
**STRATEGIES TO ACCELERATE THE IMPROVEMENT OF DIGITAL
POPULATION IDENTITY (IKD) AND PUBLIC SERVICES USING SWOT
ANALYSIS AT THE POPULATION AND CIVIL REGISTRATION OFFICE
MAGETAN DISTRICT**

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ABSTRACT

The purpose of this research is to analyze, describe the strategy of accelerating the improvement of Population Administration services through Digital Population Identity (IKD) against national targets in Magetan Regency and to analyze the elements/elements of strengths, weaknesses, opportunities, and threats in the implementation of Digital Population Identity (IKD) in Magetan Regency.

The population of this research is all residents of Magetan Regency who are already required to have a KTP and have a smart device (android or ios), while the sample is people who are required to have a KTP and have registered for Digital Population Identity (IKD).

Data collection techniques through interviews and documentation. While the data analysis technique used in this research is qualitative analysis used by researchers as proposed by Miles and Hubberman, namely data collection, data reduction, data presentation and the final step is drawing conclusions.

The conclusions of the research results are (1) The strategy applied by the Magetan Regency Population and Civil Registration Office is to use strengths to take advantage of long-term opportunities in the form of a diversification strategy, namely making breakthrough new activities through optimizing internal strengths and involving the development and application of various additional services that can increase the benefits and attractiveness of the Digital Population Identity system for the community; (2) Based on the results of SWOT analysis, it can be seen that the Internal Factor Analysis Summary (IFAS) score of 3.38 and External Factor Analysis Summary (EFAS) of 3.38 are included in cell I. Organizations in cell I are described as growth and build, namely by implementing intensive strategies that focus on market penetration, market development, product development, and increasing user satisfaction, IKD services can become more effective and widely accepted by the community.

Keywords: Digital Population Identity, Public Services, SWOT Analysis.

I. INTRODUCTION

The transformation of population administration in Indonesia occurred before 1995 which was carried out manually, continued in 1995 until 2000 the population administration implemented the Population System (Simduk). The establishment of the Directorate General of Population Administration (Adminduk) / Population and Civil Registration (Dukcapil) was formed in 2001, so that it focused more on recording population administration which was strengthened by the legal basis issued by Presidential Decree Number 88 of 2004 concerning Population Administration Information Management (PIAK).

In 2006, Law No. 23/2006 on Population Administration was issued, which was followed up by the implementation of a national movement towards updating data, issuing Population Identification Numbers (NIK) and issuing National Identity Cards (KTP) based on the National NIK (KTP-el) from 2009 to 2011. In 2013, Law No. 24 of 2013 on Amendments to Law No. 23 of 2006 on Population Administration was issued to meet information technology standards, dynamic, orderly, and non-discriminatory in achieving Minimum Service Standards (MSS) towards comprehensive excellent services to overcome population problems.

In 2015, the era of data utilization was called for by the Central Government to regulate nationally the requirements, scope and procedures for granting access rights and utilizing the Population Identification Number (NIK), population data and Electronic Identity Card by issuing Minister of Home Affairs Regulation

Number 61 of 2015 concerning Requirements, Scope and Procedures for Granting Access Rights and Utilizing Population Identification Numbers, Population Data and Electronic Identity Cards.

In 2016 is the beginning of online civil registration services for birth certificate ownership caused by the ownership of birth certificates as a form of state recognition of children's identity is still low so it is necessary to accelerate the ownership of birth certificates based on the Minister of Home Affairs Regulation Number 9 of 2016 concerning Acceleration of Increasing the Coverage of Birth Certificate Ownership. For efficiency, effectiveness, and convenience in population administration, it is necessary to adjust the types and specifications of forms and books used in population administration as regulated in Minister of Home Affairs Regulation Number 109 of 2019 concerning Forms and Books Used in Population Administration, which also marks the start of Go-Digital population civil registration.

In 2022, for the digitalization of population identity, Regulation of the Minister of Home Affairs Number 72 of 2022 concerning Standards and Specifications for Hardware, Software, and Electronic Identity Card Stamps and the Implementation of Digital Population Identity was issued.

The background of Digital Population Identity (IKD) includes realizing services that are fast, accurate, complete and free, a trusted digital system in the form of a Digital Population Identity (IKD) is needed and the burden of services is increasing while the Population Administration budget is decreasing, including the budget for procuring KTP el blanks, security paper for printing Family Cards (KK) and Civil Registration Deeds.

To register a Digital Population Identity (IKD), there must be assistance from the Population and Civil Registration Office officers because of verification and validation with face recognition so that the community has duplicated the KTP digitally.

Seeing and responding to the above phenomenon underlies the author to conduct research on strategies to accelerate the achievement of Digital Population Identity (IKD) within the scope of the Magetan Regency Population and Civil Registration Office against national targets with the title "Strategy for Accelerating the Improvement of Digital Population Identity (IKD) and Public Services Using SWOT Analysis at the Magetan Regency Population and Civil Registration Office".

This research is motivated by research gaps in previous studies, among others, the first Implementation of IKD in efforts to handle personal data was studied by Ikhsan Bagus Permadi, Ali Rokhman in 2023, the aim is to find out the extent of the implementation of Digital Population Identity at the Banyumas Regency Population and Registration Office, the variables are KTP el, Mobile, The IKD application, the population of the Banyumas Regency Population and Civil Registration Office and the sample of the Banyumas Regency occupation, analysis techniques using qualitative methods with various relevant sources, indicators of IKD and the results are the need for continuous socialization of registration procedures and the benefits of the Digital Population Identity application as a substitute for KTP el. The difference between this research is the research location, researchers use SWOT Analysis, research locus and analysis objectives. While the similarities are the research methods and indicators.

The second is the Digital Population Identity Service of Kalirungkut Village, Surabaya City, East Java, which was studied by Natasya Nur Aulia, Dida Rahmadanik in 2023, the aim is to improve services by digitizing E-KTP, the variables are communication, resources and disposition, the population of Kali Rungkut Surabaya Village and the sample of residents of Kali Rungkut Surabaya Village, the analysis technique is qualitative methods with interviews, observations and literature studies, the indicators are IKD and the results are able to provide good service and be able to provide clear information and directions. The equation with this research is the research method, analysis techniques using SWOT analysis and indicators. As for the difference is the focus of research, researchers focus on strategies to accelerate the increase in IKD, the location of researchers and research variables.

