PREPARATION STRATEGY IN THE CHANGE OF BIRTH CERTIFICATE SYSTEM BASED ON *NOMOR INDUK KEPENDUDUKAN* (*NIK*)

(Study at Department Population and Civil Registration of North Jakarta)

UNDERGRADUATE THESIS

**In Fulfilment of Requirement for Bachelor Degree of Public Administration
Faculty of Administrative Science, Brawijaya University**

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MALANG

2018

MOTTO

فَإِنَّ مَعَ ٱلْعُسْرِ يُسْرًا

(Q.S Al- Insyirah: 6)

"Hidup Hanya Sekali, Hiduplah yang Berarti"

(PM Darussalam Gontor)

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DECLARATION OF ORIGINALITY UNDERGRADUATE THESIS

I declare truthfully, as far as my knowledge, in the text of this thesis there is no scientific work ever submitted by other parties to get the work or opinion ever written or published by others, except those quoted in this text and cited in the source of quotations and bibliography.

If in the script of this thesis can be proved there are elements of plagiarism, I am willing to skip this aborted and the academic degree I have obtained (S-1) canceled and processed in accordance with applicable laws and regulations (Law Number 20 year 2003, Article 25 paragraph 2 and Article 70).

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v

LETTER OF DEDICATION

I would like to thanks to ALLAH SWT for always gives me strength, grace, knowledge, ability and opportunity for every step in the work of this thesis facilitated to the present with full of struggle. Without hid blessings, this achievement would not have been possible.

Towards this degree, i have found teacher, Mr. Dr. Sarwono, M.Si. He has been providing his heartfelt support and guidance at all times and has given invaluable guidance, this thesis would not have been possible and i eternally be grateful for his assistance.

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RINGKASAN

Penelitian ini membahas tentang Strategi persiapan yang dilakukan oleh Dinas Kependudukan dan Pencatatan Sipil Jakarta dalam mempersiapkan strategi untuk keberlangsungan program yang mendukung berjalannya strategi, Khususnya pada Dinas Kependudukan dan Pencatatan Sipil Jakarta Utara. Melalui penelitian yang telah dilakukan, Penelitian ini membahas kendala yang dihadapi oleh Dinas Kependudukan dan Pencatatan Sipil Jakarta Utara ketika menjalankan program kepengurusan akta kelahiran, dalam kendala tersebut ditemukan berasal dari kondisi internal dan eksternal. Selain itu, di ikuti persiapan pemerintah dengan membuat program baru pada sistem kepengurusan akta kelahiran berdasarkan nomor induk kependudukan, dengan cara menetapkan kebijakan program baru yang mengacu pada masalah yang sebelumnya pernah dirasakan oleh masyarakat.

Jenis penelitian ini menggunakan metode kualitatif dengan jenis penelitian deskriptif. Jenis penelitian kualitatif deskriptif ini peneliti dapat menjelaskan strategi persiapan yang dilakukan oleh pemerintah Dinas Kependudukan dan Pencatatan Sipil, khususnya yang berada pada wilayah Jakarta Utara. Serta mampu mendeskripsikan kendala yang dihadapi oleh Dinas Kependudukan dan Pencatatan Sipil Jakarta Utara, baik yang berasal dari luar maupun dalam. Data primer dalam penelitian ini diperoleh melalui wawancara pihak terkait, sedangkan untuk data sekunder diperoleh dari dokumen-dokumen yang berhubungan dengan topik penelitian.

Hasil penelitian ini menunjukan bahwa tidak ditemukannya strategi persiapan dalam perubahan sistem akta kelahiran berdasarkan nomor induk kependudukan (NIK), yang mana strategi persiapan sangat penting di persiapkan untuk meminimalisir masalah yang akan dihadapi kedepannya, khususnya pada wilayah Jakarta Utara dan juga kendala yang dihadapi dalam menjalankan perubahan sistem akta kelahiran berdasarkan nomor induk kependudukan Serta memberikan saran terhadap kendala yang ditemui.

Dengan begitu penelitian ini diharapkan Dinas Kependudukan dan Pencatatan Sipil Jakarta Utara terus melakukan perkembangan dalam sistem, jejaring dan sumber daya manusia yang mampu berkompetitif, Sehingga mendukung perubahan sistem yang akan dilakukan pemerintah. Selain itu diharapkan dapat menambahkan strategi yang akan dilakukan untuk program pemerintah yang akan datang dan dapat mengatasi masalah yang akan dihadapi melalui strategi yang akan dipersiapkan.

Kata Kunci: Strategi Persiapan, Dinas Kependudukan dan Pencatatan Sipil Jakarta Utara

SUMMARY

This study discusses the Preparation Strategy by the Department Population and Civil Registration of Jakarta in preparing strategies for the sustainability of the program that supports the strategy, especially in Department Population and Civil Registration of North Jakarta. Through research that has been carried out, this research discusses about the constraints faced by Department Population and Civil Registration of North Jakarta when running a birth certificate management program, in these constraints it was found from internal and external conditions. In addition, government preparations are followed by creating a new program on the birth certificate system based on *Nomor Induk Kependudukan (NIK)*, by establishing a new program policy that refers to problems previously felt by the society.

This type of research uses qualitative methods with descriptive types of research. This type of descriptive qualitative, researchers can explain the preparation strategy carried out by the government of Department Population and Civil Registration, especially in North Jakarta. It can describe the constraints faced by Department Population and Civil Registration of North Jakarta, from internal and external. Primary data in this study were obtained through related party interviews, while for secondary data obtained from documents related to the research topic.

The results of this research indicate there is no preparation strategy was found in the change of birth certificate system based on *Nomor Induk Kependudukan* (*NIK*), preparation strategy which is very important to be prepared to minimize the problems that will be faced in the future, especially in the North Jakarta area and the constraints faced in carrying out the changes of birth certificate system based on *Nomor Induk Kependudukan* and providing advice on the constraints encountered.

This study is expected to develop the system of networks and human resources that are capable of competitiveness in Department Population and Civil Registration of North Jakarta, to support the system change that will be carry out by the government. In addition, it is expected to find the best strategy that will be applied for future government programs and can solve the problems that will be faced through the strategy prepared

Keywords: Preparation Strategy, Department Population and Civil Registration of North Jakarta

PREFACE

Praise gratitude to Allah SWT, researcher pray toward for blessings, because of the grace from Allah SWT researcher can accomplished this undergraduate thesis which titled **"Preparation Strategy in The Change Of Birth Certificate System Based on *Nomor Induk Kependudukan (NIK)* (Study at Department Population and Civil Registration of North Jakarta*)".**

This undergraduate thesis is the final task as one of the requirements for graduation to obtain a bachelor's degree in Public Administration at Administrative Sciences Faculty of Brawijaya University Malang. The researcher realized that the arrangement of this undergraduate thesis will not be realized without the help and guidance from various parties. On this occasion, the researcher want to say thank you for:

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For all those who have helped and contributed to the preparation of this thesis. The researcher realizes that this thesis still there are many shortcomings so that criticism and suggestions that are constructive will be expected to perfection this thesis. Hopefully, this thesis can be a reference material for other researchers and can be refined through research with the same theme.

Malang, July 13th 2018

Researcher

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CHAPTER I

INTRODUCTION

A. Background

The system of governance in Indonesia based on an approach system can include the system of local government. The practice of governance in intergovernmental relations, which uses the concept of centralization and decentralization. The concept of centralization shows a characteristic that all government administration authorities are in the government. Meanwhile decentralization is a system that shows a characteristic that some of the authorities in government affairs is a government obligation that was given to the local government.

The government will maintain continuously in the decentralized system both in theories and local government practices. Decentralization has become one of the most impacting issues, namely to choose between a dispensation of power and unification of power. Dispersion of power is in line with the theory of separation from John Locke's power. The objectives of decentralization are:

1. To reduce the burden imposed on the central government on the interference of small problems in the field of governance at the local level.
2. To increase society support and participation in the implementation of local government activities.
3. To help the society in training to manage the household affairs.
4. To accelerate public service in government to society.

Implementation in the decentralization system as set forth in Law Number 5 of 1974, Law Number 22 of 1999 and Law Number 32 of

2004. The second amendment to regional governance in article 18 is as follows:

1. Unitary State of the Republic of Indonesia is divided into provinces and they can be divided into districts and municipalities where each province, regency, and municipality have a local government that has been regulated in law.
2. Provincial, district and municipal governments that regulate and administer government affairs according to the principle of autonomy and duty of assistance.
3. Provincial, district and municipal governments with a House of Representatives (*DPR*) that can determine which members are elected by general election (*PEMILU*).
4. Governors, regents, and mayors are the head of democratically elected provincial, district and municipal governments.
5. Regional governments that exercise autonomy to the maximum extent, except in the field of government affairs by the law which may be determined in relation to a central government affair.
6. Local governments may set the local legislation and other regulations in implementing autonomy and assisting duties.
7. The composition and procedure of local government administration that have been regulated by law.

Department Population and Civil Registration of North Jakarta is a Department that provides services for the interests of civil registration and population for the society, especially for the people of North Jakarta. Department Population and Civil Registration of North Jakarta is located on Jalan Berdikari No.2. North Jakarta has six districts and has thirty-one sub-district. North Jakarta divides in to the management of birth certificates and other important files in each sub-district in order to manage more effective population data based on the district and sub-

district directly. Below is a list of districts and sub-districts in North Jakarta, there are:

Table 1 list of Districts and Sub-District in North of Jakarta

1	Kecamatan Cilincing		4	kecamatan pademangan	
		Kelurahan Cilincing			kelurahan Ancol
		Kelurahan Kalibaru			kelurahan Pademangan Barat
		Kelurahan Marunda			kelurahan pademangan Timur
		kelurahan Rorotan	5	kecamatan penjaringan	
		Kelurahan Semper Barat			Kelurahan Kamal Muara
		kelurahan Semper Timur			Keluahan Kapuk Muara
		kelurahan Sukapura			Kelurahan Pejagalan
2	Kecamatan kelapa gading				Kelurahan Penjaringan
		Kelurahan kelapa Gading Barat			Kelurahan Pluit
		Kelurahan Kelapa Gading Timu	6	kecamatan tanjung priok	
		kelurahan Pegangsaan dua			Kelurahan Kebong Bawang
3	kecamatan koja				Kelurahan Papanggo
		kelurahan koja			Kelurahan Sungai Bambu
		kelurahan Lagona			Kelurahan Sunter Agung
		kelurahan Rawa Badak Selatan			Kelurahan Sunter Jaya
		kelurahan Rawa Badak Utara			Kelurahan Tanjung Priok
		kelurahan Tugu Selatan			Kelurahan Warakas
		kelurahan Tugu Utara			

Source: Department Population and Civil Registration North of Jakarta.

The Department Population and Civil Registration have a problem in service of public administration. In one form of services available in Department Population and Civil Registration of North Jakarta among other forms of identity card (*KTP*), birth certificate, family card *(KK)*, death certificate, legalization of documents, data and etc. It is included an important file in every city of North Jakarta should have, one of the important letters each individual must have is a

birth certificate. The civil registration is the one issuing the birth certificate of civil registration for those who have been born, died, married and etc.

A birth certificate is a birth information which contain data about the child's name, parent's name, gender, birth date, and child's arrangement in a family. Currently the use of birth certificate is very important, because it is a requirement to make identity card, to register school up to university, family card, the handling of inheritance of parent because based on one's legal status, passports, marriage, and so on. Therefore, birth certificate is very important and it is needed for a variety of interests in the management of various kinds of affairs.

The first creation of Birth certificate, will be realise with *NIK* in one time which has been established since the first birth certificate issued from the Department Population and Civil Registration in the local area. A birth certificate is a legal file issued as a proof of the birth of a child to the parent who gave birth. *Nomor Induk Kependudukan* (*NIK*) will be added to the family card (*KK*), which is the lifetime of child identity number (*KIA*) and cannot be changed. As stated in Law Number 23 of 2006 concerning the administration of the population of article 38 which explains, as follows:

a. *NIK* issued by the executing instance or the Department Population and Civil Registration.
b. *NIK* is valid for life and forever, unchanged and does not follow the change of domicile throughout Indonesia.
c. *NIK* is published after the registration of population data as the basis for the issuance of *KK* and identity cards *(KTP)* at the executing instance or the Department Population and Civil Registration in the place of domicile concerned.
d. The issuance of *NIK* for babies born outside the administrative area of residence shall be conducted after the registration of the biodata resident in the implementing instance or the Department Population and Civil Registration where the parent's domicile is concerned.

The above law explains how the importance of birth certificates and *NIK* in relation to population data collection in Indonesia. As a citizen of Indonesia, the existence of *NIK* and birth certificate are very important, because they were needed in applying for the job, register a school, and something alike. Both types of population information are important to be able to prove a person Indonesian citizen or not and can be investigated the truth.

Population information of management system *(SIMDUK)* is an information system that still uses data inputted manually and used only for each region in each province. Consequently, the society have a possiblity to register twice or more (the number of the resident parents or double *Nomor induk Kependudukan NIK*), because in each region has its own system. While population information of administration system *(SIAK)* is an information system that has been used a server that can unify all population data throughout Indonesia in every province, either in sub-district or district, and minimize the error rate in data duplication (duplication of *Nomor Induk Kependudukan NIK*).

From two systems of change used by Department of Population and Civil Registration of North Jakarta is one of the supporting systems in managing population data and civil registration so it can quickly record *Nomor Induk Kependudukan* (*NIK*) accurately and can provide automatically. Regarding the service in making the birth certificate that previously the Department of Population and Civil Registration did is to use the Population information of management system *(SIMDUK)* which began to be applied in 1996. However, in *SIMDUK* operational system has a weakness in managing the population data and

become the material evaluation of the *SIMDUK* for the next system. However, in 2004 The Department Population and Civil registration transformed it into a population information of administration system *(SIAK)* that aims to process population data and civil registration by recording the number of residents accurately and providing *NIK* automatically, to anticipate ownership of the dual population number. The use of *SIAK* is still running and this method is still applied by Department Population and Civil Registration of North Jakarta in providing accurate population data and can be implemented in a government program policy. The accurate data can be seen in terms of population, education and so on.

Multiple data recording in supportive information systems is carried out by Department Population and Civil Registration of North Jakarta to minimize the number of errors in duplicate data creation that can be caused by human or system. Department Population and Civil Registration of North Jakarta has a system for data singling test to show biodata in one family head *NIK*. If *NIK* family head finds in the other head of the family *NIK*, both in the form of elements and biometrics, the system will detect duplicate data contained in every *NIK* that exists when the data has been entered and recorded by the system. Double data can be happened if you record more than once using different *NIK*, with different identity, then the system will be traced to the identity by fingerprints, and iris. The system is very supportive in managing population data and civil registration. So from the system can be known as the recording of recurring data or the manufacture of multiple data. So it can help to reduce errors

in recording multiple data repeatedly. However, by reducing errors in duplicate data recording, it is impossible to recover recurrent data recording. The Department Population and Civil Registration can directly identify the double data at the time by recording, it can be through the fingerprint recording with matching fingerprint of a previously registered person or at the time of entering *NIK* head of family one with *NIK* other head of family so avoid the mistake that previously happened.

The services that undertaken by the Department Population and Civil Registration of DKI Jakarta are to divide the services into various areas of DKI Jakarta and specialize in direct services that are shared in all sub-districts in DKI Jakarta that are controlled directly by the offices located in the city area which belongs within the city of the region. Making it easier to control and serve the society, especially in the field of birth certificate service.

Services at Department Population and Civil Registration of North Jakarta are divided into two, namely routine services and services in serving the people who do not have a new birth certificate. Routine service is the process of making and issuing birth certificates to the society making new birth certificates. While the service in serving the people who do not have birth certificate since birth and declared not registered yet in the system at the Department Population and Civil Registration of for many years still experiencing obstacles in the data collection. It caused many people who do not require a birth certificate, especially the people who live in a shanty place, because it takes a long time for organizing birth certificates. By taking care of the birth certificate first, then at the end by taking

care of family card (*KK*) after the birth certificate is issued. However, the current system has been updated with a one-time birth certificate with family card (*KK*) and *NIK* included children will be added directly to the new family card (*KK*) release along with the birth certificate of the child. Besides, in 2017 the Department Population and Civil Registration of DKI Jakarta only reach 64% of children, for the number of children who have a birth certificate, especially at the age of 0 to 18 months. This is a challenge for the government, especially for Department Population and Civil Registration of North Jakarta to handle the case and fix it. So the people of DKI Jakarta, especially North Jakarta area can be recorded well.

