



FINAL REPORT

**Development of Human Capital Blueprint (HCBP) 2020 – 2024:
*A Roadmap to Become the HR Business Partner***

**Directorate of Population and Civil Registry Apparatus
Management
Directorate General of Population and Civil Registry
Ministry of Home Affairs**

AA-P166294-ASA-TF0A8945 - Advisory Services and Analytics



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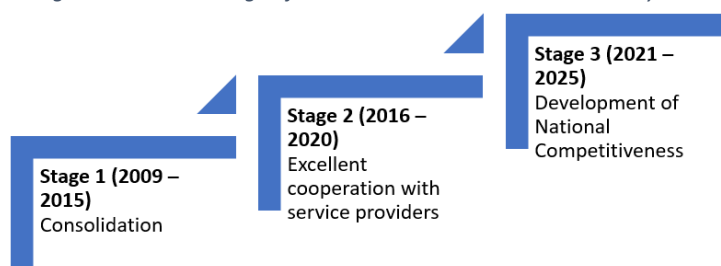


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1. Background

1. **The Government of Indonesia (GOI) understands the importance of a robust population and civil registration system as a foundation for strengthening public services in a fair and equitable manner and cater the needs of the people, in accordance with the mandate of Law number 24 year 2013 regarding Amendment of Law number 23 year 2006 regarding Civil Administration (Law 24/2013).** The Directorate General of Population and Civil Registry (DUKCAPIL) of the Ministry of Home Affairs (MOHA) as the unit with the accountability to manage the population and civil registration has made a significant progress in recent years, through initiatives such as implementation of Civil Administration Information System (SIK) in 2006, the issuance of 16-digit National Identification Number (NIK), and the introduction of the Electronic Identity Card (e-KTP) with embedded individual biometric data in 2011. These initiatives have been carried out as part of the DUKCAPIL's Civil Administration Roadmap (see figure 1) to develop a strong basis for developing Indonesia's civil administration ecosystem in the future.

Figure 1 – Grand Design of the DUKCAPIL Civil Administration System



Source: DUKCAPIL (2018)

2. **As part of the implementation of the Stage 2 of the Roadmap, DUKCAPIL has been implementing 14 programs since 2016 (see Table 1).** One of the key initiatives is "DUKCAPIL Go-Digital" program, which includes the implementation of digital signatures for all population and civil registry documents. In 2020 DUKCAPIL placed automated machines for printing e-KTP and other documents in public spaces called ADM (*Anjungan DUKCAPIL Mandiri*) in public spaces and developed a national platform for online processing of documents, such as birth certificates. Using this platform, customers can apply documents using a website and print their documents at home. These initiatives are implemented to promote: (1) faster production of e-KTP and other population and civil registry documents to achieve the population and civil administration targets set by the Government; (2) higher level of satisfaction among citizens as the key stakeholders of population and civil administration



service delivery; and (3) higher level of trust and organization image of DUKCAPIL among the stakeholders as the result of DUKCAPIL’s improved services.

3. **Due to the importance of population and civil registration as the foundation of government planning and strategy, the Government aim to achieve 100% of citizen to possess the relevant civil administration documents**, such as National Identification Number (NIK), Birth Certificate, Marriage Certificate, Divorce Certificate, and Death Certificate (including the cause of death), as stated in the National Medium-Term Development Plan (RPJMN) 2020-2024.
4. **To meet its performance targets, DUKCAPIL needs to acquire and maintain human resources with the right skills and the right mindsets, especially for jobs or functions related to their key mandate of providing population and civil registration service delivery to the public.** In the context of DUKCAPIL, these people are the ones working in the Regional DUKCAPIL Offices (DINAS DUKCAPIL) in provinces, regencies, and cities across Indonesia. It is essential that the employees and officials of DINAS DUKCAPIL have the right technical competencies to perform the population and civil registration services to the public and have the right mindset to provide such services in a timely, accurate, professional, and accountable manner.

Table 1 – Programs of DUKCAPIL until 2020

No.	Program	No.	Program
1.	Integrated “one-package” civil registry services, update relevant documents based on one request (include e-KTP, Family Certificate, Death Certificate, Marriage Certificate, Birth Certificate, and Child Identity Card/KIA)	8.	Change of data due to change of domicile with copy of e-KTP, with no reference from <i>RT</i> , <i>RW</i> , and <i>Kelurahan</i>
2.	Issuance of e-KTP based on copy of Family Certificate, without the need to inform neighborhood and sub-district officials (e.g., <i>RT</i> , <i>RW</i> , and <i>Kelurahan</i>)	9.	Presentation of population data down to village level using Geographical Information System (GIS)
3.	Ability to record and issue e-KTP outside of region of domicile if no data changes required	10.	Face Recognition based e-KTP photo for law enforcement purposes
4.	Expedite the issuance of Birth Certificate with the Letter of Absolute Responsibility Statement (SPTJM)	11.	“DUKCAPIL Going Digital”, electronic signatures for all civil administration documents
5.	Development of ecosystem where civil administration data and documents will be used for all relevant needs	12.	Establishment of DUKCAPIL Diploma-4 Program in collaboration with the University of Sebelas Maret – Solo, Central Java to develop professional DUKCAPIL human capital
6.	Implementation of Online Birth Certificate	13.	Provide convenience in services for first-time voters in tribe of Baduy, region of Papua, correction facilities, and people with illness
7.	Utilization and access of civil administration data for all relevant needs	14.	Issuance of identity for all age groups through e-KTP and KIA

Source: DUKCAPIL (2018)

5. **The directorate within DUKCAPIL that is responsible for managing the Human Capital and Organization (HCO) aspects of DINAS DUKCAPIL is the Directorate of Population and Civil**



Registry Apparatus Management (BAKPS). Given the essential nature of the optimal performance of DINAS DUKCAPIL, it is also essential that the staff and officials of BAKPS have the right technical competencies to perform their jobs in effective and efficient way per ministry’s decree and to have the right mindset to become the “Human Resources Business Partner” for DINAS DUKCAPIL to ensure that DINAS DUKCAPIL can generate and maintain the adequate level of performance to serve the citizens.

6. **BAKPS has a strategic role to ensure HR policies and their implementation, particularly appointment & termination, career development, performance management, and learning & development of civil servants in DINAS DUKCAPIL offices are in accordance with criteria and standard set forth.** Across Indonesia, BAKPS oversees more than 7,700 public servants working in 548 DINAS DUKCAPIL offices across 34 provinces, 416 Districts, and 98 Cities; providing services to a total of 70.8 million households (see Table 2). This shows how the crucial role of BAKPS in: (1) managing and overseeing the overall performance of DINAS DUKCAPIL; and (2) equipping its staff to be able to perform their duties effectively.

Table 2 – Demography of DINAS DUKCAPIL

No	BAKPS Sub-Directorate	Number of DINAS DUKCAPIL Offices			Total
		Province Level	District Level	City Level	
1	Area 1: Sumatera	10	120	34	164
2	Area 2: Java	6	85	34	125
3	Area 3: Kalimantan	5	47	9	61
4	Area 4: Sulawesi and Gorontalo	6	70	11	87
5	Area 5: Maluku, North Maluku, Papua, West Papua, West Nusa Tenggara, East Nusa Tenggara and Bali	7	94	10	111

Source: BAKPS (2019)

7. **Given the critical role that BAKPS has in managing the HCO aspects of DINAS DUKCAPIL,** the TA Team was assigned to assist BAKPS in developing a Human Capital Blueprint (HCBP) to provide guidance to BAKPS in improving its HCO aspects, which in turn will improve BAKPS’ services to DINAS DUKCAPIL and other key stakeholders.

2. Objective

8. **Understanding the important role of BAKPS as a directorate under DUKCAPIL in achieving the objectives and targets set forth, BAKPS needs to have a solid and reliable human resource strategy to manage the HCO aspects of DINAS offices in effective and efficient way.** The objective of the Blueprint is to provide BAKPS with such a vision and strategy, objectives, and initiatives as well as road map to improve BAKPS’ capacities and capabilities in the area of human capital and organization to perform its core duties and functions effectively and efficiently for the next four year. This, in turn will improve BAKPS’ services to its key stakeholders: DINAS DUKCAPIL and internal staff. The World Bank through its technical assistance provided its technical support to the Directorate of Population and Civil Registry Apparatus Management (BAKPS) to assist in developing BAKPS’ HCBP.



3. Purpose of Reporting

9. **The purpose of this report is to document the design and development of Human Capital Blueprint for BAKPS for the period of 2020 – 2024**, which includes the strategic contexts of HCBP development; expectations of stakeholders; vision and mission for Human Capital Management; strategic objectives, critical success factors, strategic initiatives, strategy map, implementation plan, and key performance indicators and targets.

4. Framework & Activities

4.1 Framework of Human Capital Blueprint (HCBP) Development

10. **The development of HCBP for BAKPS has referred to good practices** (Figure 2), which consists of the following steps:
 - a. Understand the context and landscape of population and civil registration in Indonesia and roles and responsibilities of BAKPS as a subset of DUKCAPIL;
 - b. Review of BAKPS’ current Human Capital Management (HCM) practices to identify strategic HCM issues; and perform strategic discussions with BAKPS’ key internal and external stakeholders to obtain their expectations related to BAKPS’ roles and responsibilities;
 - c. Develop BAKPS’ Human Capital vision, mission, and values in alignment with MOHA and DUKCAPIL’s organization vision and strategy;
 - d. Develop the HCBP based on the developed vision, mission, and values with clear strategic objectives, critical success factors, strategic initiatives, implementation plan, and performance indicators & targets with consideration to the organization’s budget; and
 - e. Manage the implementation of HCBP through adequate program management practices.

Figure 2 – Steps for Development of HC Blueprint



Source: WB Analysis (2019)



4.2 Work Method

11. A series of reviews, discussions, and workshops were conducted to develop the Blueprint.

Below are activities performed up to April 2020:

Table 3 – Activities Performed up to April 2020

No	Activities	Details of Performed Activities
1.	Determine Position	<ul style="list-style-type: none"> • Conducted desk review and literature analysis on 1) relevant regulations and policies; and 2) the progress, issues and challenges, development and way forward of population administration and civil registry in Indonesia under which DUKCAPIL of MOHA has performed the duties and responsibilities; • Obtained insights on BAKPS’ strategic HCM issues and employees’ expectations, through discussions with representatives of employees and Echelon II & III officials of BAKPS; • Conducted site visits to Jakarta, Aceh, East Kalimantan, North Sulawesi, and Papua to perform Focused Group Discussions (FGDs) with employees of DINAS DUKCAPIL in those regions to obtain insights on HCM issues and employees’ expectations on BAKPS’ roles; • Performed discussions with other key stakeholders (e.g., MOHA Learning Center) to obtain insights on HCM issues related to BAKPS and stakeholders’ expectations on BAKPS’ roles; and • Presented the findings to high rank officials and middle management of DUKCAPIL and BAKPS and gained inputs and feedbacks from them.
2.	Develop strategy	<ul style="list-style-type: none"> • Studied the national strategy as stated in the National Medium-Term Development Plan (RPJMN) 2020-2024; • Studied the vision, mission, and values of MOHA and DUKCAPIL; • Studied the designated roles & responsibilities and employee demographics of BAKPS; • Developed and proposed the outline of HCBP; • Developed and proposed the Human Capital Management vision & mission and the values of BAKPS and obtained reviews and confirmations from BAKPS; and • Developed and proposed the Strategy Maps for HCBP of BAKPS and obtained reviews and confirmations from BAKPS;



No	Activities	Details of Performed Activities
3.	Build Blueprint	<ul style="list-style-type: none"> • Developed the draft of HCBP based on the agreed vision, mission, and values with solid Strategy Maps: clear strategic objectives, critical success factors, strategic initiatives, implementation plan, and performance indicators & targets; and • Performed discussions and mini-workshops with key officials and staff of BAKPS to review and finalize the draft of HCBP for BAKPS
4.	Manage Performance	<ul style="list-style-type: none"> • Provided recommendations and proposal of action plans on how to implement and maintain the sustainability of HCBP implementation through reliable and realistic program management practices and performance management; and • Performed discussions with key officials and employees of BAKPS to finalize the recommendations.



