initiated contact: exerts low to high pressure on elites and conveys sufficient information, usually does not involve individuals in conflict, colors individual outcomes, and requires vigorous to the moderate initiative.
4. Cooperative participation: provides low pressure but conveys sufficient information, does not involve individuals in conflict, has collective and specific outcomes, and requires considerable initiative (Wasburn, 1982).

In this research, the researcher focuses more on examining the first point of Verba and Nie's research, which is related to *voting* or voting, where voting is the right of every citizen who has fulfilled the requirements as a voter, who has the awareness to use his rights even though he applies individually but the effect is collective for five years. Next year. Therefore, one vote of voters will determine whether the President and Vice President are elected, as well as those occupying representative institutions such as the DPR, DPD, DPRD, Governors, Regents, and Mayors.

According to Herbert McClosky in (Miriam Budiardjo, 2008) states that political participation is the voluntary activities of citizens through which they take part in the process of selecting rulers, and directly or indirectly, in the process of forming public policies. Huntington provides a broader definition of political participation where political participation is carried out by citizens with the aim of influencing government decisions either spontaneously, continuously or sporadically, peacefully or by force, legal or illegal, effective or ineffective (Dr. 2015).

### Legal Election

The first direct regional head election was held in 2005 and is the result of the spirit of reform as stated in Article 8 paragraph (4) of the 1945 Constitution of the Republic of Indonesia (CRI) that regional head elections are carried out democratically. And accepted by Article 56 paragraph (1) of Law Number 32 of 2004 concerning Regional Government which states that: Regional heads and deputy regional heads are elected in one pair of candidates which is carried out democratically

based on the principles of direct, general, free, confidential, honest and fair.

Then specifically, the law that regulates local election is regulated in Law Number 6 of 2020 concerning Stipulation of Government Regulation in Lieu of Law Number 2 of 2020 concerning Third Amendment to Law Number 1 of 2015 concerning Stipulation of Government Regulation in Lieu of Law Number 1 of 2014 concerning Election of Governors, Regents, and Mayors to become Laws. Previously, the election of regional heads did not involve the voters directly but through representatives of the Provincial DPRD for the election of the Governor, the Regency/City DPRD for the election of the Regent, and the Mayor.

Elections are carried out democratically based on the principles of direct, general, free, confidential, honest, and fair (Aditiya et al., 2019):

1. Direct.

The principle is directly understood into two, namely, technically, the voters themselves convey their voting rights directly without going through an intermediary. And the substantive meaning is that direct elections are part of the implementation of the constitutional provisions that sovereignty is in the hands of the people.

2. General.

While the general understanding has three meanings, namely first, the election is followed by every citizen who has met the requirements as a voter. Second meaning elections are held simultaneously throughout Indonesia, on the same day, time, and locations, namely polling stations (TPS). The third meaning is held by the same organizing organization, the same voters, and followed by the same participants.

3. Free.

Voters in channeling their voting rights are carried out without getting pressure or coercion from anyone so that voters are free to make choices according to their beliefs.

4. Secret.

The confidentiality of the voter regarding the candidate or organization/party participating in the general election he/she chooses will not be known by anyone, including the voting committee.

5. Honestly.

There should be no cheating by anyone in the implementation of the general election. This honest attitude must be possessed not only by the organizers but also by election participants or elections and the voters themselves.

6. Fair

In organizing general elections, every voter and political party participating in the general election will get the same treatment and be free from fraud by any party.

