

Lifetime Driver's License Policy: Challenges and Opportunities in Indonesia

Kebijakan Surat Izin Mengemudi (SIM) Seumur Hidup: Tantangan dan Peluang di Indonesia

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Abstract

The Lifetime Driver's License Policy has sparked debate in Indonesia. This research examines the challenges and opportunities of implementing a lifetime driving license policy in Indonesia. This study employs literature as a fundamental technique for comprehensive understanding; the research utilizes the SOAR analysis approach to formulate implementation strategies. This study concludes that the implementation of a lifetime driver's license policy has substantial potential to enhance administrative efficiency, reinforce service integrity, promote public awareness and adherence to traffic regulations, and contribute to overall road safety improvements. The recommended strategies include fostering service transparency, strengthening supervision and law enforcement, digitalizing service processes, raising public awareness through socialization and education, enhancing service quality, improving driver competence through training, streamlining bureaucratic procedures, and actively involving the community.

Keywords

Driving License; Lifetime Driving License; License Policy; Lifetime Policy; Soar Analysis.

Abstrak

Kebijakan Surat Izin Mengemudi (SIM) seumur hidup telah memicu perdebatan di Indonesia. Studi ini mengkaji tantangan dan peluang dalam mengimplementasikan kebijakan SIM seumur hidup di Indonesia. Studi ini menggunakan tinjauan literatur sebagai teknik dasar untuk mendapatkan pemahaman yang komprehensif; penelitian ini menggunakan pendekatan analisis SOAR untuk merumuskan strategi implementasi. Kesimpulan dari studi ini adalah bahwa penerapan kebijakan SIM seumur hidup memiliki potensi besar untuk meningkatkan efisiensi administratif, memperkuat integritas layanan, meningkatkan kesadaran publik dan kepatuhan terhadap peraturan lalu lintas, dan berkontribusi pada peningkatan keselamatan jalan secara keseluruhan. Strategi yang direkomendasikan meliputi peningkatan transparansi layanan, penguatan pengawasan dan penegakan hukum, digitalisasi proses layanan, peningkatan kesadaran publik melalui sosialisasi dan edukasi, peningkatan kualitas layanan, peningkatan kompetensi pengemudi melalui pelatihan, penyederhanaan prosedur birokrasi, dan keterlibatan aktif masyarakat.

Kata Kunci

Surat Izin Mengemudi; Surat Izin Mengemudi Seumur Hidup; Kebijakan SIM; Kebijakan Seumur Hidup; Analisis Melonjak



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1. Introduction

Public policy is activities or measures undertaken by the government to address existing issues and enhance societal well-being (Natalia & Maulidya, 2023). Public policy is a form of government decision-making aimed at achieving societal welfare. It is an integral part of governmental functions and is mandated by the government, which provides legitimacy to the policies. Nugroho (2023) states that public policy involves decision-making based on prospects to ensure a favorable future. Therefore, public policy significantly impacts societal life, as governments face various public policy issues, whether small, medium, or large (Islamy, 2022).

Public policy serves as the primary tool for governments to organize and regulate society in various aspects of economic, social, infrastructure, cultural, and religious life (Yoan Colina, 2021). Every public policy formulated by the government automatically affects and influences the daily lives of people in a country. Hence, it is crucial to carefully observe and evaluate every existing and proposed policy to ascertain its effectiveness in solving issues and enhancing societal welfare. Through evaluation, governments can obtain valid and proven information regarding the performance and value of public policies (Rimadevi et al., 2022). Therefore, improving the quality of public policies must be a top priority, especially given the rapid societal changes (Salam, 2021).

One particularly crucial public policy is the driving license policy. In the context of advancing development and spatial planning in Indonesia, transportation has become increasingly critical in daily life. Motor vehicles are the backbone of societal mobility, providing convenience and flexibility for fast and safe long-distance travel. Improving driver competence is a crucial strategy to reduce traffic accidents and foster awareness of the importance of strict traffic regulations (Sitorus, B., & Sitorus, 2020).

