

Improving Population Administration Services through the Implementation of the “Dimana Anda Kemana Anda Kami Layani” Program (Dinda Kanda Kalayani) by the Population and Civil Registration Office of Ngawi District

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ABSTRACT

Administrative services, especially population administration, are one of the important aspects of public services. Population administration includes managing population data, making and issuing population documents such as identity cards (KTP-el), family cards (KK), birth certificates, and other important documents. Local governments are required to be more responsive and creative in improving the quality of services to the community. Therefore, the Ngawi Regency Population and Civil Registration Office implemented the “Dimana Anda Kemana Anda Kami Layani” (DINDA KANDA KALAYANI) program in improving population administration services. This research uses qualitative research with a case study approach. Data collection techniques are interviews, observation and documentation. By using the theory of George Charles Edwards III's implementation approach. The results showed that 1) Communication has gone well with various related parties, such as the sub-district government, villages, schools, and event organizers, 2) Resources provided are adequate, 3) Disposition has been carried out by officers who are members of the basic proactive outreach service team understanding the basis of existing regulations and guidelines, and 4) Bureaucratic Structure has implemented SOP's in accordance with applicable regulations.

INTRODUCTION

Public service is one of the main functions of the government in meeting the needs of the community. As a manifestation of the state's presence, public services cover various sectors such as health, education, infrastructure, and population administration. Public service is one of the main functions of the government in meeting the needs of society. As a manifestation of the state's presence, public services cover various sectors such as health, education, infrastructure, and population administration.

Since the enactment of regional autonomy in Indonesia as stated in Law Number 23 of 2014, local governments have greater authority in managing government affairs and public services in their own regions. Regional autonomy gives freedom to district/city governments to design and implement policies and programs that suit the needs and characteristics of their respective regions. This means that local governments have the authority to make decisions that affect the daily lives of their people (Suriadi et al., 2024). This includes population administration services, which are the responsibility of the Population and Civil Registration Office (Disdukcapil) in each region.

Administrative services, especially population administration, are an important aspect of public services. Population administration includes managing population data, creating and issuing population documents such as identity cards (KTP-el), family cards (KK), birth certificates, and other important documents. These services not only aim to provide official documents for citizens, but also to ensure accurate and up-to-date population data to support development planning and public policies.

Local governments are required to be more responsive and creative in improving the quality of services to the community. Improving the quality of public services is done by maximizing information and communication technology-based development in government aspects (Kasih & Harsanti, 2022). One example in improving population administration services is the implementation of the "Dimana Anda Kemana Anda Kami Layani" (DINDA KANDA KALAYANI) Program implemented by the Ngawi District Population and Civil Registration Office. This program is motivated by the complexity of the area of Ngawi Regency covering an area of 1,887.28 Km² (Source: <https://ngawikab.bps.go.id/>). The Ngawi Regency area is divided into 19 sub-districts, 213 villages and 4 sub-districts with different geographical conditions in each region. Ngawi Regency has a geographical condition area consisting of lowlands and highlands, so it is unique with different social conditions in each region. The majority of the population of Ngawi Regency has the main jobs, namely in the agricultural sector, which is 49.27%, followed by the service sector with 37.04% (Source: <https://ngawikab.bps.go.id/>). The condition of the area is one of the obstacles for the community in managing and obtaining their legal identity documents. In addition, there are obstacles in the condition that most of the population of Ngawi Regency live far from the Population and Civil Registration Office, by requiring facilities, transportation costs to take care of their legal identity documents.

Another obstacle is the low awareness of the community about the importance of ownership of population documents. The lack of socialization has resulted in most people only taking care of population administration documents when they need other public services, such as banking, social assistance or health (BPJS). This program aims to bring population administration services closer to the community by directly visiting residents in various locations, including in remote areas. Thus, this program is expected to overcome accessibility constraints and increase community participation in taking care of population administration (Source: Sinar Ngawi - Regional Development Planning Agency (ngawikab.go.id)).

By looking at these constraints, it is the obligation of the Population Service Office to improve services by conducting proactive outreach service on a rotational basis in accordance with the mandate of the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 19 of 2018 concerning Improving the Quality of Population Administration Services. The "Dimana Anda Kemana Anda Kami Layani" (Dinda Kanda Kalayani) program is an administrative service program in the form of a proactive outreach service/mobile service. Population administration services are carried out by a proactive service team by the Ngawi Regency National Population and Civil Registration Office by conducting population administration services directly by getting closer to the community directly such as in locations such as sub-districts, villages, markets, schools, regional events and other strategic locations. This policy aims to provide faster, more efficient, and proactive outreach service to the community in managing various population documents, such as identity cards (KTP), family cards (KK), birth certificates, and death certificates.