The application of population information administration system (*SIAK*) has been enforced from 2004 since the inception of *SIAK*. Therefore it has also been arranged in several regulations that are made, namely:

In the presidential decree (*KEPPRES*) on No. 88 of 2004 on the management of population administration. Article 1 describes the population administration management information (*SIMDUK*) is the collection, recording, processing, and updating the data from resident registration results to support public services, presentation of population information to be able to formulate policies and development.

Based on Law Number 23 Year 2006 regarding Population Administration on birth registration which explains about the management of *SIAK* in article 70 which has a purpose to improve the quality of service in registration section of population and civil registration; provide data and information at national and local levels on the results of accurate, complete, up to date and accurate civil registration and civil registration to be accessed at whoever and at anytime; can realize systemic data exchange through a single identifier system, while ensuring

data confidentiality. In the purpose of managing *SIAK* which explains about providing data and information at national and regional scale on the results of civil registration is accurate, complete, updated and easy to access anytime and anywhere. However not all cities can provide data and information about the results of population registration and civil registration that is accurate and complete so that it can be easily accessed. Most cities whose data is still less transparent, making it difficult for the public to find data and information related to the residents registration and civil registration. This law should be implemented by all government instance in Indonesia, but not all government agencies run things that have been set in the law.

a. In addition, there is also the regulation of the Minister of Home Affairs (*PERMENDAGRI*) no. 9 of 2016 on the acceleration of increasing the coverage of birth certificate ownership. In article 1 which in it describes *SIAK* related is an information system that utilizes information and communication technology to be able to give facility for the population administration management information (*SIMDUK*) at organizer level and implementing institution by having one unity and not split.

b. Government Regulation No. 37/2007 concerning the implementation of Law No. 23 of 2006 concerning population administration in article 1 describes a series of activities in the arrangement and in the publication of a document and population data through population registration, civil registration, population administration management

information (*SIMDUK*) and the use of results for public services and development.

A challenge and obstacles in the implementation of *Permendagri* No. 9 of 2016 on the acceleration of ownership of child birth certificate, explain that the new policy related to the administration of residence in which one takes care of electronic Identity card and birth certificate without the covering letter from *RT*, *RW*, sub-district or district. As for the regional medium term development plan target (*RPJMN*) in 2019, as many as 85% of children have birth certificates throughout Indonesia. However, at the Department of Population and Civil Registration of DKI Jakarta, it is only 64% of children that have birth certificates.

Based on the background above, the researcher aims to investigate in order to find out the preparation of the strategy undertaken by the government in preparing the change of birth certificate system based on the population holding *Nomor Induk Kependudukan (NIK)* in Department Population and Civil Registration of North Jakarta. That is why problem formulation taken from the background of subject matter related to the changes of birth certificate system. Government strategy in preparation the change of birth certificate system based on *Nomor Induk Kependudukan* (*NIK*) by Department Population and Civil Registration of North Jakarta.

B. Research Problems

Based on the background on the above problems, the research problems as follows:

1. How preparation strategy to prepare in the change of birth certificate system based on *Nomor Induk Kependudukan (NIK)* at Department Population and Civil Registration of North Jakarta?

2. What are the constraints in the implementation of the birth certificate system at Department Population and Civil Registration of North Jakarta?

3. What are the supporting and inhibiting factors to prepare the changes of birth certificate system based on *Nomor Induk Kependudukan (NIK)* at Department Population and Civil Registration of North Jakarta?

C. Research Objectives

Based on the above problem formulation, the purpose of this study are as follows:

1. To find out the strategy by the government in preparing the change of birth certificate system based on *Nomor Induk Kependudukan (NIK)* in Department Population and Civil Registration of North Jakarta.

2. To find out, describe and analyze the constraints to the implementation of the birth certificate system at Department Population and Civil Registration of North Jakarta.

3. To find out, to describe and analyze the supporting and inhibiting factors in preparing the changes of the birth certificate system based on *Nomor Induk Kependudukan* (*NIK*) in Department Population and Civil Registration of North Jakarta.

D. Research Contribution

In this study is expected to provide benefits, both academically and practically, namely:

Theoretical benefits

1. The results of this study are expected to provide input and information sources for other parties who will conduct further research.

2. The results of this study are expected to assist the government in improving the ability and analyze employee performance competencies in the society, especially on birth certificates.

Practical Benefits

1. This research is expected to become information and evaluation material for the government in arranging strategy to improve service competence to society satisfaction on the birth certificate.

2. This research is expected to contribute to the development of public administration science related to the government strategy in improving the performance of employees to the satisfaction of society on the birth certificate.

E. Systematic Discussion

The discussion in this study is divided into five chapters, each chapter consists of several chapters as follows:

CHAPTER I: INTRODUCTION

In this chapter begins with the background, problem formulation, research objectives and systematic discussion. The background that explains the related research investigated, which is about preparing strategies to prepare a birth certificate system based on the parent population number in Department Population and Civil Registration of North Jakarta. The formulation of the problem is the question of problems that occur in the field to be used as a reference in answering research and research objectives. The purpose of the research is the goal to be achieved in conducting a research, research contributions that can be useful both theoretically and practically, and the last is a systematic discussion of the chapter's in writing this research.

CHAPTER II: LITERATURE REVIEW

This chapter explains the concepts, theories or scientific findings of scientific books, journals, research results (skripsi, thesis, dissertation). Legislation relating to problems or questions from researchers. In this chapter, the researcher uses public administration theory, public policy, policy implementation, public service, the definition of management strategy and understanding of the birth certificate. The theories contained in this chapter are the basis used in the analysis and problem solving relating to preparatory strategies to prepare for changes in birth certificate systems based on residence parent numbers.

CHAPTER III: RESEARCH METHOD

In this chapter describes the research methodology used in this paper, covering material consisting of research types, research focus, data sources, data collection techniques, research instruments and data analysis. This type of research using descriptive research qualitative approach.

CHAPTER IV: DISCUSSION

This chapter contains the results of research that will explain the general picture of the object of research, analyze and provide opinions (interpretation) of data that has been obtained so that it can answer the problems in this study.

CHAPTER V: CLOSING

It is the last part of this thesis writing that concludes with the suggestions

that can provide benefits for the continuity of the upcoming birth

certificate system, especially at Department Population and Civil

Registration of North Jakarta.

CHAPTER II

LITERATURE REVIEW

A. Previous Research

Research about the changes in administrative information systems used by the Department of Population and Civil Registry that has been studied by some previous researchers. It can be seen in Table 2.

Tabel 2 Previous Research

NO	Year	Name of Researcher	Research Title	Conclusion
1	2013	Laili Septaria Puspitasari	*Upaya Peningkatan Pelayanan Akta Kelahiran di Dinas Kependudukan dan Pencatatan Sipil Kabupaten Sidoarjo*	The results of research and analysis in an effort to improve the birth certificate service in Department of Population and Civil Registration of Sidoarjo there are efforts made, i.e the clarity of requirements and costs that must be fulfilled and issued in the care of the birth certificate, the procedure is quite easy and easy to understand, completion time in accordance with service standards, construction of an adequate database system, provision of online and offline systems in service, the existence of socialization routinely, as well as service in public complaints. The inhibiting factor generated is that it has limitations in the number of human resources, facilities, and infrastructure that do not support and have low public awareness and lack of understanding in the process of birth certificate procedures.

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2	2013	Aprilia Malik	*Perencanaan Program Akta Online Dalam Meningkatkan Pelayanan Akta Kelahiran (Studi pada Dinas Kependudukan dan Pencatatan Sipil Kabupaten Banyuwangi)*	The results of research and discussion found no weaknesses in the preparations made, the program makes pessimism from the apparatus, because there is a weakness in the implementation, the registration of an online birth certificate is limited to taking the registration number, while for processing the deed, through two aspects, are requirements and principles and procedures. and in online enrollment, age classification is still done manually.
3	2017	Raden Aditia Perwiranegara	*Peningkatan Pelayanan Publik Melalui Sistem Administrasi Kependudukan (Studi Pada Dinas Kependudukan dan Pencatatan Sipil Kota Surabaya)*	The result of the research proves the improvement of quality in public service through the Information The Population Administration Information System (*SIAK*) in the service of population administration which can be quite good, because the staff fully and entirely have a mainstay in carrying out its duties, respond quickly what are the services that enter into Department Population and Civil Registration of Surabaya. But still the discovery of people who do not understand the procedures made by Department of Population and Civil Registration Surabaya.

The results from three previous studies can be drawn to conclusions. The system in population administration has changed from year to year. To fix the previous system. The system will certainly be better again in the future

along with the times. From a comparison of administrative systems in the field of the birth certificate that continues to grow for the better.

The similarity between the previous research and this research are in the previous research was still using the old system to manage the service, especially in the field of birth certificate service, the result of the research is in Department of Population and Civil Registration of Sidoarjo Sub-district, there is a clarity of the requirements and the cost that must be fulfilled and issued in the birth care. Certificates, easy to understand the procedures, completion time in accordance with service standards, construction of an adequate database system, provision of online and offline systems in services, regular socialization, and services in public complaints. Meanwhile, the difference between the previous research and this study are the limited number of human resources, facilities, and infrastructure that do not support and have low public awareness and lack of understanding of the process of birth certificate procedures. In the second place, there is no weakness in preparation, but this program makes pessimism for the apparatus because there are weaknesses in the implementation, registration of birth certificate online is limited to take the registration number, while for the deed process, through two aspects, namely requirements, principles, and procedures. In online registration, age classification is still done manually. In the third place found people who do not understand the procedures undertaken by Department of Population and Civil Registration of Surabaya.

B. **Public Administration**

1. **Definition of Public Administration**

According to Pasolong in a book entitled " *Metode Penelitian Administrasi Publik* ", Administration is something planned by a group of people by working together to achieve the same goal. The public sphere comes from the English language of public which means general, society and crowd. While the term public word according to Inu Kencana in Sinambela (2011: 5), explaining the word public is a group of people who have togetherness thinking, feelings, expectations, attitudes and actions that are true and good based on the value that belongs. The public can also be interpreted as a society that has togetherness in thinking based on existing regulations.

As one of the sciences of public administration, which aims to solve public problems through improvement or refinement especially in the field of organization, human resources, and finance (Keban 2008: 3). While Nicholas Henry (1998), defines public administration as a complex combination of theory and practice, which aims to promote understanding of government in relation to governed society and encourage public policy to pay more attention to social needs. On the other hand, the public administration also makes the management practice institutions to be able to match the values related to the effectiveness, efficiency, and fulfillment of better society needs. In Pasolong 2012: 56 according to David H. Rosenbloom (2005) describes public administration as a theory and process of management, politics, and

law to fulfill the government's desire in the legislative, executive, in organizing the functions and service to society.

Some definitions of public administration above describe briefly about public administration. The difficulty in defining the right definition for the public administration because the administration is a complex concept. Public administration can be interpreted as a collaboration undertaken by groups or institutions to carry out the tasks that the government provides to meet the needs of the public efficiently and efficiently (Pasalong 2012:57).

2. **Public Services Term**

There are many definitions of public services that have been advanced by experts. Public service according to Sinambela in Pasolong (2008: 199) is as any activity undertaken by the government against a number of people who have activities that benefit the number of people who have every activity that can benefit in a collection or unity, and offer satisfaction even though the result is not bound on a product directly or physically well, further in Kurniawan (Pasolong, 2008: 199), explains that public service is the provision of services or serve the needs of people who have interests with the organization in accordance with the rules and procedures that have been established. As according to the decision of the Minister of Administrative Reform of the State No 63 / *KEP* / *M.PAN* / 7/2003 on general guidelines of public administration having a purpose with service and implementation of regulatory provisions on legislation. Based on some understanding it can be concluded that public service is a

service activity undertaken by the acting State as public service providers to a number of communities who have interests with government organizations in accordance with applicable legislation.

Based on Law Number 25 of 2009 concerning public services, it is explained that public service is an activity or series of activities in order to fulfill the need of service in accordance with laws and regulations for every citizen and residents or goods, services and administrative services provided by public service providers. While public services according to Moekijat in Lutfia is any form of service provider activities undertaken by government agencies through services or services, for efforts to meet the needs of society and for the implementation of the provisions of society and for the implementation of the provisions of legislation and therefore government agencies as the Institute of State Administration (*LAN*) has objectives in the process of conducting its activities on the empowerment of more efficient, economical and effective services possible to every citizen and population served (Lutfia 2005: 14). Based on the above explanation it can be concluded that a public service is a form of business undertaken by individuals or organizations in performing services based on the expertise and capabilities possessed in providing benefits to the society through the provision of goods and services by the recipients of the necessary services.

3. Standard of Public Services

Good public services will require service standards and be used as a benchmark for recipients. Public quality standards must be obeyed by those who provide services and service recipients. According to Rowland that the public service standard is a specification of the function or purpose that must be met by a means of service so that service users get the maximum benefit from the service (Anwar 1996: 39).

Based on Law Number 25 of 2009 concerning public services in Article 21, the contents of components in service standards include:

a. Base Law
b. requirements
c. Systems, mechanisms, and procedures
d. Timed settlement
e. Fees or tariffs
f. Product service
g. Facilities, infrastructure, and facilities
h. Implementing competence
i. Internal monitoring
j. Handling complaints, criticisms and suggestions
k. Number of implementers
l. Guarantee services that provide certainty of service implemented in accordance with service standards
m. Security guarantees and safety services in the form of a commitment
n. to provide a sense of security, free of cost and doubt Evaluation of implementing performance

Based on *KEPMENPAN NO. 63 / KEP / M.PAN / 7/2003* on general guidelines for the implementation of public services there are six standards of public services, including:

a. Service procedure
that is intended for the giver and the recipient of the service including the complaint.

b. Service time
   a is defined in the service provider process.
c. Service fee
   is included in the details specified in the service provider process.
d. Product service
   namely the results of services received in accordance with applicable provisions that have been established.
e. Facilities and infrastructure
   is an adequate provision of facilities and infrastructure by public service providers.
f. Competence
   ie officers who provide a properly defined service based on knowledge, skills, skills, attitudes, and behavior.

C. Public Policy

1. Public Policy Term

Public policy has a lot of understanding according to experts because of many points of view such as phenomena and different perspectives conditions of a country seen by experts. According to Eystone (1971: 18) (in Abdul Wahab 2014: 13) which concludes that public policy is *"the relationship of the governmental unit to its environment"*. As well a theory that was expressed by Wilson in Abdul Wahab, 2014: 13 which says that public policy is *"the actions, objectives, and pronouncements of government on particular matters, the step they take (or fail to take) to implement them, and the explanations they give for what happens (or does not happen)"*. While the French expert lemieux in Wahab, 2014: 15, says public policy is "*the product of activities aimed at the resolution of public problems in the environment by political actors whose relationship are structured. The entire process evolves over time*".

Anderson in Islamy, 2001: 19 defines state policy as a policy established by government officials and agencies as derived implications that arise from a policy definition,

a. State policy always has a specific purpose or is a goal-oriented action.
b. The policy is to contain actions or patterns of action by government officials.
c. The policy is what the government actually does, not what is just an intention to do something or declare it will do but is not done.
d. The state policy that is positive is a form of government action will a particular problem or is negative in the government's decision to not do something.
e. Government policy is a positive meaning that is also based or always used in legislation and forced (authoritative).

From some of the explanations above, it can be concluded public policy is generated by the government to deal with a problem that is positive. The policy is a form of a recommendation in dealing with problems that can achieve a goal within the organization. The goals of the organization have been agreed together beforehand, so policy as a complement to achieve those goals.