The driving license policy, as outlined in Law No. 22/2009 on Road Traffic and Transportation mandates that every person driving a motor vehicle on the road must possess a driving license appropriate to the vehicle driven. The driving license shows each driver's ability (Argawati, 2023). Furthermore, the driving license is a registration and identification proof issued by the Indonesian National Police to individuals who meet administrative, physical, mental, and traffic regulation understanding and driving proficiency requirements (Anggoro et al., 2024). It grants to drivers who have passed administrative requirements and physical and mental health checks, understand traffic regulations, and can proficiently drive motor vehicles, whether motorcycles or cars. The driver's license comprises various types and classes that every vehicle user must possess, and drivers must carry the appropriate driver's license. In Indonesia, driving licenses have a validity period of five years, requiring drivers to renew their licenses periodically.

The possession of a driving license is closely linked to the level of competency and standards set by legislation. In this regard, driving competency refers to an individual's skills and knowledge to drive vehicles safely and responsibly (Muliadnyana et al., 2021). Regarding the issuance of lifetime driving licenses, several requirements must be met, such as passing theoretical and practical exams, having a minimum of one year of driving experience, and never committing severe violations such as driving under the influence or causing accidents resulting in injury or death. However, in reality, the license renewal process faces various issues. Information accessed from Wargata.com Revealed instances of extortion in license renewals, such as drivers being required to pay fees of Rp 260,000 for renewing a Class C license, which is for a motorcycle license. However, according to Government Regulation Number 76 of 2020, The fee for renewing a Class C license is Rp 75,000 per issuance. Consequently, discussions have arisen regarding the lifetime driving license policy.

The policy of lifetime driver's licenses has sparked positive and negative societal reactions. Driver's license validity periods vary among countries, with many having longer durations than in Indonesia. Several nations, such as Belgium, Germany, and Japan, have introduced versions of lifetime licenses with different terms and conditions (Rosales, 2021). In contrast to some other countries, citizens enjoy lifetime license validity in Singapore without needing renewal. However, for foreign nationals, Singaporean licenses are valid only for five years from the issue date (Finaka, A. W., Nurhanisah, Y., & Devina, 2023).

In Indonesia, despite a recent Constitutional Court decision (2023) rejecting a challenge to the existing 5-year license validity period, the debate over a potential shift to a lifetime system persists. CNN Indonesia (2023) Reported the negative impacts of implementing lifetime driver's licenses, including a potential 60% reduction in Non-Tax State Revenue (PNBP), amounting to approximately 650 billion annually. The preceding year, driver's licenses contributed approximately 1.2 trillion to PNBP. On the other hand, lifetime licenses cannot be applied like national identity cards (KTP) because driving abilities and individual physical conditions tend to change over time, necessitating periodic updates. Additionally, licenses must be renewed every five years as holders must maintain physical and mental well-being, which can evolve. Extending the validity period of licenses to a lifetime is considered irrational because the requirements for obtaining a driver's license differ from those for an E-KTP (Utami Argawati, 2023). From this analysis, it is evident that Indonesia's driver's license policy still needs to be revised and requires improvement and evaluation to provide maximum benefit to society. Therefore, this study aims to investigate the opportunities and challenges of implementing lifetime driver's licenses in Indonesia.

2. Methods

The research employs a literature review, a fundamental technique for thoroughly understanding a specific research topic (Nugroho, A., Prasetyo, S., Damarjati, C., & Rochmah, 2024). This method involves collecting information from previous studies through scrutiny, reading, and analyzing research materials (Sudirman, F. A., & Saidin, 2022; Zed, 2014). Literature reviews are crucial in building upon existing research, laying a solid groundwork for new research initiatives, and supporting evidence-based decision-making across various fields.

This study utilized the SOAR analysis approach to devise strategies for implementing a lifetime driving license policy in Indonesia. SOAR, an acronym for Strengths, Opportunities, Aspirations, and Results, is a unique method that engages stakeholders in strategic planning to identify needs and opportunities, establish goals, and collaboratively develop strategies (Stavros et al., 2003). This approach considers external factors (aspirations and results) and internal factors (strengths and opportunities) within different organizations. A significant departure from traditional strategic planning is that SOAR incorporates input from all stakeholders or their representatives. This inclusive approach fosters constructive dialogue and facilitates the achievement of desired outcomes.

3. Results and Discussion

The lifetime driver's license policy has become a debatable topic. Some arguments supporting this policy include efficiency and convenience in issuing and renewing driver's licenses. Under this policy, individuals no longer need to go through the hassle of renewing their licenses every five years; instead, they only need to apply for a driver's license once in their lifetime. This system makes it easier for individuals to apply for new licenses or renewals without being tied to their place of residence

based on their national ID card (KTP). It automatically integrates with the Ministry of Home Affairs' population database and civil records.