This shows how local governments are utilizing their autonomy to develop innovative solutions that meet local needs. Through this proactive approach, the Ngawi District Population and Civil Registration Office seeks to improve the quality of population administration services, so that the community can experience ease, speed, and comfort in accessing these services. This is also an effort to strengthen the relationship between the government and the community, and increase public trust in local government.

This research uses the George Charles Edwards III implementation approach cited in (Anggara, 2018) which determines the success of a policy implementation. There are 4 (four) indicators in determining the success or failure of an implementation, namely 1) Communication, 2) Resources, 3) Disposition, and 4) Bureaucratic Structure. Therefore, the title taken by the author is Improving Population Administration Services through the Implementation of the "Dimana Anda Kemana Anda Kami Layani" Program (Dinda Kanda Kalayani) by the Ngawi Regency Population and Civil Registration Office. Therefore, the title taken by the author is Improving Population Administration Services through the Implementation of the "Dimana Anda Kemana Anda Kami Layani" (Dinda Kanda Kalayani) Program by the Ngawi Regency Population and Civil Registration Office. This research is important because there has been no previous research that discusses

improving population administration services through the “Dimana Anda Kemana Anda Kami Layani” (Dinda Kanda Kalayani) Program by the Ngawi Regency Population and Civil Registration Office. This research is expected to provide a comprehensive picture and description of the improvement of population administration services through the implementation of the “Dimana Anda Kemana Anda Kami Layani” (Dinda Kanda Kalayani) Program. The results of this study can be used as evaluation material by the government and related parties to formulate more effective policies in the future.

LITERATURE REVIEW

Policy Implementation

Policy implementation is basically a way to ensure that a policy can achieve its stated objectives. It includes various steps and strategies designed to translate policy plans into concrete actions that are effective and efficient. The main objective of policy implementation is to ensure that the policy functions as intended and provides the expected benefits to society. The implementation process is a very decisive stage in the policy process, whether the policy is running well or not. Meanwhile, according to Edwards cited in (Anggara, 2018) implementation is defined as a stage in the policy process, which is between the stages of policy formulation and the results or consequences caused by the policy (output, outcome).

According to Edwards quoted by Anggara (2018: 249-250), implementation is defined as a stage in the policy process, which is between the stages of policy formulation and the results or consequences caused by the policy (output, outcome). Public policy is the way to achieve common goals to achieve what is aspired to (Sanjaya et al., 2023). Edward suggests four critical factors that influence the success or failure of implementation. The four variables include: (1) communication, (2) resources, (3) disposition or attitude of implementers, and (4) bureaucratic structure. Communication has a role/function that is quite important to determine the success of public policy in its implementation.

Public Service

Public services include all forms of services, both in the form of goods and services, which are the responsibility of and implemented by central and regional government agencies to meet community needs and implement the provisions of laws and regulations. Public service providers are every institution of state administrators, corporations, independent institutions established by law for public service activities, and other legal entities established solely for public service activities (Widanti, 2022). According to Law of the Republic of Indonesia Number 25 of 2009 concerning Public Services, public services are activities that aim to fulfill service needs in accordance with applicable regulations for every citizen and resident. This includes the provision of goods, services, or administrative services provided by public service providers (Ristiani, 2020). The implementation of public services is based on the general principles of good governance, namely legal certainty,

transparency, responsiveness, fairness, effectiveness and efficiency, responsibility, accountability, and not abuse of authority.

Population Administration

According to Article 1 Paragraph 1 of Law of the Republic of Indonesia Number 24 of 2013, which is an amendment to Law Number 23 of 2006 concerning Population Administration, Population Administration is defined as a series of activities that include structuring and controlling the issuance of documents and population data through the Population Registration process., Civil Registration, Population Administration information management and utilization of the results for public services and development of other sectors. These activities are carried out to support government functions and public services related to the population. Population administration plays an important role in ensuring that every resident is properly registered and obtains their civil rights. A good and well-managed system will support various public policies and development programs that are more effective and targeted.

Proactive Service

The proactive outreach service is an initiative that aims to improve the quality of service to the community by bringing the population administration process closer and faster. This initiative is carried out through direct service at community locations, especially for those who live in areas that are difficult to reach or far from access to administrative services. Thus, this service helps ensure that all citizens, without exception, can obtain legal identity documents in an efficient and timely manner. In addition, the proactive outreach service also seeks to reduce the burden on people who have to travel long distances to obtain the necessary administrative services.