2. Public Policy Stages

There are several stages in public policy according to Dunn 2003: 24-25 says there are several stages, namely:

a. Agenda preparation

Elected and appointed officials make trouble on the public agenda. Previously this problem will be traced first to be written into the agenda of the activity.

b. Policy formulation

Issues that are already on the policy agenda will be discussed by policymakers. Employee will formulate policy alternatives to address existing problems. Alternative policies can see the importance of making specific orders, judicial decisions and legislative acts.

c. Policy adoption

One of the many alternatives will be chosen and appointed with the support of the majority of policymakers.

d. Policy implementation

Policy are made as an alternative to problem-solving by government and administrative bodies that transfer financial and human resources. Monitoring of the results and effects of the policy.

e. Policy evaluation

The policy that has been undertaken will be evaluated by the accounting department and the accounting department within the government will determine whether the executive, legislative and judicial bodies full fill the requirements of the law in policy-making and in achieving the objectives. Whether the facts are in accordance with existing policies, or the need for a policy evaluation because it is no longer relevant to the fact that it should.

D. Policy Implementation

1. Policy Implementation Term

In the implementation of policies, policy implementation is an action that can be considered as an important aspect of the hole in the policy process (Abdul Wahab, 2014: 59). Udoji as quoted by Abdul Wahab, 2014: 59 states the implementation of the policy is "*the execution of policies is as important than policymaking. Political will remain dreams or blueprints file jackets unless they are implemented*". According to Jenkin in Parson, 2006: 463 explains that "*implementation studies are the study of change*". The implementation studies explain how change can occur. This is a study of the microstructure of political life. How do organizations around the political system both outside and in the system tell each other and explain their affairs to each other, whereas there is no motivation for them to do. What is the motivation that makes them so they behave, so it is different? The principle of policy implementation is the way for policy to achieve its goals (Nugroho, 2009: 494). Nugroho said that public policy can not only be an operational policy, but also there is a problem of conflict in decision-making how the policy can be obtained by the target group. Which according to Lester and Steward in Winarno, 2014: 147 states that the implementation of the policy is "*policy implementation is seen in the broad sense, ie the stage of the policy process immediately after the enactment of the law. Implementation is widely seen as having meaning in the implementation of law where various actors, organizations, procedures, and techniques work together to implement policies or programs. Implementation, on the other hand, is a complex event*

that may be understood as a process, an output, and can have an impact on outcomes".

Mazmanian and Sabatier quoted by Abdul Wahab (2014: 68) explain that implementation is the implementation in the basic policy, which in the form of legislation, but there are also in the form of orders or executive decisions or judicial decisions. There is a work program that refers to the issues that will be faced by the policy itself. This program will be structured into a structure in its implementation so that it can further produce the desired changes by the policy in question.

Based on the understanding of the implementation of the above policy, explained that the very important role of policy, especially in the implementation of policies in implementing an implementation in the basic policy that leads to change. it can be concluded that the implementation of policy is an implementation of policies contained in the law, executive decisions or judicial decisions between actors makers and implementers of mutual cooperation in the implementation, so as to achieve goals or targets that have been on target. In addition, policy implementation is also done to achieve the objectives of the organization.

2. **Public Policy Implementation Model**

There are several models in the public policy implementation process. The implementation model used is a model developed by George C. Edward III. This policy model is a perspective model "top-down" according to George C. Edward III's view (in Agustino, 2014: 149). That

is the variable on the implementation of public policy consists of 1) Communication, 2) Resource, 3) Disposition, dan 4) Bureaucratic structure.

Success in policy implementation that may affect the first variable, according to George C. Edward III in Agustino (2014: 150), is communication. George C. Edward explains that communication is crucial to success in achieving the objectives of the implementation of public policy. It is also argued that the policy communicated should be precise, accurate and consistent. Communication and dissemination of information are needed for decision makers and implementors to be more focused in implementing every policy to be implemented in society. There are three indicators that can be used to measure success in communication variables, are: 1) Transmission, which is the good communication channel, can produce a good implementation as well. 2) Clarity, is communications received by policy implementers (street-level-bureaucrats must be clear and not hang (unambiguous). 3) Consistency, are clear and consistent communication will require command in implementation (to applicable). Because the command is not clear or often changeable will influence the course of implementation in the field.

According to George C. Edward III in Agustino (2014: 150), there are three indicators that can be used in measuring success in communication variables are clarity, transmission and consistency. In these three indicators, all three play an important role in determining the

success indicators needed in communication. In determining good transmission it is certainly necessary to avoid misunderstanding in the process of channeling communication, in clarity, of course in communication is important it needs clarity in communicating to avoid misunderstandings that can cause sentences to be ambiguous and difficult to understand, and whereas consistency is important because in every communication desperately needs implementation and must require consistency in communication so that it can be captured and applied in a work order.

A resource is the second variable that can affect the success of the implementation of a policy. Resources according to George Edward III in Agustino, 2014: 151, in implementing the policy. Here are the indicator elements in the resource, that is:

a. Staff

That is the most important resource in the implementation process of the policy of employees or staff. One of the most frequent problems in policy implementation is that there are some inadequate staff or lack of human resources and insufficient numbers, or staff who are not experts in the field they hold. To increase the number of staff is not enough, but also need to add the number of staff with expertise and ability possessed by the staff (competent and capable) in implementing a policy or in carrying out the tasks determined by the policy.

b. Information

It has two forms, the first of which is related to how to implement the policy. An implementor must know what to do when a command to perform a given action.

c. Facilities

In the implementation of the policy of physical facilities is something important. The Implementor understands what he has to do because it allows having sufficient employees and has the power to carry out his duties. Obstacles that will be felt is the existence of

supporting facilities such as facilities and infrastructure, then the implementation will not succeed.

According to George Edward III in Agustino, 2014: 151 in implementing the policy there are three elements of indicators in the resource and all three are very important role as indicators of resources, as staff, information, and facilities. These three resources are indispensable and mutually supportive of each other in the process of implementing a policy. Staff who play an important role in implementing a policy or task by showing the ability possessed by the staff, and information that is related to how to implement policies to know what to do, while the facility is as an adequate implementor for employees or staff as a physical facility which is important in supporting policy implementation. But on the other hand, the facility has obstacles, that is with the availability of facilities and infrastructure, the implementation of the policy will not run optimally.

The third factor in influencing the success rate made for the implementation of public policy, according to George C. Edward III in Agustino (2014: 152) is the disposition of the treatment of the policy implementers, it is important because it becomes three important factors in the approach of public policy implementation. A policy must know what it will do and have the ability to do so, in practice there will be no bias. Things to note in the disposition variable according to George C. Edswar III, ie:

a. Bureaucrats appointment, the attitude of the implementers that can create barriers to policy implementation. If members do not want to implement existing policies and have been regulated by high-level officials. Therefore, the selection and enforcement of the implementing member of the policy must be from a person who has a dedication to the established policy, especially to the public interest.

b. Intensively, that is, according to George C. Edward III says the suggested techniques for overcoming trends that people can generally act on in their interests, the initiative in manipulating by policymakers can influence policy actors. This can add to the cost or cost, which may be a driving factor for policy implementers in executing government orders well to meet the interests of the organization and the personal.

The fourth variable, according to George C. Edward III in Agustino, 2014: 153 to meet the level of success in the implementation of public policy is the structure of bureaucracy. Executives have a desire to be able to implement policies, or implementing policies to know what to do and have a desire to implement policies. Because there are weaknesses in the bureaucratic structure that has been made before. Complex policies will demand the cooperation of many people. Resources are ineffective and will hamper the way policies are when a bureaucratic structure is no longer conducive to existing policies. In Agustino 2014: 149-153 there are three characteristics that enhance structural performance in bureaucracy for better bureaucracy, are: 1) Standard Operating Procedures (SOP), is a routine activity undertaken by employees by carrying out activities in accordance with existing standards. 2) Authority, is a formal authority to do. The authority in implementing policies that have been established by

politics for the implementers. and 3) Fragmentation, is an accountability effort in the activities of employees of several work units.

According to George C. Edward III in Agustino, 2014 149-153 there are three characteristics that enhance the performance of structures in the bureaucracy to be able to change the bureaucracy for the better, ie: *SOP*, fragmentation, and authority. In these three characteristics in improving the performance of the bureaucratic structure is very important, but all three are more technically impressed. But it can improve the performance of bureaucratic structures in technical terms, but in others, it is in the theoretical case that can also improve the bureaucratic structure by spawning the government bureaucracy that is with New Public Management (NPM).

According to Osborne in Thoha 2008 there are ten principles that awaken the government bureaucracy, that is: 1) The government must have the nature of the Catalyst, which is a function that can separate as policymakers, rules, and laws in its function that acts as the executive. 2) Governance belongs to the society, that is, the society utilized by its workforce so as to oversee the services provided by the government in its bureaucracy. 3) The competitive government, is government that competition among service providers to compete through performance and price incurred. 4) The government is mission-oriented, that is to undertake ineffective and radical internal rules and regulations that can simplify the long and inhibiting administrative system. 5) The

Government considers the outcome, ie the government that assumes that the focus on inputs is compliance with the rules can spend the budget according to the needs that become accountability on the output. 6) Customer-oriented government, the government should prioritize the society with equal treatment for all communities. 7) Government self-employed is the effort in increasing the economic resources owned by government agencies to be able to produce more active than previously low production. 8) The government is anticipative, namely the government that tries to prevent the emergence of problems in providing services to the society to be able to eliminate the problem. 9) The government is decentralized, is a government that supports authority from the center to the region through the organization. 10) The market-oriented government, namely that often utilize the structure to be able to solve the problem rather than using the mechanism in administrative.

In the above ten opinions, revealed that the bureaucracy in the government would need how the government's performance in improving the bureaucracy and change it for the better. Both technically and theoretically. According to George C. Edward III in Agustino, 2014: 153 in Agustion 2014: 149-153 technically there are three characteristics that improve the performance of structures in the bureaucracy to be able to change the bureaucracy for the better, are: *SOP*, fragmentation dan authority. While according to Osborne in Thoha 2008 theoretically there are ten principles that entrust the government bureaucracy to be able to

change it for the better. That with: The government must have the nature of the Catalyst, Governance belongs to the society, Competitive government, The government is mission oriented, The government considers the results, Customer-oriented government, Government self-employed, The government is anticipative, The government is decentralized, and Market-oriented government. With the difference of two ways to be able to change the bureaucracy for the better both theoretically and technically, the need for the role of government and society in improving the performance of bureaucracy. In order to run the government bureaucracy well.

The model in the implementation described by Van Meter and Van Horn (1975) in Abdul Wahab 2014: 164-165) entitled "A model of the policy implementation". This type of model relies on implementations that can run linearly from political decisions, implementers, and public policy performance. There are six variables that can affect performance in the policies offered by Van Meter and Van Horn, are:

a. Size and policy objectives, is, whose success can be measured only by the size and purpose of a realistic policy and use the socio-culture at the level of policy implementers.

b. The resource is an implementation process that can know a success with the views of the ability to utilize existing resources.

c. Characteristics of the implementation agent, which is contained in the bureaucratic structure, norms, and patterns of relationships that

are influenced by the implementing agency that exists in the implementation of the policy.

d. Attitude or disposition, which can affect a success or not in a performance implementation of public policy in the attitude of acceptance or rejection indicated by the implementing agent.

e. Communication between organizations and implementing activities, namely a coordination is a very important mechanism to achieve the goals that have been established and can be realized in public policy implementation program.

f. Economy environment, social and political, namely implementation of policies that take into account external environmental conditions such as the socio-political and economic environment.

3. Supporting and Inhibitor Implementation Factors

In a policy implementation, of course, there are several factors that hinder the running of a policy implementation that causes not to run properly a policy implementation. According to Warwick (in Abdul Wahab, 2014: 67) there are several obstacles inherent in policy implementation), ie:

a. The number of factors seen is the more involved, the communication will be complicated in decision making and the more likely obstacles in policy implementation.

b. Multiple commitment or loyalty, namely the dual tasks held in the organization so as to cause a split of attention from the executor.

c. The intricacies inherent in the project, namely the inherent barriers caused by technical, economic, food procurement and behavioral factors in society.

d. Too much decision, is, because of too many decision-making, it will take a long time in the implementation to be approved because the organization has procedures that must be approved by the authorities to approve.

e. Time and leadership, namely the change of leaders in each region, both executing leaders and leaders in the organization that would have considerable influence on the project or program.

From other theories according to Soekarno 2005: 185 argued about the obstacle factor in implementation, among:

a. Unclear policy base
b. Ineffective means
c. The facilities are not running smoothly
d. The content of the policy is unclear or vague

In addition to the inhibiting factors described by Warwick (in Abdul Wahab, 2014: 67) and Soekarno 2005: 185. There are factors supporting the successful implementation of policies by Soekarno 2005: 186-187, is:

a. Approval, support, and trust gained from the people
b. The contents and objectives in the policy should be clear and understandable.
c. Sufficient information in the implementation.
d. Effective sharing of execution. Can be interpreted as horizontal and vertical activities.

e. The distribution of power and authority in the implementation of the policy.

f. Assignment and obligation in the implementation of the policy.

Warwick in Abdul Wahab, 2014: 67 describes several supporting factors in policy implementation, as previously conveyed by Soekarno 2005: 186-187, is:

a. Commitment of political leadership, is a commitment from the government in komitmen dari pemerintah dalam carry out a project, because the politicians are who have power in the area.

b. Ability to organize.

c. Commitment from executors.

d. Support from interest groups is support from interest groups in the society which provide support to policy implementers, especially with regard to policy.

Based on some expert opinions above can be concluded. In the implementation of public policy, each has supporting and inhibiting factors in the process of implementation. The process that will be a benchmark in the running of a policy by how the organization can overcome or solve problems caused by inhibiting factors that have been explained by some experts on what are the factors inhibiting. So also with the supporting factors, what are the things that can support the running of a policy in the implementation.

E. Strategy

1. Strategy Term

In the organization would require a strategy to achieve the goals of within the organization. Because the war also needed a strategy to attack his enemy. Strategies were often linked to war and later developed into army management to manage troops in deploying large numbers of troops, to be able to coordinate clear orders. In 1990 the understanding of strategy is increasingly widespread and adopted in the business competition that says the

strategy is able to set the direction of human management on resources in business and how to examine the conditions that give the good effect and can help the competition in the market (Dirgantoro, 2004: 5).

The definition of strategy expressed by some experts in the development of the cultivation. William F. Glueck (in Amirullah, 2015: 4), says the strategy is as one plan that can be combined into one, broad and can be combined. According to Reksohadiprodjo 2008: 1 strategy is the pattern of management in action to achieve goals within the enterprise owned. Strategies that some organizations say are a way of overcoming or tackling and preventing in every existing problem that could create an opportunity to repeat itself in the future. That way the strategy can provide a clear picture and lead to what the organization will do. To get a clearer picture of the definitions of existing strategies. Here according to some experts who argue about the definition of strategy in Amirullah, 2015: 4, is:

a. According to Supriyono, a strategy is a unity of plans within a company or organization capable of capturing well and integrated with what is required in the organization or company.

b. According to Pearce and Robinson, the strategy is as a plan made by managers who have a large scale and can see or review the future in communicating with the environment in the competition to achieve goals within the company.

c. According to William J. Stanton, the strategy is a basic plan derived from actions within the organization to achieve goals within the organization.

In the public sector explaining strategy is the systematic use of resources and public power in public organizations to achieve goals. In the word "public" refers to formal power within a country (Phills Jr., 2005: 19). Meanwhile, according to Muglan (2009: 19) strategy is:

" public strategy is the systematic use of public resources and powers, by public agencies, to achieve public goals. The word 'public' means concerning the people as well as referring to the formal authority of states. Strategy comes from the Greek 'Strategos', a general, a word which bought together 'Stratos', the idea of something which is spread out (an army or multitude), with 'Agos' the idea of leadership. So what we're concerned with here is how the sprawling mass of public agencies, laws, services, embassies, armies, and laboratories that make up a modern state can be lead in the same direction and serve a public interest that lies well beyond the state".

Based on the opinion of the experts above can be concluded that strategy is a plan in an organization that is comprehensive, able to receive well and can be put together to achieve goals in organizing. The strategy is not always possible to run. Strategies will be easy to do if the environment can be predicted. But, not all strategies can be implemented properly, for example in public organizations. public officials are often more inclined to defend their interests in the care of their own interests in order to maintain their position, which will have a major impact on the organization in achieving its objectives because public officials do not work well in achieving goals in the organization. The organization that can be responsible and powerful in preparing for the future and applying it to the values and principles of the organization is a good organization.

