

# Improving City Plan Certificate Services Electorally (e KRK) Based on Digital City Spatial Planning

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## Abstract

*As one of the requirements for the management of Building Approval (PBG), the City Plan Description (KRK) must be fulfilled by article 19 PP 16 of 2021 concerning Building Buildings. So far, the City Plan That contains the designation and intensity of the building is based on the Detailed Plan of Urban Spatial Planning (RDTRK) or the Building and Environmental Planning Plan (RTBL). The public is still many who do not know about the City Spatial Plan because it has not been socialized by RDTRK and RTBL and is still limited through the Regency / City Government website. Spatial Planning products have not been digitally packaged through the WEB and Android applications. The purpose of this research is to analyze the readiness of organizational capacity and resources (HR, infrastructure, e-KRK and budget) in preparing e-KRK based on the Digital Spatial Plan and cultural readiness of the community in information technology for e-KRK licensing. This research uses the Qualitative Descriptive method. Primary data collection through in-depth interviews with staff who handle SKRK in districts/cities that have implemented KRK and secondary data through websites, media mas, journals, and others. Data analysis by performing data reduction steps, presentation, and conclusion or verification. The results of this study are expected to increase KRK service performance with the provision of electronic KRK (e-KRK) based on RDTRK and RTBL digital by Government Regulation 16 of 2021 concerning Building Buildings and Government Regulation 21 of 2021 on Spatial Planning. Resources (HR, infrastructure e KRK, organizational culture and budget) are available, and the culture of people who have received information technology permits.*

## Keywords

city plan certificate (SKRK);  
digital urban spatial plan  
(RTRK); improvement;  
performance electronic services.



## I. Introduction

In building permits, namely law number 11 of 2020 concerning Cipta Kerja (UUCK), law no. 28 of 2002 and government regulation no. 16 of 2021 concerning Building collateral regulates buildings' planning and design standards. In article 19, Each building, according to its function and classification, must meet the provisions of the designation and intensity of the building. This provision is contained in the City Plan Statement (KRK), which is based on the Detailed Spatial Plan (RDTR) and The Building and Environmental Plan (RTBL), and the district/city local government must provide KRK to the community electronically. (Anonymus, 2021)

The philosophy of the emergence of electronic services is the rapid development of information technology systems in supporting the interaction of government, private sector, and society which is carried out effectively, efficiently, and exposed. The government uses information technology as a means of communication, coordinating with public elements transparently. According to the World Bank, the electronic government is

an effort by the government to use information technology as a means to transform the government's relationship with its citizens, business actors (business), and other government agencies.

In terms of infrastructure and laws that regulate activities on the internet, Indonesia is ready to live in the digital era. The readiness of the Indonesian people in internet connections which are currently getting better in the 4G era with Electronic Information and Transactions (ITE). Indonesian people in general are enthusiastic about adopting a digital life, mainly triggered by internet penetration and the use of smart phones which continues to increase every year. (Setiawan, 2017)

Due to uneven infrastructure factors, the public's readiness to receive online and digital-based licensing services is still diverse. The ability of diverse community human resources to use information technology and community participation is still lacking in receiving e-government services from the government. One of the elements of smart government is the implementation of a digital-based bureaucracy that places substantial community participation in it. (Sarni, W., & Koch, 2018). Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).

The licensing mechanism in the future is also required to be faster and more transparent so that the implementation of licensing will be carried out online. Based on PP No. 24 of 2018 concerning Electronically Integrated Business Licensing services updated with PP No. 5 of 2021 concerning the Implementation of Risk-Based Business Licensing, the provision of legality to business actors to start and run their businesses must be by the detailed spatial plan. As a basis for granting permits through an online system, it requires adequate database standards so that digitizing spatial plans is prepared according to the licensing platform, primarily through the OSS system. In addition, support for the use of information technology in the settlement process, both the preparation process and the process of determining spatial plans, is a necessity.