The third is the strategy to increase the coverage of ownership of Digital Population Identity (IKD) at the Sleman Regency Population and Civil Registration Office studied by Erna Safitri in 2023, the aim is to describe and examine the number of IKD activation ownership coverage and strategies to increase the coverage of IKD ownership at the Sleman Regency Disdukcapil, the variables are KTP-El, Mobile, IKD application, Sleman Regency Disdukcapil place, Qualitative Approach analysis technique, with data collection, the techniques used are observation, documentation and interviews, IKD indicators and the results based on strategic indicators of

the Sleman Regency Disdukcapil did not succeed in reaching the national target of 25%, thus affecting the performance score of the Disdukcapil regarding the achievement of IKD activation. The equation with this researcher is the goal, namely both analyzing the strategy to increase IKD, analysis techniques, indicators and variables. While the difference is the location of the researcher, the theory used for previous research using Newman & Logan theory, for this researcher using Fred R. David theory.

The fourth is the Strategy for Achieving the Digital Population Activation Target, which was studied by Aprilla Intan Fatima, Sri Wibawani in 2024, the purpose of knowing the strategic management of the Sidoarjo Disdukcapil as an effort to increase the achievement of the IKD target, variable KTP-El, Mobile Phone, IKD Application, research place of the Sidoarjo Regency Population and Civil Registration Office, The technique used is a qualitative approach with data collection is observation, documentation and interviews, indicators of Digital Population Identity (IKD), the results are through SWOT analysis, the Sidoarjo Disdukcapil strategy in seeking to increase the achievement of IKD targets is in a Comparative Advantage position (Fatima & Wibawani, 2024). The equation with this researcher is the purpose of the research, variables, analysis techniques. While the difference is the research location, informants.

The fifth is the government's strategy in implementing the Digital Population Identity (IKD) application by the Cirebon Regency Population and Civil Registration Office, which was reviewed by Viona Azzahra, Rudiana, 2024, the aim is to analyze and describe the government's strategy in implementing the Digital Population Identity (IKD) application by the Cirebon Regency Population and Civil Registration Office in implementing the Digital Population Identity (IKD) application, variable KTP-El, Mobile Phone, IKD Application, the research place of research at the Cirebon Regency Population and Civil Registration Office, descriptive method analysis techniques with a qualitative approach, literature study and field studies through observation, interviews and documentation, indicators of Digital Population Identity (IKD), results based on the explanation and analysis of government strategies in implementing the Digital Population Identity (IKD) application by the Cirebon Regency Population and Civil Registration Office have not been implemented effectively and are still far from optimal (Azzahra, 2024). The similarities with this researcher are objectives, variables, analysis techniques. While the difference is the research location, the theory used for previous research uses the theory of government strategy according to Geoff Mulgan, for this researcher using the theory of Fred R. David.

The objectives of this research are:

1. To analyze, describe the strategy of accelerating the improvement of Population Administration services through Digital Population Identity (IKD) against national targets in Magetan Regency.
2. To analyze the elements / elements of strengths, weaknesses, opportunities, and threats in the implementation of Digital Population Identity (IKD) in Magetan Regency.

II. METHODOLOGY

This research uses qualitative methods. The data used is not in the form of numbers but the data is sourced from or obtained through interviews, field notes, personal notes and other official documents. So that the purpose of this qualitative research is to describe the actual events about the Digital Population Identity (IKD) service at the Magetan Regency Population and Civil Registration Office.

Population is a collection of objects, people, certain events used to calculate a predetermined group (Ferguson, 1976), while the sample is any sub-group taken from the population. The population of this research is all residents of Magetan Regency who are already required to have a KTP and have a smart device (android or ios), while the sample is people who are required to have a KTP and have registered for Digital Population Identity (IKD).

Data collection methods are an important step in conducting research because existing data is the main element in the analysis. The method used in this research is the triangulation technique (Moleong, 2004).

Data analysis is the process of systematically searching and compiling data from interviews, observations and documentation by organizing data and selecting what is important and what needs to be studied and making conclusions so that it is easy to understand (Sugiyono, 2007). The data analysis technique used in this research is qualitative analysis used by researchers as proposed by Miles and Hubberman, namely data collection, data reduction, data presentation and the final step is drawing conclusions.

III. ANALYSIS RESULTS

3.1. Research Results

Based on the results of research using SWOT analysis from 12 informants that has been carried out, it can be seen that the strength, weakness, opportunity and threat factors are needed by the Population and Civil Registration Office to achieve national targets as follows:

1. Informant Drs. Hermawan, M.Si as Head of the Population and Civil Registration Office

a. Strengths, including: (1) Old employees already understand the regulations related to services; (2) New employees who are IT graduates already know how to solve trouble shooting; and (3) The number of employees is sufficient and supported by IT personnel to support to deal with the complexity of services.

b. Weakness factors, are that there are some old employees who need to develop their talents and motivation so that they must have a high spirit, while new employees need motivation to understand how to serve applicants.

c. Opportunities factors, including (1) There is support from sub-district heads and village heads to motivate the community to motivate IKD and (2) There is a target from Dirjendukcapil of 30% of mandatory KTPel who have recorded KTPel so there is an opportunity to achieve this target.

d. Threats factors, including: (1) There are still many people who have not registered for IKD; (2) Some of the elderly population are not IT-savvy, (3) There are some low-income residents who do not have cellphones that support IKD registration; (4) Do not understand the benefits of having an IKD application; and (5) There are no regulations that require IKD-based services..

2. Informant Noor Endah Fillaili, SH as Head of Resident Registration Services

a. Strengths factors, including (1) Support from the leadership regarding IKD; (2) Adequate human resources; and (3) The existence of a ball pick-up program.

b. Weakness factors, namely socialization only through social media.

c. Opportunities factors, including (1) Making it easier to access Adminduk services without having to come to the Dispenduk Capil, MPP or sub-district. (2) Simplify digital payments; (3) Data exchange for user-oriented public service interoperability; (4) As an access key to obtain services through priority SPBE services in June 2024; and (5) Increase the efficiency of administrative processes.

d. Threats factors, including (1) For mountainous areas, the network is limited or difficult; (2) Many people do not have cellphones that support the IKD application; (3) The network often crashes; (4) People do not understand the benefits of the IKD application; and (5) People prefer physical ID cards..