The proactive outreach service program is based on the Regulation of the Minister of Home Affairs Number 19 of 2018 concerning Improving the Quality of Population Administration Services. Article 2 paragraph (2) explains that "improving the quality of population administration services can be done through integrated services and/or proactive outreach service". The proactive outreach service program is implemented with the aim of making public services more qualified and of course to create services that are more effective and efficient, easy and affordable for the community.

The following are the reasons for the importance of the proactive services program in public services (Kasih & Harsanti, 2022), namely:

1. Simplify and speed up the process of managing population administration, from recording to issuing documents.
2. This program is able to reach people living far away in rural or peripheral areas. Especially for vulnerable population of population administration such as farmers, scavengers, senior citizens and people with disabilities.
3. The community feels the real impact of public services directly, increasing the number of ownership of population documents.
4. Assist the Population and Civil Registration Office in achieving the national target of population document issuance coverage.

Conceptual Framework

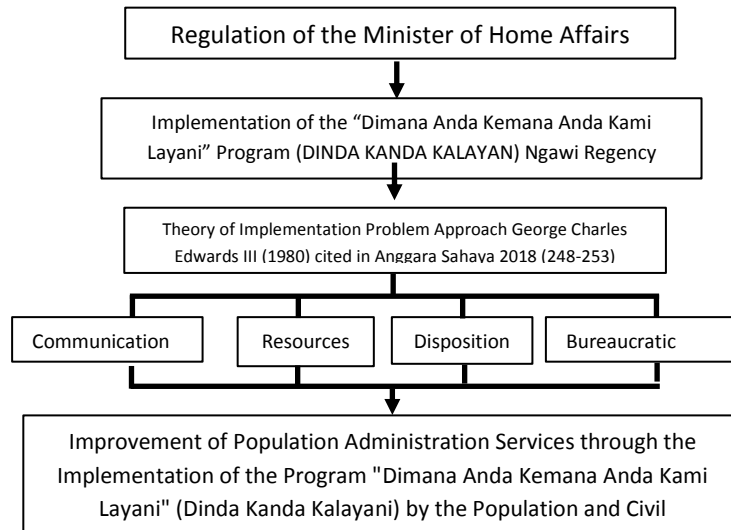


Figure 1. Conceptual Framework

Hypothesis

1. Communication:

What are the communication strategies used by Disdukcapil to socialize the “Dimana Anda Kemana Anda Kami Layani” (Dinda Kanda Kalayani) Program to the community?

2. Resources:

How does the availability of resources (human, financial, and material) affect the implementation of “Dimana Anda Kemana Anda Kami Layani” (Dinda Kanda Kalayani) Program in the field?

3. Disposition:

How does the attitude and commitment of Disdukcapil officers affect service quality in “Dimana Anda Kemana Anda Kami Layani” (Dinda Kanda Kalayani) Program?

4. Bureaucratic Structure:

How does the bureaucratic structure in Disdukcapil affect the implementation and efficiency of “Dimana Anda Kemana Anda Kami Layani” (Dinda Kanda Kalayani)?

METHODOLOGY

To find out the improvement of population administration services through the implementation of the “Dimana Anda Kemana Anda Kami Layani” (Dinda Kanda Kalayani) program by the Ngawi Regency Population and Civil Registration Office, this research uses a type of qualitative research with a case study approach. By using the George Charles Edwards III implementation approach theory cited in (Anggara, 2018), namely, 1) Communication, 2) Resources, 3) Disposition, and 4) Bureaucratic Structure. Data collection techniques using interviews, observation and documentation. Determination of informants using purposive sampling and snowball sampling techniques. Data analysis techniques used Data Collecting, Data Condensation, Data Presentation, Conclusion Drawing or Verification (Miles et al., 2014).

RESEARCH RESULTS

The improvement of population administration services through the implementation of the “Dimana Anda Kemana Anda Kami Layani” (Dinda Kanda Kalayani) Program proves that the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 19 of 2018 concerning Improving the Quality of Population Administration Services has been applied properly. The “Dimana Anda Kemana Anda Kami Layani” (Dinda Kanda Kalayani) Program has been well implemented to date by taking into account Ngawi District Head Regulation No. 85 of 2022 as the Regional Medium-Term Development Strategic Plan. The purpose of the program is to serve the people of Ngawi Regency who are constrained by accessibility to obtain population documents. In addition, to achieve equitable distribution of population administration services in each sub-district or village in Ngawi Regency.