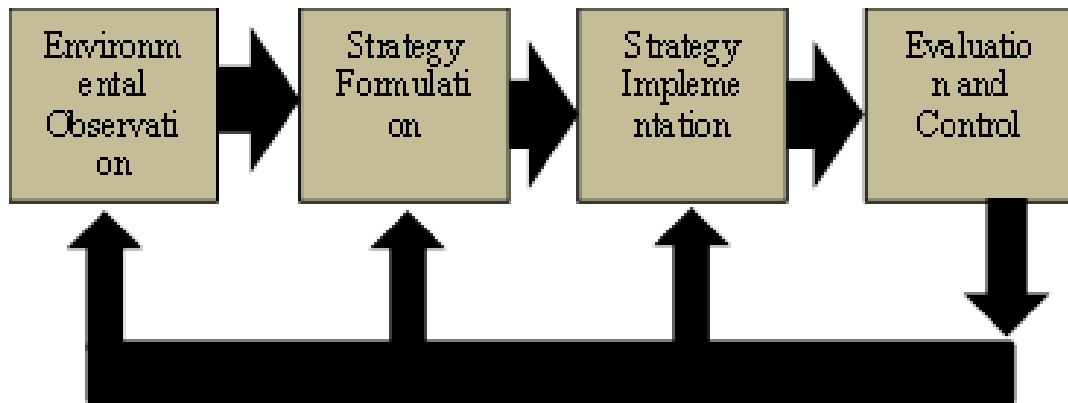
### Strategy

The term strategy comes from the Greek *strategos* or *strategus* with the plural strategy. *Strategos* means general, although, in Ancient Greek, it is often interpreted as an officer (*state officer*) in a broad sense. According to Matloff (Salusu, 1996), strategy means *the art of the general*. In Greek times the general was considered the person responsible for the outcome of the war. Generals have the authority to control logistics and military resources, as well as develop the fighting ability of troops, and also have the ability to read opportunities on the battlefield. In the 5th century BC in Greece, the term *board of ten strategies* represented the 10 tribes in Greece. In the course of this strategy, the group has political power, especially a growing foreign policy.

Until the 18th century, the term strategy was more familiar in the military world because the strategy was understood as the general's ability to deceive his enemies through operational plans. However, in the 19th and 20th centuries, not only military factors but also political, economic,

technological, and psychological factors emerged, thus the new term *grand strategy* or high-level strategy emerged, namely the art of utilizing all the resources of a nation or group of nations. to achieve the goals of war and peace. (Salusu, 1996).

The basic elements of the strategic management process, according to Wheelen, 2003 can be seen in the chart below:



**Figure 1.** Basic Elements of The Strategic Management Process

Source : Wheelen, J. D. H. & T. L. (2003)

#### *Environmental Observation*

The work environment of a company or organization consists of variables (weaknesses and strengths). These variables include organizational structure, culture, and resources. The organizational structure is not only about the institutional hierarchical position but also the pattern of relationships that are built, such as communication, authority, and workflow, so that it can be seen how the organization or company is organized. While work culture is related to the form of beliefs, expectations, values, and behavior of members of the organization or company, both at the top level to the implementing staff. In contrast, organizational resources are organizational assets in the form of abilities, skills, and managerial talents.

#### *Strategy Formulation*

Strategy formulation is developing long-term plans to create effective management by considering opportunities, threats, strengths, and weaknesses (Wijaya & Wisesa, 2022). The strategy formulation consists of the mission of the company or organization, determining the goals to be achieved, developing strategies, and establishing policy guidelines. Formulating the mission of the organization is important so that the goals of the organization have direction as well as differentiate them from other organizations. The importance of mission in an organization or company can be seen from the results of research conducted on large companies in Europe and North America; as many as 60-75% of companies have a written mission, and the rest have an unwritten mission. (Wheelen, 2003). While the objectives are the outputs resulting from planning activities. Thus, the objective is to formulate measurably related to what is to be completed and when the mission is completed. Achieving the objectives of the mission requires a strategy, namely lowering the operational level in the form of comprehensive planning. The strategy of an organization or company will be more focused and measurable, equipped with policies in the form of broad guidelines that correlate strategy formulation with strategy implementation.

### *Strategy Implementation*

Strategy Implementation is the process of realizing the strategy formulation that is built through the development of programs, budgets, and procedures (Daxecker & Rauschenbach, 2023). Programs are activities or steps used to complete single-use planning. The program also needs to be supported by *budgeting* or a budget that is prepared in detail so that it can be used by management both for planning and controlling. For programs that are structured and supported by the budget in order to be achieved in accordance with the plan, it is necessary to make operational procedures or commonly called *standard operating procedures* (SOP), so that the steps that will be carried out are more systematic and measurable.

### *Evaluation and Control*

An implementation of a strategy through program steps or activities needs to be evaluated and controlled through monitoring activities, then comparing the activities carried out with the expected achievements. The results of this performance will then help policymakers to make improvements and solve the problems they face. Evaluation and control are the last elements in strategic management. Thus, lessons can be drawn on the weaknesses faced in the field as material for improvement, both in the middle of the ongoing program and as recommendations for future planning improvements (Wallman Lundåsen & Erlingsson, 2023).

