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IMPLEMENTATION OF THE SI KANCIL BERLARI PROGRAM POLICY AS A PUBLIC SERVICE INNOVATION AT THE BOGOR CITY DISDUKCAPIL OFFICE

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ABSTRACT

The impact of the Covid-19 pandemic that has hit almost all over the world, including Indonesia, has forced the government to innovate in order to provide public services needed by the community, including making it easier for the public to access public services in the field of population and civil records which are very vital because they are related to data and a person's status as a citizen and state. Disdukcapil Bogor City facilitates online population services through the Si Kancil Berlari program policy or stands for Civil Registry Population System Integrated Prima Service. This system is expected to be a public service innovation that makes it easier for the people of Bogor City to take care of population documents. The purpose of this study is to analyze and evaluate the implementation of the Si Kancil Berlari program policy as a public service innovation at the Bogor City Disdukcapil Office, including analyzing the obstacles and obstacles faced and the efforts made to overcome them. The method used is qualitative descriptive research, which is research that intends to describe a phenomenon. Data collection is based on interview, observation, and documentation techniques. Test the validity of the data using the triangulation method. The data were analyzed descriptively-qualitatively with narrative techniques with eight selected informants. From the results of this study, it can be concluded that the implementation of the Si Kancil Berlari program policy as a public service innovation at the Bogor City Disdukcapil Office has been running well, although it is not optimal because there are several obstacles and obstacles in the form of socialization that has not been maximized, human resources that are not optimal, digital facilities that are prone to hacking, and there is still data synchrony between institutions. The efforts are carried out through four steps, namely Cultural Transformation, Structural Transformation, Digital Transformation and Territorial Transformation. Suggestions that can be conveyed are the need for more intense socialization, selection of reliable human resources, improvement of better servers and coordination through Cooperation Agreements between agencies and institutions so that population data between agencies becomes synchronous. Thus, hope that the Si Kancil Berlari program will be a public service innovation for fast and accurate population administration.

Keywords: Policy implementation, Population Administration, Public Services

INTRODUCTION

Public services are the focus of attention for the government, because the main goal of the government is to meet the needs and provide the best service for all levels of society. The government has an important role to provide excellent services in order to meet the needs of the community both in normal and emergency conditions. In March 2020 the Covid-19 pandemic hit the world, including Indonesia, making the government must immediately innovate in public services. Public services are efforts made by public organizations (governments) to fulfill the basic rights of the community through the provision of services to the community in the form of the use of public facilities, including goods, services and non-services, to meet the needs of the community and in the context of implementing laws and regulations (Arfan et al., 2021). With the Covid-19 pandemic, all elements have undergone an online system. Public service providers limit in-person services to prevent crowds that have the potential to transmit Covid-19.

During the Covid-19 pandemic, good bureaucratic management can provide lessons and improve bureaucracy, because in the current pandemic situation, public services are at the forefront that must be provided optimally (Rohmat & Elisanti, 2021). Thus, the effort to overcome these conditions is to improve the quality of public service delivery that is sustainable and innovative to realize public services according to community expectations, because in any situation public services must not stop so that the community continues to get excellent service as needed. This is strengthened by the issuance of a Circular Letter of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 34 of 2020, one of which aims to ensure that public services in government agencies can continue to run effectively. The thing that must be pursued immediately in the development of the public service system is to improve and update the existing system by adapting to changes and technological advances. Efforts that can be made are to apply a technology system or E-Government in the implementation of public services. The implementation of e-government is an effort to utilize communication and information technology to optimize public services in the era of the Covid-19 pandemic (Vicky Zaynul Firmansyah et al, 2022). The use of technology in the public service system can answer various problems faced by society and direct it to modern, integrated and unlimited public services. This is done as an effort to improve the quality of public services optimally, as well as provide wider opportunities for the community to participate in the development and development of government institutions and democratic processes (Rohmat & Elisanti, 2021).