To examine more deeply, the author analyzes the research focus using the implementation theory model by Edward III. According to Edward III (1980) in Anggara Sahaya 2018 (248-253) there are 4 (four) indicators that affect the success or failure of a policy according to stages. Four indicators according to Edward III as guidelines for measuring the extent of the success of this program or policy, namely, communication, resources, disposition, bureaucratic structure.

1. *Communication*

The first requirement for implementation is that implementers are able to know what they are responsible for so that the communication process between people can run well. In the implementation of the service “Dimana Anda Kemana Anda Kami Layani” (Dinda Kanda Kalayani) Program of the Population and Civil Registration Office of Ngawi Regency, the role of communication must be carried out consistently, clearly and accurately in terms of time and channels used. There are three indicators that determine the success of the communication process within the framework of public policy.

Transmission is a communication process in the context of policy that leads to the process of conveying or sending information, messages, or data. This means that this starts from the policy maker (government) to the community. Based on interviews conducted by researchers, the Ngawi Regency Population and Civil Registration Office informs the routine schedule of pro-active services / mobile services through Instagram social media. As for the cooperation part of this service, such as those carried out at schools and in villages, the socialization will be directly on the spot, not through notifications or schedules on Instagram media. However, reporting activities such as documentation will be uploaded on the website and Instagram.

Clarity is a factor in the success of communication. The role of clarity is key to ensuring that the communication of policies can be accepted, understood and carried out successfully by all parties involved. In line with clarity as a factor in the success of policy communication, the Population and Civil Registration Office of Ngawi Regency as the implementor of the Population Administration service program “Dimana Anda Kemana Anda Kami Layani” (Dinda Kanda Kalayani) must obey the applicable rules, the regulation is the

Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 19 of 2018. Therefore, the implementor works together and coordinates with related parties for the clarity of the service program being carried out. In the findings conducted by researchers, there are differences in how the implementation of this program is carried out. The Population Administration service program "Dimana Anda Kemana Anda Kami Layani" (Dinda Kanda Kalayani) will run optimally if it is within the scope of the school. Meanwhile, in rural communities, especially remote areas, it does not run optimally like in schools because of the lack of understanding in the community itself about the procedures and requirements in their population documents. For example, the findings in the field were that people who wanted to make a Death Certificate did not bring general requirements such as a death certificate authorized by the Village Government.

Consistency in this case refers to actions, instructions, and decisions that do not change, thus providing clear and reliable direction for implementers. Based on observations and interviews conducted by researchers, the Population and Civil Registration Office of Ngawi Regency has carried out population administration services "Dimana Anda Kemana Anda Kami Layani" (Dinda Kanda Kalayani) regularly on Sunday Pahing at Car Free Day and Djadoel Market. In addition, cooperation with other agencies such as schools and village governments is consistently carried out every week with the most requests at these two agencies.

2. Resources

Resources are an important factor in successful implementation. In this case, the resource aspect in policy implementation has sub-indicators as determinants of its success. These sub-indicators are staff, information, authority and facilities.

Based on interviews and observations made by researchers, in the staff aspect, the Population and Civil Registration Office of Ngawi Regency appoints competent employees who have attended technical guidance. This is to support competence in the performance of services to the community. Regarding the number of proactive service teams in the "Dimana Anda Kemana Anda Kami Layani" (Dinda Kanda Kalayani) Program, there are 5 officers, namely 4 people as officers and 1 officer as the supervisor in charge of the field.

In the aspect of information in resources on policy implementation. Based on observations that have been made, the Population and Civil Registration Office of Ngawi Regency is guided by the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 19 of 2018 and Ngawi Regent Regulation Number 85 of 2022. By referring to these central and regional regulations as a function in relation to how to implement policies and data and regional profiles related to the policies to be implemented.

In the aspect of authority, based on interviews and observations that have been conducted by researchers. The Ngawi District Population and Civil Registration Office has the authority to request cooperation with other government agencies such as sub-district governments, village governments,

schools and event organizers. This is so that population administration services can be evenly distributed within the scope of the Ngawi Regency area. Especially for people who are vulnerable to population administration and accessibility constraints such as rural communities. This has been stated in the Ngawi Regent Regulation Number 85 of 2022 in the Regional Medium-Term Plan by the Ngawi Regency Population and Civil Registration Office for 2021-2026 which states that population administration services can be accessed by all villages and public facilities in Ngawi Regency.