2. Management Strategy

According to experts, there are several things about strategic management. According to Siagian 2016: 15 which describes the management strategy is the type of decisions and fundamental behaviors made by the chairman of management and implemented on all staff in the organization's achievement of organizational goals. The term strategy is used for all organizations and there is a central idea in the sense that is maintained and adapted to the type of organization that implements it. Management strategy according to Salusu 1996: 493 is a way to be able to control the organization effectively and efficiently, with the implementation of goals and can be achieved.

Siagian 2016: 16-17 say in formulating strategy, management chairman should be able to pay attention to the factor of fourteen factors having the character of criticizing, is:

a. In determining the strategy that is the main mission in an organization because the management chairman tells the whole who becomes the organization and the philosophy about what is used in assuring the existence of the organization and the goals achieved.

b. Formulate and establish management chairman's strategy in developing a profile for the organization. Profiles should describe the abilities and conditions within the organization.

c. The introduction of the environment within the organization, especially in competitive situations to deal with existence, increases the effectiveness and liveliness of doing work.

d. Strategies must be properly analyzed about the strengths and weaknesses of an organization, by looking at future threats and seeking opportunities.

e. Identification of the options in the various alternatives that exist, as well as connection with the efforts made in achieving goals within the organization.

f. Taking an alternative that is associated with long-term goals that are considered to be accountable and strategic, so as to achieve internal conditions within the organization and its capabilities.

g. A long-term goal that has something to be judged, that is:
   a. Idealistic nature
   b. Time to the future
   c. Still declared qualitatively
   d. Still an abstract

h. Operationalization is made by taking into account the ability of an organization in the areas of budget, facilities, infrastructure, and time.

i. Able to prepare manpower that can meet and prepare human resource system.

j. The use of technology can be selected by utilizing the sophistication of the system to be used.

k. The use of technology can be selected by utilizing the sophistication of the system to be used.

l. Can create a system that can monitor, so that innovation, creativity, and freedom in making decisions in any situation to implement operational activities cannot die off.

m. Assessment system in a success or failure in the implementation of strategies that can be done based on objective and objective criteria.

n. Create a response-response system that creates a good instrument for the parties involved in implementing the strategy.

Based on the above, it is very necessary decision-making in taking basic decisions for the problems to be faced in the future. In addition to avoiding future problems that they occur in the future, it is necessary to create a management strategy that can help to set the possible factors that will happen next. But, at the time of composing or setting a strategy, there are several steps that must be passed first. According to Siagian 2016: 30-31 says that there are twelve stages in strategic management that must be passed, is:

a. Formulation of missions within the organization.
b. Determination of profiles within the organization.
c. Analyze and choose good strategic.
d. Determination for purpose in the long run.
e. Determination of parent strategy.
f. Determination of operational strategy.
g. Determination of short-term strategy.
h. The formulation in policy.
i. Institutionalization of strategy.
j. Creation of a supervisory system.
k. Creation of a scoring system.
l. Creation of feedback systems.

From some explanations from the researchers above, it can be concluded, then an organization is needed to develop a strategy for achieving goals in the organization. Obviously, management strategy is needed to arrange what strategies will be used in achieving goals within the organization. and according to some expert opinions, it has been concluded that management strategy is a way based on decisions and actions that can control the organization effectively and efficiently so that the organization can achieve its goals.

However, according to Mintzberg (1994) in V, Conway, there are three characteristics of strategy, namely: strategic thinking, strategic decision making, and strategic planning. There are three characteristics of strategy, namely: thinking strategy, strategic decision making, and strategic planning. In these three characteristics, there are differences. Strategic planning according to Mintzberg in V, Conway is "has always been about analysis-breaking down a goal or set of intentions into steps, formalized those steps so that they can be implemented, and articulating the anticipated consequences or results of each step" with the explanation explained by Mintzberg clearly explaining the importance of thinking which reinforces analysis, logic, conclusion and benefit to others who can dislodge something that goes out of line.

This is also reinforced by the theory (Voros and Conway, 2002) can be seen from the framework in applying the outlook strategically. Within this framework, there are all elements that are in the planning process and connect

the future approach in the strategic thinking stage. Three levels in the strategic foresight framework with strategic foresight planning contained in Figure 1 below.
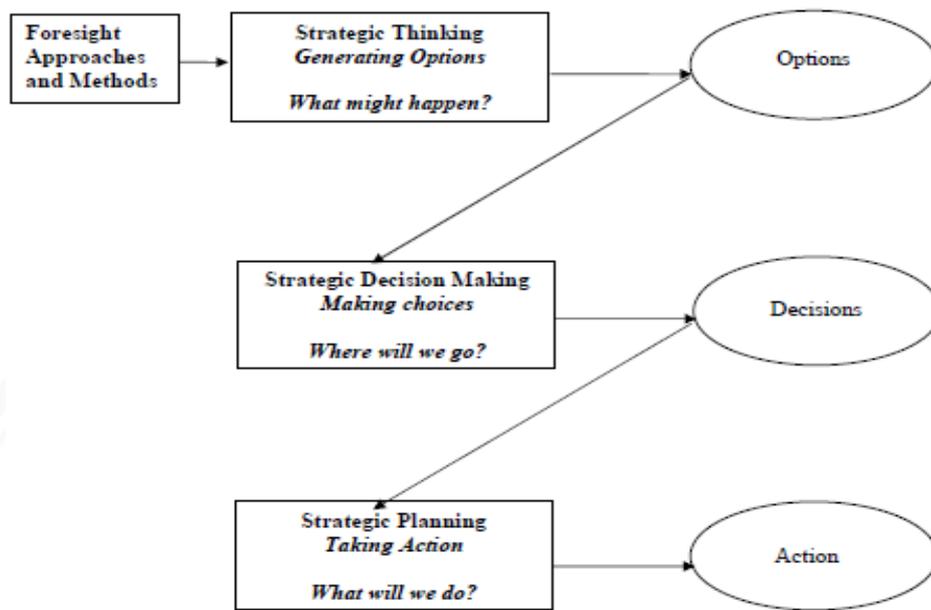
Figure 1 Three Level "Strategic Foresight" framework

Source: M. Conway *(2002:10)*

In the picture above explains the level of strategic foresight. That is, there is an explanation of the approach taken and how the method. That is with the strategic thinking of making the general choices described before making a decision, from these options can be collected ideas that exist. In the second stage there is a strategic decision making, whereby the strategies that the ideas will collect will be made after the filter, then the purpose of the decision will be made. The last level in making a decision is with strategic planning, which is to plan what will be done with ideas that have been taken and made decisions to be executed.

3. Implementation Strategy

The implementation strategy is a well-formulated strategy, but it can not guarantee its implementation will run smoothly or provide satisfactory results, so as to achieve what is expected. One way for strategy formulation to be well implemented by Samuel Carlo and Paul Peter explains the simple model of the strategy implementation process, as follows:
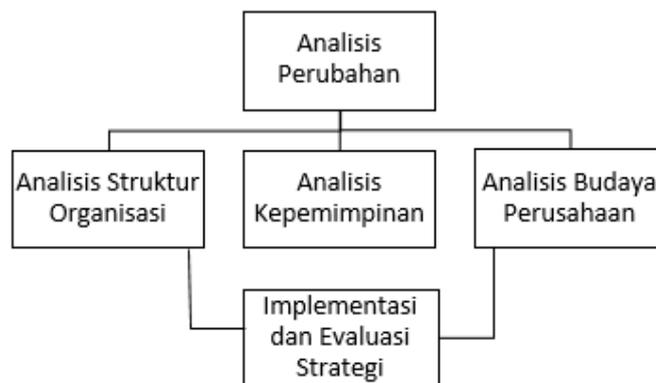
Figure 2 Implementation Strategy Process

Source: Iwan Purwanto (2006: 229)

An analysis based on an environmental analysis to achieve what is desired if it can not be implemented properly will be a language skill. In order for a company or an agency to reach the optimal direction optimally, the agency must be able to formulate and implement the strategy effectively. If the task cannot be implemented properly, then the strategy of the instance will fail entirely.

According to Thomas V. Bonoma in (Purnomo, 2007: 86), describes the various possibilities that occur with the formulation and implementation of the strategy, ie:

Strategy Formulation

	Good	Bad
Good	Sucess	Roulette
Bad	Trouble	Failure

Strategy Implementation

Figure 3 Various Possible Formulation and Implementation Strategies

Source: Thomas V. Bonoma (1985) in (Hari,Setiawan and Zulkieflimansyah 2007: 86)

1. Success is the most desired result of the instance. Occurs when the instance can do a strategy formulation and can implement it well.

2. Roulette, is a strategy formulated by the instance will be less good, but the results obtained are still fairly good because the management can implement the strategy well with the adjustment.

3. Trouble is a well-formulated corporate strategy, but the strategy used is not good enough or not running optimally, because the instance's management cannot implement well.

4. Failure is the undesirable outcome of any instance or manager of the substance with the worst. Due to badly created instance strategies and poorly implemented as well.

From some of the above, it can be concluded that the implementation of the strategy is very important and spelled out as important as the strategy formulation. With the same importance of implementation and strategy

formulation, the quality of the strategy formulation is not easily determined and assessed if not properly implemented. With a well implemented and effective quality of strategy formulation can be easily determined and viewed.

According to Lindgren and Bandhold, there are several steps taken to develop TAIDA strategy. TAIDA is an abbreviation, are (tracking, analyzing, imaging, deciding and acting). There is tracking there is a search for changes in the existence of challenges and opportunities, in addition, there are strengths and weaknesses. In analyzing can be done by analyzing the consequences that can occur due to the challenges and opportunities. At this stage of logic in strategic thinking in development. At the stage of imaging is to identify that is possible and builds a vision of what is expected (visions of what is desired). The identified impacts that occurred when the strategy was put forward. In the deciding stage relating to decision making on what strategy to go and what the strategy is like. In the last stage is the acting stage, which is the implementation stage of a strategy that combines with the situation in the field before and after the strategy is put forward, to be able to adjust.

From the above opinion can be concluded that the making of the strategy always begins with the stage of recognizing the internal and external conditions or problems contained in a place or policy before the new strategy put forward. Then identify the factors that can change the policy, which then the factor is used in building a new strategy. The built strategy requires to be described, especially regarding the consequences that will be faced in the

future. After understanding the consequences that will be faced, then made the selection strategy and develop a new strategy to achieve what is desired from the new strategy.

F. Birth Certificate Term

According to Andi Ni'mah (2012: 35) the notion of the deed is a term derived from the Dutch language ie "Acte" while in English is called "Act" or "deed" which has two meanings, namely:

a. Handling
b. Writings addressed to certain proofs made or in use can be used as a legal act.

Whereas According to Article 165 Staatsblad Year 1941 Number 84 related Understanding deed, that is:

"A letter so authorized by or in the presence of an authorized employee to make it a sufficient proof for both parties and their heirs as well as those relating to the other as a legal relationship, concerning all matters referred to in the letter as notification of a direct connection with the term on the deed" (Article 165 Staatsblad Year 1941 Number 84).

The definition of a birth certificate is a deed issued by the government or an authorized official and associated with the birth, namely the Department of Population and Civil Registration. The goal is to be able to get certainty about the legal standing within a person. Birth certificates as authentic evidence to be able to prove a legally secure position on the basis of that person.

Birth certificates can also be valid evidence of status and birth events issued by the executing agency or the Office of Population and Civil Registration. Birth reported events will be directly registered in the family card (*KK*) since the birth certificate was first issued and given *Nomor Induk*

Kependuudkan (*NIK*) as the basis for being able to obtain government-run public services. In addition, birth certificates can also be used for other purposes that require important papers, such as birth certificates.

Birth certificates are also the right of every child born with an identity. The identity that is meant in the right in every child is born, ie: child's name, parent's name and nationality. All of which are covered by the legal birth certificate issued by the Department of Population and Civil Registration in their respective areas. It is in the Human Rights Law article 53, paragraph 2 that every child from his or her birth shall be entitled to a name and citizenship status. That explains the importance of the role of the birth certificate in fulfilling the rights of the child with legal documents on the birth of the child.

To prove a legitimate birth certificate, here is the content of a birth certificate that can be proved by several things, that is:

a. Birth certificate or child's birth data.

b. Citizenship.

c. Child's birthplace.

d. Day, date, month and year of birth of the child.

e. Child's full name.

f. Gender of the child.

g. Father and mother name.

h. The relationship between father and mother.

i. Date, month, year of birth certificate issued

j. Signature of officials or authorities

From some explanations of the above birth certificate, the importance of the birth certificate can be a legitimate file to be able to prove the birth of a person to the parent who gave birth. It can concluded the birth certificate is a legal file issued by the government which is signed by the authorized official at Department Population and Civil Registration in the local area with some things that can prove the validity of the data released by the government with the accompanying signatures of officials authorized. In addition, birth certificates may be evidence of the status of the child and in addition may be sufficient evidence to administer the abandoned inheritance.
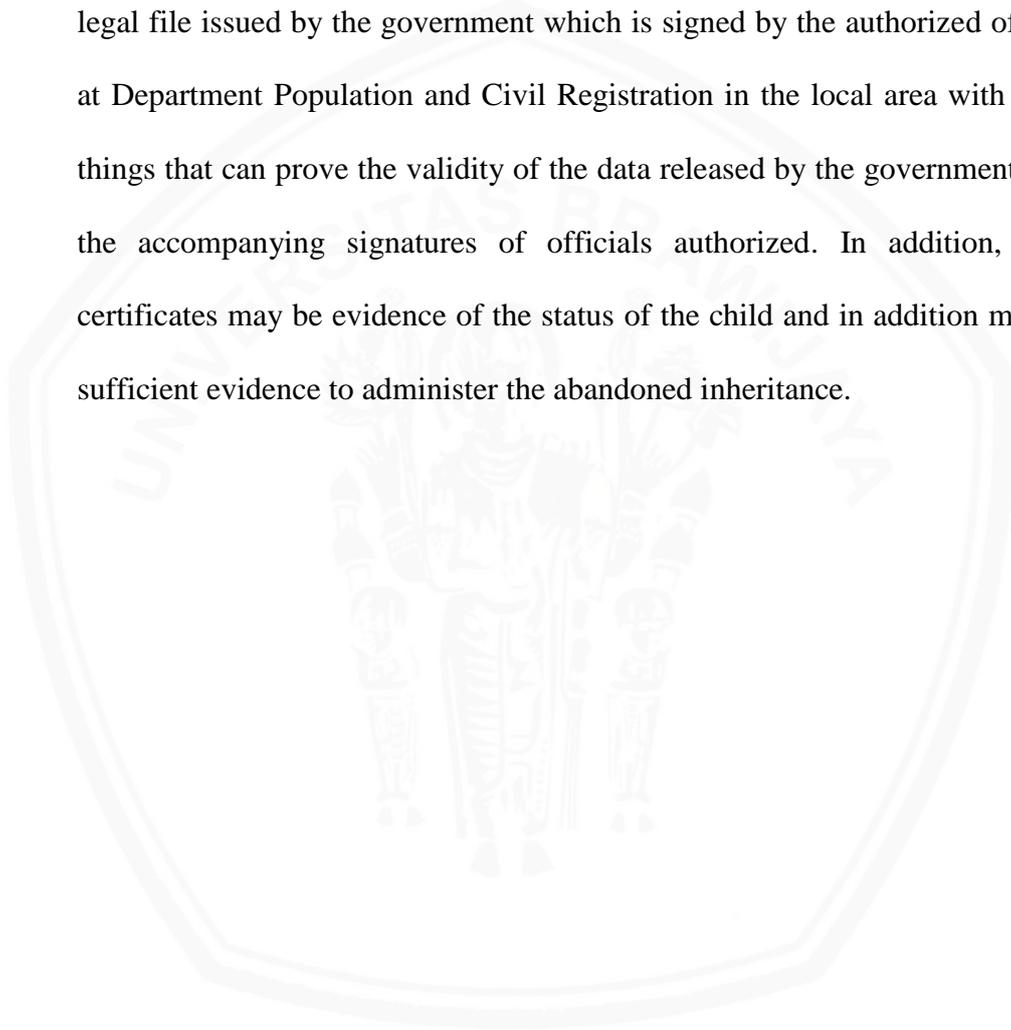
CHAPTER III

RESEARCH METHOD

A. Types of Research

In this study is needed a research method that has a function to get the same data with the purpose of research to approach the object under study. This research using the descriptive method. Which in research using a group of humans, object, condition, thinking system or events that occur to describe, depicting the real, systematic and definitely about the facts, character and the relationship of the phenomenon under investigation (Nazir, 1999:27).