Based on Law (UU) Number 24 of 2013 concerning the Implementation of Population Administration, especially regarding the importance of improving Population administration services, the Population and Civil Registry Service (Disdukcapil) of Bogor city since the Covid-19 pandemic has taken strategic steps to improve excellent service to its citizens. The policy implemented aims to provide convenience for residents of Bogor City in managing population documents, namely by developing services using the Si Kancil Berlari application. By using this application, people can register online for registration services for printing KTP-el, and Child Identity Cards (KIA), family card services, birth certificates, death certificates, marriage certificates and divorce certificates. Online and drive thru services are implemented and complementary policies. Online population services through the Si Kancil Berlari application or stands for Civil Registry Population System Integrated Prima Service. And from the existing data on the Bogor City Disdukcapil, it shows that there was an excellent performance achievement in 2019 of 105.44% and in 2020 of 104,83%. In addition, the achievement of the IKM assessment of disdukcapil services in MPP obtained a score of 3.85 (the highest of the 14 existing services). One way that can be done to measure public satisfaction with government services is to use the Community Satisfaction Index (Mary Ismo, et al (2017). For this reason, researchers are interested in knowing and analyzing the Implementation of the Si Kancil Berlari Program Policy at the Bogor City Disdukcapil Office. Through the Si Kancil Berlari application, it is the utilization of vertical and horizontal integration by providing one-stop network services needed by the transformation of public services. In addition, there is also a need for harmonization between government institutions, as a public service to the community (Doramia Lumbanraja, 2020).

Service quality and innovation are two elements that can build a competitive advantage because service quality is an adequate infrastructure in providing services, while innovation is applied because consumers want some reforms in service to be felt by consumers so that the result of service quality and innovation is the creation of a competitive advantage (Kusumadewi & Karyono, 2019). The innovation of public services carried out by the Bogor City Population and Civil Registration Service through the Si Kancil Berlari application is still not optimal even though it seems that the number of performance achievements in the two years of implementation is quite high. This is influenced by the presence of bureaucratic ills in the public service system. What must be considered is the readiness of agencies, human resources, and infrastructure in supporting the fulfillment of public service innovation. Because from the results of observations and facts in the field, it shows that people are still not ready and understand how to use the Si Kancil Berlari application. The implementation of the Si Kancil Berlari system will require socialization because the community / applicants for population administration services come from various educational, socio-cultural backgrounds which will affect the understanding and mastery of information world technology (online registration flow). In addition, infrastructure and facilities / infrastructure need to be further improved / equipped again for the smooth service process. Therefore, the Bogor City

Disdukcapil continues to optimize the implementation of the population service of Si Kancil Berlari. The purpose of this study is to find out and analyze the implementation of the Si Kancil Berlari program policy as a public service innovation at the Bogor City Disdukcapil office, as well as to know the obstacles and obstacles in its implementation, so that efforts can be made to overcome this so that the vision of the city of Bogor "The realization of the city of Bogor as a family-friendly city" will be achieved.

LITERATURE REVIEW

Thomas Dye (1981:1) defines public policy as what the government chooses to do or not to do something. James e. Anderson in Subarsono (2005: 2) defines public policy as a policy developed by government agencies & officials. Kartasasmita (1997:142) said that policy is a series of goals and objectives of government programs. Understanding in this context is a policy made by the government in the form of government actions, an effort to understand what the government does and what the government should not do about a problem, as well as what causes or influences the policy. A policy is a mere document, if not implemented. To understand more deeply about the concept of implementation then Van Meter and Van Horn (in Fahmi, 2003:45) define Policy Implementation as "encompasses those action by public and provate individuals (and groups) that are directed at the achievement of goals and objectives set forth in priority policy decisions".

The definition means that policy implementation is actions implemented by individuals (and groups) of the government and the private sector that are directed towards the achievement of goals and objectives that are priorities in policy decisions. Definition of public policy in Appendix 1 to the Regulation of the Minister of State Apparatus Empowerment Number PER/04/M.PAN/4/2007 concerning General Guidelines for the Formulation, Implementation, Performance Evaluation, and Revision of Public Policy within Central and Regional Government Institutions. In this Ministerial Regulation, public policy is "a decision made by the government or government agency to address certain problems, to carry out certain activities or to achieve certain goals related to the interests and benefits of the people".

Model Policy Implementation from Edwards III (Winarno, 1989: 88) looks at policy implementation from the implementer side, so that it can be known how the cause of the success or failure of policy implementation. There are four factors that influence policy implementation, namely communication, resources, disposition and bureaucratic structure. The four work simultaneously and interact with each other to help and hinder the implementation of policies such as Edwards' opinion (in Tangkilisan, 2003: 11).