When implemented in Indonesia, the lifetime driver's license policy presents significant challenges and opportunities. This table provides a comprehensive overview of various aspects of the policy through the SOAR analysis approach (Strengths, Opportunities, Aspirations, Results). By identifying internal strengths, external opportunities, aspirations, and expected outcomes, we can better understand the impact and potential success of implementing this policy in the context of Indonesian transportation.

Table 1. SOAR is an Analyst of the Lifetime Driver's License Policy

	<u>S (Strengths) – Internal</u>	<u>O (Opportunities) - External</u>
	<p>Eliminating the need for periodic license renewals reduces administrative burdens for license holders.</p> <p>Enhancing the efficiency and convenience of the license issuance process reduces both time and costs.</p> <p>Legal certainty for license holders eliminates concerns about document validity expiring after a certain period.</p>	<p>Strengthening supervision and law enforcement against bribery and extortion practices in SIM issuance.</p> <p>Enhancing driver quality through improved training and certification reduces traffic accident risks.</p> <p>Providing an opportunity to improve the transportation system by ensuring driving safety.</p>
<u>A (Aspirations) – Future</u>	<p>The Lifetime Driver's License Policy reduces administrative burdens on license holders, enhances service efficiency, and aims to improve driving safety and traffic awareness in society by emphasizing administrative compliance and driving awareness, thus creating a safer driving environment for the future.</p>	<p>The Lifetime Driver's License Policy reduces administrative burdens for license holders. It enhances service efficiency and opens up external opportunities to strengthen oversight of corrupt practices, improve driver quality, and overhaul transportation systems to ensure driving safety. Implementing this policy is expected to have a broader positive impact, enhancing the quality of license services and overall driving safety.</p>
<u>R (Results) – Future</u>	<p>Increased effectiveness and efficiency in SIM services can be achieved.</p> <p>Reductions in bureaucracy concerning license renewals and an overall improvement in driver quality are expected to mitigate the risks of traffic accidents.</p> <p>Providing legal certainty and driving safety is anticipated to positively impact on the community and the transportation system as a whole.</p>	<p>The required strategy involves building transparency and accountability in services, strengthening oversight and law enforcement, digitizing service processes, socializing and educating the community, enhancing service quality, improving driver quality through training, and minimizing bureaucracy to deliver positive impacts on both the community and the transportation system, and engaging the community.</p>

According to the SOAR analysis presented in Table 1, the strategies for implementing the lifelong driver's license policy are as follows:

3.1. Establishing Transparency and Accountability

In today's rapidly evolving world, transparency and accountability in service systems are paramount. Transparency entails disclosing information clearly and openly, while accountability means being responsible and transparent in carrying out assigned tasks. (Putra, I. M. A. W. W., & Huda, 2022; Sofyani et al., 2020). Transparency and accountability in service systems play a vital role in ensuring

excellent and effective services for the public.([Alam et al., 2018](#)). Transparency in service systems can foster public trust in the government or institutions providing those services ([Muhtar & Priadi, 2017](#)). Transparency allows the public to see and understand how the service system operates, including decision-making processes, resource allocations, and evaluations of the institution's performance ([Syam et al., 2021](#)). Moreover, transparency enables active participation from the public in providing feedback and overseeing the service system.

The lifetime driver's license policy has great potential to build transparency and accountability in managing driver's licenses in Indonesia. With this policy's implementation, issuing and maintaining driver's licenses will become more structured and well-documented, enhancing transparency in administrative processes. Additionally, driver's licenses are issued for a lifetime; this can improve accountability from the license holders and the parties responsible for issuing them. Strategic steps are needed to realize this potential:

- a. Establishing an integrated information system for driver's license management that allows easy access and transparency for the public to track their license status and enables authorities to monitor and manage license data efficiently.
- b. Strengthening internal oversight in relevant institutions, such as the police and driver's license issuing agencies, to ensure that established procedures are carried out in the process of issuing driver's licenses and to reduce the potential for bribery or extortion practices.
- c. Developing training programs for personnel issuing driver's licenses to enhance their understanding of the importance of transparency and accountability in public services and improve overall service quality.