5. Strategic Insights

5.1 Strategic Contexts

12. **The following are the strategic contexts within the national, DUKCAPIL, and BAKPS levels that have been used as consideration factors in the development of BAKPS Human Capital Blueprint:**

5.1.1 National Medium-Term Development Plan 2020-2024

13. **The National Medium-Term Development Plan (RPJMN) 2020-2024 which has been formally established through Presidential Regulation number 18 Year 2020 regarding the RPJMN 2020-2024 stated the strategic plan for population and civil registration as part of President's Main Directive on Human Capital Development (see figure 3), as follow:**

- 1) **Expediting the coverage of population and civil registration, through:**
 - a. **Expanding the coverage of services on population and civil registration to all Indonesians within and outside the country, through:** (1) Expansion of services to village and sub-district levels, and to all representative offices overseas; (2) Improve the speed and convenience of population and civil registration services; (3) Development of cross-sector and IT-based population and civil registration system; and (4) Connectivity of systems from various government agencies.
 - b. **Improvement of awareness and proactivity of Indonesians to voluntarily report on important population and civil registration events, through:** (1) Involvement of various government sectors and community elements to actively perform the dissemination and advocacy; and (2) Development of the right incentive system to encourage Indonesians within and outside the country to report on population and civil registration events.
 - c. **Expediting the issuance of population and civil registration documents for special groups.**
- 2) **Integration of population and civil registration systems, through:**
 - a. **Improvement of availability and quality of vital statistics in terms of accuracy, completeness, and timeliness for national development planning and implementation purposes, through:** (1) provision of accurate vital statistics from cross-sector data; and (2) Optimal utilization of vital statistics for development and public services.
 - b. **Strengthening the coordination, collaboration, and synchronicity of various government agencies, provincial government, city/regency government, and the stakeholders of population and civil registration services and vital statistics development, through:** (1) development of policy and procedure framework on a comprehensive, synchronized, cross-sector population and civil registries; and (2) Implementation of a synchronized governance for population and civil registration system between central and sub-national governments.

14. **In terms of target, RPJMN 2020-2024 stated that by 2024, 100% of citizens will have possessed the relevant population and civil registration documents, such as National**



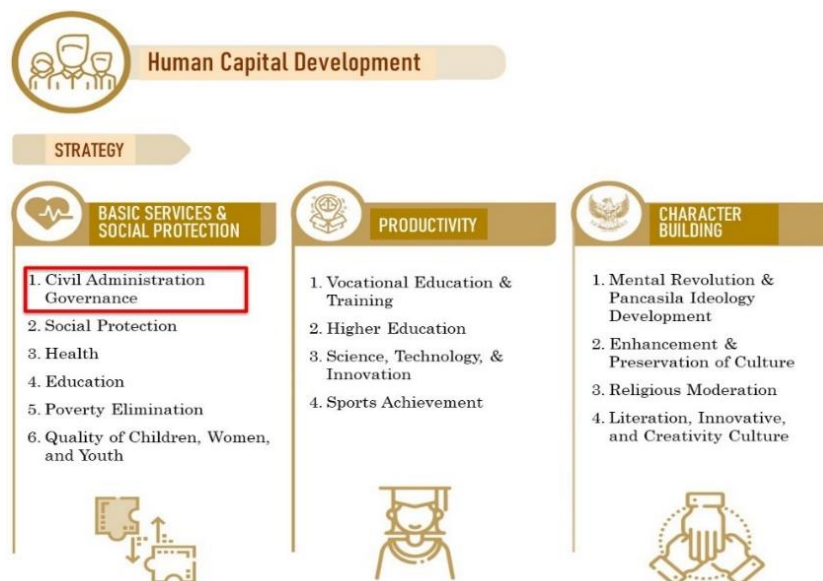
Identification Number (NIK), Birth Certificate, Marriage Certificate, Divorce Certificate, and Death Certificate (including the cause of death).

15. The RPJMN 2020-2024 also stated the policy and strategic direction on Bureaucracy Reform and Governance, under the theme of Strengthening the stability of politics, law, defense, and security; and transformation of public services (see figure 4), as follow:

- 1) Strengthening of Civil Apparatus (ASN) management through implementation of national ASN talent management, improvement of ASN merit system, simplification of echelons, and management of functional positions;
- 2) Management of organization and business process through organization design and implementation of integrated electronic-based procurement system;
- 3) Reform of performance accountability system through extension of integrity system implementation, strengthening the organization performance accountability and bureaucracy reform management, and reform of planning and budgeting systems; and
- 4) Transformation of public service through electronic-based public service, strengthening the public monitoring on public service performance, strengthening the innovation ecosystem, and improvement of synergized services.

16. Based on the review of RPJMN 2020-2024, it is indicated that expansion of coverage, quality, and synchronicity of population and civil registration services has become a strategic agenda that wants to be achieved by the GOI by 2024 and must be supported by the key stakeholders, such as the MOHA and SNGs. The GOI also re-emphasizes its commitment to implement the bureaucracy reform and governance through improvement of state civil apparatus' professionalism, integrity, and performance. In the context of MOHA, DUKCAPIL, and BAKPS; this translates into expectations of optimal HCM, especially for employees and officials of various DINAS DUKCAPIL units that provide population and civil registration services to many Indonesians on daily basis.

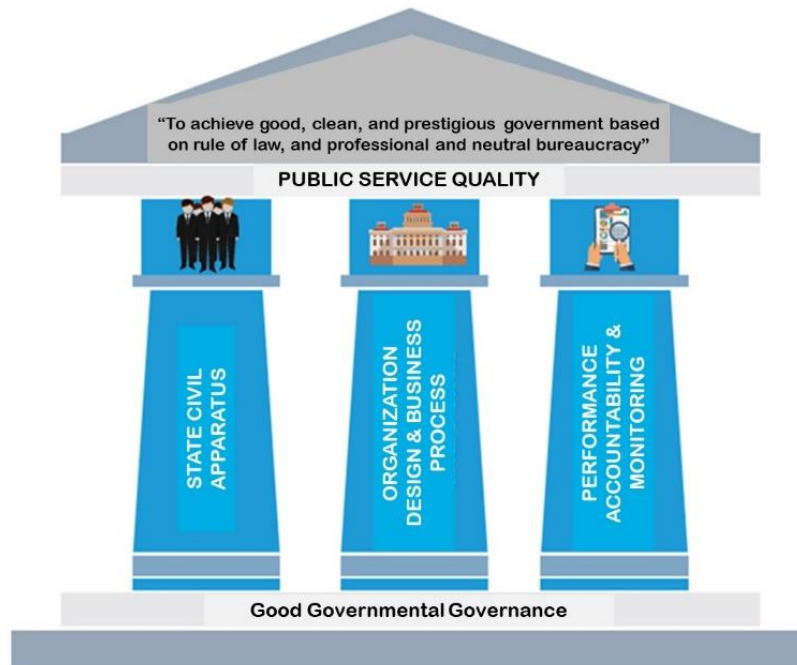
Figure 3 – Strategic Directives on Human Capital Development



Source: RPJMN 2020-2024 (2020)



Figure 4 – Strategic Directives on Bureaucracy Reform & Governance



Source: RPJMN 2020-2024 (2020)

5.1.2 MOHA and DUKCAPIL’s Vision, Mission, Values, and Strategic Plan

5.1.2.1 Vision and Mission

17. **Vision is a desired state that wants to be achieved by an organization in the future. Mission is the ways to achieve the desired state.** Based on the publicly available information, the vision and mission of the Ministry of Home Affairs are:

Vision:

“The Ministry of Home Affairs has the capability to become the “Axis” of domestic governmental and political activities, improve public services, uphold democracy, and keeper of nation’s integration”

Mission:

“To achieve the vision through:

- 1. Strengthening the ideology and nationalism insights through implementation of Pancasila, 1945 Constitution, diversity, unity, democratization, nation’s character, and stability of the country;*
- 2. Achieving effectiveness in overall governmental activities through harmonization of central-sub-national relations, create peace and public order, and improve utilization of civil administration;*



3. *Achieving effectiveness in implementation of decentralization and regional autonomy through capacity improvement in governmental activities supported by accountable and people-first budget and financial management;*
4. *Facilitating the achievement of equity and harmony in inter-regional development through development of outskirts, villages, and borders; and*
5. *Achieving the good, clean, and effective governmental governance, supported by competent and monitored state civil apparatus to strengthen public services.”*

18. **It is the fact that MOHA’s statement of vision and mission are still based on the interpretation of RPJMN 2015-2019 and other relevant prevailing government policies.** Review on the alignment between RPJMN 2020-2024 and MOHA’s current vision and mission reveals that the strategic statements in the two documents in terms of the intent to improve civil administration utilization, public services, competency, integrity, and state civil apparatus performance are still relevant.

5.1.2.2 Values

19. **Organizational Values is a set of basic principles that are embraced by and shape the behavior of people in an organization.** MOHA has established its organizational values through the enactment of Ministerial Regulation number 78 Year 2018 regarding the Development of Work Culture in the Ministry of Home Affairs (Regulation 78/2018). It consists of six values and the correspondent key behaviors (see Table 4).

Table 4 – MOHA’s Organizational Values Based on Regulation 78/2018

MOHA Values	Key Behaviors
Professional	<ul style="list-style-type: none"> • Perform role and function with required job competency standard; • Committed to improve performance and achieve targets; and • Improve knowledge and skills relevant to the job.
Discipline	<ul style="list-style-type: none"> • Comply to all prevailing laws and regulations; • Consistently use systems and procedures; and • Use work facilities efficiently.
Synergy	<ul style="list-style-type: none"> • Build productive collaborations; • Avoid sectoral ego; • Develop the best solutions to problems; and • Perform coordination with relevant stakeholders.
Integrity	<ul style="list-style-type: none"> • Renounce corruption, collusion, nepotism, bribery, and gratification; • Uphold the State Civil Apparatus’ code of ethics; and • Uphold self and organizational reputation.
Innovative	<ul style="list-style-type: none"> • Continuously improve in performing role and functions; • Fast to adapt to changes which impacts role and functions; • Be open-minded to new and constructive ideas; • Dare to breakthrough in solving problems; and • Utilize information technology.