Providing good public services requires an adequate budget and human resources accompanied by the commitment of all parties and public support to continue to encourage innovation and transformation (Riau & Yuswadi, 2014), course with a predetermined direction of goals and prioritization. With the collaboration of various parties, RDTR's digital transformation can be realized more quickly to increase investment in Indonesia. A web-based electronic system is used to carry out the service description of the city plan (KRK) and information on the implementation of spatial planning. As a condition of PBG in the commitment to fulfill the primary business licensing requirements.

The condition of the social, economic and political environment in supporting the implementation of e KRK in districts/cities in Indonesia has not fully understood the management of the licensing of City Plan Information.

Klijn & Koppenjan (2016) states that networks or Networks are characterized by solving the complexity of policy problems that cannot be solved by one actor alone, but require collective action from several actors (Koppenjan and Klijn 2004). Interactions in networks have durability and faster problem solving over time (efficiency) in problem-solving (Klijn & Koppenjan, 2016).

Public sector innovation is one of the important agendas for improving the performance of public services, organizational policy innovation, organizational environment, and labor (Damanpour et al., 2009).

Public bureaucratic structuring and innovation need to pay attention to three main components: individuals (actors), organizational culture, strategies and policy environment

conditions in public policymaking, implementation of public policy programs, and the implementation of effective, efficient, and democratic public services.

Licensing performance of City Plan Information to Regency/City Governments in Indonesia after Law no. 11 of 2020 concerning Cipta Kerja, PP no. 16 of 2021 concerning Building Buildings, and PP No. 15 of 2021 concerning Buildings. Implementation of Spatial Planning is still a lot of District / City Governments have not implemented e KRK. From the data on the Implementation of KRK at the National level (514 districts/cities) of the Ministry of PUPR in 2022, many regions have not implemented it. Meanwhile, at the East Java Provincial level, of the 38 districts/cities that issue KRK, many have not manually implemented e KRK based on digital RDTRK.

## II. Research Method

The method used is descriptive qualitative / Quasi Qualitative (Bungin, 2017). The qualitative descriptive method is a research method aimed at systematically, factually, and accurately descriptive of a social phenomenon or natural phenomenon. Data that is in the form of words and not a series of numbers is obtained in various ways, namely observation, interviews, digestibility of documents, or in other ways that can be processed first before they are ready for use, but the qualitative analysis still uses words, which are usually compiled into an expanded text. (Miles, 1992: 15-16). Primary data study through data collection techniques with in-depth interviews (In-depth Interviews) with staff who handle city plan certificates and secondary data studies through data collection through websites, journals, presentation materials, and others.

The phenomenon to be studied is the problem of implementing the City Plan Information (KRK) for the transition period of the latest regulations for the application of e KRK based on a digital Spatial Plan in improving the performance of spatial planning permits. Analisis of data problems using SWOT Analysis and produced strategies and programs of activities.

## III. Result and Discussion

The development of building permits by law no. 11 of 2020 concerning Cipta Kerja and Government Regulation no. 16 of 2021 concerning Building Buildings is carried out online with all licensing service processes digitally. His process is thorough Sistem Building Management Information (SIMBG).

The management information system (SIMBG) isa WEB-based information system used to process the activities of building management. IMBG services include Approval of Building (PBG), Certificate of Proper Function of Buildings (SLF), Proof of Building Ownership (SBKBG), Technical Plan for Building Construction (RTB), Data collection of buildings that are built or that have not been built.

Meanwhile, the licensing process that supports building approval. Namely, the City Plan Statement (KRK) must be elected by article 19 Government Regulation number 16 years 2021. fthe Regency/City does not yet have an e-KRK based on the digital RDTRK, the Ministry of ATR/BPN has prepared a KKPR application in business licensing.