By implementing these strategic steps, the lifetime driver's license policy has the potential to build robust transparency and accountability in driver's license management services in Indonesia, which in turn will enhance public trust in the transportation system and the government.

3.2. Strengthening Controlling and Law Enforcement

Strengthening supervision and law enforcement as the primary foundation to ensure justice and order in society is a crucial aspect that must be addressed. [Vivi Ariyanti \(2019\)](#) Emphasizes that effective oversight is a crucial initial step in preventing legal violations. With solid oversight, the potential for violations can be detected early, allowing preventive actions to be taken before significant losses occur. Additionally, as stated by [Indarti \(2020\)](#) Robust law enforcement sends a clear signal that legal violations will not be tolerated. It serves as enforcement against lawbreakers and communicates the message that everyone is accountable for their actions. Therefore, strengthening oversight and law enforcement can positively impact the implementation of the lifetime driver's license policy.

Strengthening oversight and law enforcement of the lifetime driver's license policy is crucial in maintaining integrity and security in driver's license management services in Indonesia. With a more structured and well-documented system, law enforcement becomes more effective due to more accurate and accessible data. Strategic steps that can be taken to strengthen oversight and law enforcement of this policy include:

- a. Establishing an integrated and computerized monitoring and reporting system to monitor driver's license management activities in real time. It will allow authorities to detect anomalies or potential violations quickly.
- b. Strengthening internal oversight in relevant institutions, such as the police and driver's license issuing agencies, by implementing rigorous audit procedures and increasing supervision over the driver's license issuance process.

- c. Ensuring strict law enforcement against violations related to driver's license management, including appropriate penalties for those involved in bribery or extortion practices.
- d. Conducting socialization and educational campaigns for the public on the importance of compliance with legitimate driver's license procedures and the legal consequences of violations.

By implementing these steps, oversight and law enforcement of the lifetime driver's license policy can be strengthened, ultimately improving security and fairness in driver's license management services in Indonesia.

3.3. Digitizing Processes

Digitization involves digital technology to transform or improve existing business processes and services. The trend of digitizing service processes is increasing with the advancement of technology (Asmoro, S., Aditya, T., Ginanjar, A., & Setiawan, 2024). Many companies and organizations are adopting digital technology to enhance efficiency, reduce costs, and improve customer satisfaction (Abdallah et al., 2021). One example of digitizing service processes we often encounter is using digital-based applications or platforms to facilitate customers in conducting transactions or accessing services. With the adoption of automation, machine learning, and artificial intelligence technologies, service processes can become faster, more accurate, and more responsive to customer needs (Gebayew, C., Hardini, I. R., Panjaitan, G. H. A., Kurniawan, N. B., 2018).

Digitizing processes from the lifetime driver's license policy can improve efficiency, accessibility, and transparency in driver's license management services in Indonesia. With digitization, managing driver's licenses can be done online, reducing the time and costs for applicants and related agencies. Strategic steps that can be taken to achieve the digitization of driver's license service processes include:

- a. Building an integrated digital platform that allows applicants to apply for driver's licenses online, track application statuses, and receive real-time notifications. This platform should also be integrated with various relevant agencies to ensure a smooth issuance process for driver's licenses.
- b. Strengthening information and communication technology (ICT) infrastructure throughout Indonesia to support the digitization of driver's license service processes. It includes improving internet connectivity, providing necessary hardware and software, and training relevant personnel.
- c. Developing a mobile application that allows the public to access driver's license management services through their mobile devices. This application should be user-friendly and provide features such as online payments, appointment reservations, and easy access to traffic regulation information.
- d. Establish strict data security policies and protocols to protect the personal information of driver's license applicants and safeguard the digital platform from cyber-attacks.

By taking these strategic steps, digitizing service processes from the lifetime driver's license policy can enhance administrative efficiency, expedite service processes, and improve public satisfaction in managing driver's licenses. Additionally, digitization will enhance transparency and accountability in driver's license management in Indonesia.

3.4. Socialization and Community Education

Socialization and community education are two crucial aspects of the development of a country. Socialization aids in disseminating information about government

policies, social programs, and the importance of community involvement in development (Waluyo, 2022). Meanwhile, community education plays a role in enhancing the quality of human resources through learning and skill development (Ruhana, 2012).