MOHA Values	Key Behaviors
Service	<ul style="list-style-type: none"> • Be proactive and fast in providing services; • Perform services in professional and courteous manner; and • Be accountable for the services provided.

20. **DUKCAPIL has also established its organizational values deriving from MOHA’s values mentioned above.** No evidence has been found on the formal enactment of these values, but based on publicly available information, DUKCAPIL’s values was particularly known as “BISA” (or Can Do in English), consisting of four values: *Berkarya* (Being Productive), *Inovatif & Inisiatif* (Being Innovative & Taking Initiative), *Sabar namun tetap Semangat* (Be Patient yet Enthusiastic), and *Adaptif & Amanah* (Being Adaptive & Accountable).

5.1.2.3 Strategic Plan

21. **Regarding the strategic plan of MOHA, by the time this report is written, it is still not yet finalized and ready to be shared.** However, based on the publicly available information, there are indications that MOHA is developing its new strategic plan, by combining the five Main Directives of RPJMN 2020-2024 with MOHA’s strategic directives (see Figure 5).

22. DUKCAPIL has developed its 2020-2024 Work Plan (*Rencana Kerja*) which consists of performance indicators, targets, and initiatives to be performed within the period. The Work Plan also outlines the indicators, targets, and initiatives for each Directorate under DUKCAPIL, including BAKPS. The Work Plan will be used as one of major considerations in developing BAKPS HCBP’s Strategic Objectives and Strategic Initiatives (see Annex 4).

Figure 5 – MOHA Strategic Directives



Source: MOHA Website (2019)



5.1.3 BAKPS' Roles and Responsibilities

23. **The roles and responsibilities of BAKPS is based on the MOHA Regulation Number 8 Year 2018 concerning the Second Amendment of MOHA Regulation number 43 Year 2015 concerning Organization and Workflow of MOHA.** According to the regulation, BAKPS has five main tasks: (1) Management of Apparatus; (2) Facilitation of activity program development; (3) Facilitation of Financial Management and Reporting; (4) Organizational Strengthening; and (5) Management of assets of DUKCAPIL in sub-national Governments.

Table 5 – BAKPS' Roles and Responsibilities Based on Regulation 8/2018

Roles	Sub-Roles
<ul style="list-style-type: none"> Management of Apparatus 	<ul style="list-style-type: none"> Appointment and Termination Competency Standards Performance Evaluation Rotations, and Development
<ul style="list-style-type: none"> Facilitation of Activity Program Development 	
<ul style="list-style-type: none"> Facilitation of Financial Management & Reporting 	
<ul style="list-style-type: none"> Organizational Strengthening 	
<ul style="list-style-type: none"> Management of DUKCAPIL's Assets in Regions 	

24. **A study on relevant regulations and discussions with employees and officials of BAKPS suggest that BAKPS' focus is still mainly on the role of Apparatus Management, namely: (1) Appointment and termination; (2) Competency standards; (3) Performance evaluation (see Annex 3); (4) Rotation; and (5) Development.** The other four roles (e.g., Program Development, Financial Management & Reporting, Organization strengthening; and Asset Management) are newly added roles as the consequence of the introduction of Ministerial Decree No. 8/2018, which appeared not to have been effectively performed by the institution. To expedite BAKPS' performance in assuming the new roles, MOHA has issued the Ministerial Decision number 470.05 Year 2019 regarding the Formation of Team for Expediting the Implementation of Program and Activities in BAKPS (Minister Decision No. 470.05/2019). However, the performance of the new four roles is considered not yet optimal, due to the perceived limited capabilities among BAKPS' staff to perform the new roles.

25. **It is recommended that BAKPS assumes the role as the Human Resources Business Partner (HRBP) that provides strategic advisory role in the areas of Apparatus Management and other areas as mandated by prevailing laws and regulations.** HRBP is an HR work unit or an experienced professional who actively integrates the organizational strategy with sound Human Resources Management (HRM) practices. The HRBP model was introduced in the early 1990s but started to gain attention when Dave Ulrich (1997) through his book 'Human Resource Champions' proposed a set of new roles for HR. These were strategic roles, in which HR would work together with the leadership and management to create business value. Next to be an administrative expert and a champion for employees, HR should also be a change agent and a strategic partner. The HRBP role fits best with what Ulrich called the Strategic Partner.



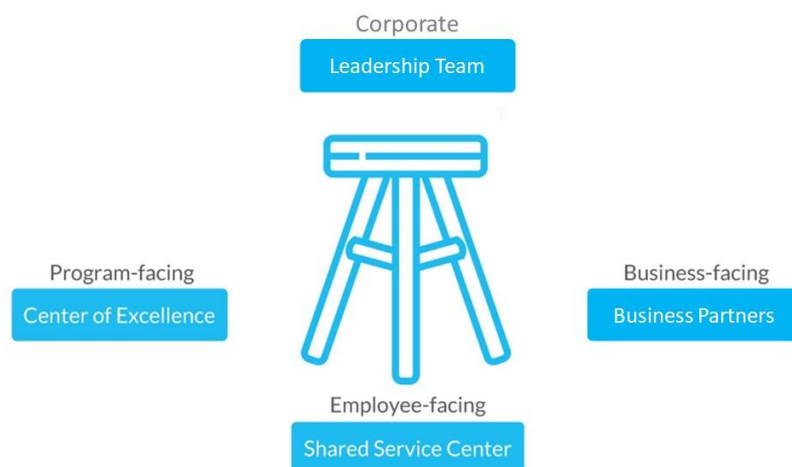
Figure 6 – Dave Ulrich’s Roles of HR



Source: AIHR (2020)

26. **The goal of an HRBP is to make HR contribute to organizational strategy.** This includes the design of HR strategies that align with the business; contributing to the organization’s values, mission, and planning; having a seat at top management table; and participating in strategic planning. Effective HR would have three roles: 1) specialized Center of Excellence (COE), with specific HR expertise like performance management, compensation and benefits, and more; 2) Shared Service Center (SSC), which is the customer-facing part of HR; and 3) business-facing embedded HR, which includes the HRBP role. This model is referred to as the three-legged stool. Effective implementation of Ulrich’s approach to HR roles would drive efficiency, standardization, and strategic HR impact. Its enormous popularity led to the rapid introduction of the HRBP role in many organizations.

Figure 7 – Three-Legged Stool Model of HR Roles



Source: AIHR (2020)



27. **There are several competencies required to perform the HRBP role:** (1) Deep understanding of HR processes and activities; (2) Able to connect organizational challenges to HR activities; (3) Able to read dashboards and analyze data; (4) A good understanding of the business and business priorities; (5) Excellent stakeholder management; (6) Excellent communication and presentation skills; (7) Effective at dealing with resistance; and (8) Able to operate on a tactical and strategic level.
28. **To assume the role of HRBP, at minimum BAKPS should revisit, review, and improve its current core duties and functions (TUPOKSI).** Also, all competencies which are required to perform the role effectively, should be reflected in the job descriptions of all level of employees within BAKPS. To ensure that all staff, managers, and leaders are well equipped with the required competencies to operationalize the role effectively, a systematic capacity building program needs to be well planned, designed and delivered.

5.1.4 BAKPS' Demographics

29. **BAKPS, as of April 2020, has 56 employees which are assigned into six work units (see Annex 2 for details).** 27% and 46% of the total employees hold Structural and Functional Positions respectively, while the rests of the total employees are hired under contractual scheme (non-ASN, with three, six- or twelve-months work contract that could be extended based on performance). BAKPS could maintain the existing number of employees while improving its performance through various initiatives, such as:
- 1) Improvement on the capability of employees and implement performance driven HCM practices to increase the productivity of each individual employee;
 - 2) Increase the utilization of a Human Resources Information System (HRIS) and other relevant information systems as enablers to improve effectiveness and efficiency in managing tasks and people in BAKPS and DINAS DUKCAPIL; and
 - 3) Improvement of HCM practices, especially remuneration and performance incentive aspects, for employees under contractual scheme (Non-ASN) to enhance their motivation and increase their loyalty towards the organization.

Table 6 – Employee Demographic of BAKPS as of April 2020

NO.	WORK UNIT	NUMBER OF EMPLOYEES										TOTAL
		Echelon II		Echelon III		Echelon IV		General Functional Position		Non-State Civil Apparatus		
		M	F	M	F	M	F	M	F	M	F	
1	Sub-Department Administration	-	1	-	-	-	1	1	2	2	2	9
2	Sub-Directorate Region I	-	-	1	-	1	1	2	2	-	3	10
3	Sub-Directorate Region II	-	-	-	-	2	-	1	3	1	-	7
4	Sub-Directorate Region III	-	-	-	1	-	2	1	4	1	1	10
5	Sub-Directorate Region IV	-	-	1	-	-	2	1	3	2	1	10
6	Sub-Directorate Region V	-	-	-	-	1	1	3	3	-	2	10
TOTAL		-	1	2	1	4	7	9	17	6	9	56

Source: BAKPS (2020)

Table 7 – Age Demographic of BAKPS' Employees



NO.	WORK UNIT	AGE RANGE (Years)								TOTAL
		20 – 30		31 – 40		41 – 50		51 – 60		
		M	F	M	F	M	F	M	F	
1	Sub-Department Administration	2	3		1	-	-	1	2	9
2	Sub-Directorate Region I	4	-	1	-	1	1	1	2	10
3	Sub-Directorate Region II	1	-		-	1	-	2	3	7
4	Sub-Directorate Region III	1	1	-	2	-	3	1	2	10
5	Sub-Directorate Region IV	2	1	-	-	1	1	1	4	10
6	Sub-Directorate Region V	1	1	3	3	-	1		1	10
TOTAL		11	6	4	6	3	6	6	14	56

Source: BAKPS (2020)

30. Analysis performed indicated that almost 36% of BAKPS’ employees will enter the retirement age within the next 5-10 years. On the other hand, 30% of the total employees are in the age range of 20-30, which suggests that BAKPS has a relatively adequate number of potential talents to be developed. However, 88% of the total employees in the age range of 20-30 are hired under contractual scheme. These conditions represent significant risks for BAKPS in terms of career management, successions of senior and top leaders, and learning & knowledge management. BAKPS can rectify the situation through several strategic initiatives, such as:

- 1) Conversion of selected high performing employees in the age range of 20-30 through in-passing mechanism to become contractual term government employees (P3K) and place them in the Functional Positions, and/or applying for PNS positions if available;
- 2) Improvement of HCM policies and practices for employees under contractual scheme to enhance their motivation and increase their loyalty;
- 3) Development of new career path options and career management policies & mechanisms for BAKPS and DUKCAPIL;
- 4) Establishment of succession planning mechanisms for BAKPS and DUKCAPIL; and
- 5) Establishment of learning & knowledge management policies and mechanisms, especially for capturing the tacit knowledge from the senior employees who are about to enter retirement.