Descriptive research has several characteristics such as in describing an event by analyzing the order, there is no special treatment to be controlled and there is no hypothesis test in it. It is in line with the opinion expressed by Furchan (2004: 113) are that descriptive research usually describes an on-site occurrence as it is by analyzing it in a specific and orderly manner; the absence of treatment given in controlled studies and; there is no hypothesis test in the research.

In this research also need an approachment that focus on where the research can be worded in written and oral. The approach used in this study is a qualitative approach. That can produce qualitative data such as words either in writing or oral from the behavior of people observed from those people (Bog and Taylor in Moleong, 2007: 11).

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This research describes, analyze and interpret the problem is to take conclusion in the problem and arranged, then presented in the form of writing in a structured manner about "Preparation strategy to prepare for the change of birth certificate system based on *Nomor Induk Kependudukan* (*NIK*) (Study at Department Population and Civil Registration of North Jakarta)".

B. Research Focus

In qualitative research, the determination of focus is more based on the new information that obtained from the situation in the field. Research focus is an initial choice of issues that are used to investigate and focused. With determining the focus of research conducted to be more focused and more deeply (Faisal, 1981: 41). The scope of the discussion may be limited by focusing, then the selection of data concerned is very important in the completion of the thesis. Based on the problems that have been formulated in chapter 1 and refer ti the literature review, the researches will set the focus of this study as follows:

1. Preparation strategy to prepare for the change of birth certificate system based on *Nomor Induk Kependudukan (NIK)* in Department Population and Civil Registration of North Jakarta.

   To know the preparation strategy from the Department Population and Civil Registration have to identify as follows:

a. The goal of preparation strategy in preparing the change of birth certificate system based on *Nomor Induk Kependudukan* (*NIK*) in Department Population and Civil Registration of North Jakarta.

b. The direction of preparation strategy in preparing for changes in the birth certificate system based on *Nomor Induk Kependudukan* (*NIK*) in Department Population and Civil Registration of North Jakarta.

c. An action that was taken in preparation strategy to prepare for changes in the birth certificate system based on *Nomor Induk Kependudukan* (*NIK*) in Department Population and Civil Registration of North Jakarta.

2. Constraints in the implementation of the birth certificate system at the Department Population and Civil Registration of North Jakarta.

3. Supporting and inhibiting factors to prepare the change of birth certificate system based on *Nomor Induk Kependudukan* (*NIK*) at the Department Population and Civil Registration of North Jakarta.

C. Location and Site of Research

Location of research is a place to doing research by researchers to get the data information that needed. The site of research is activities undertaken to obtain good results, which determined by the research undertaken. In this research it take the location in North Jakarta. The site of research that chosen

base on theme research at Department Population and Civil Registration of North Jakarta.

The reason to choose the location of research in North Jakarta is caused the city is the Capital city of Indonesia. Which became the reference for all cities in Indonesia. In addition, Jakarta also has the most population in all cities in Indonesia. Which is the reason for the election at Department Population and Civil Registration of North Jakarta as a site of research is caused the Department as one of an instance that carry out basic tasks in the preparation and release of important papers such as birth certificates formally. At the same time including preparing a strategy for the system of changes in the birth certificate.

D. Data Source

Data Source is something that can provide an explanation of data information. Information data is needed as a research material as a source of data to describe things to be studied. In this research base on resources, data divided into two, there are primary data and secondary data (Sugiyono 2009; 137).

Primary data is data obtained directly by researchers from the place of his research or data collected and processed directly by an organization that published. While secondary data is a data that obtained indirectly that can be obtained from trusted sources (Pasolong, 2012: 70). which became the source of data in this study, as follows:

1. Primary Data

   Informants divided into two, there are staff or apparatus at Department Population and Civil Registration of North Jakarta that related. Informants which became the primary data are Administrative Head of civil registration, Head of data and information of Department Population and Civil Registration of North Jakarta and Head section of the birth certificate of Department Population and Civil Registration of North Jakarta.

2. Secondary Data

   Are used in this research, as literature, Mass media and Document from Department Population and Civil Registration of North Jakarta.

E. Data Collection

Data collection is the main purpose of research to get the data. Without know the data collection, the researchers cannot get the data that can fulfill the standard which has been set (Sugiyono, 2014: 62). From the theory the main purpose of this research there is a there are three ways in data collection techniques are used in this study, are:

1. Observation

   Observation according to the scientists is, only can work based on data, with data that which concerns the world of reality gained through observation (Sugiyono, 2014: 64). A process data collection with doing the research by directly or indirectly in the research place and writing by systematic to the events that researched, about preparation strategy to

preparing for changes in the birth certificate system based on *Nomor Induk Kependudukan* (*NIK*) at Department Population and Civil Registration of North Jakarta.

2. Interview

The interview is a conversation that happened between two people or more with a specific purpose and purpose, consists of interviewers who ask questions and interviewee which give the answer from the given question by the interviewer (Pasalong, 2012: 137). The interview technique used in this research is structured interview techniques, where researchers have known the information to be obtained. Every participant will get 10 question.

3. Documentation

Documentation is in this research by a document which is included in the secondary data in the picture, photo and local regulation or law related to the theme of the research. Documentation in this research is from the picture, photo, legal regulation obtained from Department Population and Civil Registration North of Jakarta.

F. Research Instrument

Research Instrument is used to collect the data, get the data and answer the question related to the problems which taken by the researcher with problem formulation. The instrument of research has the important role in the research. In qualitative research instrument, as follows:

1. Researcher

   The researcher is as an instrument should be the executor, collecting data, analysis, data interpreter, and reporter of research results that require going directly to the field.

2. Interview Guideline

   The interview guide is as guidelines or reference in the interview usually used by the researcher to get the data when interview to the interviewees to get the data which fits the research focus.

3. Supported Devices

   Supported Device is a filed note used to write the information along do the observation, can be a notebook, tools that can be used to support the research which needed for research documentation, handphone, and recorder.

G. Validity of data

The validity of data to avoid data errors on the validity and reliability test, because the criteria in qualitative research is a valid, reliable and objective. Techniques of data validity testers are an extension of participation, power in observation, triangulation, reference adequacy, transfers in research objectives, member checking, description details, dependence, and certainty (Moleong, 2007: 327). The validity of data used in this research is to use triangulation technique. As quoted by Moleong (2007: 331) according to Denzim there are four kinds of triangulation:

1. Data Triangulation is a research used various sources of data, like, document and which is obtained when doing research at Department Population and Civil Registration North of Jakarta.

2. Triangulation Observer is the researcher himself, with the head informant of civil registration field, head of data and information and head of birth certificate section of Department Population and Civil Registration of North Jakarta.

3. Triangulation Theory is using the theory to see back data collected already qualify or not the data.

4. Triangulation method is used observation method.

H. Data Analysis

Data analysis is the process that organizes and sorting data into patterns, category, and the basic unit of description so that it can be suggested by data and can finding the theme and can be formulated into the working hypothesis. Analytical techniques in this study using a qualitative analysis model. Miles, Huberman dan Saldana (2014: 12). From that theory explain about qualitative analysis is a flow of activity that is a form of a process. Purposed to present data systematically, factual and accurate. An explanation of the flow of activities are:
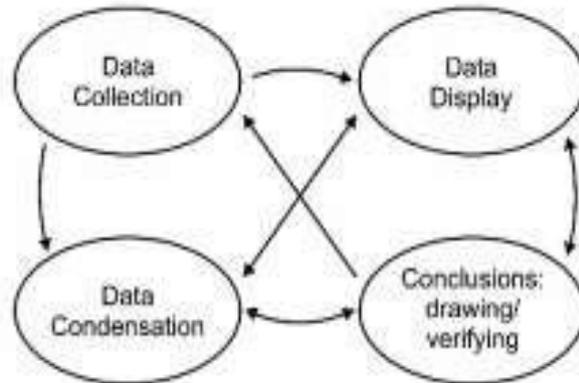
Figures 4 Component Interactive Data Model Analysis

Source: Miles, Huberman dan Saldana (2014: 14)

1. Data Collection

   Collecting data which relates to the needs of the research material. The data collected can be data from interviews, documentation and also documentation that obtained during the research process at Department Population and Civil registration North of Jakarta.

2. Data Condensation

   Data condensation is an election activity, focus, simplification, can make an abstract and change data which is in a field note, interview guidelines, document and data that used in the other researcher. Condensation of data is done by moving the data obtained from the complete report. And then the report is simplified, and selected more important things related to research. It is done continuously during the research process or at the stage of analyzing a data that is done in the future. Condensation of new data will be done after the interview, observation, and documentary at Department Population and Civil Registration North of Jakarta.

3. Data Display

Data display is a good data presentation and correct data that can help the process towards qualitative research analysis. The data presented in this study include table types, chart, figures, and summary which has been processed into a meaningful collection of information and can take the conclusion and action of the outcome. Data presented in this research is narrative.

4. Drawing and Verifying Conclusions

It is a purpose to find meaning to record regularity, pattern, explanation, configuration becomes the cause and effect path of the proposition. The answer to the problem formulation can draw conclusions from the problem formulation in previous research.

CHAPTER IV

RESULT AND DISCUSSION

A. General Description and Research Location

1. Overview of North Jakarta

a. History of North Jakarta

The city of North Jakarta has a short history which states that North Jakarta is part of the capital city of DKI Jakarta. In the 5th century is the center of the growth of the city government Jakarta is located in the river Ciliwung Angke region. At that time the Ciliwung estuary was the jetty of Tarumanegara kingdom which stood under the leadership of King Purnawarman. North Jakarta is very important, because when the relics to this day found relics in several places in North Jakarta such as, in the village of Tugu, Pasar Ikan, and other places.

In improving services to the community, in August 1966 precisely in Jakarta has been formed several City Administration. Which is different from the autonomous city that there is a Level II of *DPRD*, but DKI Jakarta does not have it adjacent to the mayor. Jakarta is divided into five regions based on the regional regulation no 4 of 1988 DKI Jakarta divided into five regions, namely: Central Jakarta, East Jakarta, West Jakarta, South Jakarta and North Jakarta consisting of 22 sub-districts and 220 urban villages in total, which in its form based on the principle that refers to the population of 200,000 people in the sub-district and 30,000 in the district in urban areas and 10,000 number of people in district located on the margins.

Based on Law No. 11 of 1990 which stipulates the territory of DKI Jakarta, which is divided into five fixed areas, without being equipped by the Regional Representative Council (*DPRD*) II. That way the position of municipal mayor, sub-district and urban village located in DKI Jakarta as a maid and as a tool of the implementation of the Governor of the Head of Region (*KDH*). With the issuance of this law, the term in the administrative city of DKI Jakarta is changed into Kotamadya and North Jakarta into one of the municipalities.

a. **The Meaning of Regional Symbols**

Figure 5 Regional Symbols of Jakarta
Source: www.Jakarta.go.id, 2017

The City of Revolution is the meaning contained in the symbol and city of proclamation in the independence of Indonesia. As the capital city of Indonesia there are two works that can not be separated, is *Dwimatra* or two dimensions and

Trimatra or three dimensions. In a logo of two works of art is very important, the logo is also contained in the logo of the capital city of Jakarta.

Description of the symbol of the city of Jakarta above there is a painting of a rectangular shield that describes an open gate which means Jakarta as access to and exit in various activities held nationally and internationally, within the gate there is a National Monument that symbolizes the grandeur and value fight. Rice and cotton bound with ropes on the ropes represent prosperity. The golden rope that combines braided rice and cotton is symbolizing unity and unity. while at the bottom of the shield there is a painting of the sea waves that symbolize the island city. At the top of the gate is written sloka "*Jaya Raya*" which is the slogan of the struggle of the city of Jakarta, and the shield of the Pentagon is symbolizing the number of Pancasila. The red color on sloka has the meaning of heroism. The white color on the gate means holiness, the white color of the national monument has the meaning of splendor. The yellow color of rice and white green on cotton has the meaning of prosperity and justice, the blue color of the base color has the meaning of space is free and broad, while the last color is the white color on the waves that have the meaning of marine nature that has love. Understanding of the city symbol above Jakarta is the city of Jakarta is a city of revolution and the proclamation city of independence of Indonesia, Jakarta is also the capital of Indonesia. Understanding the city symbolized as an open gate.

b. Geographical Location

North Jakarta is part of the city area of the city of Jakarta located in the northern part of Jakarta. With the vast majority of North Jakarta residents have the majority of people with livelihoods as In North Jakarta area is the northern city in the capital city of Indonesia which has a land area of 142.20 km^2. Located between 106^0 20' 00" East longitude and 06^0 10' 00" South latitude. (jakutkota.bps.go.id) North Jakarta has the following border areas:

a. Northside bordering the Java Sea.

b. South is adjacent to West Jakarta Administration City, Central Jakarta Administration City and East Jakarta Administration City. Besides West borders Banten Province or Tangerang regency.

c. East side is bordered by West Java Province or Bekasi regency.

2. General Description Department Population and Civil Registration of North Jakarta

a. Vision and Mission Department Population and Civil Registration of North Jakarta

1. Vision Department Population and Civil Registration of North Jakarta

Vision is a forward-looking perspective describing how and to which Department Population and Civil Registration (D*ispendukcapil*) must be brought, in order to maintain the consistency that leads to innovative, productive, anticipatory and existent. Vision is a condition that describes the future goals that want to be realized by Department of Population and Civil Registration. Based on

this understanding, the vision taken by Department Population and Civil Registration of North Jakarta administration city are:

"*Menjadi instansi pelaksana pelayanan publik terbaik, akurat, terintegrasi dalam bidang administrasi kependudukan*".

Source: Department Population and Civil Registration of North Jakarta

Being the best public service executing instance, which can provide better service to the society. Improve the accuracy of data, accuracy in the presentation of data and information related to the population of the results of the implementation of services related to the registration of residents and civil registration. Integrated with population administration, making population administration integrated with each other to synchronize data in each place. Making it easier in data management and population data matching.

2. Mission Department Population and Civil Registration of North Jakarta

The mission is something that must be done with the goals of the organization can be done well in accordance with the vision that has been set. With this mission hopes for all employees and all employees can find out more about the Department Population and Civil Registration of North Jakarta and know the role of the program done with the results obtained in the future. By realizing the mission of the Department of Population and Civil Registration, also can realize the vision directly, which is as follows:

a. Issuing civil registration documents and deeds in accordance with the standard rules and regulations applicable to Standard Operating Personnel (*SOP*).

b. Develop human resource capacity (*HR*) in the field of public services, especially in the population administration system.

c. Using population administration information system (*SIAK*) on population registration and civil registration.

d. Restoring population administration through partnership and society participation.

b. Purpose and Target Department Population and Civil Registration of North Jakarta

1. Purpose Department Population and Civil Registration of North Jakarta

Based on the vision and mission described above. It can be concluded the purpose of Department Population and Civil Registration of North Jakarta, has a goal to be achieved as follows:

a. Improve the orderly administration of population and civil registration to support the development planning process in all fields.

b. Improving data accuracy, provision of data presentation and demographic information in the results of registration of population registration and civil registration.

c. Improving the activity of the governance and control of the population in the administrative area of North Jakarta on the importance of civil registration and registration.

2. Target Department Population and Civil Registration of North Jakarta

The target as follows:

a. Realization of data accuracy and population information in North Jakarta.

b. The realization of the role of the society in the implementation of civil registration and civil registration in North Jakarta.

c. The emergence of inter-sectoral discussions in order to foster adherence to the rules of the law on registration of civil registration and registration.

c. Task and function Department Population and Civil Registration of North Jakarta to Service

1. Function Department Population and Civil Registration of North Jakarta

In Provincial Regulations of DKI Jakarta In chapters 45 and 46 Number 10 of 2018 concerning regional apparatus organizations, Department Population and Civil Registration. Has duty in carrying out affairs related to population and civil registration. To be able to carry out the task, in the governor rule article 3 number 47 of 2009 concerning about the organization and working procedures of Department Population and Civil Registration explained that has a function, as follows:

1. Preparation and implementation of the work plan and budget of Department Population and Civil Registration.

2. Formulating technical implementation policy in civil affairs and civil registration.

3. Implementation of coordination of population administration.

4. The collection, processing, and presentation of population data.

5. Supervision and control of population mobility.

6. Population administration services, including special services and vulnerable population to population administration.