The challenge of keeping in public service is how to use public services as an arena for dynamic interaction between the Government, private sector, and civil society (*civil society organization, SCO*). Wiranto (2006) even stated that public service is vital for realizing *good governance*. (Dwiyanto A (ED.), 2006) (Agus Pramusinto, 2009)

The implementation of e-government can create public services online or computerized-based. Providing services without the intervention of employees of public institutions cuts the antrian system that Panjang to obtain a simple service and e-government to support good government

governance. The use of information technology makes it easier for the public to access information and reduces corruption by increasing the transparency and accountability of public institutions. (Deddy Mulyadi, 2016)

In the theory of public policy regarding the shifting of the paradigm of public service from Old Public Administration (OPA) to New Public Management (NPM) and finally New Public Service (NPS), the presence or participation of the public in the government bureaucracy is increasingly important. The NPS paradigm, which is compiled based on democratic theory (democratic theory) is increasingly directed or focused on the interests of the community (citizens), and does not view the community as only consumers like the paradigms used previously. (Setiyono, 2016)

In the New Public Service (NPS), the existence of a digital bureaucracy itself can actually support the realization of the NPS paradigm to prioritize the interests of the community in service. This is because the digital bureaucracy (ideally) opens vast opportunities for the public to be able to participate and have an active dialogue in services organized by the bureaucracy.(Dhevina, 2020) This opens up opportunities for the community to exercise control over online licensing services by local governments.

Public information services freeist e-government can expand public participation where the public can be actively involved in decision-making and policies oleh government, improve productivity and bureaucratic efficiency, and improve economic growth.

There are two models of public information services that can be used by any public body to provide information services, namely manual and electronic models. The principle that must still be prioritized is the quality of information and services. the Government's electronic model is not in the form of a CMC (communication mediated computer) but can be in the form of familiar technologies such as HP, TAB, etc.(Deddy Mulyadi, 2016)

Some of the challenges that need to be considered in the development of the provision of Detailed City Spatial Plan (RDTRK) digital and the application of information systems e Description of city plans include:

1. the data available is very limited. In order to accelerate the process of collecting data and information for the preparation of digital RDTR, a one-data and map portal is needed that applies the principle of one reference, one standard, one database/metadata, and one data portal accompanied by interoperability rules between systems. His portal will be a kind of online marketplace, where users can buy or obtain/download data or maps just by clicking on the required data, of course, after the user's data is verified and the system automates the data request.
2. System-based analysis information of other stages that can be intervened with advances in information technology is the process of data processing and analysis. In the data processing and analysis stage, not all analyses can be generated using applications/software. of course, there are qualitative analyses that require the intuition of a planner in assessing and evaluating existing conditions, including socio-cultural analysis and site-specific characteristics.
3. the inclusive involvement of the role of the community in public consultations and stakeholder involvement in the preparation of RDTR is one of the critical factors in producing an acceptable spatial plan (acceptable to the broader community). For this reason, the implementation of public consultations must be effective and efficient, with

limited time but able to bring in as much input as possible from all stakeholders. His can quickly be answered by the use of information technology. Community participation in e-government is aimed at how the community can take a role or participate in implementing the digital bureaucracy. This is important to be realized and optimized because it is one of the success factors of the implementation of the digital bureaucracy itself. (Rozikin, M., Hesty, W., n.d.)

4. database standards at the concept formulation stage, especially the making of spatial structure and pattern plan maps, the Directorate General of Spatial Planning 2020 has encouraged the uniformization of the spatial plan digital map database through guidelines for compiling databases and presenting spatial plan maps which are currently regulated in the Minister of ATR / BPN No. 14 of 2021. The structural plan map and spatial pattern of spatial plans throughout Indonesia are expected to have the same data structure (attribute table/information content and geometric shapes), nomenclature and classification of derived elements, and uniform appearance/presentation. his makes it easier for the OSS system to read and process data and maps in the RDTR to confirm KKPR. <https://tataruang.atrbpn.go.id/Berita/Detail/4135>)

The challenge in e KKR's online licensing services is the provision of digital RDTRK. Meanwhile, a few districts/cities in Indonesia still compile RDTRK, especially those that have provided and implemented digital RDTRK. Data from the Ministry of Agrarian Affairs and Spatial Planning, it can be seen in Table 1 below:

**Table 1.** Development of the Number of Districts/Cities that have RTRW and RDTRK

No	Number of Districts/Cities in Indonesia	Number of districts/cities that do not yet have an RTRWK	The number of districts/cities already has RDRK	Information
1	514	8	122	Target 2000 RDTRK on Renstra Ministry ATR/BPN

*source: tataruang. atrbpn. go.id/protaru*

Digital transformation is now an essential part of providing public services. To provide good public services, of course, the organizational capacity of the Government Work Unit in implementing e-KRK Services following the digital RDTRK is indeed strengthened, namely adequate budget and human resources accompanied by the commitment of all parties to continue to encourage innovation and transformation, of course with a predetermined direction of goals and prioritization. Acceleration of the process of preparing and determining a spatial plan and city plan description (KKR) is needed in order to meet service targets in the context of providing essential permits. With the collaboration of various parties, digital transformation can be realized faster. The acceleration of the preparation and determination of spatial plans, especially RDTR, is not only a dream and hope but can make a real contribution to efforts to increase investment in Indonesia.

The implementation of e-government, especially e KKR in Indonesia, is still dominated by metro and big cities in Indonesia. In contrast, cities/districts still do not implement e-government much because the basis of digital RDTRK is still few that have been existing. (Putri et al., 2022) This can be seen in Table 2 below:

**Table 2.** District/City Governments that have Implemented E-KR

No	Districts/Cities in Indonesia	Legal Basis	Link e KRK	Information
1	Surabaya	Perwali SBY No 28 Tahun 2013 ttg Tata Cara Pelayanan Perijinan dan Non Perijinan Scr Elektronik	Surabaya Single Windows (SSW)	Service 90 Licensing/Non-Licensing
2	Jakarta	DPMPTSP DKI Jakarta no 64 Th 2021	<a href="https://jakevo.jakarta.go.id">https://jakevo.jakarta.go.id</a>	One days
3	Bandung	Perwali 1455 th 2018 ttg information system Spatial Planning Services	e-Readness	website distaru.bdg.go.id, on the site is named "Si Petruk": SOP six working days
4	Yogyakarta City	Kep. Kadis Pertanahan dan Tata Ruang Kota Yogyakarta no: 188/3488/KEP/DPTR/2019 ttg Penetapan Standar Pelayanan Publik Penyelenggaraan Pelayanan	website perzinan online.jogjakota.go.id atau jss.jogjakota.go.id	City plan Certificate (SKRK) Buildings

One of the elements in increasing public participation in e-government is the community's readiness for digital licensing services. This is actually by the government's strategy for implementing digital bureaucratic innovation. Presidential Instruction Number 3 of 2003 states that developing human resources (HR) for both government and community organizations is one of the strategies for developing digital bureaucracy (e-government).

Currently, both central and regional governments are intensively initiating and implementing the digital bureaucracy itself. (Rahman, F., & Tarigan, 2020)

Aspects of society and human resources (HR), according to Presidential Instruction No. 3 of 2003, are related to the diffusion of information technology in community activities, both individuals and organizations, as well as the extent to which information technology is socialized to the public through the educational process. According to Susanto (2011), community readiness in implementing e-government is influenced by cultural factors of information technology adoption, human resource capacity, technology infrastructure owned or reached by the community, and the business climate and income that affect public spending (per capita income). (Susanto, 2011)

They saw aspects of technology adoption and cultural factors. According to Susanto (2011), it looks at ICT's actual usage. According to current data, most Indonesian people are internet and social media users (Laoly, 2019), which automatically means they have realized ICT in their daily lives. Based on the average usage time, from the data released by We Are Social (in Kumparan, 2020), internet users in Indonesia have a reasonable internet access time of 7 hours 59 minutes per day. This exceeds the global average of only 6 hours and 43 minutes per day.