5.1.5 BAKPS’ Human Capital and Organizational Challenges

31. Based on various discussions with BAKPS, several DINAS DUKCAPIL offices across Indonesia, and other key stakeholders; and study of available information, there are several challenges in HCO aspects that BAKPS and DINAS DUKCAPIL are currently facing, such as:

- 1) **Organization Design:** BAKPS and DINAS DUKCAPIL have limited authority in developing and strengthening their organization structures, roles, and responsibilities. In this matter, BAKPS has dependency on the works and authority of the Secretariat General (SG) of MOHA and the Secretariat of DUKCAPIL, while DINAS DUKCAPIL has dependency on the Organization and Governance Bureau of their respective Sub-National Governments (SNGs). Also, BAKPS does not have full authority to adequately perform and maintain Human Capital Management practices in DINAS DUKCAPIL due to the **semi-vertical nature** of DINAS DUKCAPIL. Semi-vertical refers to an organization design



in which DINAS DUKCAPIL were formally established, staffed, funded, and have the ultimate accountability to their respective SNG; while also fulfilling a portion of accountability to DUKCAPIL based on the prevailing laws and regulations. Hence, DINAS DUKCAPIL are the extension of DUKCAPIL's presence and services in regions, but they are not "entirely owned" by DUKCAPIL in terms of organization aspect. Furthermore, BAKPS and DINAS DUKCAPIL also have concerns on the GOI's plan to delay the Echelon III and IV levels, which may have a significant impact on the organization design of all government agencies and units, including BAKPS and DINAS DUKCAPIL.

- 2) **Manpower Planning:** BAKPS and DINAS DUKCAPIL have the ability to propose their manpower needs. BAKPS submits the proposals to the Secretariat of Directorate General (SDG) of DUKCAPIL, while DINAS DUKCAPIL submitted them to SNG's Personnel Agency (BKD). SDG of DUKCAPIL and BKD then work with various stakeholders to fulfill the manpower needs, which frequently result in situation where the supplied manpower tends to be "generalist" in terms of qualifications. In addition, BAKPS and DINAS DUKCAPIL do not have the adequate authority to ensure that they will be provided with the required manpower. This condition has resulted in less than optimal fulfilment of BAKPS and DINAS DUKCAPIL's manpower requirements in terms of both quantity and competency aspects.
- 3) **Recruitment and Placement:** BAKPS and DINAS DUKCAPIL have the ability to propose the number and qualifications of employees that they require. However, they do not have the adequate authority to ensure that the key stakeholders will recruit and place the employees according to their requirements. In this matter, BAKPS and DINAS DUKCAPIL again rely on the works and authority of key stakeholders, such as the SG of MOHA and on SNG's BKD. In terms of the recruitment of fresh graduate Civil Servant (ASN) employees, BAKPS and DINAS DUKCAPIL depend entirely on the results of Central Government and SNG's annual recruitment programs, which are considered unfavorable in terms timing (e.g., the recruitment process was performed only once a year, taken months to complete, and was frequently postponed) and results (e.g., allocated fresh graduates were short in numbers and less than optimal in qualifications). BAKPS has been managing DUKCAPIL's initiative in developing future employees of DINAS DUKCAPIL through the establishment of a Diploma-4 Program in collaboration with the University of Sebelas Maret (UNS) in Central Java. However, the program is not designed as a pre-service school which means that the graduates of the program will not automatically become ASN when they graduated¹. Furthermore, like other institutions, BAKPS has the authority to recruit employees using contractual schemes. However, recruiting contractual employees which have adequate competencies is considered difficult due to constraints in budget for remuneration.

¹ DUKCAPIL has been in discussions with the Ministry of Administrative and Bureaucracy Reform (MENPAN-RB) to give a special treatment to the graduates to become a civil servant that will be placed in the less developed areas in Indonesia



- 4) **Learning and Development (L&D):** Activities related to L&D for BAKPS' employees are mostly managed by MOHA's Learning Center (BPSDM) and BAKPS' informal learning initiatives. For employees of DINAS DUKCAPIL, L&D activities are mostly managed by Regional BPSDM. BAKPS also managed the L&D activities for DINAS DUKCAPIL in terms of providing disseminations of newly/updated DUKCAPIL-related technical knowledge, skills, and policies. MOHA's BPSDM also has a role in managing L&D activities for DINAS DUKCAPIL, given they are MOHA's semi-vertical units. However, BPSDM's role is considered not yet effective, due to lack of collaboration between BPSDM and BAKPS in designing L&D activities for DINAS DUKCAPIL. Employees of BAKPS and DINAS DUKCAPIL considered L&D activities as very limited in terms of identification of learning needs and implementation of classroom training or e-learning sessions, especially in preparing employees for the challenges of the future (e.g., digital technology, Industrial Revolution 4.0). One indication of this is that many of BAKPS employees did not receive any training in the last 2-3 years. Discussions with leaders regarding learning aspirations exist, but no tangible follow-up.
- 5) **Performance Management:** BAKPS and DINAS DUKCAPIL use the ASN Performance Management System (PMS) governed by prevailing regulations, such as Government Regulation Number 30 Year 2019 regarding Performance Appraisal of ASN, MOHA Ministerial Decree Number 100-1077 Year 2017 regarding Technical Guidance on Performance Appraisal of Officials in Provincial and District/City Level Units Handling Population Administration, and MOHA Ministerial Decree Number 100-1882 Year 2018 regarding Technical Guidance on Performance Appraisal of the Secretary of Provincial and District/City Level DINAS DUKCAPIL. The PMS involves performance planning activity at the beginning of the year, mid-year performance monitoring, and performance appraisal at the end of the year. The performance management system consists of two aspects: (1) Work Result, which relates to the achievement of the Key Performance Indicators (KPI) and targets; and (2) Work Attitude, which relates to employees' compliance to the work ethics and behavioral standards. Regarding Work Result aspect, it is indicated that DUKCAPIL's organizational KPIs were not properly cascaded to all positions within the

BOX 1: LEARNING & DEVELOPMENT COLLABORATION

BAKPS has been struggling with the cascading of new DUKCAPIL-related technical knowledge, policies, and skills to DINAS DUKCAPIL. Indonesia's geographical condition presents challenges in terms of budget, time, and resources to perform disseminations sessions or classroom training. Hence, e-learning is considered as the future learning platform for DINAS DUKCAPIL.

BAKPS is the owner of the knowledge and skills needed by DINAS DUKCAPIL, but does not have the capability and infrastructure in developing the e-learning curriculum, material, and IT resources. On the other hand, MOHA's Learning Center (BPSDM) has all the resources and infrastructure needed to build the e-learning programs, but BAKPS never utilizes BPSDM expertise to achieve its goals in developing the competencies of the people of DINAS DUKCAPIL.

As part of the Technical Assistance, the Bank's team is working with BAKPS and BPSDM to develop a productive collaboration in effectively managing the competency development of the people of DINAS DUKCAPIL.



organization structure, including to positions within BAKPS. The developed KPIs for BAKPS' employees tend to be process-oriented (e.g., percentage of absenteeism, number of completed items in a year) while DUKCAPIL's organizational KPIs were result and quality-oriented (e.g., coverage of e-KTP, average lead-time on issuance of Birth Certificate). This condition has created the disconnection between employees' performance and DUKCAPIL's organizational performance. In terms of Work Attitude aspect, performance appraisals were performed using a few criteria that were easily subjected to leaders' discretions. This condition created the notion of limited transparency and fairness within the performance management system. Regarding performance monitoring, BAKPS performed periodical meetings to review the performance of the unit and developed action plans to ensure the achievement of the targets. On the other hand, there were very limited practices of performance dialogue, monitoring and coaching for individual employees. BAKPS has the responsibility to manage the performance of DINAS DUKCAPIL in achieving DUKCAPIL's targets set by the GOI. However, BAKPS only focused on the administrative side of the performance management, through activities such as the collection of agreed performance targets and results of performance appraisal of every DINAS DUKCAPIL unit. BAKPS can represent DUKCAPIL as the HR Business Partner to assist DINAS DUKCAPIL units in developing, maintaining, and improving their performance through monitoring and coaching activities; however, in practice they do not have such adequate capacity and capability to do it. In addition, due to the semi-vertical nature of DINAS DUKCAPIL units, BAKPS has very limited authority to represent DUKCAPIL in providing adequate recognition to selected DINAS DUKCAPIL units which shown optimal performance.

- 6) **Remuneration:** Employees of BAKPS and DINAS DUKCAPIL conveyed their expectations on the need to improve the performance-based reward practices, especially for the employees of DINAS DUKCAPIL performing the core and front-line activities to achieve DUKCAPIL's targets set forth by the GOI. Employees of DINAS DUKCAPIL also conveyed their expectations on improvement of remuneration structures to be equal (or better) compared to other agencies within the Sub-National Government and compared to the same offices in other Regions. On the other hand, the employees are very much aware that this issue heavily depends on their SNG's budget capability and the Ministry of Finance (MOF)'s decision. Furthermore, employees of BAKPS and DINAS DUKCAPIL also suggested that a harmonization of remuneration structures between ASN and Non-ASN (contractual) employees need to be carried out. This initiative should be performed to improve the capability of BAKPS and DINAS DUKCAPIL in retaining Non-ASN employees that in practice have better performance and technical competencies when performing their jobs.



- 7) **Career Management:** Practices of career management in BAKPS and DINAS DUKCAPIL are governed by MOHA and the respective SNG through a mechanism called Appointment and Grade Deliberation Committee (BAPERJAKAT). The Committee has the accountability to decide the career movements of all employees based on several criteria such as education, current echelon level, current employee grade, history of disciplinary actions, past performance, current competency level, and tour of duty in a unit, based on the prevailing ASN laws and regulations. For Functional Positions,

BOX 2: CHALLENGES IN PLACEMENT OF ASN IN DINAS DUKCAPIL

To appoint ASN in DINAS DUKCAPIL, especially for the Head and Secretary positions, SNGs are required to propose three candidates to MOHA through BAKPS for review. The competency criteria for candidates are governed in the MOHA Ministerial Decree number 76 Year 2015 regarding the Appointment and Performance Management of DINAS DUKCAPIL ASN Officials. If approved, then MOHA will formally appoint the selected candidate through Appointment Decree.