7. Collection, administration, remittance, reporting and accountability in the acceptance of civil service and civil registration fees.

8. Development and evaluation of the implementation of the population administration system.

9. Enforcement of legislation in the field of population and civil registration.

10. Settlement of population administration issues.

11. Guidance and development of functional personnel and technical personnel of population and civil registration.

12. Guidance and development of functional personnel and technical personnel of population and civil registration.

13. Provision, administration, use, maintenance and maintenance of civil infrastructure facilities and facilities.

14. Providing technical support to local communities and equipment.

15. Management of personnel, finance, goods, and administration in Department Population and Civil Registration.

16. Reporting and accountability of duties and functions.

2. Task Department Population and Civil Registration of North Jakarta

Based on the regional regulations of DKI Jakarta Number 10 Year 2008 in the fifth section in paragraph 1 article 45, the Department Population and Civil Registration led by the head of the Department responsible to the Governor of DKI Jakarta through the Secretary Region. In carrying out its duties and functions within Department Population and Civil Registration of DKI Jakarta which is under the supervision of government assistant. The regulation governor number 47 year 2009, governor regulation No. 48 of 2009, concerning the establishment, organization and working procedures of the unit of Information Technology Management of Population and governor regulation number 49 year 2009 about the establishment, organization and arrangement the working unit of administrative documents of population administration, which explains that the head of Department Population and Civil Registration oversees one secretariat, four heads of fields, six heads of administrative offices of each city and district administration, two heads of Technical Management Unit (*UPT*) and functional positions. The task of each unit in question is as follows:

1. A secretariat directly under responsibility

    head of service, which has the duty to carry out the administration of Department of Population and Civil Registration indirectly.

2. Head of Field consisting of:

    a.   Field of Population Registration

It is a line unit of Department which is directly headed by the head of the field under the responsibility of the head of Department and who has a duty in carrying out resident registration.

    b.   Field of Civil Registration

It is a line unit of Department that is directly headed by the head of the field under the responsibility to the head of Department and has the duty in carrying out civil registration.

    c.   Field of data and Information

Is a unit work line Department led directly by to the field that is domiciled under the responsibility of the head of Department and who have tasks in carrying out data processing and information administration demography.

    d.   Field of demand and population cooperation

It is the unit of Department line of work that is headed directly by the head of the field under the responsibility of the head of Department and who has the duty in carrying out the service and cooperation in about residence.

3. Technical Management Unit (*UPT*)

    a. Information Management Information System Unit (*UPTIK*)

Is a technical implementing unit in the agency headed by the head of the unit who has a position below and respond to the head of

Department in carrying out its duties and functions. Should be coordinated to the head of data and information field, which has the task of carrying out the management of information technology of population administration.

b. The administrative document management unit (*UPDAK*)

Is a technical implementing unit within Department, headed by the head of the unit having responsibility and responsible to the head of Department, in carrying out its duties and functions. Should be coordinated to the head of the civil registration field, which has the duty of carrying out the administration of the administrative documents of the population.

4. Department Population and Civil Registration shall be headed by the chief of the Department tribe and who is technically responsible to the head of Department Population and civil registration and in operation to the mayor or the relevant regent. The Department tribe have duties in performing services in the administration population and civil registration in the city or district administration (governor regulation number 47 of 2009 on chapters 32, 33, and 42).

5. A functional group assigned to perform activities in support of the duties and functions of the service in accordance with his expertise. Headed by the functional chairman in Department area and sub-functional chair within the Department tribe area of Department and

the *UPT* in carrying out its duties and functions may be responsible to the head of Department.

In the decree of governor number 135 the year 2001 permit functional position in Department structure, but in fact until now the functional position have not get approval from Minister of state apparatus empowerment (*MENPAN)*, so not yet run as its function. Such as the organizational structure at Department of Population and Civil Registration, as follows:

Figures 6 Structure Organisation of the Department Population and Civil Registration

Source: Department Population and Civil Registration of North Jakarta, 2012

d. Service performance

1. Service performance in tasks and functions

In the performance of service duties and functions in Department Population and Civil Registration has been done in the last 5 years which are described by group in the field of service, there are the service of resident registration, civil registration service, data and information services, control service and resident

coorporation, and service in coorporation seceretariat support in the Deparnintment.

1. Performance of population registration services

    Services in residents registration that have been done by Department of Population and Civil Registration in the last 5 years, are:

    a. The compiler of technical policy on the implementation of population registration.

    b. Discussion on the implementation of population registration.

    c. Monitoring, guidance, supervision, facilitation, technical consultation and evaluation of population registration

    d. Issuance of residence documents

    e. Discussion of population data that is special

    f. Development and evaluation of systems in population registration

2. Performance of Civil Registration Services

    The old civil registration service has been conducted by the Department Population and Civil Registration in the last 5 years, are:

    a. Preparation of technical policy in the implementation of civil registration

    b. Discussion on the implementation of civil registration

    c. Monitoring, guidance, supervision, facilitation, and consultation with technical civil registration

    d. Development and evaluation of civil registration

    e. Civil registration service for foreigners

    f. Documenting the results of civil registration of foreigners

3. Performance data services and demographic information

Data services and population information that has been done by the Department Population and Civil Registration in the last 5 years, are:

    a. Preparation of technical policy of data management and information on population administration Design and develop the population administration

    b. The collection, management, and development of data and information on population administration

    c. Discussion in data collection and management of data and information on population administration

    d. Monitoring, guidance, supervision and technical consultation on data management and information on population administration and civil registration

    e. Development and evaluation in processing and utilization of data and information on population administration and civil registration

    f. Coordination for the utilization of data and information on population administration and civil registration

4. Performance of Order Service and resident Cooperation

Demolition and population cooperation services that have been done by the Department Population and Civil Registration in the last 5 years, namely:

    a. Preparation of technical policy materials implementation of control and resident cooperation

b. Discussion for control and resident cooperation

c. Supervision and control of resident mobility

d. Evaluation and development in the control and cooperation of the resident

e. Enforcement of legislation in the population and civil registration section

f. Settlement in the problem of population administration service

g. Fostering and developing roles, and communities in population administration

h. Processing violations in the demographic rules to be able to be brought to justice and preparing for the return home

i. Guidance of apparatus in technical control

5. Service Performance in Secretarial Support of Department Population and Civil Registration

Services in secretarial support undertaken by Department Population and Civil Registration in the last 5 years, are:

a. Coordination in the preparation of work planning documents and budget Department, in the preparation of technical policies on the implementation of civil affairs and civil registration

b. Staffing staffing

c. Department financial management

d. Management of Goods Department

e. Coaching and development of functional personnel and administrative technical personnel

f. Management of population retribution and civil registration

g. Implementation of housekeeping activities and administration

h. Publication of activities and arrangements of official events

i. Maintenance of work infrastructure and work facilities

j. Coordinating the preparation of Department report document

B. Presentation of Research Focus Data

1. The Preparation strategy in the change of birth certificate system based on *Nomor Induk Kependudukan* (*NIK*) at Department Population and Civil Registration of North Jakarta.

a. The goal Preparation strategy in preparing the change of birth certificate system based on *Nomor Induk Kependudukan* (*NIK*) at Department Population and Civil Registration of North Jakarta.

Previously the system in birth certificate used management Population Management Information System (*SIMDUK*) that input data manually. Which is possible errors when input can occur such as multiple data ownership. Therefore Population Administration Information System (*SIAK*) is made with the aim to simplify the society data collection system to minimizing errors such as multiple data ownership. In the process of the system, there is Population Administration Information System (*SIAK*) system update that aims to further facilitate the work of both employees and people who want to make birth certificates.

The objective of this preparatory strategy is to prepare for changes in the system made by the government of DKI Jakarta, especially in the North Jakarta area in the management of birth certificate system based on *Nomor Induk Kependudukan* (*NIK*). Which is very important used to trace the identity of the ownership of it and to find out whether or not the person is a citizen of Indonesia. However, in an interview conducted to answer the questions required in this study, the Head of the birth certificate the Department Population and Civil Registration said:

> "The purpose of preparing for changes to the birth certificate system is to update the previous system. So, to update the old system, then a new system is created. Where the new system is by adding an online system in an existing system. Can facilitate the process of making a birth certificate today". (Interview by Mr. Kartawi conducted at the Department of Population and Civil Registration of Department Population and Civil Registration of North jakarta on Wednesday, April 4, 2018, at 10:00 WIB).

Based on the results of the above interviews indicate that preparing the birth certificate system is by adding an online system contained in the current system, the population administration information system (*SIAK*). In order to update the system with better and can facilitate the society and operator systems to record the public who want to make birth certificate by using *Nomor Induk Kependudukan* (*NIK*) contained in the system. A system will be more easily accessed by anyone to speed up the service, so it can enslave the society, especially in North Jakarta.

    b.   The directions of preparation strategy in preparing the change of birth certificate system based on *Nomor Induk Kependudukan* (*NIK*) at Department Population and Civil Registration of North Jakarta.

Based on the results of observation and research on-site location. Research direction in the preparatory strategy to prepare for system changes in birth certificates is by more inclined to technology and networking. It involves cooperation with hospitals in North Jakarta to improve the birth certificate system better by supporting the change system in preparing strategy.

The direction of the current strategy is not efficient. Because the handling of birth certificates cannot be directly done in one. Many society complained, it needs to go back and forth in taking care of the birth certificate. Department Population and Civil Registration of North Jakarta handed over the birth certificate management to district and sub-district in the area of North Jakarta. However, not all sub-district or district can take care of it optimally. Sometimes find some problems that require the society to take it directly to Department (*Dispendukcapil*). As an interview with one of the people, that:

> "I have taken care of it through sub-district in Penjaringan, but the same people in sub-district in order to direct service for taking it to care. Because my husband used to move from Lampung. I have been waiting for a week in the village, was told to the department. Pas until the Department told to come again for taking Wednesday. Approximately 3 days later here to take". (Society Interview at the Department Population and Civil Registration of North Jakarta on Friday, April 6, 2018, at 11:10 WIB).

**Figures 6 Requirement of making birth certificate at Koja regional hospital
of North Jakarta**

Source: Document of Department Population and Civil Registration

A system to complement the online system by Department Population and Civil Registration of North Jakarta by facilitating the new system to be issued. A support system is a birth certificate system that has a name "*Si Dukun 3 in 1*". It was launched at the turn of the new governor Anies Baswedan who integrates with residence documents in three instance, is the Population and Civil Registration, Hospital and *BPJS* Healthy in a counter where the delivery service at a government hospital. With *Si Dukun 3 in 1* program many people have felt helped by this program Such an interview was conducted with one of the patients at the Koja regional hospital:

> "During this time i helped with the system of making birth certificate now. If you want to take care of it is easy. Stay once take care of the equipment later on a few days can be taken. It can already get a new family card (*KK)* with *NIK* of child, the birth certificate, the same child identity card (*KIA)*. Just too complicated and forth times for verification. So i ask my husband for help". (Interviews by patients at the Koja regional hospital on Monday, April 9, 2018, at 12:17 WIB).

In the above interviews can be concluded, the program is very helpful especially *Si Dukun 3 in 1* in the service of making the birth certificate. According to the Head of Data and Technology Division of Department Population and Civil Registration of North Jakarta stated in the interview conducted by researchers. To determine direction requires strategy preparation. The direction in preparation of the strategy that has been done now:

> "We have already started by making cooperation with public hospitals. Hospitals that are currently starting a rapid birth certificate program by opening hospitals, which are only available in some hospitals in North Jakarta and all have cooperated with Department Population and Civil Registration for dealing birth certificate. For our technology just appeared his writing alone. There are no contents, so it is still a writing that may be a new system online can help operators in input data society". (Interview by Ms.Ana at Department Population and Civil Registration of North Jakarta on Monday, April 2, 2018 at 09:10 WIB).

Based on the results of the above interviews and in the field observation, the direction of the strategy is to create a new system which will be used by Department Population and Civil Registration of North Jakarta. But some employees who do not know the direction of the policy strategy that will be used by the government in preparing a new system on birth certificates. Some employees also show the online system contained in the population administrative information system (*SIAK*). As explained in an interview with the Head of administrative at the Department Population and Civil Registration of North Jakarta, is:

> "I am not too update of any new system problems from the government. There has not been any notice from the central government about this" (Interview by Mrs.Nina at Department Population and Civil Registration of North Jakarta on Monday 2 April 2018 at 14:30 WIB).

In the above interviews explained that not all staff know the strategy or planning of the new system that the government will do. Many staff does not understand the new system to be issued by the government. This concludes that the lack of dissemination of information about the new system will be made by the government.

Ministry of Home Affairs *(Kemendagri)* will also implement an online birth certificate service. Which is posted on a news published to the public on this matter. New areas and cities that have implemented this online based system. One of the cities in South Tangerang and Surabaya. As reported by the system has been long in the city.
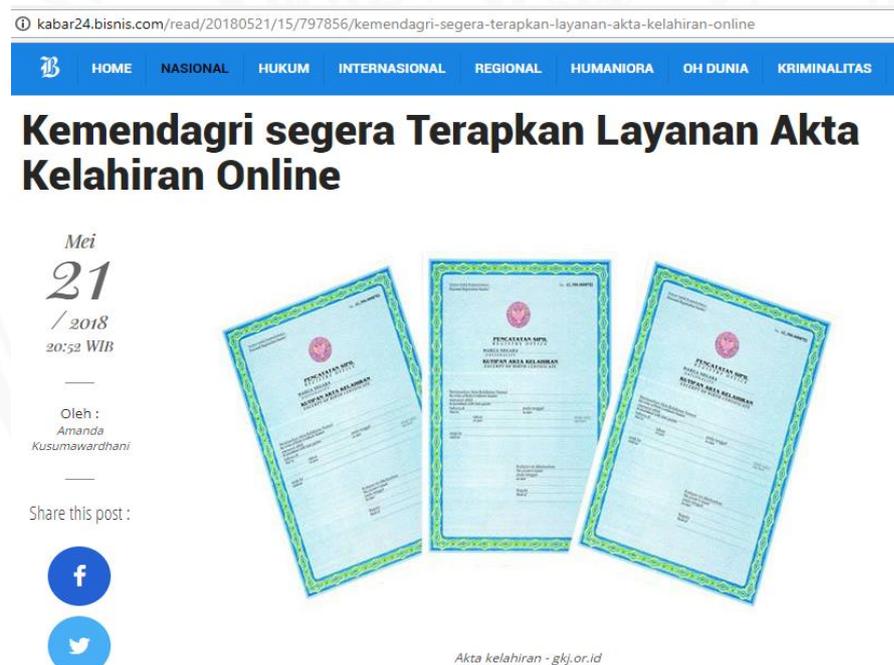
Figure 8 News *KEMENDAGRI* About Online Birth Certificate Service
Source: Kabar24.Bisnis.com, 2018

In the news above Ministry of Home Affairs *(Kemendagri)* said that will be issued a new innovation. Is birth certificate management services that exist on the

network (online) or line. With the online services, the society does not need to come to take care directly through the Department Population and Civil Registration. By utilizing the facilities of information-based communication technology, the management of birth certificate and delivery of files or data that became the requirement can be done only through online media by uploading.

Based on the news, with the announcement of new innovations issued by the Ministry of Home Affairs *(Kemendagri)* should be employees, especially on some staff who are in Department Population and Civil Registration knows. But, not all staff understand this news. And lack of socialization of new innovation system from Ministry of Home Affairs *(Kemendagri)*. To support the new system to be created, As reported by kompas.com which will be released in July.

Figure 7 News Birth certificate will start on July without the queue

Sumber: www.Kompas.com, 2018

The new service system to be issued by Ministry of Home Affairs *(Kemendagri)* will be issued in July, which later according to Ministry of Internal Affairs *(Kemendagri)* is no longer bothered to come to Department Population and Civil Registration of North Jakarta to make it. Just requiring through online system alone can take care of making a birth certificate. The birth certificate can then be taken at each the sub-district office. So that makes it easier for the society in taking the birth certificate.