METHOD

This research is descriptive research, where this research will develop the concept of policy implementation in the form of the Si Kancil Berlari program at the Bogor City Disdukcapil Office by referring to the theory of emphasizing the Edward III model, as well as collecting facts related to the implementation of policies associated with public service innovation. This research uses a qualitative approach, which is research that aims to describe certain circumstances, which are described in fragmentary words or sentences to obtain conclusions. In this case, it is related to the implementation of the Si Kancil Berlari Program Policy as a public service innovation at the Bogor City Disdukcapil Office.

Informants in this study were taken purposively with the criteria of being willing to be informants, communicative and objective in providing information, individuals who know and understand the policies of the Si Kancil Berlari program, Individuals involved in the creation and implementation of the Si Kancil Berlari program policies, Individuals who benefit directly from the implementation of the Si Kancil Berlari program policies. Based on the key informant criteria that have been described above, the key informants in this study are the Head of the Bogor City Disdukcapil Office, the counter officer at the Bogor Disdukcapil Office, the Daily Manager (Manager on Duty) at the Bogor City Disdukcapil office, the Officer at the Drive Thru counter at the Bogor City Disdukcapil Office, the Bogor City Community as residents who use the Si Kancil Berlari Bogor City application.

RESULTS AND DISCUSSION

Bogor City as one of the cities in the West Java Province has a vision of "The realization of the city of Bogor as a family-friendly city". The mission carried out is to realize a healthy, smart and prosperous

Bogor City. One of the official offices that is a support sector for the achievement of the Bogor City Vision and Mission is the Bogor City Disdukcapil Office with its work through Services and permits, Securitas, Planning, Government, Development, Ek-pol-sos-bud-kes-han-kam, Evaluation and monitoring. The jargon "Disdukcapil with Integrity: No Money, No Mafia, No Calo", continues to innovate to facilitate services to the community in Bogor City.

Based on the Bogor Mayor Regulation Number 117 of 2019 concerning Job Descriptions and Functions and Work Procedures for Structural Positions within the Population and Civil Registration Service, the Bogor City Disdukcapil is led by the Head of the Service who has the main task of carrying out some of the affairs of the Local Government in the field of Population and Civil Registration. The latest program from Disdukcapil Bogor City is to launch an application for the Online System of Population and Civil Registry Integrated Prima Service which is named "Si Kancil Berlari" or stands for Civil Registry Population System Integrated Prima Service. The presence of Si Kancil Berlari aims to make it easier for the people of Bogor City to take care of population documents through online services including printing resident documents such as e-KTP, Family Card or KK, Birth Certificate, Death Certificate, KIA, Moving Letter, etc. With the Si Kancil Berlari application, the people of Bogor City no longer need to come to the Disdukcapil Office and this program is a form of public service innovation. application, there are registration services and consultation or chat facilities for residents who use the application that are not yet clear. The way to enter it is to scan the barcode in the Si Kancil Lari application, by logging in to the disdukcapil.kotabogor.go.id/sikancil-berlari site, then follow the application. As for taking the results, you can pick up at the Drive Thru pickup counter at the Capil Disduk Office in Bogo City.

1) **Implementation of Si Kancil Berlari Application Policy**

From the results of observations and research in the field, an outline can be described as the implementation of the Si Kancil Berlari program policy at the Bogor City Disdukcapil office as seen from the Edward III Model as follows:

1. **Communication**

Communication in the implementation of the Si Kancil Berlari application policy at the Bogor City Disdukcapil Office by looking at 3 things, namely transmission, clarity, and consistency.