In many cases, candidates from SNGs do not meet the criteria, which lead to DUKCAPIL's rejection of the candidates and vacancy of the position for months due to the lengthy bureaucratic process to find other candidates and resubmit the proposal.

employee grade and level increment are earned through credit point accumulation. Further analysis indicated that MOHA and SNGs do not have policies and procedures which specifically govern the career path options and career planning for employees. This condition could hamper the career aspirations and career planning conversation practices, due to limited information of career management that can be discussed between Leaders/Coaches with the employees. In addition, due to the semi-vertical nature of DINAS DUKCAPIL, BAKPS has been experiencing challenges in enforcing the career exposure requirements for the positions of the Head and the Secretary of DINAS DUKCAPIL since many regions frequently submit candidates with very limited experiences to be qualified in these

positions. Employees of BAKPS and DINAS DUKCAPIL also perceive that career management is an “off-limits” subject and considered a discretionary policy of leaders in MOHA or SNG. Furthermore, the employees also have perceptions that: (1) career path options and how to pursue them are not clear; (2) transparency in timing of announcement of employee transfers or promotions is limited, and; (3) length of tour of duty is not consistent. Finally, the GOI's plan to delayer Echelon III and IV levels also raised questions and concerns among employees of BAKPS and DUKCAPIL on the impact of such plan to their career progressions as ASN. At the same time, employees of BAKPS and DINAS DUKCAPIL also have concerns regarding the career management of employees with contractual schemes. Many of the them have been working for many years in BAKPS and DINAS DUKCAPIL, performing core activities (e.g., front-liners, database administrators), and possessed adequate level of technical and non-technical competencies; however, uncertainty in their career development may trigger them to resign and look for better career opportunities, and will create a big loss of critical competencies for BAKPS and DINAS DUKCAPIL.



5.2 Expectations of Stakeholders

32. **Stakeholders are individuals, groups, and/or units inside and outside the organization that have stakes in BAKPS’ performance and services.** Primary stakeholders are those who use BAKPS’ services regularly or have stakes at BAKPS’ sustainable performance. Secondary stakeholders are those who use BAKPS’ services on ad-hoc basis.
33. **Various primary and secondary stakeholders of BAKPS have been identified and insights on BAKPS’ strategic HCM issues and stakeholders’ expectations were obtained through various activities,** such as discussions with representatives of employees and Echelon II & III officials of BAKPS, site visits to the province of DKI Jakarta, Aceh, East Kalimantan, North Sulawesi, and Papua to perform Focused Group Discussions (FGDs) with employees of DINAS DUKCAPIL (see Annex 1 for the Demography of DINAS DUKCAPIL) in those regions, and discussions with other selected key stakeholders (e.g. MOHA Learning Center in Jakarta). The insights from the key stakeholders are used as main considerations in the development of the Human Capital Blueprint for BAKPS (see Table 8).

Table 8 – Identified Expectations of BAKPS’ Stakeholders

Roles		Stakeholders		Expectations
Main	Sub-Roles	Primary	Secondary	
Apparatus Management	Appointment & Termination	<ul style="list-style-type: none"> Secretariat of Directorate General (SDG) of DUKCAPIL Secretariat General (SG) of MOHA Relevant Educational Institutions 	<ul style="list-style-type: none"> Sub-national Government (Pemda) DINAS DUKCAPIL Regional Personnel Agency (BKD) 	<ul style="list-style-type: none"> Fulfilment of BAKPS and DINAS DUKCAPIL’s manpower needs, especially for critical positions, according to needs with adequate competencies Faster and more transparent recruitment process Optimal utilization of employees under P3K scheme
	Competency Standard	<ul style="list-style-type: none"> SDG of DUKCAPIL SG of MOHA 	<ul style="list-style-type: none"> DINAS DUKCAPIL MOHA’s Learning Center (BPSDM) BKD 	<ul style="list-style-type: none"> Employees acquire competencies that support completion of tasks and achievement of performance targets
	Performance Evaluation	<ul style="list-style-type: none"> SDG of DUKCAPIL SG of MOHA 	<ul style="list-style-type: none"> DINAS DUKCAPIL BKD 	<ul style="list-style-type: none"> KPIs are developed for substantial aspects and focused on results and quality Fair and transparent performance evaluation Adequate competency standard for employees under P3K scheme Adequate incentives to drive the achievement of performance targets
	Transfers	<ul style="list-style-type: none"> SDG of DUKCAPIL SG of MOHA 	<ul style="list-style-type: none"> Pemda DINAS DUKCAPIL BKD 	<ul style="list-style-type: none"> Clarity of career in BAKPS and DINAS DUKCAPIL Clarity of scheme and impact of Echelon III and IV delayering for BAKPS and DINAS DUKCAPIL



Roles		Stakeholders		Expectations
Main	Sub-Roles	Primary	Secondary	
				<ul style="list-style-type: none"> Clarity on talent management and succession planning
	Development	<ul style="list-style-type: none"> Other Directorates within DUKCAPIL BPSDM SDG of DUKCAPIL SG of MOHA 	<ul style="list-style-type: none"> DINAS DUKCAPIL BPSDM Pemda BKD 	<ul style="list-style-type: none"> Consistency of competency development practices using various methods and technology Improvement on technical training management by MOHA/DUKCAPIL Training provided by BPSDM to be more relevant against roles and responsibilities Development of monitoring practices on compliance and corruption
Facilitation of Activity Program Development		<ul style="list-style-type: none"> SG of MOHA SDG of DUKCAPIL Other Directorates within DUKCAPIL 	<ul style="list-style-type: none"> DINAS DUKCAPIL Bureau of Planning and Finance in Pemda 	<ul style="list-style-type: none"> Development of BAKPS employees' capability on development of activity program Assistance on the design and implementation of activity program for DINAS DUKCAPIL
Facilitation of Financial Management and Reporting		<ul style="list-style-type: none"> SG of MOHA SDG of DUKCAPIL 	<ul style="list-style-type: none"> DINAS DUKCAPIL Bureau of Planning and Finance in Pemda 	<ul style="list-style-type: none"> Development of BAKPS employees' capability on financial management and reporting Assistance on financial budgeting and reporting process for DINAS DUKCAPIL
Organization Strengthening		<ul style="list-style-type: none"> SG of MOHA SDG of DUKCAPIL 	<ul style="list-style-type: none"> DINAS DUKCAPIL Bureau of Organization in Pemda BKD 	<ul style="list-style-type: none"> Development of BAKPS employees' capability on organization strengthening Organization strengthening for BAKPS Uniformity of DINAS DUKCAPIL's organization design Post-Echelon III and IV delayering organization design for BAKPS and DINAS DUKCAPIL, including the transition process
Management of DUKCAPIL's Asset in Regions		<ul style="list-style-type: none"> SG of MOHA SDG of DUKCAPIL 	<ul style="list-style-type: none"> DINAS DUKCAPIL Bureau of Asset Management in Pemda 	<ul style="list-style-type: none"> Development of BAKPS employees' capability on asset management Accuracy of status of state's assets under DUKCAPIL's custody in sub-national level

Source: WB Analysis (2019)



6. Human Capital Blueprint of BAKPS

6.1 Vision, Mission, and Values

6.1.1 Vision and Mission

34. **The proposed Vision and Mission statement for Human Capital Management (HCM) for BAKPS** based on the best understanding of the vision and mission of MOHA and DUKCAPIL, and insights from the stakeholders are as follow:

Vision:

“To become the apparatus management supporting organization that has integrity, is competent, and demonstrates optimal performance; to support the service excellence and inclusive public services in population administration and civil registry”

Mission:

“To realize the vision of population and civil registry apparatus development, through:

1. *Development of the quality of human capital to achieve the state of BAKPS’ human capital that is “BISA” (Being Productive, Being Innovative & Taking Initiative, Be Patient yet Enthusiastic, and Being Adaptive & Accountable); and*
2. *Development of BAKPS’ human capital in the areas of apparatus development, program management, financial management, organizational strengthening, and asset management; to achieve optimal performance and stakeholders’ satisfaction”*

35. **Keywords to elaborate the Vision** are as follow:

Table 9 – Keywords in Proposed HCM Vision for BAKPS

Keyword	Description
Population and Civil Registration Apparatus Development Organization	Based on BAKPS’ main role and function as the manager of population and civil registration administration apparatus as mandated in MOHA decree No. 8/2018
Integrity	Comply to all prevailing and relevant laws and regulations; uphold the ASN’s Code of Ethics; and renounce corruption, collusion, and nepotism
Professional	Consistently perform the designated roles and provide optimal services to all stakeholders
Competent	Possess and able to utilize competencies to perform roles and provide services
Optimal Performance	Consistently achieve or exceed the performance targets/standards
Excellence in Service	Consistently deliver services according to standards and free of charge
Inclusive	Provide services to all population and citizen from all aspects of life

Source: WB Analysis (2019)



6.1.2 Values

36. **Given the fact that either MOHA or DUKCAPIL has its own Values, BAKPS can integrate and embrace both values as they share similar key behaviors (see Table 10).**

Table 10 – Key Behaviors Shared by MOHA and DUKCAPIL’s Values

MOHA’s Values	Key Behavior	DUKCAPIL’s Values
Professional	<ul style="list-style-type: none"> Perform roles and functions with required job competency standards; Committed to improve performance and achieve targets; and Improve knowledge and skills relevant to the job. 	Being Productive
Discipline	<ul style="list-style-type: none"> Comply to all prevailing laws and regulations; Consistently use systems and procedures; and Use work facilities efficiently. 	
Synergy	<ul style="list-style-type: none"> Build productive collaborations; Avoid sectoral ego; Develop the best solutions to problems; and Perform coordination with relevant stakeholders. 	
Integrity	<ul style="list-style-type: none"> Renounce corruption, collusion, nepotism, bribery, and gratification; Uphold the State Civil Apparatus’ code of ethics; and Uphold self and organizational reputation. 	Being Innovative & Taking Initiative
Innovative	<ul style="list-style-type: none"> Continuously improve in performing role and function; Fast to adapt to changes which have impact on role and function; Be open-minded to new and constructive ideas; Dare to breakthrough in solving problems; and Utilize information technology. 	Being Adaptive & Accountable
Service	<ul style="list-style-type: none"> Be proactive and fast in providing services; Perform services in professional and courteous manner; and Be accountable for the provided services. 	Be Patient yet Enthusiastic

Source: WB Analysis (2019)

6.2 Strategic Objectives & Critical Success Factors

6.2.1 Strategic Objectives

37. **Strategic Objectives (SOs) are developed to support the achievement of BAKPS’ Vision and Mission through implementation of a series of value-added activities to achieve a set of strategic outcomes.** SOs were formed based on BAKPS’ core roles & functions, DUKCAPIL’s 2020-2024 Work Plan, and the identified expectations of BAKPS’ key stakeholders (see Table 11).

38. **The overarching objective of the development of the SOs is to develop the competency of BAKPS’ employees to enable them to assume the role of HR Business Partners,** especially on: (1) understanding of HRM processes and activities, (2) the ability to connect DUKCAPIL’s objectives to HRM activities for DINAS DUKCAPIL, (3) the ability to analyze data and use relevant information systems, (4) stakeholder management, and (5) communication skills. The



SOs were also considering the directives of the Director of BAKPS who wanted to focus the HCBP more inward to enhance BAKPS’ organizational and people capability.