Socialization and community education are essential in implementing the lifetime driver's license policy. In this context, socialization aims to provide a broad understanding to the public about this new policy, including its benefits, procedures, and related requirements. Meanwhile, community education helps raise awareness about the importance of having a valid driver's license, complying with traffic rules, and positively impacting driving safety. Strategic actions include:

- a. Conducting socialization campaigns through various communication channels such as print, television, radio, and social media to reach a wider audience. Clear and easily understandable information about the lifetime driver's license policy should be consistently communicated through these platforms.
- b. Partnering with local governments, educational institutions, and civil society organizations to disseminate information on lifetime driver's license policy. It can be done through organizing seminars, workshops, or public discussions at the local level.
- c. Creating easy-to-understand and engaging educational topics about the importance of having a valid driver's license and complying with traffic rules. It includes brochures, pamphlets, and short videos accessible to the public.
- d. Conducting training and workshops on traffic regulations, driving safety, and driver's license procedures. These training sessions can be targeted at drivers, school students, and the public to enhance their understanding of this policy.

Implementing these steps is hoped to give the public a better understanding of the lifetime driver's license policy and the importance of compliance with traffic rules. It will support the successful implementation of this policy and increase public awareness of driving safety.

3.5. Improving Service Quality

Service quality is crucial for any company or organization (Anto, A., Salimang, S., & Mustari, 2024; Berry, 2009; Hadi, S., Hidayat, B. A., & Agus, 2024). Enhancing service quality is essential to implementing the lifetime driver's license policy. In this context, service quality includes efficiency, speed, accuracy, and affordability in the driver's license management process. High quality of service will increase public satisfaction and confidence in the driver's license management system and contribute to achieving driving safety goals. Strategic efforts include:

- a. Building an integrated digital driver's license management system to enhance efficiency and accuracy in the issuance process. This system should allow applicants to submit applications, make appointments, and track their license status online.
- b. Improving customer service by providing precise and easily accessible information about driver's license procedures and helping and supporting applicants through various communication channels, including phone, email, and live chat.
- c. Training service personnel to enhance their competence in providing friendly, quick, and accurate service to license applicants. Infrastructure and office facilities may also need upgrading to enhance applicant comfort.
- d. Conduct periodic service quality evaluations by measuring performance and obtaining user feedback. This data can be used to identify areas for improvement and implement necessary changes.

By taking these strategic steps, service quality from the lifetime driver's license policy can be significantly improved, increasing public satisfaction and confidence in the driver's license management system and driving safety overall.

3.6. Enhancing Driver Competence Through Training

Improving driver competence through training is essential in creating safety and security in transportation (Sitorus, B., & Sitorus, 2020). Improving driver quality through training is critical to implementing the lifetime driver's license policy. Good driver quality affects driving safety and improves traffic efficiency and road comfort. By providing appropriate training, drivers will better understand traffic rules, have good driving skills, and know the importance of driving safety. Strategic stages include:

- a. Creating training programs that cover important aspects such as traffic regulations, driving ethics, driving safety, and safe driving techniques. These programs should be designed with relevant content and delivered in an engaging and easily understandable format.
- b. Training should be mandatory for license holders seeking renewal or new license issuance. It will ensure that every driver has adequate knowledge and skills before being granted permission to drive on the roads.
- c. Utilizing technology such as online learning platforms to provide distance learning to license holders. It allows drivers to access training materials anytime and anywhere, according to their convenience.
- d. Assess and periodically evaluate the effectiveness of training programs by involving participant feedback and assessment test results. It will enable the refinement of training content and teaching methods used.

By implementing these steps, the lifetime driver's license policy can effectively improve overall driver quality, which will support the creation of a safer and more orderly driving environment on the roads.