a) **Transmission**

The transmission referred to in this study is related to a way to communicate a policy or in other words commonly used by agencies, both government and private, is socialization. Disdukcapil Bogor City conducts quite intense socialization through its social media portals such as websites, Instagram, Twitter, and Facebook. Online socialization of population services to all SKPD in Bogor City and holding workshops related to population services both to high schools, PKK organizations, Bhayangkari, and Dharma Wanita associations. Disdukcapil Bogor City also made a service commitment video related to policies and rules in Disdukcapil Bogor City. On the main page, the people of Bogor City can easily find video tutorials on how to use the Si Kancil Lari online service. Starting from the registration process to self-printing to take care of KTP, KK, Birth Certificate and others. However, it is still found that there are weaknesses in the implementation of the Si Kancil Berlari system, which requires even stronger socialization because the community / applicants for population administration services come from various educational, socio-cultural backgrounds that will affect the understanding and mastery of information world technology (online registration flow) . From the results of observations and interviews, it turns out that there is still a lot of confusion in the community regarding how to use the online program, the Running Deer because they are not used to managing documents digitally, so when it is found that difficulties in accessing the application make people lazy to continue the online process and switch to the manual process by visiting the dukcapil office. This is in line with the results of previous research from Natasha Feralika Ginting, et al (2021) who analyzed the Stuttering Implementation of the E-Government of the Bekasi Regency Population and Civil Registration Service in the Pandemic Era, with the results of research that showed that policies were not optimal and stuttering in response to the Covid-19

pandemic caused by infrastructure obstacles, Political Will Bekasi Regency Local Government and the lack of quality of human resources for Bekasi Regency Disdukcapil employees.

b) Clarity

The clarity in this study is the extent to which the parties concerned understand this policy. Based on the results of research and observations, the leaders and staff who have participated in the socialization carried out by the Bogor City Kadisdukcapil have understood and can carry out the existing SOPs well and have even established relationships with the relevant SKPD, the Lurah in the Bogor City area where they have produced Cooperation Agreements also with 24 Hospitals, Schools and social organizations in Bogor City where they act as facilitators for the community of application users The Running Deer so that if there are people who do not understand or do not know the program, they can be directed and guided properly. However, there is still a lack of data synchronization between agencies which is an obstacle for the residents of Bogor city in obtaining maximum public services.

c) Consistency

The consistency referred to in this study is related to the implementation of SOPs that provide service satisfaction to the people of Bogor City. This can be seen from the results of performance achievements that show satisfactory results, namely in 2019 it reached 105.44% and in 2020 104.83, %, received a certificate of the role model award for the implementation of public services in the "excellent" category (in 2019 and 2020) from the Ministry of Home Affairs which finally received an imitation study visit after receiving awards from 60 cities / regencies for a period of two years. Thus, the consistency of SOP implementation in Disdukcapil Bogor City has gone very well and has become a reference for Dukcapil offices throughout West Java.

2. Resources

In this case what is seen are human resources, information, authority, as well as facilities. From the results of interviews and observations, it can be conveyed the application of the policy as follows: a. Human Resources; There are two aspects that are assessed in this human resource indicator, namely personnel management and the quality of each employee. This management starts from employee recruitment, training, awarding to sanctions for violations. According to the Head of the Bogor City Disdukcapil District, the management of human resources in the Disdukcapil environment in Bogor City can be said to be good. The efforts made by the Bogor City Disdukcapil Office in this case call it Cultural Transformation, where it is carried out is to form the spirit of leadership and organizational effectiveness, improve the integrity and ethics of state organizers, apply the principles of good governance in good governance, and grow public awareness and participation. There is no longer a nomination that was previously widely carried out by the internal circles of dukcapil. The jargon of No Money, No Mafia and No Calo is enforced in one way is the implementation of the online system Si Kancil Lari which is transparent. Those who violate will be subject to staffing sanctions because all employees in the Bogor City Disdukcapil office environment sign the Decree of the Head of the Office related to the Bogor City Disdukcapil Public Service Code of Ethics to prevent violations of employee ethics. And for outstanding employees selected as the best employees, they are given incentives and get an award certificate to be an example that motivates other employees. With good HR management, this is marked by successfully obtaining an assessment of the Dukcapil Service Community Satisfaction Index (IKM) of 3.85 which is the highest of the 14 existing services. b. Information: This information indicator is judged by the ease with which people can access information that is disseminated through social media platforms such as Instagram @disdukcapilkotabogor, the @disdukcapil.kotabogor.go.id website. In addition, with the installation of Service SOP Information Media at the Bogor City Dukcapil office which is a direction for the community regarding the procedures and requirements that must be prepared and prepare special officers who help verify files before taking public service tickets. c. Authority, Authority in the implementation of the application policy of Si Kancil Lari is associated with 3 things, namely who is responsible, who gives and executes orders,