Table 11 – Proposed Strategic Objectives for BAKPS’ HCBP

Role		Stakeholders’ Expectations	Strategic Objectives
Main	Sub-Role		
Apparatus Management	Appointment & Termination	<ul style="list-style-type: none"> • Fulfilment of BAKPS and DINAS DUKCAPIL’s manpower needs, especially for critical positions, according to the needs, with adequate competencies • Faster and more transparent recruitment process • Optimal utilization of employees under P3K scheme 	Improvement of effectiveness and efficiency of manpower fulfilment for BAKPS and DINAS DUKCAPIL
	Competency Standard	<ul style="list-style-type: none"> • Employees acquire competencies that support completion of tasks and achievement of performance targets 	Enhancement of competencies of BAKPS and DINAS DUKCAPIL’s employees
	Performance Evaluation	<ul style="list-style-type: none"> • KPIs are developed for substantial aspects and focused on results and quality • Fair and transparent performance evaluation • Adequate competency standard for employees under P3K scheme • Adequate incentives to drive the achievement of performance targets 	Improvement of fairness and transparency of performance management and recognition for BAKPS and DINAS DUKCAPIL’s employees
	Transfers	<ul style="list-style-type: none"> • Clarity of career in BAKPS and DINAS DUKCAPIL • Clarity of impact of Echelon III and IV delayering for BAKPS and DINAS DUKCAPIL • Clarity on talent management and succession planning 	Enhancement of consistency and transparency of career and talent management practices for BAKPS dan DINAS DUKCAPIL’s employees
	Development	<ul style="list-style-type: none"> • Consistency of competency development practices using various methods and technology • Improvement on management of technical training by MOHA/DUKCAPIL • Training from BPSDM which is more relevant with roles and responsibilities • Development of monitoring practices on compliance and corruption 	<ul style="list-style-type: none"> • Improvement of consistency and relevance of competency-based employee development practices for BAKPS and DINAS DUKCAPIL’s employees • Improvement of compliance level among BAKPS and DINAS DUKCAPIL’s employees
Facilitation of Activity Program Development		<ul style="list-style-type: none"> • Development of BAKPS employees’ capability on development of activity program • Assistance on the design and implementation of activity program for DINAS DUKCAPIL 	Enhancement of effectiveness and impact of program implementation to stakeholders
Facilitation of Financial Management and Reporting		<ul style="list-style-type: none"> • Development of BAKPS employees’ capability on financial management and reporting 	Improvement on compliance to financial budgeting, management, and reporting



Role		Stakeholders' Expectations	Strategic Objectives
Main	Sub-Role		
		<ul style="list-style-type: none"> Assistance on financial budgeting and reporting process for DINAS DUKCAPIL 	processes as governed by prevailing regulations
	Organization Strengthening	<ul style="list-style-type: none"> Development of BAKPS employees' capability on organization strengthening Organization strengthening for BAKPS Uniformity of DINAS DUKCAPIL's organization design Post-Echelon III and IV delayering organization design for BAKPS and DINAS DUKCAPIL, including the transition process 	Enhanced effectiveness of BAKPS and DINAS DUKCAPIL's organization design
	Management of DUKCAPIL's Asset in Regions	<ul style="list-style-type: none"> Development of BAKPS employees' capability on asset management Accuracy of status of state's assets under DUKCAPIL's custody in sub-national level 	Improvement of current status of state's assets under DUKCAPIL's custody in sub-national level

Source: WB Analysis (2019)

6.2.2 Critical Success Factors

39. **Critical Success Factors (CSFs) are the main factors or elements that need to be established or performed to ensure the achievement of Strategic Objectives (SOs).** Identification of CSFs also helps organizations sharpen the SOs and provide insights on the development of suitable Strategic Initiatives (SIs). The proposed CSFs are as follow:

Table 12 – Proposed Critical Success Factors for BAKPS' HCBP

Role		Strategic Objectives	Critical Success Factors
Main	Sub-Role		
Apparatus Management	Appointment & Termination	Improvement of effectiveness and efficiency of manpower fulfilment for BAKPS and DINAS DUKCAPIL	Consistent, effective, and enforced implementation of recruitment, appointment, and termination procedures
	Competency Standard	Enhancement of competencies of BAKPS and DINAS DUKCAPIL's employees	Implementation of competency model and standard for all position in BAKPS and DINAS DUKCAPIL
	Performance Evaluation	Improvement of fairness and transparency of performance management and recognition for BAKPS and DINAS DUKCAPIL's employees	Consistent implementation of performance management policies and procedures
	Transfers	Enhancement of consistency and transparency of career and talent management practices for BAKPS dan DINAS DUKCAPIL's employees	Consistent application of career and talent management policies and procedures
	Development	Improvement of consistency and relevance of competency-based employee development practices for BAKPS and DINAS DUKCAPIL's employees	Consistent Implementation of curriculums, plans, and methods of employee development to all employees



Role		Strategic Objectives	Critical Success Factors
Main	Sub-Role		
		Improvement of compliance level among BAKPS and DINAS DUKCAPIL's employees	Availability of a consistent compliance monitoring practices
Facilitation of Activity Program Development		Enhancement of effectiveness and impact of program implementation to stakeholders	Consistent application of policies and procedures related to program management according to the prevailing regulations
Facilitation of Financial Management and Reporting		Improvement of compliance to financial budgeting, management, and reporting processes as governed by prevailing regulations	Implementation of financial management policies and procedures consistently based on the prevailing regulations
Organization Strengthening		Enhanced effectiveness of BAKPS and DINAS DUKCAPIL's organization design	Readiness of options of organization design for BAKPS and DINAS DUKCAPIL
Management of DUKCAPIL's Asset in Regions		Improvement of current status of state's assets under DUKCAPIL's custody in sub-national level	Implementation of policies, procedures and information system for asset management in DUKCAPIL

Source: WB Analysis (2019)

6.3 Strategic Initiatives

40. **Strategic Initiatives (SIs) are value-added activities that are developed and implemented to support the achievement of each of organization's Strategic Objectives (SOs).** The selection of the SI are based on considerations of several factors, like internal capacity and capability of BAKPS to implement and measure/track down the progress of such initiatives, ability to produce intended outcomes/impacts and whether within a full control of the BAKPS. Further, the characteristics of SI are:
- 1) Have an element of action for improvements and have implementation timeline (start and end). Daily routine activities cannot be used as an SI;
 - 2) Involve the use of various resources, such as people, budget, and tools; and
 - 3) After the implementation, tangible or measurable outcomes are expected
41. **The SIs are designed to operationalize the development of the competency of BAKPS' employees to enable them to assume the role of HR Business Partners.** It is acknowledged that some of the proposed SIs are beyond BAKPS' control given the fact that the authority to approve the proposal lies on other key stakeholders, such as the SDG of DUKCAPIL, SG of MOHA, BKD of SNGs, and BPSDM of MOHA and SNGs.
42. Based on the developed Strategic Objectives, the following are the proposed Strategic Initiatives for BAKPS' HCBP (see Table 13). Further details of mapping between SO, SI, and BAKPS' performance indicator can be found in Annex 4 of this report.



Table 13 – Proposed Strategic Initiatives for BAKPS’ HCBP

Strategic Objectives	Critical Success Factors	Strategic Initiatives
<ul style="list-style-type: none"> Improvement of effectiveness and efficiency of manpower fulfilment for BAKPS and DINAS DUKCAPIL 	<ul style="list-style-type: none"> Consistent, effective, and enforced implementation of recruitment, appointment, and cessation procedures 	<ul style="list-style-type: none"> Improvement of policies and procedures of recruitment for BAKPS and DINAS DUKCAPIL with sources from Educational institutions and P3K scheme* Improvement of Apparatus Management Information System related to recruitment, appointment, and cessation of employees and officials of DINAS DUKCAPIL
<ul style="list-style-type: none"> Enhancement of competencies of BAKPS’s employees to assume the role of HRBP and DINAS DUKCAPIL’s employees 	<ul style="list-style-type: none"> Implementation of competency model and standard for each position in BAKPS to assume the role of HRBP and in DINAS DUKCAPIL 	<ul style="list-style-type: none"> Development and implementation of Technical, Managerial, and Socio-Cultural competency standards for employees of BAKPS to assume the role of HRBP and of DINAS DUKCAPIL Improvement of Apparatus Management Information System related to employee competency standards for employees of DINAS DUKCAPIL
<ul style="list-style-type: none"> Improvement of fairness and transparency of performance management and recognition for BAKPS and DINAS DUKCAPIL’s employees 	<ul style="list-style-type: none"> Consistent implementation of performance management policies and procedures 	<ul style="list-style-type: none"> Improvement of BAKPS’ and DINAS DUKCAPIL’s Key Performance Indicators (KPIs) Improvement of policies and procedures of performance management and recognition for employees of BAKPS* Improvement of Apparatus Management Information System related to performance management for employees of DINAS DUKCAPIL using government’s Special Allocated Funds (DAK) mechanisms
<ul style="list-style-type: none"> Enhancement of consistency and transparency of career and talent management practices for BAKPS dan DINAS DUKCAPIL’s employees 	<ul style="list-style-type: none"> Consistent application of career and talent management policies and procedures 	<ul style="list-style-type: none"> Improvement of career management and career paths for BAKPS* Establishment of Functional Positions in BAKPS and DINAS DUKCAPIL, in lieu of the delayering of Echelon III and IV positions* Improvement of policies and procedures of talent management and succession planning for BAKPS* Improvement of Apparatus Management Information System related to career and talent for BAKPS and for DINAS DUKCAPIL
<ul style="list-style-type: none"> Improvement of consistency and relevance of competency-based employee development practices for BAKPS and DINAS DUKCAPIL’s employees 	<ul style="list-style-type: none"> Implementation of curriculums, plans, and methods for employee development consistently to all employees 	<ul style="list-style-type: none"> Development of curriculum and contents of competency-based training for BAKPS in collaboration with BPSDM to support HRBP Development of e-learning programs for employees of BAKPS, DINAS DUKCAPIL, overseas representatives, and related stakeholders