In the news of the media also mentioned the online birth certificate service available at Ministry of Home Affairs regulation *(Permendagri)* or the legislation of the Ministry of Home Affairs *(Kemendagri)* Number 118 of 2007 concerning of Family Card form *(KK)*, register and quotation of birth certificate of civil registration with mentioning birth certificate service online is a process of dealing with birth certificates that the data transmission or file requirements are done with web-based electronic media by utilizing society and information facilities.

Ministry of Home Affairs regulation *(Permmenagri)* was only published last year. But the implementation of online birth certificate management system has been applied in several areas, such as South Tangerang city and Surabaya city. The capital city of Indonesia (DKI Jakarta) is the next city that will implement the online birth certificate management system.

There is in the news the steps taken by Ministry of Home Affairs *(Kemendagri)* and the extent to which the system is already in progress. So people can easily know and access them. But of course this is not easily directly used by

the society, but still many appeals that must be made by the government or guidance directions how to use this web birth certificate online based.

    c. The action were taken in the preparation of strategies to prepare for the change of birth certificate system based on *Nomor Induk Kependudukan* (*NIK*) at Department Population and Civil Registration of North Jakarta.

Actions taken by the government are the two main aspects. The first is technology, is related to system changes on an online birth certificate, promoting website based technology by utilizing existing facilities. The second is the network, which is cooperation with Department Population and Civil Registration for the birth certificate with a government hospital or by opening a birth certificate in a government hospital. But unfortunately, not all government hospitals have been working with Department Populatioan and Civil Registration to facilitate the process of making birth certificates. So it can reduce the data of people who are not listed as citizens of Indonesia (*WNI*). As in an interview conducted with the resident staff at Koja regional hospital:

> "The hospital that has recently been a system of *Si Dukun 3 in 1* Tanjung Priuk regional Hospital. If you already have *Si Dukun 3 in 1* Koja regional hospital with Tanjung Priuk regional hospital only. The others have not." (Interview by Mr. Danu at the Koja reginal hospital of North Jakarta on Thursday, April 5, 2018, at 14:10 WIB).

Based on the results of the interview above can be concluded, that not all hospitals provide facilities *Si Dukun 3 in 1*. In the system, it provides a variety of facilities for the society. To be able to create birth certificates, family card (*KK*), and child identity cards (*KIA*). It also will be functioned as a requirement of

school entrance to kindergarten in addition to the required birth certificate as a requirement to enter school. As described by the resident staff at the Koja regional hospital:

> "*Si Dukun 3 in 1* was able to get the birth certificate, the new family card (*KK*) with child identity card (*KIA*). It used to be *BPJS* as well, but it's can not. Because it does not send here anymore. So if people who take care *BPJS* for his son should be to *BPJS* first. If the others can be taken care of here, the list for the new birth certificate is can got three to complete. The process of making Just 3 days. And it will get three of it. After three days back to take it. Received proof of receipt that has been stamped". (Interview by Mas Danu at the Koja regional hospital of North Jakarta on Monday 2 April 2018 at 13:10 WIB).

According to the results of the above interviews, it can be concluded that *Si Dukun 3 in 1* program launched by the government is very helpful to the citizens because it can help the citizens by accelerating the process of file processing within three days. And can be taken back at the counter making the birth certificate contained in the hospital where the child was born. It can directly make it, it will be more efficiently society's time.

According to the theory of Mintzberg (1994), there are three characteristics of the strategy are strategic thinking, strategic decision making, and strategic planning. Reinforced by the theory of Voros and Conway, 2002 which illustrates the three characteristics of the strategy. That is with the strategic thinking before making a decision, from these options can be collected ideas that exist. In the second stage, there is a strategic decision making, the strategies that the ideas will collect will be made after deciding the decision, with the aim of the decision to be made. The latter is strategic planning, what will be done with ideas that have been taken and made decisions to be executed.

From this theory explains that the government takes only two of the three characteristics of the strategy. That includes the strategic making and strategic planning. Strategic making in terms of the network which is currently being done is in cooperation with the hospital in providing services of the birth certificate in the hospital. While the strategy in terms of technology that think about the system will continue in the future.

2. **Constraints in the implementation of the administrative information system of the birth certificate registration at the Department Population and Civil Registration of North Jakarta.**

Each implementation a system must have a constraint owned. In order to improve the system that previously existed, the previous constraints to be repaired in the next system that will be used later with a new system that will be issued by Ministry of Home affairs (*Kemendagri*). Constraints can be a variety of types, either technologically, networks or human resources they have that can be a hindrance in implementation population administration information system (*SIAK*), so can not run optimally and change the system with the new system which will come. In an interview conducted with the Head of the birth certificate division of Department Population and Civil Registration of North Jakarta said:

> "The current SIAK constraint is the only system. So far there is no other problem, the justest system". (Interview by Mr. Kartawi at the Department Population and Civil Registration of the North Jakarta on Wednesday, April 4, 2018, at 11:17 WIB).

In the above interviews can be stated so far the information system administrative residence has not experienced any problems other than the server

problems that sometimes have errors. The system that errors can occur due to weak and problematic internet system or the large number of employees who open the system, so the server can not respond well. With it requires a new server that can fix the previous system avoiding errors in the server. The statement was also supported by interviews by the staff from data and information division of Department Population and Civil Registration of North Jakarta:

> "Problems that exist today yes most Just a server problem, sis. Sometimes the server is not strong so ga response. Sometimes like to hang because many are used usually". (Interviewed by Mr. Deni at Department Population and Civil Registration of the North Jakarta on Monday, March 26, 2018, at 13:10 WIB).

In the interview results are reinforced by a statement from other interviews conducted with population staff at the Koja General Hospital of North Jakarta:

> "The problem with population administration information system (*SIAK*) server problems is usually, but other than that it is also a problem of child identity card (*KIA*). Because still use the same machine making identity cards (*KTP*). So still have to queue here. While the make it in Tanjung Priuk Hospital, while waiting for separated machine making. More than 3 days, but not really long. The longest ever up to 1 week for making child identity card (*KIA*), so a bit constrained". (Interview by Mas Danu at the Koja General Hospital of North Jakarta on Thursday, April 5, 2018, at 15:25 WIB).

In the results of interview conducted above can be concluded, that the problems found in the process of population administration information systems (*SIAK*) are not just a matter of server. However, problems in the manufacturing process that occur in the system is not running well. And had experienced obstacles in the making. So it takes more than three days in the making. Besides, child identity card (*KIA*) has not been fully utilized as planned in it use.

3. Supporting and inhibiting factors in the preparation of strategies in preparing the change of birth certificate system based on *Nomor Induk Kependudukan (NIK)* at Department Population and Civil Registration of North Jakarta.

a. Support Factors

In a strategy preparation, it requires supporting factors that support the change in preparing new strategies. The new strategy prepared by the Department Population and Civil Registration can be a support for the changes made to prepare it. Such an interview was conducted with the head of the birth certificate division of Department Population and Civil Registration of North Jakarta:

> "Here already supported by the population administration information system (*SIAK*), the system is good so no need complicated and take care manually rich first, and now here also already cooperate with the regional hospital for the birth certificate deed, the society so no need to come to the Department to taking care it can directly care at the hospital". (Interview by Mr. Kartawi at Department Population and Civil Registration of North Jakarta on Wednesday, April 4, 2018, at 10:15 WIB).

Based on the results of interviews that have been described there are several factors that become supporters in preparation of strategies undertaken by Department Population and Civil Registration of North Jakarta is:

1. Technology: technology that has been prepared by Department Population and Civil Registration in support of strategy preparation. In this case, Department Population and Civil Registration adds a

technology system that helps speed up the registration process of making birth certificates through the online system.

2. Network: networks that have been prepared to cooperate with Department Population and Civil Registration to facilitate the process of running a strategic plan that is planned by the government. Networks that cooperate with local public hospitals, Department Population and Civil Registration, and there are several events involving cooperation with Department Population and Civil Registration. The event attracted many people to make birth certificates.

b. Inhibitor Factors

In a strategy, preparation has an inhibiting factor. These factors become the reference in making the next strategy so as not to happen again. The inhibiting factor is certainly disturbing in the running of a process in a system. The main factor that becomes an obstacle in preparation of strategy conducted by Department Population and Civil Registration of North Jakarta, are:

- Human Resource: Department Population and Civil Registration of North Jakarta lack manpower in human resources that is the source of the movement of it.To carry it out both North Jakarta City and technical implementation unit (*UPT*) until April 30, 2013, recorded human resources or employees in the Department Population and Civil Registration of North Jakarta as many as 67 people. The amount is

very much less than the required amount especially required in information technology (IT) division.

Tabel 3 Supporting and Inhibiting Factors Service to Achieve The Vision, Mission And Program of Regional Heads and Deputy Regional Heads

Vision: "*Jakarta baru, kota modern yang tertata rapi, menjadi tempat hunian yang layak dan manusiawi, memiliki masyarakat yang berkebudayaan dan dengan pemerintahan yang berorientasi pada pelayanan publik*".

No	Mission and Program of regional heads and deputy regional heads	The service problems	Supporting factors	Inhibiting factors
1	Mission: building a clean and transparent government and oriented to public services service in the field of bureaucratic reform 1. Carry out bureaucratic reform to the government runs clean, transparent and professional 2. Published the program being worked on with the budget used, the progress of the project being worked on and the public administration service system through the website	1. Comparison of the number of employees, workload, type and number of services is not balanced with the number of society served. current conditions 1 employee serves 16,000 society 2. publication of the budget program, the progress of the project being worked on and the population administration service system 3. Law number 25 of 2009 has not been implemented into the governor's regulation	1. Still lack of number of employees 2. Lack of human resources who understand IT 3. Insufficient facilities and infrastructure 4. Lack of updated service information and levy rates on Department population and civil registration service website 5. Integrated services, night services and services on holidays are no longer carried out at Department Population and Civil Registration	1. Availability of information technology 2. Delegation of service authority to the village level 3. Availability of mobile services (corporation)

Source: Document of Department Population and Civil Registration

C. Data Analysis

1. **The preparation Strategy in the change of birth certificate system based on *Nomor Induk Kependudukan* (*NIK*) at Department Population and Civil Registration of North Jakarta.**

   a. The goal of Preparation strategy in preparing the change of birth certificate system based on *Nomor Induk Kependudukan* (*NIK*) at Department Population and Civil Registration of North Jakarta.

   Department Population and civil registration of North Jakarta was innovate the system from 1996 until 2018. In 1996 until 2004 the first system was made by the government that was population management information system (*SIMDUK*), that system used manual registration by writing, and it possible to get double data of society and has been changce and innovated at 2004 untill 2018, the system is population administration information system (*SIAK*), that was combine use manual and electronical system registration. And the innovation was build year by year and in 2018 the government make the system more easier to access by the society through online system to make the birth certificate it based on *Nomor Induk Kependudukan* (*NIK*).

   The analysis is very useful when it comes to the implementation and evaluation of the strategy, as described by Samuel Carlo and Paul Peter describes a simple model of implementing a strategy that can be implemented. That is the analysis done in the

environment to be implemented properly. The purpose of the analysis is to achieve the objectives to be obtained optimally.

Reinforced with a strategy that requires a mature readiness in preparing it can be a benchmark for the success of a strategy that is made in order not to repeat problems that have occurred before. As according to Reksohadiprodjo 2010: 1 describes the strategy is the pattern of management in action to achieve goals in the business enterprise owned. Strategies that some organizations say are a way of overcoming or tackling and preventing in every existing problem that could create an opportunity to repeat itself in the future. However, in the field, there is no strategy made by the government to carry out changes in the birth system based on the *Nomor Induk Kependudukan* (*NIK*) which will be done through the online system that will be issued soon. In theory, it states the right thing in strategy making. Where before a system was created, it must be made a strategy so as not to repeat mistakes or find difficulties that will be faced in the future.

Preparing the change of birth certificate system is by adding an online system contained in the current system, the population administration information system (*SIAK*). In order to update the system with better and can facilitate the society and operator systems can record the society who want to make birth certificate by using *Nomor Induk Kependudukan* (*NIK*) contained in the system. A system will be more easily accessible by anyone to speed up the service, so it

can make the society easier, especially in North Jakarta. However, in the absence of preparations to be made to deal with the current preparations will make the system weak.

b. The directions of preparation strategy in preparing the change of birth certificate system based on *Nomor Induk Kependudukan* (*NIK*) at Department Population and Civil Registration of North Jakarta.

From the results of research observations, the direction of the preparation strategy for preparing system changes in birth certificates is more inclined to technology and networking. It involves cooperation with hospitals in North Jakarta to improve the birth certificate system better by supporting the change system in preparing strategy.

The direction of the current strategy is not efficient. Because in the birth certificate management cannot be directly completed and must go through many stages from the start of the file management, if having difficulty must immediately take care of it and submit directly to Department Population and Civil Registration of North Jakarta for processing. Many society complained to go back and forth in taking care of the birth certificate. However, not all complaint about the system that was complicated to verify population data. It will make birth certificates for both newborns as well as for people who lost birth certificates and who just make it. Department Population and Civil Registration of North Jakarta handed over the birth certificate

management to the sub-districts and districts in North Jakarta. However, not all district or sub-district can take care of it optimally. Sometimes find some problems that require the society to take it directly to Department.

The direction of strategy to be made by the government in dealing with the problem of making birth certificates can maximize performance or system, so as to avoid the same problem. As complained by the society. Because in a system when experiencing a change must be able to fix the weaknesses contained in the previous system. As in M. Conway's theory of Strategic Development explaining how each level is planned for the future. Where the planning is to collect weaknesses owned on the previous system. To make future evaluation materials for future systems. In order not to recover the resulting weakness in the old system to the new system. According to Voros and Conway's 2002 theoretical explanation of future planning processes and approaches that have three levels in the strategic foresight framework by strategically looking forward. By using strategic thinking that can make the elections described before making a decision to collect ideas. In strategic decision making, the ideas created will be collected and made decisions with the objectives to be achieved. Strategic planning, planning ideas taken to can make decisions for the system to run. In making the step based on Conway's theory, the system is equipped with supporting facilities, like "*Si*

Dukun 3 in 1". It was launched at the turn of new governor Anies Baswedan who integrates with society documents in three instance, are Department Population and Civil, Hospital and health *BPJS* in a counter where the delivery service at a government hospital. With the program, *Si Dukun 3 in 1* until now has many people who feel helped by this program. To determine direction requires strategy preparation. in the field observation, the direction of the strategy is to create a new system which will be used by the Department Population and Civil Registration of North Jakarta. But there are some employees who do not know the direction of the policy strategy used by the government in preparing a new system on birth certificates. Some employees also show the online system contained in the population administrative information system (*SIAK*). Unfortunately, not all staff know the strategy or planning of the new system that the government will do. This system has been implemented in two cities, are Tangerang Selatan and Surabaya.

This is contrast to the theory described by Voros and Conway, 2002 regarding future planning processes and approaches that have three levels in the strategic foresight framework by having a strategic outlook. But this is not yet apparent, because Department Population and Civil Registration of North Jakarta are more inclined to see the problems faced by the society today and not consider the problems will be faced in the future.

This can made to make it easier for society without to go back and forth to take birth certificates either in the sub-districts or in Department Population and Civil Registration of North Jakarta in order to save the time (more efficiency) and not make it difficult for the society in taking birth certificates. Department Population and Civil Registration of North Jakarta can cooperate with Pos Indonesia to re-advance the performance of Pos Indonesia which began to compete with other shipping services. And can also restore public confidence to re-use Pos Indonesia in addition to other private shipping services.

There are some reports a new system of civil service and civil registration to be issued, but not all employees and staff know it. Lack of socialization, in this case, can certainly greatly affect. The new service system to be issued by ministry of home affairs (*Kemendagri)* will be issued in July, which later according to the Ministry of Home Affairs (Kemendagri) is no longer need to come to the Departement Population and Civil Registration of North Jakarta to make it. Just requiring through online system alone can take care of making the birth certificate. The birth certificate can then be taken at each the sub-district office. So that makes it easier for the society in taking the birth certificate.

In news from the media the compass also mentions the online birth certificate service available at ministry of home affairs legislation (*Permendagri*) Number 118 of 2007 concerning of Family Card (*KK*)

form, register and quotation of birth certificate of civil registration mentioning birth certificate service online is a process of dealing with birth certificates which data transmission or file requirements are made with electronic media based on website by utilizing communication and information facilities. That way can simplify the process of inputting website-based data to be performed by the online system.

c. The action were taken in the preparation of strategies to prepare for the change of birth certificate system based on *Nomor Induk Kependudukan* (NIK) at Department Population and Civil Registration of North Jakarta.