and who has the right to reprimand mistakes. The hierarchy of authority of the Bogor City Disdukcapil is classified both because of the clear level of accountability and in terms of managing errors by providing a Manager on Duty, namely the Manager who is the person in charge of the service on that day. Thus, people who experience difficulties and obstacles on that day can submit their complaints or complaints and will be assisted, guided, and directed according to their needs. However, from the results of the interview, researchers found that many complaints from the public who had successfully accessed the Si Kancil Lari application when using the consultation facility felt discouraged because questions, complaints or complaints submitted through the digital portal Si Kancil Lari sometimes received a long response even though the community needed their residency documents immediately. So, they must repeat writing their complaints to get an officer's response. d. Facilities; In the implementation of the Si Kancil Berlari policy, facility management at the Bogor City Disdukcapil office is adequate and complete such as website management and social media supporting services, providing an integrated back office production room, drive thru service counters, special facilities for the vulnerable, canteens, Blue Room as a media center, complaints and information service corner to provide border administration services in unlimited sub-districts, Two in One and Three in One Service Administration. This is certainly a means and infrastructure that supports each other's programs in Disdukcapil Bogor City. However, in terms of network infrastructure and servers used for the Kancil Lari program, it still needs to be considered and immediately addressed considering that some time ago to be precise in June 2021 there was a data hack in four Disdukcapil in Indonesia, one of which was the Bogor City Disdukcapil, causing the online-based service Si Kancil Berlari to be temporarily stopped to avoid unwanted things and secure population data for the people of Bogor City (<https://www.beritasatu.com/megapolitan/785235/data-kependudukan-kota-bogor-dibobol-layanan-online-si-kancil-berlari-dihentikan-sementara>).

3. **Disposition**

The disposition in the implementation of the Si Kancil Berlari application policy at the Bogor City Disdukcapil office looks at two important bureaucratic aspects in policy implementation, namely the appointment of bureaucrats and the provision of incentives. A. The appointment of bureaucrats referred to is the number of ASNs owned as many as 59 people consisting of 16 Structural Officers and 43 Staff plus 27 outsourcing personnel with a clear status and allocation of task distribution and the number of personnel is considered sufficient to carry out duties and authorities at the Bogor City Disdukcapil office. B. Incentives, one way to make someone able to carry out an activity as expected is to provide incentives and award certificates as appreciation to outstanding employees who are selected periodically every year and clarity of periodic salary increases so that all of this can motivate employees in the Bogor City Disdukcapil environment to focus more on working so that the resulting programs and policies can run well.

4. **Bureaucratic structure**

The bureaucracy is one of the most frequent bodies and even as a whole implementers of policies. The bureaucratic structure discussed in the implementation of the Si Kancil Berlari program by looking at Standard Operational Procedures (SOPs) and fragmentation. a. Standard Operational Procedures (SOPs) are made with the aim of uniformizing actions to facilitate their implementation, namely making Population Service SOPs including SOPs for the Online Si Kancil Berlari system so that people just follow the existing guidelines if they want to access online population services from home without the need to go to the Dukcapil office. Faster, time-saving, and cost-effective and practical. To get the online administrative service, residents can directly visit the official website of the Bogor City Disdukcapil via the <https://disdukcapil.kotabogor.go.id/> link. b. Fragmentation, what is meant in this study is the existence of the same authority in different agencies or institutions. This is considered to hinder the implementation process. For the implementation of the Si Kancil Berlari Program policy, no other institution is involved except coordination with all SKPD in Bogor City to support services related to Electronic ID cards, Family Cards, Child

Identity Cards (KIA), Birth Certificates, Death Certificates, Moving Letters, Data Updates / Consolidations (BPJS / NPWP / BANK / ETC.) , List of On-site Record Services (ELDERLY/DISABLED/PREGNANT WOMEN/SERIOUSLY ILL), Live Chat Feature for Consultation and Other Information, Self-Tracking and Print Menus. However, researchers found that there is still data synchrony between agencies or SKPD which still requires manual handling.

2) Obstacles and obstacles to the Implementation of the Si Kancil Berlari Program

The Si Kancil Berlari application program aims to make it easier for people to obtain fast, effective and efficient population administration services. However, in its implementation, there are still various obstacles that come from both the government and the community. Hansen and Mowen (in Larasati & Haksama, 2016) classify obstacles and constraints in the organization into two, namely internal constraints that exist within the organization and external constraints that exist outside the organization.