Furthermore, the facility aspect is the last point in the success factor of policy implementation in the resource indicator. Facilities are an important factor in the resource indicators of policy implementation, without adequate facilities it is impossible that there will be success in the implementation process. Based on interviews and observations, the Ngawi Regency Population and Civil Registration Office as the implementor in implementing the “Dimana Anda Kemana Anda Kami Layani” (Dinda Kanda Kalayani) Program uses various facilities to ensure effective and efficient service to the community. The facilities used include operational vehicles, namely minibuses equipped with equipment that supports the population administration service process. Furthermore, portable computers and printers are used to process population data and print documents such as identity cards (KTP), family cards (KK), and birth certificates on site. The population administration information system (SIAK) is connected to the central database to ensure that data inputted in the field is immediately integrated and stored properly. Photographic equipment such as cameras and scanners are also provided to take photos and scan the required documents. Generators or portable power sources are used to ensure the availability of electricity in locations that do not have access to electricity. Other facilities used are tables and tents for the convenience of the community and officers during the service process in the field.

3. Disposition

Disposition refers to the attitude and commitment of the implementer to the policy or program that must be implemented. The attitude and commitment of the implementers towards the policy or program to be implemented is very important. The positive attitude and strong dedication of the implementers play a key role in ensuring that the policy or program is implemented properly. High commitment reflects the seriousness of the implementers in achieving the goals that have been set. Therefore, implementers who have a good attitude and commitment will be better able to overcome challenges and obstacles that may arise during the implementation process, so that the policy or program can achieve optimal results.

Every policy requires implementers who have high motivation and commitment so that policy objectives can be achieved effectively. The disposition referred to in this case is the behavior of policy implementers, especially officers implementing the population administration service “Dimana Anda Kemana Anda Kami Layani” (Dinda Kanda Kalayani) Program. There are three main elements that affect the ability and willingness of

implementing officials in implementing policies. Among other things, cognition, direction and response to implementation and the intensity of the response or response of the implementer.

Based on interviews and observations conducted by cognition researchers, it can be understood how far the implementer understands the policy. The officers who are members of the proactive service team have understood the basis of the regulations in implementing the "Dimana Anda Kemana Anda Kami Layani" Program (Dinda Kanda Kalayani). The guiding regulation is the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 19 of 2018, a clear and consistent guideline on how to manage population administration in improving the quality of population administration services to the community. By facilitating public access to population administration services with proactive services. In line with that, the Ngawi District Population and Civil Registration Office mandates service improvement through Ngawi Regent Regulation Number 85 of 2022 as the Regional Medium-Term Strategic Plan by the Ngawi District Population and Civil Registration Office for 2021-2026 which states the strategy and policy direction of bringing services closer to the community through mobile population administration services.

In the aspect of direction and response, the Ngawi District Population and Civil Registration Office has implemented the program well. Productivity in proactive services to regions as a means of getting closer to the community and equalizing services has been carried out routinely every week, both through a routine schedule from the internal Population and Civil Registration Office of Ngawi Regency and based on requests from other agencies such as the Village Government, District Government and even schools. Based on interviews and observations by researchers, if there are problems in the field such as connections for access to the information system (SIAK), they must be resolved at that time so that the service continues to run well. In addition, if the problem occurs on the applicant's side, namely, the community, the implementor must always direct and direct directly on the spot so that the community can understand in taking care of their population administration.

The last part of the policy disposition in the process of successful policy disposition is the intensity of the implementer's response. Based on interviews and observations made by researchers. The population administration service "Dimana Anda Kemana Anda Kami Layani" (Dinda Kanda Kalayani) program as a proactive service with the implementer coming to the applicant to assist the community in taking care of population administration. The implementer has carried out routinely both through schedules from internal implementers and requests from various related agencies. This will continue to be done so that the target of ownership of population administration documents can be achieved.

4. Bureaucratic Structure

Based on interviews and observations that have been conducted by researchers during the research time at the Population and Civil Registration Office of Ngawi Regency. The result is that the implementing party has a clear

organizational structure with various divisions in the division of labor. So that it can facilitate coordination between divisions, between employees and between organizations. with a good organizational structure, the flow of communication becomes clearer and more organized. No exception to the implementation of the population administration “Dimana Anda Kemana Anda Kami Layani” (Dinda Kanda Kalayani) Program. The organizational structure emphasizes SOPs in implementing a policy. The Population and Civil Registration Office of Ngawi Regency has been guided by applicable regulations such as in proactive services based on the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 19 of 2018. In its implementation, the implementor has coordinated as an SOP with various agencies to carry out the “Dimana Anda Kemana Anda Kami Layani” (Dinda Kanda Kalayani) Program. Regarding the SOP for issuing population documents, the Population and Civil Registration Office of Ngawi Regency is guided by Presidential Regulation No. 96 of 2018, Minister of Home Affairs Regulation No. 108 of 2019, Minister of Home Affairs Regulation No. 109 of 2019. Meanwhile, to determine the direction of policies, strategies, goals, objectives, and work programs based on Ngawi Regent Regulation Number 85 of 2022.