Strategic Objectives	Critical Success Factors	Strategic Initiatives
<ul style="list-style-type: none"> Improvement of compliance level among BAKPS and DINAS DUKCAPIL's employees 	<ul style="list-style-type: none"> Existence of a consistent compliance monitoring practices 	<ul style="list-style-type: none"> Enhancement of existing structure and procedures for internal monitoring in DUKCAPIL and DINAS DUKCAPIL * Improvement of Apparatus Management Information System related to employee development of DINAS DUKCAPIL
<ul style="list-style-type: none"> Enhancement of effectiveness and impact of program implementation to stakeholders 	<ul style="list-style-type: none"> Consistent application of policies and procedures related to program management according to the prevailing regulations 	<ul style="list-style-type: none"> Enhancement of BAKPS and DINAS DUKCAPIL employees' capability in the design, implementation, and reporting of activity program Enhancement of MOHA's Program Management Information System to manage the activity programs of DINAS DUKCAPIL*
<ul style="list-style-type: none"> Improvement on compliance to financial budgeting, management, and reporting processes as governed by prevailing regulations 	<ul style="list-style-type: none"> Implementation of policies and procedures on financial management consistently, based on the prevailing regulations 	<ul style="list-style-type: none"> Enhancement of BAKPS employees' capability in data analytics, financial budgeting and reporting Enhancement of MOHA's Financial Management Information System to manage financial budgeting and reporting of DINAS DUKCAPIL *
<ul style="list-style-type: none"> Enhanced effectiveness of BAKPS and DINAS DUKCAPIL's organization design 	<ul style="list-style-type: none"> Readiness of options of organization design for BAKPS and DINAS DUKCAPIL 	<ul style="list-style-type: none"> Option development for BAKPS and DINAS DUKCAPIL's post-delaying of Echelon III and IV organization design, including the transition process to HRBP's role Development of BAKPS employees' capability in the implementation of new organization design which supports the HRBP role and change management to support the transition Enhancement of Apparatus Management Information System related to implementation of new role as HRBP and new organization design in DINAS DUKCAPIL
<ul style="list-style-type: none"> Improvement of current status of state's assets under DUKCAPIL's custody in regions 	<ul style="list-style-type: none"> Implementation of policies, procedures, and information system for asset management in DUKCAPIL 	<ul style="list-style-type: none"> Development of policies and procedures of regional asset management for DUKCAPIL and DINAS DUKCAPIL * Improvement of BAKPS employees' capability in managing DUKCAPIL's assets in regions Enhancement of MOHA's Asset Management Information System to record and manage DUKCAPIL's assets in regions

*: BAKPS does not have full control and influence on the results of these initiatives

Source: WB Analysis (2019)



6.4 Strategy Map & Implementation Plan

6.4.1 Strategy Map

43. **A Strategy Map for BAKPS' Human Capital Blueprint (HCBP) is developed to provide a holistic view of the Blueprint, using the Balanced Scorecard (BSC) system.** BSC was originally developed by Dr. Robert Kaplan of Harvard University and Dr. David Norton as a framework for measuring organizational performance using a more “Balanced” set of performance measures. BSC added non-financial strategic measures in order to better focus on long-term success. The system has evolved over the years and is now considered a fully integrated strategic management system.

44. **BSC is a strategic planning and management system that organizations use to: (1) Communicate what they are trying to accomplish; (2) Align the day-to-day work that everyone is doing with strategy; (3) Prioritize projects, products, and services, and (4) Measure and monitor progress towards strategic targets (Balanced Scorecard Institute, 1998).** The system connects the dots between big picture strategy elements such as mission (our purpose), vision (what we aspire for), core values (what we believe in), strategic focus areas (themes, results and/or goals) and the more operational elements such as objectives (continuous improvement activities), measures (or key performance indicators, or KPIs, which track strategic performance), targets (our desired level of performance), and initiatives (activities/programs that help you reach your targets).

45. **BSC suggests that we view the organization from four perspectives**, and to develop objectives, measures (KPIs), targets, and initiatives relative to each of these points of view:

- **Financial:** often renamed **Resources** or other more appropriate names in the public sector, this perspective views financial performance in profit organizations or the use of financial resources in public/government institutions;
- **Customer/Stakeholder:** this perspective views organizational performance from the point of view the customer or key stakeholders that the organization is designed to serve;
- **Internal Process:** views organizational performance through the lenses of the quality and efficiency of key business processes to deliver services or products; and
- **Organizational Capacity (originally called Learning and Growth):** views organizational performance through the lenses of human capital, infrastructure, technology, culture and other capacities that are key to drive internal business processes to achieve organizational performance.

Figure 8 – BSC Perspectives



Source: Palladium (2006)

46. **One of the most powerful elements in the BSC methodology is the use of strategy mapping to visualize and communicate how value is created by the organization.** A strategy map is a simple graphic that shows a logical, cause-and-effect relations between strategic objectives.



The Resources perspective (the bottom row), combined with improving performance of objectives found in the Organizational Capacity perspective (the next row up), enables the organization to improve its Internal Process perspective (two rows up), which, in turn, enables the organization to create desirable outcomes or impacts in the Customer/Stakeholder perspective (the top row). These four perspectives are the building block of a strategy map.

47. **Based on the findings and analysis which have been discussed and presented in the previous sections and paragraphs, the proposed Strategy Maps for BAKPS’ HCBP is developed (Figure 7).** In terms of the structure or building block, the proposed Vision and Mission of BAKPS’ human capital management is on the top, while the developed Strategic Objectives (SOs) take the Stakeholder Perspective, and the developed Strategic Initiatives (SIs) take Internal Process, Organizational Capacity, and Resources perspective.

Figure 9 – Proposed Strategy Map for BAKPS’ HCBP

VISION	
To become the apparatus management supporting organization that 1) has integrity, 2) is competent, and 3) demonstrates optimal performance to deliver excellent and inclusive public services in civil registry and population administration	
MISSION	
To realize the vision of civil registry and population administration apparatus development, through:	
<ol style="list-style-type: none"> 1. Development of the quality of human capital to achieve the state of BAKPS’ human capital that is “BISA” (Being Productive, Being Innovative & Taking Initiative, Being Patient yet Enthusiastic, and Being Adaptive & Accountable); and 2. Development of BAKPS’ human capital in the areas of apparatus development, program management, financial management, organization strengthening, and asset management; to achieve optimum performance and stakeholders’ satisfaction 	
STAKEHOLDERS	<ol style="list-style-type: none"> 1. Improved recruitment, competency standard, performance management and recognition, career and talent management, employee development, and compliance monitoring practices of employees of BAKPS and DINAS DUKCAPIL 2. Enhanced effectiveness and impact of program implementation; compliance to financial budgeting, management, and reporting process; effectiveness of organization design; and accuracy of status of DUKCAPIL’s assets in regions
INTERNAL PROCESSES	<p>1. HC Planning & Recruitment</p> <p>A.1. Improvement of policies and procedures of recruitment for BAKPS and DINAS DUKCAPIL with sources from Educational institutions and P3K scheme</p> <p>2. Competency Development</p> <p>A.2. Development and implementation of Technical, Managerial, and Socio-Cultural competency standards for employees of BAKPS to assume the role of HRBP and of DINAS DUKCAPIL</p> <p>A.3. Development of curriculum and contents of competency-based training for BAKPS to assume the role of HRBP</p> <p>A.4. Development of e-learning program for employees of BAKPS, DINAS DUKCAPIL, overseas representatives, and related stakeholders</p> <p>3. Management of Performance</p> <p>A.5. Improvement of BAKPS’ and DINAS DUKCAPIL’s Key Performance Indicators (KPIs)</p> <p>A.6. improvement of policies and procedures of performance management and recognition for employees of BAKPS</p> <p>4. Career & Talent Management</p> <p>A.7. Enhancement of career management and career paths for BAKPS</p> <p>A.8. Development of policies and procedures of talent management and succession planning for BAKPS</p> <p>5. Organization Design</p> <p>A.9. Establishment of Functional Positions in BAKPS and DINAS DUKCAPIL, in lieu of the delayering of Echelon III and IV positions</p> <p>A.10. Option development for BAKPS and DINAS DUKCAPIL’s post-delayering of Echelon III and IV organization design, including the transition process to HRBP</p>



ORGANIZATIONAL CAPACITY	L.1. Development of BAKPS employees' capability in apparatus management, program management, data analytics, financial management & reporting, asset management, organization strengthening and change management
RESOURCES	R.1. Enhancement of Apparatus Management Information System and utilization of MOHA's program management, financial management, and asset management information system for BAKPS and DINAS DUKCAPIL R.2. Enhancement of structure and procedures of internal monitoring for DUKCAPIL R.3. Effectiveness and efficiency of BAKPS' budget management Organizational Values of DUKCAPIL and the Ministry of Home Affairs

Source: WB Analysis (2019)

48. **Within the Government of Indonesia, a number of Ministries and Agencies have implemented BSC as an effective performance management tool.** As an effort to enhance good governance and improve trust towards the institution, in 2008 Ministry of Finance (MOF) started to adopt BSC as a strategic management tool to translate strategy into operation, set institutional targets and measure performance. Afterwards, other Ministries and Agencies such as the Supreme Audit Board (BPK), Coordinating Ministry for Economic Affairs, Ministry of Foreign Affairs and Ministry of Maritime and Fishery followed suit and adopted BSC.

6.4.2 Implementation Plan

49. **To translate the Strategy Map into action, the Implementation Plan is outlined for the period of 2020 – 2024.** The implementation plan is divided into four development stages with the following sequences: (1) Competency, Organization, and Budget Foundation (2020-2021); (2) Performance and Development (2022); (3) Recruitment and Career (2023); and (4) Information Systems (2024).

Figure 10 – Proposed Implementation Plan for BAKPS' HCBP



No.	Inisiatif Strategis	2020	2021	2022	2023	2024
A1	Usulan perbaikan kebijakan dan prosedur rekrutmen yang bersumber dari institusi pendidikan dan dari skema P3K untuk Bintur				■	
A2	Pembentukan dan implementasi standar kompetensi Teknis, Manajerial dan Sosial-Kultural untuk Bintur			■		
A3	Pembentukan dan implementasi kurikulum dan konten diklat berbasis kompetensi untuk Bintur			■		
A4	Disain dan implementasi diklat berbasis e-Learning untuk Bintur, perwakilan luar negeri, dan pemangku kepentingan			■		
A5	Kajian perbaikan KPI untuk Bintur			■		
A6	Usulan perbaikan kebijakan dan prosedur pengelolaan dan penghargaan kinerja Bintur				■	
A7	Usulan disain dan implementasi manajemen dan Jalur Karir untuk Bintur				■	
A8	Usulan kebijakan dan prosedur manajemen talenta dan perencanaan suksesi untuk Bintur					■
A9	Usulan kebijakan jabatan fungsional yang terkait dengan delayering Eselon III dan IV untuk Bintur		■			
A10	Membentuk rancangan disain organisasi Bintur dan Dinas Dukcapil pasca delayering Eselon III dan IV, serta masa transisi		■			
L1	Mengembangkan kapabilitas pegawai Bintur dalam pembinaan aparatur, pengelolaan program, pengelolaan & pelaporan keuangan, penguatan kelembagaan, dan pengelolaan aset	■	■	■		
R1	Perbaikan SI Bina Aparatur dan pendayagunaan SI pengelolaan program, keuangan, dan aset untuk Dinas Dukcapil			■	■	■
R2	Usulan pendayagunaan struktur dan prosedur pengawasan internal Dukcapil					■
R3	Efektivitas dan efisiensi pengelolaan anggaran Bintur	■				

Source: WB Analysis (2020)

6.5 Performance Indicators & Targets

50. **Based on the proposed HCM vision, mission, strategic objectives, and strategic initiatives, performance indicators along with their targets for each Strategic Objective are formulated.** To this effect, at least one Key Performance Indicator (KPI) is defined for each Strategic Objective and tracked over time. KPIs will indicate progress toward a desirable outcome, monitor the effectiveness of the organization's implementation strategies, and determine the gap between actual and targeted performance (see table 14).