3. Informant Singgih Indrayana, SH as Head of Civil Registration Division

a. Strengths factors, including (1) Strong commitment from the leadership; (2) Synergy between one field and another; (3) Availability of adequate human resources; and (4) Adequate infrastructure.

b. Weakness factors, namely limited direct supervision in sub-districts and villages.

c. Opportunities, including (1) In the future IKD will be used as a substitute for KTPel, KK and deeds and other documents so that it is more effective in its use; and (2) Minimizing state budget costs related to the procurement of KTPel blanks because people who do not understand the IKD application will still be issued KTPel.

d. Threats factors, including (1) Not yet supported by official regulations requiring the community to have an IKD application; (2) The public does not yet understand IKD and in the future Adminduk services can be processed through IKD; (3) Not all agencies use IKD; (4) Not all regions have internet because accessing IKD requires internet; and (5) There is fear from the public about the personal data security system.

3. Informant Novita Gamasika, S. Sos as Head of Data Utilization and Service Innovation Division

a. Strengths, including (1) adequate human resources; and (2) socialization through social media.

b. Weakness factors, namely limited access rights.

c. Opportunity factors, namely the IKD application is more effective and efficient.

d. Threats factors, including: (1) The network often errors; (2) Many people do not understand IKD; (3) There are no agencies or third parties that utilize IKD and (4) Many people's cellphones are not supported.

4. Informant Ida Sulistyorini, S. Kom as Data Base Administration

a. Strengths, including: (1) Motivation from the Kadispenduk Capil; (2) The existence of a ball pick-up to agencies and schools; (3) Weaknesses and (4) Less competent village operators.

b. Opportunities factors include: (1) There is follow-up or support from the sub-district head related to IKD registration for village communities; (2) Data utilization can be used for other agencies; and (3) Can be used for public service facilities.

c. Threats factors, including (1) The system is not yet stable; (2) There are several menus that are not yet functional; (3) People who are technology illiterate; (4) Many people have unsupported cellphones; and (5) There is an opportunity for data interception.

5. Informant Dandung Eko Saputra, A.Md as an Advanced Computer Technician

a. Strengths factors, including: (1) The vision and mission of the Dispendukcapil and (2) The existence of the GISA competition where the indicator is the achievement of IKD so that villages are competing to obtain maximum IKD achievements.

b. Weakness factors, namely the limitation of village operators who lack the competence to manage IKD.

c. Opportunities include (1) commitment from the head of the region; (2) the public can access population data anywhere and anytime; and (3) cost efficiency for document procurement and distribution.

d. Threats include (1) Limited budget; and (2) Many people are still reluctant or uncomfortable switching from traditional to digital systems.

6. Informant Siti Muthobingah, A.Md as an Advanced Computer Technician

a. Strengths, (1) Provides convenience in accessing population documents; and (2) Provides operational efficiency in population services.

b. Weakness factors, namely Village operators lack understanding related to how to register IKD.

c. Opportunities factors, including (1) Making it easier for the community to access various public services; and (2) The government can manage population data more effectively and efficiently, reduce bureaucracy, increase accuracy and increase acceleration for decision making.

d. Threats factors include: (1) Concerns or lack of understanding about how IKD works and security; (2) Misuse of data by unauthorized parties; (3) Not all mandatory ID cards have mobile phones; and (4) Users forget their passwords to access IKD; and (5) Technical disruptions..

7. Informant Bayu Yuda Kurniawan, A.Md as IKD operator

a. Strengths factors, including (1) commitment from leaders to staff to succeed IKD; and (2) socialization through social media.

b. Weakness factors, namely that village operators are less competent.

c. Opportunities factors, including support from the regional head; (2) the existence of Permendagri No. 72 of 2022 concerning Standards and Specifications for Hardware, Software and Electronic KTP Blanks and Implementation of IKD; and (3) easier public service transactions.

d. Threats factors, including (1) Many people's cellphones are not supported, (2) Lack of public awareness regarding the benefits of IKD; (3) Theft of personal data due to weak systems in cyberspace; and (4) Limited internet network.

8. Informant Imam Setyo Utomo as IKD operator

a. Strengths factors, including (1) The existence of SIAK officers or operators in the village; and (2) Adequate infrastructure.

b. Weakness factors, namely limited access rights.

c. Opportunity factors, namely the existence of support from the sub-district and village governments related to IKD.

d. Threats factors, including (1) The IKD network often crashes; (2) Users often forget their PIN and how to operate IKD, if they forget their PIN, the applicant must come to the Dispenduk Capil to reset their PIN; and (3) Applicants do not understand the use of IKD; (3) Unsupported networks and cellphones.

9. Informant Fitriana Yulianingsih as an IKD user
 - a. Strength factors, namely the existence of a ball pickup to the village / kelurahan.
 - b. Weakness factors, namely village operators lacking mastery and lack of thoroughness in explaining related IKD.
 - c. Opportunity factors, namely the population is easier to access and utilize population data.
 - d. Threats include (1) Concerns about data leakage and user privacy and misuse of data for digital crimes; and (2) Unstable internet networks due to the location of mountainous areas.
10. Informant Ikhwan as IKD user
 - a. Strength factors, namely adequate infrastructure and trained human resources.
 - b. Weakness factors, namely lack of socialization and education to the community.
 - c. Opportunities factors, including (1) Support from the central government; (2) Providing full control to users over their IKD data; (3) Easy access to IKD via smart phone; (4) Improving the efficiency and effectiveness of public services by utilizing IKD; and (5) Utilization of IKD in the digital ecosystem to support the digital economy and financial inclusion.
 - d. Threats factors, including (1) Limited budget. (2) Lack of public awareness and knowledge about IKD; (3) Many people do not have cell phones; (4) Increased risk of vulnerability.
11. Informant Ulfa Khoirin Nisa' as IKD user
 - a. Strength factors, namely the existence of commitment from leaders and staff.
 - b. Weakness factors, namely Socialization that has not been massive, there are still many people who do not know about the benefits of IKD.
 - c. Opportunities Factors, including (1) Making it easier to access government and private services online without the need for physical documents; (2) Reducing the risk of data falsification; and (3) Making people digitally literate.
 - d. Threats factors, including (1) Requires strong internet access; (2) Public perception that IKD is not very important; (3) Can only be accessed by people who have a supported cellphone; (4) Public distrust of personal data security.