DISCUSSION

Based on the data obtained during the research, the results are presented in this sub-chapter in accordance with the research formulation, namely regarding the improvement of population administration services through the “Dimana Anda Kemana Anda Kami Layani” (Dinda Kanda Kalayani) Program by the Ngawi District Population and Civil Registration Office. The explanation will focus on the implementation in improving population administration services through “Dimana Anda Kemana Anda Kami Layani” (Dinda Kanda Kalayani) by the Ngawi Regency Population and Civil Registration Office, using the theory of George Charles Edwards III cited in (Anggara, 2018).

According to Law Number 25 of 2009 which discusses related to Public Services, public services are activities and activities or demands from the service process for every community and resident to obtain goods, services, and or administrative services that have been facilitated by public service providers. One form of public service facilitated by the government is public administration services. Population administration will ensure that every individual is legally recognized and granted basic rights, which contributes to the general welfare. With accurate population data, the government can implement policies or programs that are well-targeted and effective, thus improving the quality of life of the community.

In an effort to improve public services in the field of population administration, the Ngawi District Population and Civil Registration Office has implemented an innovative policy known as “Dinda Kanda Kalayani”. This policy aims to provide faster, more efficient, and proactive outreach service to the community in managing various population documents, such as identity cards (KTP), family cards (KK), birth certificates, and death certificates. “Dimana Anda Kemana Anda Kami Layani” (Dinda Kanda Kalayani) is an

initiative that focuses on a 'proactive outreach service' or proactive approach, where Disdukcapil officers directly visit people who need population administration services. This step was taken to overcome various obstacles that people often face, such as long distances to offices in the city center, time constraints, and lack of information about administrative procedures. The implementation of this policy not only facilitates access to services for the community, but is also expected to increase public awareness and compliance in taking care of population documents. In addition, this policy also aims to strengthen accurate and up-to-date population data, which is very important in development planning and the implementation of various government programs. Therefore, the author uses the theory of George Charles Edwards III cited in (Anggara, 2018) to find out how the implementation is carried out. The success or failure of implementation is influenced by several aspects, including:

1. Communication

Communication has a very crucial and important role in determining the success of the implementation of public policies. This form of communication can be done formally or informally (Nani, 2021). The communication function is very important because the higher the knowledge and understanding by the implementer about a policy to be implemented, the lower the level of rejection and mistakes that will occur in the implementation of the policy in the field, therefore the role of communication is very important to pay attention to. According to the theory of policy implementation put forward by Edward III, there are three important sub-indicators in the dimension of policy communication, these are (1) transmission, which is related to the way information is conveyed to the public, (2) clarity, namely the context of the information conveyed, and (3) the delivery of information must be done in a consistent manner.

As described above, the transmission aspect in the communication of policy implementation of the population administration service program is seen from how the population administration service policy is communicated by the Population and Civil Registration Office of Ngawi Regency to all related parties, such as sub-district governments, village governments, schools and event organizers and to the general public who are the target group. The results showed that communication was carried out well (socialized, informed) to the agencies concerned. This has been coordinated regarding the service schedule to the relevant officials such as the sub-district and village heads, schools and also event organizers by sending official notification letters, through meetings or by service requests. The "Dimana Anda Kemana Anda Kami Layani" (Dinda Kanda Kalayani) program policy in population administration services is socialized to the community directly by the proactive outreach serviceteam that goes directly to the community. Socialization and activity reports are also carried out through Instagram and the website of the Ngawi District Population and Civil Registration Office.

However, in the aspect of clarity of communication, there are obstacles that occur by the community. The clarity of the objectives and methods to be used

in a policy is an absolute thing so that it can be implemented as decided. These obstacles occur in rural communities in remote areas, namely many people who do not know the procedures for taking care of their population documents. Therefore, the Population and Civil Registration Office of Ngawi Regency directs to divide the proactive outreach serviceteam to be in charge of directing the community in taking care of their population documents. Also, further cooperation and coordination with related agencies is needed for preventive socialization so that clarity regarding population administration procedures to the community, especially rural areas, can run well.