From the results of research, observations, and interviews in the field with the relationship with the Edward III model discussed above, in general the Si Kancil Berlari program has been running well and has advantages, namely: 1. More effective, efficient, fast and no longer queuing for form collection; 2. Operational costs that must be incurred by the community / applicants for population administration services are cheaper. However, researchers found things that are still obstacles and obstacles to the implementation of the Si Kancil Berlari program, namely as follows:

1. In terms of communication related to transmission, namely policy socialization, there is still a lot of public confusion regarding how to use the Si Kancil Berlari online program. This is understandable because the community is still not ready and does not understand how to use the Si Kancil Berlari application considering that the people / applicants for population administration services in Bogor City come from various educational, socio-cultural backgrounds and the people of the city of Bogor are not all used to managing documents digitally.
2. In terms of resources, especially human resources with the authority to respond to community complaints, it turns out that they are still often felt slow, and lack responsiveness, Meanwhile, the people who submit these complaints urgently need the completion of the submitted population documents. Or there are also many people who complain because of the difficulty of accessing the Si Kancil Berlari service, it becomes confused because the officers who handle online applications, both Instagram and Twitter, Disdukcapil Bogor City who never answer or provide solutions to their difficulties.
3. Constraints in terms of resources related to facilities, it was found that there was a temporary suspension of the SI Kancil Berlari application due to the hacking of Population Data in four regions in Java including Bogor City. This certainly reduces public trust and results in concerns about the safety of their population data. Although by the Head of Dukcapil Bogor City, Sujatmiko Baliarto has been confirmed as he said "We do not know exactly (the loss) because it is informed that it was used by certain individuals, we also do not know but so far there have been no reports. The public does not need to worry because of the quick steps of the Director General, of course, the data will hopefully not be sold because we will turn it off immediately. The anticipation of quickly ordering the shutdown (of the server) is also a quick effort so that the data sold has not been executed properly" (<https://www.bogorchannel.com/2021/06/server-diretas-disdukcapil-kota-bogor.html>)
4. The obstacle in terms of bureaucratic structure is in the Fragmentation section although there is no institutional overlap, but there is still data synchrony between agencies or SKPD which still requires manual handling.

3) Efforts to Improve the Effectiveness, Quality, and Performance of the Si Kancil Berlari Service System

The government, in this case, the Bogor City Disdukcapil Office has made various efforts to implement the role of information and communication technology in a digital-based public administration system efficiently, effectively, and interactively. Thus, the application of e-

government through the Si Kancil Lari Program is the application of information technology that can improve relations between the government and the public, private sector, entrepreneurs, and other agencies. Therefore, the efforts that can be made by the Bogor City Disdukcapil office to improve the effectiveness of the public service system are:

- a. **Cultural Transformation**, which fosters and instills a work culture with integrity in the office environment of the Bogor City Disdukcapil by always reminding and putting up slogans in the work area "service speed is the core of bureaucratic reform", "Korpri's basic disposition is to serve", "work is worship". So that every day employees will read and be reminded of the work culture. This is one way to form an indicator of Leadership and Organizational Effectiveness. In addition, debriefing to all levels of employees and SKPD ranks in the Bogor City area related to Excellent and responsive Service and the Reward and Punishment program is carried out consistently and disciplined to provide encouragement to employees on duty.
- b. **Structural Transformation**, namely by providing an increasingly complete and transparent Standard Operating Procedure (SOP) for the community such as SOP of the "Same Day Service" Direct Direct Print Fast Service Counter, SOP of Disdukcapil Public Service Counter and SOP of Online Service Si Kancil Berlari "One Day Service" which all aim to provide convenience and clarity for the residents of Bogor City in accessing population administration services because with establish clear, orderly, and non-overlapping systems, processes, and work procedures (SOPs), following the principles of good governance.
- c. **Digital Transformation** by implementing Electronic Signatures (ITE) with Barcodes for 18 Population Document products so that people can print independent documents without the need for wet signatures, Utilization and Optimization of Regional Sitanduk Applications (presentation of real-time statistical data) and PKS Utilization and Pairing of data with all SKPD as Single Identification Number & Securitas and Database supporting webservice (VPN) data. Thus, the people of Bogor City will be accustomed to using digital applications to find out their population data. So, the public must continue to be educated regarding public service innovation with digital platforms. This is in accordance with the appeal of the Governor of West Java to all government agencies in the West Java environment including the Bogor City Disdukcapil Office "West Java's vision in the future the people should not come to government offices but business is in order, this is our revolution. If there are still people coming to the government office it's not cool, **KEREN** doesn't need to come but the business is done" (Ridwan Kamil). The Bogor City Disdukcapil Office continues to strive to build public awareness and participation so that the community can understand, implement, and participate in the success of the program will run well, effectively, and efficiently.
- d. **Territorial Transformation, which is carried out with the Disdukcapil program** serves both with ball pick-up innovation, PKS (Cooperation Agreement) and collective services with the SILAPAK online program, namely the Population Administration Package Service yang is specifically for agencies that have a Cooperation Agreement with the Bogor City Disdukcapil and this service innovation is a complement to the online services of the Si Kancil Berlari application which is devoted to Population Administration Individual. This territorial transformation is also intended to synchronize population data between agencies so that there are no more obstacles for the people of Bogor City because they have unequal population data which results in hampering access to public services.