IV. RESULT AND DISCUSSION

4.1. Coverage of Digital Population Identity (IKD) Ownership

Digital Population Identity (IKD) at the Population and Civil Registration Office of Magetan Regency began to be implemented on June 15, 2022, the first to register IKD were employees of the Population and Civil Registration Office, then continued by the families of employees of the Population and Civil Registration Office. Then to government agencies, schools, markets, then to villages. The IKD acquisition position on June 30, 2024 was 89,013 (16.09%) of the mandatory KTP, where the target of the Directorate General of Population and Civil Registration is 30% of 553,370 (based on DKB) in the second semester of 2023, which is 166,011. IKD per sub-district can be seen as follows:

Table 1: IKD acquisition per sub-district position April 30, 2024

NO	KECAMATAN	MANDATORY KTP EL (WKTP)	TARGET IKD IN 2024 (30% of WKTP)	PERCENTAGE OF IKD GAIN
1	Poncol	25,684	7,705	15.25%
2	Parang	37,416	11,225	16.27%
3	Lembeyan	34,855	10,457	13.28%
4	Takeran	31,296	9,389	12.81%
5	Kawedanan	34,447	10,334	16.87%
6	Magetan	35,828	10,748	17.80%

NO	KECAMATAN	MANDATORY KTP	TARGET IKD IN	PERCENTAGE
7	Plaosan	41,840	12,552	18.52%
8	Panekan	46,566	13,970	11.54%
9	Sukomoro	26,755	8,027	18.18%
10	Bendo	33,577	10,073	13.00%
11	Maospati	37,354	11,206	14.85%
12	Barat	24,660	7,398	16.44%
13	Karangrejo	19,807	5,942	29.36%
14	Karas	30,308	9,092	12.37%
15	Kartoharjo	20,804	6,241	14.04%
16	Ngariboyo	31,670	9,501	24.46%
17	Nguntoronadi	17,641	5,292	13.19%
18	Sidorejo	22,862	6,859	16.09%
TOTAL		553,370	166,011	16.09%

Table 2: Increase in IKD Gain in May 2024

NO	KECAMATAN	MANDATORY KTP EL (WKTP)	TARGET IKD TH 2024 (30% of WKTP)	IKD EARNINGS		IMPROVEME NT PROGRESS	PERCENTAGE OF IKD GAIN
				30-04- 2024	31-05- 2024		
1	Poncol	25,684	7,705	3,916	4,168	252	16,23%
2	Parang	37,416	11,225	6,087	6,121	34	16,36%
3	Lembeyan	34,855	10,457	4,629	4,891	262	14,03%
4	Takeran	31,296	9,389	4,008	4,043	35	12,92%
5	Kawedanan	34,447	10,334	5,810	5,884	74	17,08%
6	Magetan	35,828	10,748	6,376	6,487	111	18,11%
7	Plaosan	41,840	12,552	7,748	7,920	172	18,93%
8	Panekan	46,566	13,970	5,372	5,393	21	11,58%
9	Sukomoro	26,755	8,027	4,863	4,924	61	18,40%
10	Bendo	33,577	10,073	4,365	4,440	75	13,22%
11	Maospati	37,354	11,206	5,548	5,607	59	15,01%
12	Barat	24,660	7,398	4,053	4,086	33	16,57%
13	Karangrejo	19,807	5,942	5,816	6,173	357	31,17%
14	Karas	30,308	9,092	3,748	3,798	50	12,53%
15	Kartoharjo	20,804	6,241	2,920	2,944	24	14,15%
16	Ngariboyo	31,670	9,501	7,748	7,870	122	24,85%
17	Nguntoronadi	17,641	5,292	2,327	2,398	71	13,59%
18	Sidorejo	22,862	6,859	3,679	3,692	13	16,15%
TOTAL		553,370	166,011	89,013	90,839	465	16,42%

Based on table 2, the progress of IKD acquisition in May 2024 can be seen that there is an increase of 465 (0.33%), which is relatively small. So that the Population and Civil Registration Office of Magetan Regency seeks to achieve the IKD registration coverage target, namely improving the quality of IKD registration services.

4.2. Strategy for Improving the Achievement of Digital Population Identity (IKD)

Strategic management according to Fred R. David (2006), has three major stages, namely:

1. Strategy Formulation

At this stage, the Population and Civil Registration Office can carry out:

- a. Development of the mission statement of the Magetan District Population and Civil Registration Office

The Population and Civil Registration Office of Magetan Regency has a vision of a SMART Magetan Community that is more stable and more prosperous. The Population and Civil Registration Office is included in mission 5 of the regent's mission, namely Developing Good Governance and Clean, Professional and Fair Government Management. From the vision and mission above has a goal of increasing public satisfaction with public services with a strategy that is to improve the system of governance and public services.

- b. Conducting internal and external audits.

The Population and Civil Registration Office starting in 2017 has conducted internal and external audits every year, namely ISO 9001: 2015 on the quality management system. Internal and external audits are important processes to ensure the integrity, accuracy and efficiency of operations and compliance with applicable regulations. The objectives and benefits of internal and external audits are to increase transparency by ensuring that civil registration processes and records are transparent, to increase accountability by ensuring that Disdukcapil is accountable for all aspects of operations and civil registration, to increase efficiency by identifying areas for improvement that can increase the efficiency and effectiveness of services, and to comply with regulations by ensuring that Disdukcapil complies with all applicable regulations and standards. Internal and external audits can help increase public confidence in population and civil registration services and improve the quality of services provided.

- c. Setting long-term goals

The long-term goals of the Population and Civil Registration Office are to improve the quality of population document services, improve the accuracy and integrity of population data, strengthen information technology infrastructure, improve the capacity and competence of human resources, expand service coverage and accessibility, improve compliance with international regulations and standards, improve transparency and accountability, increase community participation and satisfaction, develop responsive policies and procedures, improve collaboration and partnerships.