3.7. Minimizing Bureaucracy

Minimizing bureaucracy is a crucial step in improving government efficiency and responsiveness. By streamlining the number of complex procedures and regulations, the government can expedite decision-making and provide better services to the public. (Rohman & Rismana, 2021; Yasa, A., Suswanta, S., Rafi, M., Rahmanto, F., Setiawan, D., & Iqbal Fadhlurrohman, 2021). Reducing bureaucracy is a primary goal of the lifetime driver's license policy. Excessive bureaucracy in the driver's license issuance process can hinder efficiency and increase the time and cost required to obtain a license. By reducing bureaucracy, the process of issuing driver's licenses can become faster, simpler, and more efficient, ultimately enhancing satisfaction and accessibility of services for the public. Strategic phases include:

- a. Implementing a digitally integrated driver's license management system. This system allows applicants to apply online, reducing reliance on manual processes that require numerous physical documents.
- b. Review administrative requirements for driver's license issuance by eliminating or simplifying unnecessary or excessive requirements. It will help reduce the administrative burden on applicants and expedite the issuance process.
- c. Risk assessments of the driver's license issuance process are conducted to identify areas where bureaucracy can be reduced or processes can be improved. Focus on processes most vulnerable to excessive bureaucracy.
- d. Enhancing coordination among relevant agencies, such as the police, Department of Transportation, and Department of General Administration, to ensure smooth and unhindered driver's license issuance processes.

By taking these steps, bureaucracy in the driver's license issuance process can be significantly reduced, resulting in more efficient processes and better accessibility for the public. It will also support creating a more responsive and efficient service environment in relevant government agencies.

3.8. Community Engagement

Community engagement has increasingly become a critical issue in developing and improving various development programs and policies (Rahman et al., 2023). Community engagement can have a positive impact on ensuring the sustainability and success of development projects (Fitri, U., Dahlan, D., Mustika, R., & Ramadhani, 2023). It is essential to implement the lifetime driver's license policy successfully. Involving the community in decision-making processes, socialization efforts, and policy implementation can enhance understanding, acceptance, and support for the policy. By actively involving the community, the government can ensure that the policy reflects the needs and aspirations of the people and promotes shared responsibility in creating a safe and orderly driving environment. Strategic steps comprise:

- a. Holding public discussion forums or consultation meetings with the community to listen to their input, concerns, and aspirations regarding the lifetime driver's license policy. It allows community participation in decision-making processes and voicing their opinions.
- b. Conducting active socialization campaigns involving the community directly through community meetings, seminars, and other public events. It allows the community to receive direct information about the lifetime driver's license policy and understand its impact on them firsthand.
- c. Conducting community education activities on the importance of having a valid driver's license, complying with traffic rules, and driving safety. It can be done through workshops, training sessions, or formal education programs in schools and other community institutions.
- d. Utilizing social media as a platform to communicate with the community, disseminate information about the lifetime driver's license policy, and directly receive feedback and input from the community.

By involving the community in the implementation process of the lifetime driver's license policy, the government can create strong support from the community, raise awareness about the importance of having a valid driver's license, and collectively create a safer and more orderly driving environment.

4. Conclusion

This study concludes that the lifetime driver's license policy has significant potential to improve administrative efficiency, strengthen service integrity, enhance public awareness and compliance with traffic rules, and overall improve road safety. Implementing this policy requires strategies such as building service transparency, strengthening supervision and law enforcement, digitalizing service processes, socializing and educating the public, improving service quality, enhancing driver quality through training, minimizing bureaucracy, and actively engaging the community. Therefore, the lifetime driver's license policy has the potential to impact Indonesian society and the transportation system significantly.

This study has several limitations. First, the analysis primarily relies on secondary data and literature reviews, which may not fully capture the real-world complexities of implementing a lifetime driver's license policy. Second, the study does not include empirical data, such as surveys or interviews with stakeholders, which could provide deeper insights into potential challenges and public

perceptions. Third, differences in infrastructure, law enforcement capacity, and demographic factors across regions in Indonesia are not extensively explored, which may affect the feasibility and impact of the policy. Future research should consider conducting field studies, stakeholder interviews, and comparative analyses with countries that have implemented similar policies to provide a more comprehensive evaluation

The implementation of the lifetime driver's license policy will impact various regulatory frameworks, including public administration, law enforcement, digital governance, and transportation policies. Simplifying the licensing process will require adjustments in bureaucratic reform and e-governance policies, ensuring efficient service delivery and cybersecurity. Strengthened supervision will demand stricter anti-corruption measures and law enforcement strategies. Additionally, public awareness efforts will influence road safety policies, necessitating stronger education programs and partnerships. Changes in driver training regulations may introduce periodic assessments to maintain competence, while the removal of renewal fees will require new funding mechanisms. Lastly, increased community involvement will promote shared responsibility for road safety. Overall, successful implementation will require careful policy adjustments and stakeholder collaboration.

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