The effectiveness of evaluation and control can be realized if managers or policymakers get the right input and conveyed clearly, and unbiased information that is obtained from subordinates in a hierarchy but throughout the entire management process.

## **RESEARCH METHOD**

The research method is a qualitative approach with a descriptive method. Techniques for collecting data through interviews, focused group discussions, and documentation. For the interviewed informants, there are key informants, namely those who formulate strategies to increase participation, in this case, the chief of KPU and KPU Members of the HR Division, Sosdiklih, and Parmas, the KPU Secretary, as source informants for triangulation. Qualitative data analysis based on Miles and Huberman. At the same time, testing the validity of the data using triangulation. And the research phase consists of: 1). Management of research permits; 2). Preparation of questionnaires and interview guidelines; 3). Collecting data through questionnaires, interviews, and documentation; 4). Triangulation test; 6) Data analysis; 7). Prepare progress reports and Final Reports.

## **FINDINGS AND DISCUSSION**

Based on the research data, it can be analyzed that in the strategy to increase voter participation in the 2020 South Tangerang City Election, the South Tangerang City KPU took the following steps:

### **Environmental Observation**

#### *Deepening Vision and Mission*

South Tangerang City KPU in formulating strategies to deepen the vision and mission. Although in the interview results, the Chairperson and members of the KPU did not mention specifically that they made a special vision for the 2020 South Tangerang City election, it can be analyzed that basically, they have a vision that they want to achieve in the 2020 Local Election. The vision as intended is contained in the tagline they have set. This tagline has even been decided in BA Number: 45/PP.06.2-BA/03/KPU/3674/XI/2019 concerning the Determination of Mascots and Slogans for the Election of Mayor and Deputy Mayor of South Tangerang in 2020. Tangsel City KPU

vision and mission in the 2020 Pilkada, but it can be implicitly captured that the South Tangerang City KPU has carried out an in-depth study of this vision and mission, and it can be seen from the meaning of the tagline conveyed by resource persons as well as those recorded in the KPU BA document.

This deepening of the vision and mission is what underlies the South Tangerang City KPU in the process of formulating a more focused participation strategy. The meaning tagline for the Local Election Cultured, Tangsel, Cultured has a very clear and specific depth of vision. This tagline is interpreted as how the 2020 Tangsel regional election can be carried out by prioritizing noble values, organizers can show their integrity and impartiality, participants conduct campaigns in ways that prioritize program promotion, vision, and mission, and do not spread hoaxes, money politics and so on. and voters also choose independently by prioritizing their rationality with no material reasons or coercion. Thus it is hoped that leaders can be elected who can raise their citizens to be empowered and have competitiveness with the surrounding area (Lichtin, Brug, & Rekker, 2021).

Nevertheless, in an effort to order administration and to strengthen the position of the tagline in the Election of the KPU for the City of South Tangerang, it should not only be stated in the Official Report but also be strengthened in the form of a Decree of the KPU for the City of South Tangerang. Thus, this tagline can be formulated as a vision for the 2020 South Tangerang City Election.

#### *Identification of Voter Participation Problems*

Identification of problems is carried out by the South Tangerang City Election Commission. Problem identification is carried out through a review of the evaluation results of previous elections and local elections. Problem identification was also carried out through the results of discussions, reports, and reviews in the print mass media, as well as internal discussions within the KPU of South Tangerang City. In addition, informal conversations between the KPU Chair, Secretary, and/or members with all stakeholders, such as local government, council members, political party administrators/members, community leaders, and election observers, are also the basis for identifying problems.

The identification of these problems can be grouped into internal problems and external problems. Internal problems include weaknesses in the preparation of the voter list where the voter list is not clean, the weakness of human resources on duty in the field (ad-hock committee), lack of coordination between the City KPU and the institutions under it and also the implementation of socialization that is less integrated. Meanwhile, external problems include public apathy and lack of public concern for elections, either due to boredom or pragmatism, as well as the pandemic period, which is expected to cause residents concerned to come to polling stations.

Based on the identification of the problem, the KPU of South Tangerang City has made a SWOT analysis by trying to describe what are the strengths, weaknesses, challenges, and opportunities. Although this is seriously discussed in the Participation Working Group, it is not well documented in the minutes or in the minutes. Identification is carried out in the process of formulating strategies and formulating what programs and activities will be carried out.