- d. Generating, evaluating and selecting strategies

The steps of strategic planning according to Fred R. David (2006) consist of three major stages, namely:

- 1) First Stage. This stage is called the input stage and consists of:

- a) Internal Environmental Analysis

The Population and Civil Registration Office needs to identify the internal environment, namely its strengths and weaknesses. Identification of Strengths owned is the commitment of the leadership and employee commitment, new human resources who are competent in the IT field, sufficient number of human resources, adequate infrastructure, the existence of a ball pick-up program, the synergy between fields, the existence of a GISA competition where the indicator is the achievement of IKD and there are 231 Adminduk service points. Weakness identification includes passive old human resources, village operators who are less competent in the IT field, limited access rights, socialization that has not been massive, there are still many people who do not know about the benefits of IKD and limited direct supervision and evaluation in sub-districts and villages.

Tabel 3: Faktor-faktor Internal

STRENGTH	WEAKNESSES
1. Leadership commitment and employee commitment	1. 1. Passive old HR
2. New human resources who are competent in the IT field	2. 2. Village operators who lack competence in the IT field
	3. 3. Limited access rights

STRENGTH	WEAKNESSES
3. Sufficient number of human resources 4. Adequate infrastructure 5. The existence of a ball pick-up program 6. There is synergy between fields 7. The existence of the GISA competition where the indicator is the achievement of IKD 8. There are 231 Adminduk service points	4. 4. Lack of socialization and education to the community 5. 5. Limited direct supervision and evaluation in sub-districts and villages/kel

b) External Environment Analysis

In addition to identifying the internal environment, it is also necessary to identify the external environment. Identification of Opportunities (opportunities) that exist include the support of state, regional, sub-district and village / village heads, the existence of Permendagri No. 72 of 2022, the target of Dirjendukcapil 30%, the efficiency of the population administration process, making it easier to access public services and reducing the state budget for the procurement of KTPel blanks, giving full control to users over their IKD data, easy access to IKD via smart phones, utilization of IKD in the digital ecosystem to support the digital economy and financial inclusion. Identification of Threats includes limited budget, many people are technology illiterate, due to economic factors so that many people have cellphones but are not supported, many people do not have cellphones, do not know the benefits of IKD, there are no regulations that require IKD-based services, limited internet networks, IKD networks are often erroneous, not all agencies utilize IKD, the system is not yet stable, there are several menus that are not yet functional, there is fear from the public about data security, resistance to change and users forget passwords..

Table 4: External Factors

OPPORTUNITIES	THREAT.
1. Support from state, regional, sub-district and village/kel leaders 2. The existence of Permendagri No 72 Year 2022 3. Dirjendukcapil has set a target of 30%. 4. Efficiency of the population administration process 5. Making it easier to access public services 6. Reduce the state budget for the procurement of ID card blanks 6. Gives users full control over their IKD data 7. Easy access to IKD via smart phone 8. Utilization of IKD in digital ecosystem to support digital economy and financial inclusion	1. Limited budget 2. Many people are technology illiterate 3. Because of economic factors, many people have cell phones but are not supported 4. Many people do not have cell phones 5. Not knowing the benefits of IKD 6. There is no regulation that requires IKD-based services 7. Limited internet network 8. IKD network is often corrupted 9. Not all agencies have utilized IKD 10. The system is not yet stable 11. There are some menus that don't work yet 12. There is fear from the public about data security 13. Resistance to change 14. User forgets password

2) Second Stage. This stage is the stage of matching several existing external and internal factors with several alternative strategies:

Tabel 5: Matriks Ringkasan Analisis Faktor Internal (IFAS)

Internal Factor	Weight	Rating	Score
Strengths / Kekuatan			
1. Leadership commitment and shared commitment	0,09	4	0,35
2. New human resources who are competent in the IT field	0,09	4	0,35
3. Sufficient number of human resources	0,09	4	0,35
4. Adequate infrastructure	0,09	4	0,35
5. The existence of a ball pick-up program	0,09	4	0,35
6. There is synergy between fields	0,09	3	0,26
7. The existence of the GISA competition where the indicator is the achievement of IKD	0,06	3	0,18
8. There are 231 Adminduk service points	0,06	3	0,18
Total	0,65		2,38
Weaknesses			
1. Passive old HR	0,06	1	0,06
2. Village operators who lack competence in the IT field	0,09	4	0,35
3. Limited access rights	0,06	2	0,12
4. Socialization only through social media	0,09	4	0,35
5. Limited direct supervision and evaluation in sub-districts and villages/kel	0,06	2	0,12
Total	0,35		1,00
Amount	1,00		3,38

From the Internal Factor Analysis Summary (IFAS) matrix above, it can be seen that the score of the strengths factor is 2.38, while that of the weaknesses factor is 1.00. With a total score of 3.38, so it can be concluded that the score of the strengths factor has a higher score than the score of the weaknesses factor.

Table 6: External Factor Analysis Summary (EFAS) Matrix

External Factor	Weight	Rating	Score
Opportunities			
1. Support from regional leaders, sub-district heads and village heads/kel	0,05	4	0,20
2. The existence of Permendagri No 72 Year 2022	0,05	4	0,20
3. There is a target from the Directorate of Civil Registration of 30%	0,05	4	0,20
4. Efficiency of civil registration process	0,05	3	0,15
5. Make it easier to access public services	0,05	3	0,15
6. Reduce the state budget for the procurement of ID cards.	0,03	3	0,10
7. Gives users full control over their IKD data	0,03	2	0,07
8. Easy access to IKD via smart phone	0,02	3	0,05
9. Utilization of IKD in the digital ecosystem to support	0,05	3	0,15

External Factor	Weight	Rating	Score
the digital economy and financial inclusion			
Total	0,38		1,27
Threats			
1. Limited budget	0,03	3	0,11
2. Many people are technologically challenged	0,05	4	0,22
3. Due to economic factors, many people have cell phones but do not support them.	0,05	4	0,22
4. Many people do not have cell phones	0,05	4	0,22
5. Don't know the benefits of IKD	0,05	4	0,22
6. There is no regulation that requires IKD-based services.	0,03	4	0,15
7. Limited internet network	0,05	4	0,22
8. IKD's network often crashes	0,05	3	0,17
9. Not all agencies have utilized IKD	0,05	4	0,22
10. The system is not stable	0,03	3	0,11
11. There are some menus that don't work yet	0,03	2	0,07
12. Fear from the public about data security	0,05	4	0,07
13. Resistance to change	0,03	2	0,07
14. User forgot password	0,05	2	0,11
Total	0,62		2,12
Amount	1		3,38

From the External Factor Analysis Summary (EFAS) matrix above, it can be seen that the score of the opportunities factor is 1.27 while that of the threats factor is 2.12. With a total score of 3.38, so it can be concluded that the score of the threats factor has a higher score than the score of the opportunities factor.