Effective implementation requires not only clear communication, but also consistency. The consistency aspect in the implementation of improving population administration services through the "Dimana Anda Kemana Anda Kami Layani" (Dinda Kanda Kalayani) program policy by the Population and Civil Registration Office of Ngawi Regency is in accordance with the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 19 of 2018 concerning Improving the Quality of Population Administration Services which states that improving the quality of population administration services can be done through integrated services and/or proactive outreach service. And in accordance with Ngawi Regent Regulation Number 85 of 2022 concerning Amendments to Ngawi Regent Regulation Number 159 of 2021 concerning the Strategic Plan for Regional Apparatus at the Population and Civil Registration Office of Ngawi Regency for 2021-2026. By setting targets and objectives, population administration services can be accessed by all villages and public facilities in Ngawi Regency. The consistency of population administration services encourages the improvement of services so that the orderly population administration of the Ngawi Regency community is achieved.

2. Resources

Human resources are potential and inseparable from organizations or work units (Sari Pascariati Kasman, 2021). Resources play a crucial role in determining the success of implementation. The successful execution of the program heavily depends on the availability of adequate resources, which are a key determinant in the program's success. According to Edwards III, as cited by Anggara (2018), the resources needed for implementation include staff, information, authority, and facilities.

Regarding staff, the Department of Population and Civil Registration of Ngawi Regency appoints competent employees to carry out proactive outreach service through the "Where You Are, We Serve You" (Dinda Kanda Kalayani) program. The staff assigned are those who have undergone technical training. The proactive service team consists of 5 personnel, with 4 field staff and 1 supervisor responsible for field operations. Having sufficient resources and clear knowledge of each section's responsibilities greatly aids the implementation of the "Dimana Anda Kemana Anda Kami Layani" (Dinda Kanda Kalayani) program.

In terms of information, it relates to how policies are implemented and the data associated with the policies being executed. The staff have been equipped with technical training and adhere to existing regulations, namely the Indonesian Minister of Home Affairs Regulation Number 19 of 2018 and Ngawi Regent Regulation Number 85 of 2022 concerning Amendments to Ngawi Regent Regulation Number 159 of 2021 regarding the Strategic Plan for Regional Apparatus at the Department of Population and Civil Registration of Ngawi Regency for 2021-2026, which serves as the basis for the program being carried out.

Regarding authority, the Department of Population and Civil Registration of Ngawi Regency has the authority to request cooperation with other government bodies such as sub-district governments, village governments, schools, and event organizers. This aims to ensure that population administration services are evenly distributed across the Ngawi Regency area. This is also in line with Ngawi Regent Regulation Number 85 of 2022 concerning Amendments to Ngawi Regent Regulation Number 159 of 2021 regarding the Strategic Plan for Regional Apparatus at the Department of Population and Civil Registration of Ngawi Regency for 2021-2026, which states that administrative services can be accessed by all villages and public facilities in Ngawi Regency.

Facilities are also crucial for the successful implementation of policies by implementers. The Department of Population and Civil Registration of Ngawi Regency, in carrying out the "Where You Are, We Serve You" (Dinda Kanda Kalayani) program, uses various facilities to ensure effective and efficient services to the public. The facilities used include operational vehicles, specifically minibuses equipped with population administration service equipment. Portable computers and printers are used to process population data and print documents such as Identity Cards (KTP), Family Cards (KK), and birth certificates on-site. The Population Information System (SIAK), connected to the central database, ensures that data inputted in the field is immediately integrated and stored properly. Photography and scanning equipment are also provided to take photos and scan necessary documents. Generators or portable power sources are used to ensure electricity availability in locations without access to electricity. Other facilities include tables and tents for the comfort of the public and staff during the service process in the field.

3. *Disposition*

Disposition refers to the attitudes and commitment of implementers toward the policies or programs they must execute. According to Van Metter and Van Horn, as cited by (Yulianti et al., 2021), the effect of disposition is similar to a response—whether it is acceptance, neutrality, or rejection—concerning the policy. Every policy requires highly motivated implementers who are committed to achieving their goals effectively. There are three main elements that influence the ability and willingness of implementing officers to carry out policies, as follows.