#### *Determination of Voter Participation Rate Targets*

The voter turnout target set by the South Tangerang City KPU refers to the target set by the RI KPU. In this regard, the specific target of the 2020 South Tangerang City election is not specifically set in the South Tangerang City KPU Decree. This is what causes the lack of common answers when questions related to the target of voter participation in the South Tangerang elections are presented to the resource persons. However, all of the informants basically stated that

the main target was to exceed the participation rate of the last period's regional elections (2015).

The absence of a definite target in the form of the percentage of attendance at polling stations makes efforts to increase participation unable to be carried out optimally. The South Tangerang City KPU should be able to issue a South Tangerang City KPU decision that contains the targets to be achieved. The very minimum target is that as long as it exceeds the participation rate of the last regional election, it does not provide motivational encouragement to lower-level organizers (PPK, PPS, and KPPS) in pursuing the target to the fullest. Indeed, there is already a national target, but the specific target for the South Tangerang regional election should still be made to serve as a guide for all parties.

Clear targets are also needed as an indicator tool to measure success. That the target of exceeding the voter turnout in the previous pilkada was achieved, but that achievement is unclear as to how much of the expected increase in the turnout rate in the 2020 pilkada was not set.

In setting this target, the Tangerang City KPU actually also targets to increase the quality of participation, not only quantitatively, but unfortunately, this is not documented in the decree or in the Minutes.

#### *Parties Involved in Formulating the Strategy*

Based on the results of interviews, the parties invited to participate in formulating the strategy were the Chief of the KPU for South Tangerang City, all members of the KPU, the Secretary of the KPU, and all members of the Working Group on Socialization and Voter Participation. Apart from the above, the parties are only asked to provide input. The formulation meeting was held several times, and the alignment and finalization were with Chief Pokja.

The limitations of the parties invited to participate in formulating strategies make the formulation less comprehensive, although this is understandable due to the pandemic conditions, so meetings are difficult to hold.

#### *Design in the Required Budget and Availability of Funds*

The formulation of strategies in the form of socialization methods, socialization targets, and socialization group targets is aligned with budget preparation and availability of funds (Duggan & Milazzo, 2023). The secretary is tasked with rationalizing the program of activities that are arranged in the activity plan, but the decision remains with the Plenary Session of the KPU for the City of South Tangerang.

In its development, data obtained that the budget needed later was the equipment for health procedures to ensure security for both officers and voters. This budget is then prepared through APBN assistance. This guarantee of security for voters also makes voters not worry about going to polling stations to cast their ballots.

#### **Strategy Formulation Stage**

In the stage of strategy formulation, consider various factors by inviting various stakeholders. The strategy formulation is prepared through a SMART analysis, namely specific goals, measurable, likely to be achieved, realistic with the conditions faced (in this case, pandemic conditions), and clear when to achieve them. In the strategy formulation stage, as presented, the South Tangerang KPU decided in a closed plenary session.

The basis for formulating this strategy is the vision of the South Tangerang Local Election and the expected participation rate target, which exceeds the participation rate in the 2015 Local Election. Although the Pilkada vision is not formulated separately, the results of the research show that the tagline of the South Tangerang City Local Election has become the spirit or goal in



formulating this strategy. As formulated in theory, goals are outputs resulting from planning activities. Thus, the objective is to formulate measurably related to what is to be completed and when the mission is completed. Achieving the objectives of the mission requires a strategy, namely lowering the operational level in the form of comprehensive planning.

After going through an analysis of the factors that influence the low level of participation, both through evaluation and input from various parties, as well as looking at the weaknesses and strengths of the organization, it was in the plenary meeting that the strategy formulation was decided. From the results of this research, although in the interview, it was stated that the formulation was based on the analysis as presented, supporting documents for the results of the analysis had not been found. All of the informants stated that the analysis was indeed carried out, and they described it in the same language and content so that it can be analyzed that the analysis of real conditions, the results of the evaluation, and the SWOT analysis was indeed carried out, only that what was done by the KPU was not well documented.

This strategy formulation should be the direction of the goal so that the activities carried out by the South Tangerang City KPU are more focused and measurable. Therefore, strategy formulation needs to be equipped with policies in the form of broad guidelines that correlate strategy formulation with strategy implementation.

### **Strategy Implementation Stages**

The implementation of the activities as planned in the plan was carried out from October 2019 to September 2020. However, from the results of research in the form of documents and interview information, socialization activities and efforts to increase participation were still being carried out until the voting on December 9, 2020.