From the total Internal Factor Analysis Summary (IFAS) matrix of 3.38 and External Factor Analysis Summary (EFAS) of 3.38, it is in quadrant II (ST) position, which supports a diversification strategy where the Population and Civil Registration Office gets many threats from external factors but has strengths from internal factors to achieve the national target of 30% of the number of mandatory ID cards. The strategy that must be applied uses strengths to take advantage of long-term opportunities in the form of a diversification strategy, namely making breakthrough new activities through optimizing internal strengths and involving the development and implementation of various additional services that can increase the benefits and attractiveness of the Digital Population Identity system for the community so that a strategy can be formulated with a SWOT diagram as follows :

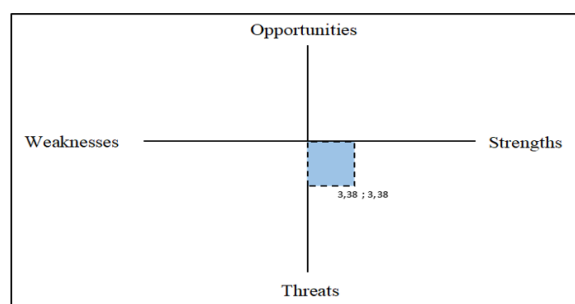


Figure 1: SWOT diagram

In the implementation of IKD registration at the Population and Civil Registration Office, the total score for the Internal Factor Analysis Summary (IFAS) matrix of 3.38 and the External Factor Analysis Summary (EFAS) of 3.38 is included in cell I, meaning that the Magetan Regency Population and Civil Registration Office is in a growth and build position. The strategy commonly applied by the Magetan Regency Population and Civil Registration Office is an intensive or integrative strategy. Intensive strategies aim to strengthen and expand the use of the Digital Population Identity system through various approaches, namely:

1. Market penetration, increasing IKD services among people who have become target users by:
 - a. Education and awareness, namely conducting extensive educational socialization about the benefits of IKD, security, and how to use it. This can be through social media, television advertisements, radio, and community seminars.
 - b. Government initiatives, namely the government making regulations related to the use of IKD so that it can encourage or even require the use of IKD for access to public services.
 - c. Ease of Access i.e. providing assistance services and digital kiosks in strategic places to help people register and use IKD
 - d. Collaboration with Institutions by working with banks, telecommunication companies, and other institutions to integrate the use of IKD in their services.
 2. Market development, expanding the use of IKD to underserved market segments or geographical areas by:
 - a. Geographic Expansion i.e. implementing IKD programs in rural and remote areas by providing the necessary infrastructure and technical support.
 - b. New Segments by introducing IKD services to new segments of society, such as students, the elderly, and other vulnerable groups, with programs tailored to their needs.
 - c. International Cooperation i.e. working with other countries or international organizations to enable the use of digital identities across borders, for example for visa and immigration purposes.
 3. Product development, adding new features and improving the functionality of the digital identity system by:
 - a. Technological innovation i.e. adopting the latest technologies such as biometrics (fingerprint, facial recognition), blockchain for data security, and artificial intelligence (AI) for service improvement.
 - b. Service integration by adding new services that can be accessed using digital identity, such as e-wallet, bill payment, access to digital health services, and online education.
 - c. Mobile applications: developing user-friendly mobile applications to make it easier for people to access and manage their digital identity.
 - d. Additional security features: enhancing security features such as multi-factor authentication, suspicious activity notifications, and easy account recovery.
 4. Improving user satisfaction, improving user experience and ensuring they are satisfied with the services provided by:
 - a. Feedback and customization, namely collecting feedback from users on a regular basis and using the data to make service improvements and adjustments.
 - b. Customer service, namely providing responsive and helpful customer service to handle problems and questions related to digital identity.
 - c. Training and support i.e. providing training and technical support to users, especially those who are less tech-savvy, through online tutorials, how-to videos, and help hotlines.
- The Population and Civil Registration Office of Magetan Regency is included in cell I, described as growth and build.

		The IFE Total Weighted Scores		
		Strong	Average	Weak
		3,0 - 4,0	2,0 - 2,99	1,0 - 1,99
The EFE Total Weighted Scores	High 3,0 - 4,0	I	II	III
	Medium 2,0 - 2,99	IV	V	VI
	Low 1,0 - 1,99	VII	VIII	IX

Gambar 2: Matrik Internal Eksternal

3) Third Stage. This stage is a decision stage where several alternative strategies that have been identified at the input information matching stage obtained in the first stage to targetively evaluate alternative strategies identified in the second stage. Because the Population and Civil Registration Office is included in quadrant II (ST) of the diversification strategy so that it can be known the strategies that must be implemented by the Magetan Regency Population and Civil Registration Office in order to increase the achievement of IKD registration as targeted by the Dirjendukcapil..