Meanwhile, when viewed based on the number of users, according to We Are Social (2020), the number of internet users in Indonesia reaches 64% of the total population of Indonesia, and there are 160 million active users of social media (Haryanto, 2019). Based on these data, from a cultural perspective, Indonesian people have been able to adapt to

information technology. Many internet and social media users can show information that the culture in the community has supported the community's readiness to access matters related to the digital bureaucracy, which are generally carried out using website media or application software. It is also explained that the data shows that most internet and social media users are only in certain circles, so it can be said that it is not evenly distributed throughout the community. For example, from the data on the internet and social media users mentioned, it turns out that the majority are dominated by young people (millennials). For other age range users, the number is minimal compared to the number of users among millennials (Association of Indonesian Internet Service Providers (APJII) in Haryanto, 2019 ). (Bachtiar et al., 2020)

The readiness of human resources in the implementation of city plan information services in each district/city in Indonesia, in general, is still not ready because, in quantity, it is still not available with the number of staff handling only one person. At the same time, in terms of quality, there is still no special training related to the technical substance of the Detailed Urban Spatial Plan (RDTRK) and Environmental Building Plan (RTBL) and the digitization of RDTRK and RTBL.

**Table 3.** Human Resources e KRK Services in Several Districts / Cities in Indonesia

No	District/City	KRK Service	Number of KRK Human Resources (Spatial Planning)	Information
1	Bandung City	Online integration with KKPR	16	Online integration with KKPR
2	Kebumen Regency	Online integration with KKPR	11	Civil Servants and Contract Staff
3	Probolinggo City	Online integration with KKPR	11	Online integration with KKPR

*Source: Jurnal and Kab/Kota respectively.*

One example of an area that has implemented e KRK is the city of Surabaya. As stated on the website [up.Surabaya.go.id](http://up.Surabaya.go.id) stated that this integrated Online Licensing Surabaya Single Window could shorten the time and check data and requirements can be done more carefully. In addition, the entire SSW licensing process uses an integrated electronic system that can be accessed online, thereby reducing the possibility of face-to-face meetings between applicants and officers in several SKPDs. There is no chance of scalpers with this SSW license because everything is done online. (<https://www.suarasurabaya.net/kelanakota/2014/SSW-Urus-Perizinan-Lebih-Cepat-dan-Transparan/>)

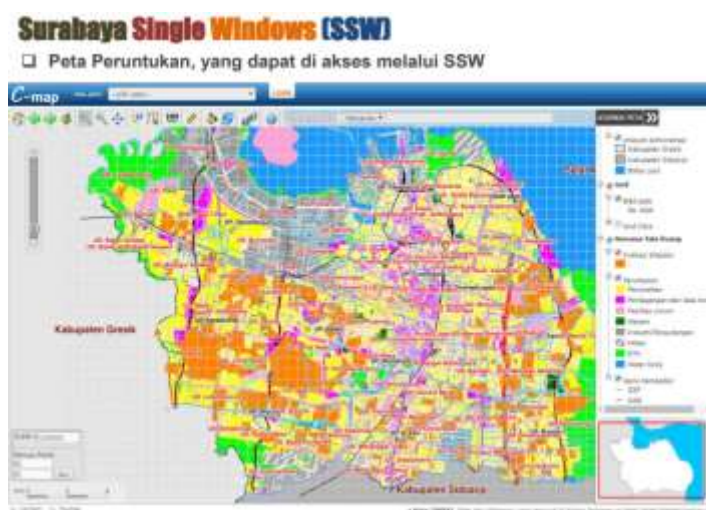
Unlike manual licensing, which takes a very long time, SSW licensing is faster and more accessible; the completion of SSW permits varies from 14 to 30 days, depending on the type of permit carried out. Some permissions that can be taken care of through SSW are :1. City Plan Certificate (SKRK); 2. Amdal Lalin, UKL-UPL;3. Nuisance Permit (HO);4. Building Permit (IMB);5. Tourism Business Registration Mark (TDUP). Licensing

services in the city of Surabaya already have applications that can be downloaded via the SSW MOBILE For Licensing @Playstore: • License - TDP (package) • , TDUP - TDP (package) • , SKRK - IMB - TDG (package) • , TDP • IUTS • TDUP • Birth certificate • Death certificate with examples for SKRK services as shown in figure 1 below:



**Figure 1.** Surabaya Single Windows (SSW) Surabaya City

City Spatial Plans packaged digitally can be seen on the Surabaya Single Windows (SSW) City of Surabaya with a map of designations. The community can check the designation of spatial arrangements that can and cannot be built in Surabaya. This can be seen in figure 2 below:



**Figure 2.** Appropriation Map on Surabaya city digital money governance plan

In licensing services, it is necessary to innovate so that SMART (specific) services are needed so that SMART (specific; measurable; Achievable; Relevant; Time-bound) can be realized. Without innovation in public policy, implementation, and governance of public organizations in public services, innovations characterized by technological support will be a challenge for the leadership of public organizations to adopt innovations in policy, implementation, and public services.(Sarni, W., & Koch, 2018)

Policy capacity is defined as competence and ability that is important in policy making and implementation. Competencies are categorized into three essential skills that support policy success: analytical, operational, and political capacities. Policy capabilities can be measured by the organization's resource capability consisting of individuals, organizations, and systems.(Wu, X., Ramesh, M., & Howlett, 2015)

Wu et al. cited the opinion of Moore (1995), which states that capacity is closely related to critical skills or competencies reserved in the development of public policy, including analytical, operational, and systematic capacities. Each of these components needs to be owned by individuals, organizations, and systems.

In the perspective of the complexity of public policy implementation, experts in public administration and public management view that the complexity in the implementation of public policies can be analyzed using a *dynamic system* perspective which means that to design a public policy implementation strategy requires the involvement of all components of public policy, including policy stakeholders who have a scientific background and capacity, professionals, and those with qualified resource capabilities (Bianchi et al., 2017; Dawson & Dargie, 2001; Osborne, 2010).(Moh. Tahir Haning, Mashuri H. Tahili, 2021)

According to Moh Taher Haning et al. 1 (2021: 12), the conceptual framework for public policy implementation strategies is:

1. *Smart Policy Design*. Smart (*careful*) policy design includes policies that are by logic (*reason*), have a theoretical and empirical basis on applicable laws and regulations (justification), and have ease of application (*feasibility*). Policy law no. 11 of 2020 concerning Job Creation, Government Regulation Number 16 of 2021 concerning Buildings, and Government Regulation No. 21 of 2021 concerning Spatial Planning.
2. *Engagement Policy Target Groups*. The policy implementation strategy involves the participation of all individuals or groups internally and externally, namely the Structural and Functional Officers of the Spatial Planning Service and the Staff involved.
3. *They are creating a conducive policy environment (Creating Conducive Policy Implementation)*. Conducive policy environment conditions have an essential role in policy implementation. Support from the internal environment from the Head of the Spatial Planning Office, staff, attitudes, and behaviors of policy actors, policy target groups, and analysis of developing issues and anticipatory techniques are prerequisites in the policy implementation process.
4. *Strengthening policy implementer capacity*. This strategy is related to the ability of organizations to participate in the activities of the Spatial Planning Service to strengthen the capacity of policy implementers (policy actors), which includes: Increasing knowledge, skills, and expertise by participating in Spatial Planning activities carried out by the Ministry of Agrarian and Spatial Planning / BPN and the Ministry of Public Works and Public Housing offline and online Webinar)

One aspect that needs to be improved in e-government is the organizational culture by organizational culture theory. According to Schein(Schein, 1988), culture is the most complex organizational element to change. Corporate culture is a basic assumption that is explored, discovered, and developed by a group of people when they overcome problems of external adaptation and internal integrity, which are proven to work well.(Schein, 1992) To Murniati's research at (2015), there is a relationship between organizational culture and the successful implementation of E-Monev. To achieve success in implementing E-Monev, it is necessary to take concrete and comprehensive steps to instill an excellent corporate culture within the SKPD so that interest and use of E-Monev increase so that SKPD can understand the importance of E-Monev. The leadership's exemplary attitude, appreciation

for the performance of the apparatus, regular meetings to discuss the achievement of activity targets and their obstacles, and the availability of adequate facilities, especially bandwidth and training, are organizational cultures that must be carried out to achieve the objectives of implementing E-Monev.(Murniati et al., 2015)