Cognition can be understood as the extent to which implementers understand the policy. The officers involved in the proactive service team have a clear understanding of the regulations underlying the implementation of the "Dimana Anda Kemana Anda Kami Layani" (Dinda Kanda Kalayani) program. The guiding regulation, namely the Indonesian Minister of Home Affairs Regulation Number 19 of 2018, provides clear and consistent guidelines on how to manage population administration to improve the quality of population administration services to the public. By facilitating easier access to population administration services through proactive outreach service, the Department of Population and Civil Registration of Ngawi Regency mandates service improvements through Ngawi Regent Regulation Number 85 of 2022 concerning Amendments to Ngawi Regent Regulation Number 159 of 2021 regarding the Strategic Plan for Regional Apparatus at the Department of Population and Civil Registration of Ngawi Regency for 2021-2026. This regulation states that the strategy and policy direction include bringing services closer to the public through mobile population administration services.

4. Bureaucratic Structure

According to Edwards III, as cited by Anggara (2018), there are two important factors that must be considered in the implementation of a policy. According to Tjokroamidjojo (1984) cited by (Arischa & Adnan, 2023), bureaucracy is designed to organize work that needs to be completed by many people in an orderly manner. The use of standard operating procedures (SOPs) sourced from within the organization emphasizes the need for SOPs that regulate the flow of work among implementers.

The Department of Population and Civil Registration of Ngawi Regency, in implementing the "Dimana Anda Kemana Anda Kami Layani" (Dinda Kanda Kalayani) program, adheres to several regulations: Presidential Regulation No. 96 of 2018, Ministry of Home Affairs Regulation No. 108 of 2019, and Ministry of Home Affairs Regulation No. 109 of 2019. These three regulations are used by the Department of Population and Civil Registration of Ngawi Regency in relation to the management of population administration services.

CONCLUSION AND RECOMMENDATION

The "Dimana Anda Kemana Anda Kami Layani" (Dinda Kanda Kalayani) program by the Department of Population and Civil Registration of Ngawi Regency has been implemented effectively, based on the following key points:

1. Communication Effective and efficient communication is crucial for the successful implementation of policies. The Department of Population and Civil Registration of Ngawi Regency has made significant efforts to communicate well with various stakeholders, such as sub-district governments, village administrations, schools, and event organizers. However, there are still challenges in the clarity of communication, particularly in remote rural areas. To address this, the proactive service team has been instructed to provide direct guidance to the community and

enhance coordination with related agencies for more proactive socialization.

2. Resources The success of program implementation is greatly influenced by the availability of adequate resources, including staff, information, authority, and facilities. The Department of Population and Civil Registration of Ngawi Regency has appointed competent employees and provided technical training to support this program. Additionally, facilities such as operational vehicles, computer equipment, and the Population Information System (SIAK) have been provided to ensure effective and efficient services.
3. Disposition The disposition or attitudes and commitment of implementers towards the policy significantly determine the success of implementation. The officers involved in the proactive service team have a solid understanding of the existing regulations and guidelines, enabling them to implement the program effectively. This strong understanding and commitment support the achievement of policy objectives effectively.
4. Bureaucratic Structure An efficient bureaucratic structure, including the use of standard operating procedures (SOPs), is essential to ensure orderly workflow and good coordination among implementers. The Department of Population and Civil Registration of Ngawi Regency has implemented SOPs that align with applicable regulations, such as the Presidential Regulation and Ministry of Home Affairs regulations related to SIAK, to support the implementation of this program.

Overall, the implementation of the "Dimana Anda Kemana Anda Kami Layani" (Dinda Kanda Kalayani) Program in Ngawi Regency has been successful due to effective communication efforts, adequate resource availability, strong commitment and understanding from the implementers, and an efficient bureaucratic structure. However, efforts are still needed to overcome communication clarity challenges, especially in rural areas, to ensure the program reaches all communities more effectively.

ADVANCED RESEARCH

In the process of conducting this research, there are limitations that may affect the results of the study, namely:

1. There are limitations in research time, energy, and of the researcher.
2. There is a lack of ability of informants to understand statements in the interview so there is a possibility that the results will be less accurate.
3. This research only assesses the improvement of population administration services through the implementation of the "Where You Go Where We Serve" (Dinda Kanda Kalayani) program.
"Dimana Anda Kemana Anda Kami Layani" (Dinda Kanda Kalayani) Program so that further research needs to be developed to examine the influence of other factors on the implementation of population administration in Ngawi Regency that have not been studied on the community in improving services to population administration.

4. The conclusions drawn are only based on the acquisition of data analysis. The conclusions drawn are only based on the acquisition of data analysis, so it is hoped that further research will be carried out on improving population administration services through the implementation of the "Dimana Anda Kemana Anda Kami Layani" (Dinda Kanda Kalayani) Program with different research methods, a broader focus, and the use of different and more complete research instruments. different and more complete research instruments.

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