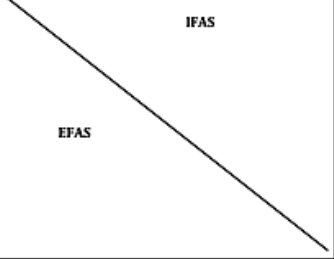
	IFAS	KEKUATAN/ STRENGTS (S)	KELEMAHAN/WEAKNESSES (W)
EFAS	<ol style="list-style-type: none"> 1) Adanya komitmen dari pimpinan dan komitmen pegawai 2) SDM baru yang berkompeten dibidang IT 3) Jumlah SDM yang cukup 4) Sarpras yang memadai 5) Adanya program jemput bola 6) Adanya sinergi antar bidang 7) Adanya lomba GISA dimana indikatornya pencapaian IKD 8) Ada 231 titik pelayanan Adminduk 	<ol style="list-style-type: none"> 1) SDM lama yang pasif 2) Operator desa yang kurang berkompeten dibidang IT 3) Terbatasnya hak akses 4) Kurangnya sosialisasi dan edukasi kepada masyarakat 5) Terbatasnya pengawasan dan evaluasi secara langsung dikecamatan dan desa/kel 	
PELUANG/ OPPORTUNITIES (O)	S-O STRATEGI	W-O STRATEGI	
<ol style="list-style-type: none"> 1) Adanya dukungan dari pimpinan negara, daerah, camat dan kepala desa/kel 2) Adanya Permendagri No 72 Tahun 2022 3) Adanya target dari Dirjendukcapil 30% 4) Efisiensi proses administrasi kependudukan 5) Mempermudah untuk mengakses layanan publik 6) Mengurangi anggaran APBN untuk pengadaan blanko KTPel 7) Memberikan control penuh kepada pengguna atas data IKD mereka 8) Akses IKD yang mudah melalui <i>smart phone</i> 9) Pemanfaatan IKD dalam ekosistem digital untuk mendukung ekonomi digital dan inklusi keuangan 	<ul style="list-style-type: none"> • Melakukan jemput bola ke instansi, sekolah dan desa • Meningkatkan kualitas pelayanan IKD di dinas, kecamatan dan desa 	<ul style="list-style-type: none"> • Mengadakan pelatihan dan pengembangan SDM • Memperluas hak akses 	
ANCAMAN/ THREATS (T)	S-T STRATEGI	W-T STRATEGI	
<ol style="list-style-type: none"> 1) Terbatasnya anggaran 2) Banyak masyarakat yang gagap teknologi. 3) Karena faktor ekonomi sehingga banyak masyarakat yang memiliki HP tapi tidak support 4) Banyak masyarakat yang tidak memiliki HP 5) Belum mengetahui manfaat IKD 6) Belum ada regulasi yang mengharuskan layanan yang berbasis IKD 7) Jaringan internet terbatas 8) Jaringan IKD sering error 9) Belum semua instansi memanfaatkan IKD 10) Sistem belum stabil 11) Ada beberapa menu yang belum berfungsi 12) Adanya ketakutan dari masyarakat tentang keamanan data 13) Resistensi terhadap perubahan 14) Pengguna lupa password 	<ul style="list-style-type: none"> • Mengedukasi masyarakat untuk meningkatkan kesadaran tentang manfaat IKD • Bekerjasama dengan pihak ketiga (instansi atau swasta) terkait pemanfaatan IKD • Melakukan Pelayanan Jemput bola • Bekerjasama dengan Dinas Pemdes dan Kominfo terkait fasilitas jaringan internet didesa-desa • Koordinasi ke BPKAD terkait dengan anggaran untuk IKD • Koordinasi ke Dirjendukcapil terkait dengan jaringan IKD yang sering error, menu yang belum berfungsi dan system yang belum stabil • Sistem Pemerintahan Berbasis Elektronik (SPBE) 	<ul style="list-style-type: none"> • Meningkatkan sosialisasi IKD dan keamanan data • Melakukan pengawasan dan evaluasi secara langsung dikecamatan dan desa 	

Figure 3: SWOT Analysis

2. Strategy Implementation

At this stage the Magetan Regency Population and Civil Registration Office can do:

- a. Establish annual policies and targets The policy direction of the Population and Civil Registration Office is to develop an electronically integrated planning, budgeting and reporting system to maximize the achievement of regional development targets. To set annual policies and targets, the Population and Civil Registration Office has taken the following steps to evaluate annual performance by conducting annual performance analysis and preparing performance reports, analyzing the environment and trends by analyzing the environment and identifying trends, determining priorities by prioritizing strategies to be implemented, setting annual targets with specifications and measurable and division of goals. By setting clear and measurable policies and annual goals, Disdukcapil can ensure that every step taken is aligned with long-term goals and provides tangible benefits to the community. Effective implementation, close monitoring, and flexibility to adjust strategies based on feedback and evaluation results are key to achieving success.
- b. Allocate the resources of the Population and Civil Registration Office to implement the strategies selected at the strategy formulation stage. Allocating resources appropriately is essential to ensure that the selected

strategies can be implemented effectively by the Population and Civil Registration Office. Steps that can be taken to allocate resources effectively include:

- 1) Identifying available resources, namely human resources (conducting a workforce needs analysis and conducting training and development), financial resources (preparing an annual budget based on strategic priorities), technological resources (assessing available information technology infrastructure and determining additional needs, identifying software and hardware needed to support digitalization and data security strategies), physical resources (inventorying existing facilities and equipment and determining needs for repair or addition).
- 2) Prioritizing allocations based on strategy, namely strategic priorities (compiling a priority list based on the strategic impact and urgency of each initiative, assigning weights to each initiative based on criteria such as importance of objectives, availability of resources, and potential benefits), budget allocations (allocating budgets in accordance with predetermined strategic priorities, monitoring budget expenditures).
- 3) Developing an implementation plan, namely an action plan (developing an action plan that includes specific tasks, responsibilities, and deadlines, developing a realistic implementation schedule for each strategic initiative), resource distribution (staff assignment and technology procurement).
- 4) Monitoring and evaluation: monitoring system (setting key performance indicators, conducting periodic reports), evaluation and adjustment (conducting periodic reviews of resource allocation and implementation results, adjusting resource allocation if necessary based on evaluation results and feedback).

Effectively allocating resources to implement the chosen strategy requires careful planning, continuous evaluation and flexibility to make adjustments. Disdukcapil can ensure that its resources are used optimally to achieve strategic goals and improve services to the community.

3. Strategy Evaluation

At this stage the company can measure and evaluate the results of strategy implementation. The following is a comprehensive model of the strategic management process that is widely accepted, although it is said by David that this model does not guarantee success, but the model shows a clear and practical approach to formulating, implementing and evaluating strategies.

Based on table 4.3 SWOT analysis above, it can be seen what strategies must be implemented by the Magetan Regency Population and Civil Registration Office, among others:

1. Educate the public to raise awareness about the benefits of IKD

Educating the public about the benefits of Digital Population Identity (IKD) requires a structured and inclusive approach, using media channels such as television, radio, newspapers, and social media to disseminate information about IKD. Creating messages that are easy to understand and appeal to the general public. Education Programs in Schools and Universities, integrate materials on IKD into the Education curriculum, conduct seminars, workshops, and workshops for students, college students, and educators. conduct direct socialization in communities, villages and cities with a culturally appropriate approach. Involving community leaders and local leaders can increase the effectiveness of socialization. Utilization of Technology and Social Media Educational Applications, develop mobile applications or online platforms that provide information, tutorials, and simulations on the use of Digital Population Identity. These applications can include tutorials on how to access and use the IKD. Social Media Content, creating engaging content on social media, such as short videos, infographics, and success stories that demonstrate the benefits of IKD. This content should be easily shareable and able to attract the attention of social media users. Training and Mentoring, organize regular training for the community, especially for groups that are less familiar with technology, such as the elderly and rural residents. This training can range from basic smartphone usage to how to access and utilize IKD. Individual Mentoring, providing mentoring services for those who need further assistance. This can be done by volunteers or trained IKD agents.