Based on the identification of internal and external factors of the Spatial Planning Office and the Investment and One-Stop Licensing Service (DPMPTSP) in improving the performance of the e KKK Service and the results of in-depth interviews with crucial implementation actors, it can be proposed that strategies will be implemented to improve performance according to the matrix *strengths*, *weaknesses*, *opportunities*, and *threats* (SWOT) through a qualitative approach according to Table 4 SWOT Strategy for Improving Services Description of Urban Plans Electronically (e KKK) Based on Digital Urban Spatial Planning as follows:(Kusumah & Suryana, 2018)

**Table 4.**SWOT Strategy for Improving Services Electronic city plan description (e KKK).

Internal Factors	STRENGTHS	WEAKNESS
	<ol style="list-style-type: none"> <li>1. There is already Law no . 11 of 2020 on Job Creation and PP 16 of 2021 concerning BG and PP 21 of 2021 concerning Spatial Planning</li> <li>2. OSS and KKPR applications available</li> </ol>	<ol style="list-style-type: none"> <li>1. The competence of Spatial Planning Human Resources is still lacking.</li> <li>2. There are still not many areas where there are digital RDTRK By laws and Map Printing Levy / Non-Tax State Revenue (PNBP)</li> </ol>
External Factors		
THREATS	ST STRATEGY	WT STRATEGY
<ol style="list-style-type: none"> <li>1. Public/Private understanding in using the KKPR application is still limited</li> <li>2. Large number of KKK applications</li> </ol>	<ol style="list-style-type: none"> <li>1. Conducting intens socialization of KKK / KKPR to the Public and improvement of Community culture in e-licensing.</li> <li>2. Increase the intensity of work to complete the KKK / KKPR application</li> </ol>	<ol style="list-style-type: none"> <li>1. Improving the competence of Spatial Planning Human Resources on KKPR Information Technology, Spatial Planning Technical and organizational culture through Workshops.</li> <li>2. Acceleration of Digital RDTRK Settlement in KKK/KKPR Issuance Services.</li> </ol>
OPPORTUNITY	SO STRATEGY	WO STRATEGY
<ol style="list-style-type: none"> <li>1. Public Demands in the Rapid Issuance of KKK/KKPR</li> <li>2. Increasingly sophisticated</li> </ol>	<ol style="list-style-type: none"> <li>1. Issuance of KKK/KKPR in accordance with SOP and laws and regulations</li> <li>2. Fixing the weaknesses of e KKK / KKPR according</li> </ol>	<ol style="list-style-type: none"> <li>1. Utilizing additional Spatial Planning Human Resources in completing KKK / KKPR</li> </ol>

Information Technology	to the latest technology.	2. Completion of the Map Printing Levy Regulation / PNPB and Perkada as well as the mplementation of e KRK / KKPR by utilizing the latest information technology.
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*Source: Analysis results, 2022.*

From Table 4, strategies using the SWOT the analysis above, strategies can be formulated as follows:

1. Conducting intensive socialization of e KRK/KKPR to the public, namely the public and private elements and improvement of Community culture in e-licensing
2. Increase the intensity of work to complete the application for e KRK / KKPR
3. We are improving the competence of Spatial Planning Human Resources on Technology Information of e KRK / KKPR, Spatial Planning Technical and organizational culture through Workshops.
4. Acceleration of The Completion of the RDTRK digital Regional Regulation and the Map Printing Levy Regulation and Regional Head Regulations on the Implementation of e KRK/KKPR by PP 21 of 2021 concerning the Implementation of Spatial Planning and PP 16 of 2021 concerning Buildings.
5. Issuance of e KRK/KKPR by SOP and laws and regulations.
6. I am fixing the weaknesses of the KRK / KKPR Application according to the latest technology.
7. We utilize Spatial Planning Human Resources (P3K) to complete KRK / KKPR.
8. Completion of the Map Printing Bylaws and implementing e KRK / KKPR by utilizing the latest information technology.