Based on the research results, the implementation of strategy implementation in the form of activities to increase voter participation can be grouped into 5 types of activities, namely:

1. The activities of the competitions include a jingle competition, a voting place gate, and Election Intelligence. Photography and short videos
2. Face-to-face socialization activities. This activity was carried out before the pandemic period, which began with the massive launch of the regional elections on December 9, 2019, by introducing the jingle, tagline, and mascot for the 2020 South Tangerang elections. After the pandemic, face-to-face socialization was carried out in a limited manner with organizers (PPK, PPS, KPPS and with voters covering 9 target groups. In interviews, groups with special needs were isolated, and in this analysis, they were combined as one because, in essence, people with disabilities are groups with special needs. Face-to-face socialization is also done online through Zoom media with certain groups who have access.
3. Socialization through print, electronic, and online media. This was done by the South Tangerang City KPU through the Radar Banten Newspaper, Tangsel Pos, Tangerang Express, Warta Kota, as well as online media via [republika.com](http://republika.com), [sindonews.com](http://sindonews.com), [banten.suara.com](http://banten.suara.com), [tangerangnews.com](http://tangerangnews.com), [tangerangonline.id](http://tangerangonline.id), [kabartangsel.com](http://kabartangsel.com), [bantennews.co.id](http://bantennews.co.id), [rmol.com](http://rmol.com), as well as television media with public service advertisements. This public service advertisement was simultaneously carried out in conjunction with the Candidate Pair Debate program, which was held twice on 2 television stations, namely Metro TV and Kompas TV.
4. Outreach through social media. Pilkada, during the pandemic, made activities through direct interaction very limited. Therefore, social media is the main choice for socialization. South Tangerang City KPU carried out this socialization effort by using social media in the form of Instagram, YouTube, Facebook, and Twitter, [sipangsi.kpu.go.id](http://sipangsi.kpu.go.id), South Tangerang KPU website,

5. Socialization through the distribution of socialization props. South Tangerang City KPU also printed several socialization props such as banners, billboards, Media Tron, billboards, leaflets, stickers, brochures, *goodie bags*, mugs, t-shirts, umbrellas, hats, and dolls.

### **Monitoring and Evaluation Stages**

All activities that have been planned in the strategy to increase participation, as mentioned above, are fully carried out under the control of the South Tangerang City KPU; this means that even though these activities are carried out with third parties, there is a person in charge of activities that monitors in the field until the activities are completed in the form of a report. Therefore, the monitoring process is easy to do. In each activity, there is a commissioner and a secretariat officer who must monitor from preparation to completion of the said activity.

While the evaluation is carried out after the activity is completed, the results of the evaluation will be the basis for improvement for subsequent similar activities, whether carried out in the same place or in different places. In addition, evaluation is also carried out at the final stage after the election is completed, along with other stages of evaluation.

### **CONCLUSIONS**

Based on the results of research on the Strategy of the KPU in South Tangerang City in Increasing Voter Participation in the Midst of the Pandemic in the 2020 Simultaneous Regional Head Elections, it can be concluded as follows: (1) South Tangerang City KPU in formulating a strategy to increase voter participation in the midst of a pandemic in the 2020 simultaneous regional elections using strategic management as stated by Wellen, starting from environmental observations (deepening the vision and mission, mapping or inventory of problems), then strategy formulation, strategy implementation, and the last evaluation and monitoring. The deepening of the vision and mission, mapping or inventory of problems is carried out using SWOT analysis, although the vision and mission of the South Tangerang elections contained in the election tagline are not made in the form of a decree. The strategy formulation is carried out using the SMART method, namely specific goals, measurable, likely to be achieved, realistic with the conditions faced (in this case, pandemic conditions), and clear when the time for achievement is. However, in the formulation of participation achievement targets, it is not very clear what the KPU of South Tangerang City does. While the implementation of the strategy was carried out in 5 forms of activity, namely competitions, competitions, face-to-face socialization, socialization through print and electronic media and online, socialization through social media, socialization of the installation of props, and dissemination of socialization materials. Evaluation and monitoring are carried out in the middle of activities and at the end of strategy activities, strategy implementation, and evaluation monitoring. (2) The type/strategy model used by the South Tangerang City KPU in the 2020 simultaneous local elections can be included in the P Process strategy model, which starts from analysis, problem mapping, target setting, strategy formulation, strategy implementation, and evaluation monitoring.

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