In action taken by the government found two aspects of the government-preferred action. The first is technology, is related to system changes on an online birth certificate, promoting website based technology by utilizing existing facilities. The second is the network, which is cooperation with Department Population and Civil Registration for the birth certificate with a government hospital or by opening a birth certificate in a government hospital. But unfortunately, not all government hospitals have been working with Department Population and Civil Registration to facilitate the process of making birth certificates. So it can reduce the data of people who are not listed as citizens of Indonesia (*WNI*). Based on the results of research in the field, not all hospitals provide facilities *Si Dukun 3 in 1*. In the system, *Si Dukun 3 in 1* provides a variety of facilities for the society. To can

make a birth certificate, family card family card (*KK*), and child identity card (*KIA*) must submit some required requirements file contained on the counter. Child identity card (*KIA*) also will be functioned as a requirement of school entrance to kindergarten in addition to the required birth certificate as a requirement to enter school. In the time of handling of approximately three days can be taken on the counter in the hospital where the society register their children's birth certificate directly treated by the staff who are in the hospital, can save costs incurred than make it directly in Department Population and Civil Registration of North Jakarta directly or in the hospital that coorporate with the Department itself.

According to Lindgren and Bandhold, there are several steps taken to develop TAIDA strategy. TAIDA is the abbreviation (tracking, analyzing, imaging, deciding and acting).

a. On the track, there is a search for changes in the presence of challenges and opportunities. Where the Department Population and Civil Registration uses the opportunity to improve the system to facilitate the society with the new system created though, in addition to strengths and weaknesses.

b. In analyzing can be done by analyzing the consequences that can occur due to the challenges and opportunities. Where the Department Population and Civil Registration

creates new systems based on challenges and opportunities faced earlier. At this stage of logic in strategic thinking in development.

c. At the stage of imaging is the stage of identification that is possible and builds a vision of what is expecteds (visions of what is desired). The identified impacts that occurred when the strategy was put forward. By looking at the Department Population and Civil Registration vision, the government created a new program in which the program sees problems based on previous events. With a lack of estimates for the running of the program in the future prospects.

d. In the deciding stage relating to decision making on what strategy to go and what the strategy is like. The Department Population and Civil Registration decided to take steps in the making of new programs based on the previous problems that had occurred by considering and looking at the new program in facilitating the current society.

e. In the last stage of the acting stage, the implementation phase of a strategy that combines with the field before and after the strategy is put forward, and can to adjust. Thus strategy-making always begins with the stage of recognizing the internal and external conditions or

problems contained in a place or policy prior to the introduction of a new strategy.

The previous problem in Department Population and Civil Registration is the lack of handling in dealing with the birth certificate which makes it difficult to process. Moreover, the society is unwilling to make birth certificate due to its difficult management, and caused many people queue to make the birth certificate. So the government created a new program that allows the newly born to can directly make a birth certificate. But the program still requires a lot of problem analysis that will happen in the future and requires criticism and society suggestions to can further improve the quality of this new system made by the government. Then identify the factors that can change the policy, which the factor is used in building a new strategy. The built strategy requires to be described, especially regarding the consequences that will be faced in the future. After understanding the consequences that will be faced, then made the selection strategy and develop a new strategy to achieve what is desired from the new strategy. The government have accommodate the society aspirators to collect the suggestion and critics to make the Department better.

2. **Constraints in implementation change of the birth certificate system at Department Population and Civil Registration of North Jakarta.**

In implementing a system must have a constraint owned. In order to improve the system that previously existed, the previous constraints to be repaired in the next system that will be used later with a new system that will be issued by ministry of home affairs (*Kemendagri*). Constraints can be a variety of types, either technologically, networks or human resources they have what can be a hindrance in implementation population administration information system (*SIAK*), can not run ptmally and change the system with the new system that come. The population administration information system (*SIAK*) has not encountered any problems other than server problems that sometimes have errors. The system that errors can occur due to weak and problematic internet system or the large number of employees who open the system, so the server can not respond well. With it requires a new server that can fix the previous system, thus avoiding errors in the server. The problems found in the process of population administration information systems (*SIAK*) is not just a matter of server. However, problems in the manufacturing process that occur in the system is not running well. And had experienced obstacles in the making. It takes more than three days in the making. Besides, child identity card (*KIA*) has not been fully utilized as planned in its use. Thomas V. Bonoma in (Purnomo, 2007: 86) theory, explains the

possibilities that will occur with the formulation and implementation of the strategy, in which constraints will always exist in the strategy implementation and formulation. There are four things that exist in the implementation strategy there are both good and bad side, as well as formulation strategy that has a good and bad side if both good will be successful, but if only one of them will either experience trouble or roulette, ugly, it will fail. In a strategy, of course, this becomes very important, to be able to minimize the constraints faced in the implementation of the previous system.

3. **Supporting and inhibiting factors in the preparation of strategies in preparing the change of birth certificate system based on** *Nomor Induk Kependudkan (NIK)* **at the Department Population and Civil Registration of North Jakarta.**

   1. Support Factors

   Strategy preparation it requires supporting factors that support the change in preparing new strategies. The new strategy prepared by the Department Population and Civil Registration can be a support for the changes made to prepare. Factors that support the preparation of strategies undertaken by the Department Population and Civil Registration of North Jakarta are:

   a. Technology: technology that has been prepared by the Department Population and Civil Registration in support of strategy

preparation. In this case, the Department of Population and Civil Registration add a technology system that helps speed up the registration process of making birth certificates through the online system.

b. Network: networks that have been prepared to cooperate with the Department Population and Civil Registration to facilitate the process of running a strategic plan that is planned by the government. Networks that cooperate with local public hospitals, the Department of Population and Civil Registration, and there are several events involving cooperation with the Department Population and Civil Registration. The event attracted many people to make birth certificates.

Both factors it helps to simplify the process of strategy implementation. But in the strategy, there are stages to be fulfilled in order to support the running of a strategy as described earlier in the theory of Lindgren and Bandhold which mentions that there are several steps taken to develop the strategy of TAIDA. TAIDA (tracking, analyzing, imaging, deciding and acting). On the track, there is a search for changes in the presence of challenges and opportunities, in addition to strengths and weaknesses. In the theory illustrates the supporting factors owned by Departmeent Population and Civil Registration of North Jakarta. These factors influence the outcome that will occur in support of that strategy or inhibit. With TAIDA theory

there are several ways to compile strategy making for the strategy to run smoothly by paying attention to the problems that make the system inhibit the previous system.

2. Inhibitor Factors

Inhibiting factors can be an obstacle in implementing the strategy. Strategy are made of course also must consider the good and bad factors that will occur before making the policy. In the theory of Warwick Soekarno 2005: 185 which explains some of the obstacles that have policy implementation. Which is the basis of the policy is not clear also can be one of the obstacles to the implementation of the strategy. That causes the underlying strategy in a policy to be not functional that can see the future of the strategic decision. From the strategy is very important in determining the factors that will face both shortcomings and advantages.

In a strategy, preparation has an inhibiting factor. These factors become the reference in making the next strategy so not happen again. The inhibiting factor is certainly very disturbing in the running of a process in a system. The main factor that becomes an obstacle in preparation of strategy conducted by Department Population and Civil Registration of North Jakarta is:

  a. Human Resources: Department Population and Civil Registration of North Jakarta lacks manpower in human resources that are the source of the movement of the Department Population and Civil Registration of North Jakarta.

Table 4 The Number Employees of Department Population

And Civil Registration of North Jakarta Based on Formal

Education and Age

NO	Work Unit	Age			
		25-30	31-40	41-50	51-56
1	Suku Dinas Jakarta Utara	4	6	25	32

No	Work Unit	Number of Employees	Formal Education					
			S2	S1	D3	SLTA	SLTP	SD
1	Suku Dinas Jakarta Utara	67	6	14	5	41	1	0

Source: The Department Population and Civil registration of North Jakarta.

To carry it out both North Jakarta City and technical implementation unit (*UPT*) until April 30, 2013, recorded human resources or employees in the Department Population and Civil Registration of North Jakarta as many as 67 people. The amount is very much less than the required amount.

Thus, the need for additional human resources in order to expedite the system of services carried out by Department Population and North Jakarta Civil Registration. Because the service process is

one way how the Department of Population and Civil Registration runs. Good service, also because it is supported by a good workforce.

CHAPTER V

CONCLUSION AND SUGGESTION

A. **Conclusion**

Based on the results and discussion presented, there are various ways of inferring the problems contained in the information system of population administration can be concluded, are:

a. The Preparatory strategy in the change of birth certificate system based on *Nomor Induk Kependudukan* (*NIK*) at Department Population and Civil Registration of North Jakarta.

1. The goal of preparation strategy in preparing the change of birth certificate system based on *Nomor Induk Kependudukan* (*NIK*) at Department Population and Civil Registration of North Jakarta can be seen from:

a. Preparation of strategic objectives undertaken before the strategy is made by the current Department Population and Civil Registration of North Jakarta by describing the existing strategy. In this condition, every party in the Department Population and Civil Registration of North Jakarta has an agreed answer on this matter. All parties have the same assumption that the strategy intended to prepare for the change of birth certificate system based on *Nomor Induk Kependudukan* (*NIK*) has not yet realized. This is based on

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system development conditions that prioritize system changes directly without making a strategy first and consider the good and bad factors that will be faced in the future. In this case, the condition is in accordance with the theory of Reksohadiprodjo 2010: 1 on strategies that require readiness mature in preparing it to be a benchmark success of a strategy.

2. The direction of preparation strategy in preparing the change of birth certificate system based on *Nomor Induk Kependudukan* (*NIK*) at the Department Population and Civil Registration of North Jakarta, can be seen from:

a. The direction of the strategy that supports the preparation in preparing the current birth certificate system at the Department Population and Civil Registration of North Jakarta has not been maximal, as seen from the management of the birth certificate which still makes it difficult for some society to re-take the birth certificate. This is because in a system when experiencing a change must be able to fix the weaknesses contained in the previous system. In this case, the condition is in accordance with the theory of Voros and Conway, 2002 on the process of planning and approach in the future.

3. The action was taken in the preparation of the strategy to prepare change of birth certificate system based on *Nomor Induk Kependudukan* (*NIK*) at Department Population and Civil Registration of North Jakarta, can be seen from:

a. The action was taken by the Department of Population and Civil Registration to prepare the strategy is to prioritize the problems facing the society at that time by looking at the problems of the previous year and creating a new system that can solve the problems of the time. This makes the lack of attention to problems that will be faced in the future. Actions taken as a result of troubleshooting that occurred in the previous year is now more concerned with technology systems and networking. In this case, contrary to the theory described by Voros and Conway, 2002 on the process of planning and approach in the future.

b. Constraints in implementation the change of birth certificate system at Department Population and Civil Registration of North Jakarta.

a. Constraints faced in the implementation of population administration information system (*SIAK*) In this condition, every party in the Department Population and Civil Registration of North Jakarta has an agreed answer on this matter. All parties have the same assumption that the strategy intended to know the

constraints of implementation on the previous system. This is based on the condition of the system used previously that explains the main problem in this system is the network of the system that sometimes makes input data stagnant. In addition, the creation of birth certificate also experienced delays caused by the lack of machine power and insufficiently labor for its manufacture, thus requiring a long process to overcome the surging society making a birth certificate. Especially in regional hospitals that have cooperated with the Department. In this case, the condition is in accordance with the theory of Thomas V. Bonoma in (Purnomo, 2007: 86) regarding the formulation of strategy implementation.

c. Supporting and inhibiting factors in preparation of strategy in preparing the change of birth certificate system based on identity number at Department Population and Civil Registration of North Jakarta

1. Support Factors

   a. Factors that support the preparation in preparing the birth certificate system at Department Population and Civil Registration North Jakarta by prioritizing the performance of technology and network owned. It can be seen from the

initial step that was built in making the technology system first so that the problems in the complaints by society can be solved. In this case, very contrary to the theory issued by Voros and Conway, 2002 on the process of planning and approach in the future.

b. The owned network is a supporting factor in preparing the birth certificate system conducted by Department Population and Civil Registration of North Jakarta. The network is a regional public hospital that has only two new hospitals in collaboration with Department Population and Civil Registration of North Jakarta, Koja regional hospital, and Tanjung Priok regional hospital. And from outsiders, there is a network of the police to support the birth certificate making program directly at the time of the event. This is also the same as experienced by technology that solves problems only in today's society. In this case, it is very contrary to the theory issued by Voros and Conway, 2002 on the process of planning and approach in the future.

2. Inhibitor Factors

a. One of the inhibiting factors that is a major factor in the problems faced today is the human resources. Where the existing workforce in Department Population and Civil Registration of North Jakarta is decreasing due to shifting,

shifting and improving the position. In the year 2013 recorded human resources in Department Population and Civil Registration of North Jakarta as many as 67 people. This has become an important concern for the workforce to be able to support the service which is a major factor in the process of success in public service. In this case is certainly very important in paying attention to the preparation of TAIDA strategy (tracking, analyzing, imaging, deciding and acting).

The previous problem in the Department Population and Civil Registration is the lack of handling in dealing with the birth certificate which makes it difficult to process it, that makes society becomes lazy to make birth certificate due its difficult management, besides making many people queue to make the birth certificate. So the government created a new program that allows the new born society to directly make a birth certificate. But the program still requires a lot of problem analysis that will happen in the future and requires criticism and society suggestions to further improve the quality of this new system made by the government

B. Suggestion

Based on the results of the research already discussed earlier, the input will be given is expected to provide benefits to Department Population and Civil Registration of North Jakarta in preparing the strategy in the change of birth certificate system based on the *Nomor Induk Kependudukan (NIK)*. These inputs include:

1. The need for a review of strategies on birth certificate system based on *Nomor Induk Kependudukan (NIK)*. by looking at the problems that will be faced before and in the future.

2. Pay attention to the flow of birth certificate handling by giving priority to people's comfort.

3. It is necessary to send a birth certificate directly to a society home in cooperation with Pos Indonesia, which can also help promote Pos Indonesia.

4. Determination of the deterrent effect for payment of delay in obtaining birth certificate maximum of sixty days after birth to distinguish society making birth certificate on time and not, in cooperation with Bank DKI Jakarta for payment.

5. Add a network that is in cooperation with the midwife located in each sub-district, so it can further facilitate the society in the birth certificate management by linking support programs, such as "*Si Dukun 3 in 1*".

6. Require the separation of machines for the manufacture of identity cards to accelerate the roses of making a child identity card (*KIA*), taking into account the time required for service card manufacturer.

7. The addition of human resources that can accelerate service and have new innovations for the Department Population and Civil Registration in the future conducted.

Table 5 Recapitulation of Research Results

Formulation of Research Problems			
Aspects studied (Focus)	**Preparation strategy**	**Obstacles**	**Recommended preparation strategy**
The goal of the preparation strategy	- Do not have a preparation strategy yet - Do not have accessibility in taking care of birth certificate	- Lack of innovation owned by employees so that the preparatory strategy has not been achieved	- Need for a strategic review
Directions of preparation strategy	- Society have difficulty in taking birth certificates	- Lack of strategy preparation, making it difficult for the society to take the birth certificate	- More Pay attention to the flow of birth certificates - A birth certificate submission is required
The action was taken by Department Population and Civil Registration in preparing the strategy	- There is no description for the creation of a new strategy - Accommodate society	- More pay attention to problems in previous years, lack of predicting problems to be	- The need for late payment penalties, for the delay in the birth certificate handling

	aspirations	faced in the future	
Constraints in implementing *SIAK*	- The server network is not good enough - The working power of the machine is old, making it difficult to work	- Improper server networks are the main constraint, hampering *SIAK* performance - Improper are the main constraint	- Require the new machines to accelerate the process of making *KIA*
Supporting factors in strategy preparation	- Performance of technology and networks	- Server technology is less supportive - The network is still relatively small, so it is still not fully facilities can be enjoyed by the people of North Jakarta as a whole	- Add a network of birth certificate management by working with midwifes in the region
Inhibiting factors in strategy preparation	- Human Resources	- Reduced human resources make the system hampered	- Adding innovated human resources for the future

Source: Processed by Researcher

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