The above strategy can be prepared programs for Improving the Performance of service e KRK / KKPR according to Table 5 below:

**Table 5.** Strategies and Programs for Improving Services e KRK /KKPR

No (Priority)	Strategy	Program
1.	Strengthening the commitment of the Head of the Spatial Planning Office and DPMPTSP in improving knowledge / skills in the field of Spatial Planning	Training on information technology and technical spatial planning to coordinators and staff formally and informally
2.	Acceleration of digital RDTRK Issuance and Map Printing Levy Bylaws / BNPB and Improving the performance of Spatial Planning implementation in accordance with laws and regulations	Increasing the authority of implementers in making decisions on the issuance of digital RDTRK and Map printing levy in accordance with peer-to-invite regulatory policies
3.	Increasing Socialization and Improving the implementation of e KRK / KKPR and improvement	- Socialization of e KRK/KKPR to the public and the business world. - Familiarize the community to take care of

No (Priority)	Strategy	Program
1.	Strengthening the commitment of the Head of the Spatial Planning Office and DPMPTSP in improving knowledge / skills in the field of Spatial Planning	Training on information technology and technical spatial planning to coordinators and staff formally and informally
	of Community culture in e-licensing	permits with e-licensing via smartphones - Implementation of KISS (coordination, integration, synchronization and synergy) with DPMPTSP and Spatial Planning Forum.
4.	Improving internal communication of the Ruang Arrangement Service from the head of the Satker, Coordinator and Spatial Planning Staff and external with DPMPTSP and the Spatial Planning Forum (FPR)	Increasing the authority of the Spatial Planning Sector in the implementation of e KRK / KKPR
5.	Increasing resources (HR, budget, facilities and infrastructure as well as e-government), organizational culture gradually and improving financial performance	a. Improving the quality and quantity of technical human resources spatial planning b. Increase in Spatial Planning Budget per year c. Improved computer equipment that fits smart specifications. d. Organizational culture enhancement
6.	Summarizing coordination between coordinators and staff in peservices e KRK.KKPR.	Improvement of SOPs for the implementation of e KRK / KKPR services.
7.	Strengthening tasks and functions (Tupoksi) in the field of Spatial Planning in Improving Service Performance e KRK / KKPR	Implementation of intense coordination between spatial and external planning offices
8.	Conducting a Reference Study to the Satker of the Spatial Planning Office which implies e KRK / KKPR.	Increased socialization through dissemination of e KRK / KKPR.

*Source: analyst results, year 2022*

#### IV. Conclusion

Based on the results and discussion above, the following conclusions can be drawn:

1. E KRK / KKPR services that are still not optimal by increasing organizational capacity are increasing human resources, budgets, and information technology infrastructure.
2. Prioritas strategy in improving budget performance, namely: (1) Strengthening the commitment of the Head of the Spatial Planning Office and DPMPTSP in improving knowledge/skills in the field of Spatial Planning (2) Acceleration of digital RDTRK Issuance and Map Printing Levy Regulation / BNPB and Improvement of spatial

planning implementation performance by the implementation of Spatial Planning Legislation. (3) Increasing Socialization and Improving the implementation of e KRK /KKPR and improvement of Community culture in e-licensing (4) Improving internal communication of the Spatial Planning Office from the head of the Satker, Coordinator and Spatial Planning Staff and external affairs with DPMPTSP and Spatial Planning Forum (FPR) (5) Gradual increase in resources (HR, Budget, facilities, and infrastructure and e-government), organizational culture and improving financial performance (6) Summing up coordination between coordinators and Staff in service e KRK/KKPR. (7) Strengthening the duties and functions (Tupoksi) in the field of Spatial Planning in Improving Service Performance e KRK / KKPR (8) Conducting a Reference Study to the Task Force of the Spatial Planning Office, which implies e KRK / KKPR.

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