CONCLUSION

The Si Kancil Berlari program has been running well following the public service innovation planning carried out by the Bogor City Population and Civil Registration Service even though it is not optimal. This application helps meet the community's need for population administration services during the Covid-19 pandemic where many public services have become very limited. However, in the post-Pandemic era, the Si Kancil Berlari program is still very relevant to be applied considering that digitalization is a public service innovation that will continue to be developed.

From the results of research related to Implementation of the Si Kancil Berlari Program Policy at the Bogor City Disdukcapil Office which refers to Edward III's theory, it can be explained as follows:

1. Communication, viewed from the transmission side, there are still obstacles related to program socialization, in terms of clarity, there are obstacles to the lack of data synchronization between agencies while in terms of consistency it has been implemented properly
2. Resources, seen from the side of human resources and information have been well implemented; Meanwhile, in terms of authority, it is constrained by officers who are slow to respond; Meanwhile, in terms of facilities, network security and data are constrained.
3. The disposition seen from the appointment of bureaucrats and the provision of incentives have both been well implemented.
4. The structure of bureaucrats, which is seen from Standart Operating Procedur (SOP) has been implemented well while on the Fragmentation side it is constrained that there is still data that is out of sync even though there is no handling by more than one institution.
5. Efforts to Improve the Effectiveness, Quality, and Performance of the Si Kancil Berlari Service System from the results of research, observation and interviews can be categorized into four steps, namely through Cultural Transformation, Structural Transformation, Digital Transformation and Territorial Transformation. It is hoped that with the efforts made by the Bogor City Disdukcapil Office, the performance of the Si Kancil Berlari application as a public service innovation can be maximized to provide fast, precise and accurate services.

Suggestion

From the obstacles and obstacles found in the field, researchers provide suggestions to overcome them as follows:

1. Socialization of the Si Kancil Lari Program which is still experiencing problems must continue to be improved intensely, more creatively, innovatively and through social media, websites, tiktok applications and counseling to the field that directly meets the community, for example by providing socialization in each village, demonstrations and training on the use of the Si Kancil Lari application and make efforts to facilitate the use of the Si Kancil Lari application.
2. To overcome the obstacles of officers who are not responsive or slow, employees who are reliable and can operate and develop the Si Kancil Berlari service system must be dedicated. It is better to choose employees who are young, smart, responsive, and eager in order to quickly overcome the difficulties faced by the community regarding the application.
3. To improve secure and accurate digital services, it must be anticipated with servers that are adequate in capacity, safe from hackers and easily accessible so that people prefer to use online facilities in collecting their population documents rather than having to directly go to the Dukcapil office.
4. So that the population data owned by the residents / people of Bogor City can be interrelated, connected, and synchronized, the Bogor City Disdukcapil office should re-coordinate and carry out Cooperation Agreements with agencies, institutions or SKPD public service providers so that the public does not have to worry about differences in data or population documents that result in disruption of public services that should be obtained.

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