2. Cooperation with third parties (government agencies or private sector) regarding the utilization of IKD

Cooperation with third parties, both government agencies and the private sector, is key in optimizing the utilization of Digital Population Identity (IKD). Coordinate with government or private agencies related to the utilization of IKD with the ease of obtaining public services.

3. Conduct a ball pick-up service

The Digital Population Identity (IKD) pick-up service is a proactive strategy carried out by the Population and Civil Registration Office to ensure that all citizens have registered for IKD. Ball pick-up services can be carried out in schools, government and private institutions, villages, markets and public service places. Then a routine evaluation is carried out to assess the effectiveness of the ball pick-up program and make periodic reports for future improvements.

4. Cooperate with the village administration and communication agency regarding internet network facilities in villages.

Collaborate with the village government office and Kominfo to encourage policies that support the development of internet infrastructure in villages. Cooperate with Internet Service Providers (ISPs) to build network infrastructure in villages, utilizing technologies that are appropriate to the geographical and economic conditions of the village, such as fiber optic, satellite, or wireless networks.

5. Coordination to BPKAD regarding the budget for IKD

Inventory budget requirements for the development and implementation of IKD. Submit data and facts that support the importance of budget allocation for IKD, including case studies, statistical data, and best practices from other regions that have implemented IKD. Negotiating with BPKAD to ensure that the allocated budget is in line with the needs. Conduct regular monitoring of budget utilization to ensure efficiency and transparency. Use implementation and evaluation data to demonstrate the positive impact of IKD and the importance of continued support from BPKAD.

6. Coordination with Dirjendukcapil regarding IKD network errors, malfunctioning menus and unstable systems.

Map and identify problems that often occur in the IKD network, such as frequent errors, malfunctioning menus, and system instability. Document each problem in detail, including the time of occurrence, frequency, impact caused, and efforts that have been made to overcome the problem.

7. System of Electronic-Based Government (SPBE)

Encourage the central government to accelerate SPBE so that public doubts about the security of personal data can be guaranteed. Educate the public about the importance of cybersecurity and online privacy. Always support the development of policies and regulations that protect digital users and ensure the safe and ethical use of data.

After implementing the above strategies, an evaluation report is required (i.e. compiling periodic monthly, quarterly or annual reports) that includes evaluation results and performance analysis and ensures the report is easily accessible and understood by all stakeholders as well as internal and external feedback. Internally, get feedback from staff to understand challenges faced and suggestions for improvement. Externally, obtain feedback from the community to measure their satisfaction and expectations through the Community Satisfaction Survey (SKM). This allows Disdukcapil to effectively measure and evaluate the results of strategy implementation, ensure that long-term goals are achieved, and make necessary adjustments to continuously improve performance and services to the community, especially the achievement of IKD against the 2024 national target of 30%.

Research related to Digital Population Identity (IKD) has grown rapidly in recent years, along with the widespread adoption of digital technology in various sectors of life. However, there are several gaps found in previous research, namely the first Strategy for Achieving the Digital Population Activation Target (IKD), the informant used is only one person (Head of PIAK), related to SWOT analysis only discusses internal and external factors that have not been analyzed up to what strategies must be carried out by the Sidoarjo Regency Disdukcapil, while this research was developed for the number of informants as many as 12 people in order to find out more detailed internal and external factors, related to SWOT analysis, this researcher analyzes what strategies must be carried out by the magetan dispenduk to accelerate the achievement of IKD. The second is the government's strategy in implementing the Digital Population Identity (IKD) application by the Cirebon Regency Population and Civil Registration Office, the theory used is mulgan theory, which analyzes one aspect, namely socialization to the public related to IKD, researchers use Fred R. David's theory, which analyzes internal and external factors using SWOT analysis so that it can be seen what strategies must be implemented

by Disdukcapil Magetan Regency. The third is the Digital Population Identity Service of Kalirungkut Village, Surabaya City, East Java, both using SWOT Analysis but the research is related to the service, while this researcher is related to the strategy of accelerating the increase in IKD to achieve the target set by Dirjendukcapil, which is 30% in 2024.

V. CONCLUSION

Based on the results of research related to the strategy of accelerating the increase in Digital Population Identity (IKD) at the Magetan Regency Population and Civil Registration Office, the authors can conclude as follows:

Based on the progress data of people who have registered for Digital Population Identity (IKD) until May 2024 amounting to 90,839 (16.42%) of this progress is still far from the IKD national target of 30% of the total number of mandatory ID cards. Therefore, several strategies are needed to be implemented by the Population and Civil Registration Office so that the national target of IKD is achieved. The strategy to accelerate the increase in Digital Population Identity (IKD) by using SWOT Analysis. From this analysis, it can be seen that internal factors are strengths, and weaknesses, while external factors are opportunities and threats. From the total Internal Factor Analysis Summary (IFAS) matrix of 3.38 and External Factor Analysis Summary (EFAS) of 3.38, it is in quadrant II (ST) position, namely supporting a diversification strategy where the Population and Civil Registration Office gets many threats from external factors but has strengths from internal factors to achieve the national target of 30% of the number of mandatory ID cards.

The strategy that must be applied uses strengths to take advantage of long-term opportunities in the form of a diversification strategy, namely making breakthrough new activities through optimizing internal strengths and involving the development and implementation of various additional services that can increase the benefits and attractiveness of the Digital Population Identity system for the community. Meanwhile, the Internal Factor Analysis Summary (IFAS) score of 3.38 and the External Factor Analysis Summary (EFAS) of 3.38 are included in cell I. Organizations that fall into cell I are described as growth and build, namely by implementing intensive strategies that focus on market penetration, market development, product development, and increasing user satisfaction, IKD services can become more effective and widely accepted by the community. These strategies not only increase adoption but also ensure that the IKD system meets users' needs and provides significant added value in their daily lives.

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