Table 14 – Proposed KPIs and Targets for BAKPS’ HCBP

No.	Strategic Initiative	Key Performance Indicator	Target 2020	Target 2021	Target 2022	Target 2023	Target 2024	PIC
A1	Improvement of policies and procedures of recruitment for BAKPS and DINAS DUKCAPIL with sources from Educational institutions and P3K scheme	Average speed of manpower fulfilment (days)	N/A	N/A	N/A	45 days in average	30 days in average	Sub-directorate Region I and SDG of DUKCAPIL
A2	Development and implementation of Technical, Managerial, and Socio-Cultural competency standards for employees of BAKPS to assume the role of HRBP and of DINAS DUKCAPIL	Percentage of positions with competency standards	N/A	Minimum 40% of all positions in BAKPS	Minimum 55% of all positions in BAKPS	Minimum 70% of all positions in BAKPS	Minimum 90% of all positions in BAKPS	Sub-directorate Region II and BPSDM
A3	Development of curriculum and contents of competency-based training for BAKPS to support HRBP role	Percentage of competencies with training curriculum	N/A	Minimum 20% of all BAKPS competencies	Minimum 40% of all BAKPS competencies	Minimum 60% of all BAKPS competencies	Minimum 80% of all BAKPS competencies	Sub-directorate Region III and BPSDM
A4	Development of e-learning programs for employees of BAKPS, DINAS DUKCAPIL, overseas representatives, and related stakeholders	Average percentage of participated employees in e-learning programs	N/A	N/A	50% of all BAKPS employees	70% of all BAKPS employees	90% of all BAKPS employees	Sub-directorate Region IV and BPSDM
		Employee satisfaction index on e-learning practices	N/A	N/A	N/A	Minimum 50% of all BAKPS employees are satisfied	Minimum 80% of all BAKPS employees are satisfied	Sub-directorate Region IV and BPSDM



No.	Strategic Initiative	Key Performance Indicator	Target 2020	Target 2021	Target 2022	Target 2023	Target 2024	PIC
A5	Improvement of BAKPS and DINAS DUKCAPIL's Key Performance Indicators (KPIs)	Percentage of position with new KPIs	N/A	N/A	Minimum 40% of all positions in BAKPS	Minimum 65% of all positions in BAKPS	Minimum 90% of all positions in BAKPS	Sub-directorate Region V and SDG of DUKCAPIL
A6	Improvement of policies and procedures of Performance Management (PM) and recognition for employees of BAKPS	Availability of improved PM & recognition policies and procedures	N/A	N/A	N/A	100%	100%	<ul style="list-style-type: none"> • Secretariat General of MOHA • Sub-directorate Region V and SDG of DUKCAPIL
		Percentage of employees that have implemented new PM policies and procedures	N/A	N/A	N/A	Minimum 50% of all BAKPS employees	Minimum 70% of all BAKPS employees	<ul style="list-style-type: none"> • Sub-directorate Region V and SDG of DUKCAPIL
		Employee satisfaction index on performance management practices	N/A	N/A	N/A	N/A	Minimum 50% of employees are satisfied	<ul style="list-style-type: none"> • Sub-directorate Region V and SDG of DUKCAPIL
A7	Enhancement of career management and career paths for BAKPS	Availability of improved career management and career path policies and procedures	N/A	N/A	N/A	100%	100%	<ul style="list-style-type: none"> • Secretariat General of MOHA • Sub-directorate Region I and SDG DUKCAPIL



No.	Strategic Initiative	Key Performance Indicator	Target 2020	Target 2021	Target 2022	Target 2023	Target 2024	PIC
A7	Enhancement of career management and career paths for BAKPS (Cont'd)	Percentage of employees that have implemented new career management policies and procedures	N/A	N/A	N/A	Minimum 50% of all BAKPS employees	Minimum 70% of all BAKPS employees	• Sub-directorate Region I and SDG DUKCAPIL
		Employee satisfaction index on career management practices	N/A	N/A	N/A	N/A	Minimum 50% of employees are satisfied	• Sub-directorate Region I and SDG DUKCAPIL
A8	Development of policies and procedures of talent management and succession planning for BAKPS	Availability of talent management and succession policies and procedures	N/A	N/A	N/A	N/A	100%	• Secretariat General of MOHA • Sub-directorate Region II and SDG DUKCAPIL
		Percentage of key vacant positions filled with internal candidates from the talent pool	N/A	N/A	N/A	N/A	Minimum 15% of all BAKPS key vacant positions	• Sub-directorate Region II and SDG DUKCAPIL
		Employee satisfaction index on talent management practices	N/A	N/A	N/A	N/A	Minimum 20% of employees are satisfied	• Sub-directorate Region II and SDG DUKCAPIL



No.	Strategic Initiative	Key Performance Indicator	Target 2020	Target 2021	Target 2022	Target 2023	Target 2024	PIC
A9	Establishment of Functional Positions in BAKPS and DINAS DUKCAPIL, in lieu of the delayering of Echelon III and IV positions	Percentage of policy implementation	N/A	50% by the end of 2021	70% by the end of 2022	90% by the end of 2023	100% by the end of 2024	Sub-directorate Region III and SDG DUKCAPIL
A10	Options for BAKPS and DINAS DUKCAPIL's post-delayering of Echelon III and IV organization design, including the transition process to HRBP's role	Percentage of policy implementation	N/A	Minimum 50% in BAKPS	100% in BAKPS	Minimum 50% in DINAS DUKCAPIL	100% in DINAS DUKCAPIL	Sub-directorate Region IV and SDG DUKCAPIL
L1	Development of BAKPS employees' capability in apparatus management, program management, data analytics, financial management & reporting, asset management, organization strengthening and change management	Percentage of capability development based on results of assessments	50% in average for all employees	60% in average for all employees	70% in average for all employees	N/A	N/A	Sub-department Administration and BPSDM
R1	Enhancement of Apparatus Management Information System (SIBA) and utilization of MOHA's program management, financial management, and asset management information system (SIK) for DINAS DUKCAPIL	Percentage of IS roll-out	N/A	N/A	N/A	100% for SIBA and 50% SIK	100% for SIBA and 100% for SIK	Sub-department Administration and SDG of DUKCAPIL
R2	Enhancement of structure and procedures of internal monitoring for DUKCAPIL	Availability of improved internal monitoring policies and procedures	N/A	N/A	N/A	N/A	100%	Sub-department Administration and SDG of DUKCAPIL
		Percentage of implemented internal monitoring policies and procedures	N/A	N/A	N/A	N/A	Minimum 20% of all improved policies and procedures	Sub-department Administration and SDG of DUKCAPIL



No.	Strategic Initiative	Key Performance Indicator	Target 2020	Target 2021	Target 2022	Target 2023	Target 2024	PIC
R2	Enhancement of structure and procedures of internal monitoring for DUKCAPIL (Cont'd)	Perception on compliance level of BAKPS' employees	N/A	N/A	N/A	N/A	N/A (to be performed in 2025)	Sub-department Administration and SDG of DUKCAPIL
R3	Effectiveness and efficiency of BAKPS' budget management	Percentage of budget use directed to stakeholders' needs	Minimum 60% of annual budget	Minimum 60% of annual budget	Minimum 60% of annual budget	Minimum 60% of annual budget	Minimum 60% of annual budget	Director of BAKPS and SDG of DUKCAPIL

Source: WB Analysis (2020)



7. Implementation and Sustainability of HCBP

51. It is highly recommended that BAKPS performs the following action plans to ensure effective implementation of HCBP:

- 1) Design programs/activities that need to be performed to implement HCBP's strategic initiatives;
- 2) Discuss and confirm the KPIs and targets that will be used for each Strategic Initiative, and the implementation priorities and plans;
- 3) Disseminate the HCBP to BAKPS' employees to gain inputs;
- 4) Disseminate the HCBP to the Director General of DUKCAPIL to gain feedbacks and endorsement;
- 5) Coordinate with HCBP's key stakeholders and disseminate the improved HCBP to gain inputs and feedbacks;
- 6) Formalize the revised HCBP through a decree of the Director General of DUKCAPIL;
- 7) Facilitate the establishment of a dedicated BAKPS HCBP Implementation Team;
- 8) Develop the HCBP Implementation Charter, which include policies and procedures related to HCBP Implementation Program Management (e.g., communication strategy and plan, program planning, periodical monitoring, and evaluation), including the roles, responsibilities, KPIs and targets for BAKPS and the key stakeholders;
- 9) Formalize the HCBP Implementation Charter through a decree from the Director General of DUKCAPIL; and
- 10) Implement the HCBP according to the implementation plans and HCBP Implementation Charter accompanied by substantial efforts on:
 - i. Using different communication media and channel as part of the change communication strategy and plan to better reach out different key stakeholders within BAKPS, DUKCAPIL and SNG DINAS DUKCAPIL to improve the awareness, understanding and acceptance of the HCBP;
 - ii. Strengthening the benefits that all employees can obtain from the implementation of the HCBP in terms of career, performance and reward as well as learning and development;
 - iii. Strengthening the coordination between SNG DINAS DUKCAPIL and BAKPS to manage, monitor and evaluate the progress of HCBP implementation in a regular basis and assigning specific positions as the persons in charge for this; and
 - iv. Engaging relevant leaders at BAKPS/DUKCAPIL and DINAS DUKCAPIL to obtain their sponsorship to actively support the implementation.

52. To ensure sustainability of HCBP implementation, it is recommended that BAKPS performs the following activities, at strategic level:

- 1) Incorporate Strategic Initiatives along with their programs, KPIs, and targets into BAKPS' Annual Work and Budget Plan (RKAT) to secure the formal support and budget; and
- 2) Set up annual performance contract for BAKPS' leadership to ensure accountability.



And at operational level:

- 1) Incorporate and assign elements of HCBP management and implementation to the existing job descriptions of key, selected positions in BAKPS and DINAS DUKCAPIL;
- 2) Provide specific training as part of capacity building to equip key persons/positions in charge within BAKPS and DINAS DUKCAPIL that lead, manage, oversee/monitor and evaluate the progress of HCBP implementation; and
- 3) Consistently and periodically monitor the progress of HCBP implementation, including the progress of KPIs and targets' achievement, such as through KPI monthly evaluation meetings and through using a simple and practical monitoring & evaluation system.

51. Since COVID-19 provides enormous challenges and constraints in terms of resources and field implementation to all government institutions, including sub-national governments, BAKPS should consider the following activities to ensure effective implementation of HCBP going forward:

- a. Prioritize the implementation of the strategic initiatives based on timeline, complexity, cost and expected impact. However, given budget limitations, BAKPS should carefully choose the sequencing and prioritization of the implementation to help build support and clearly show the performance outcomes;
- b. As already mentioned before, include progress/achievement of the strategic initiatives as part of performance agreements/KPIs of senior staff. This will strengthen the narrative that these initiatives and reforms are important, and that senior staff should commit to fully implementing them;
- c. Leverage and take full advantage of the existing communication digital platform/media to effectively obtain employees' awareness and understanding about the HCBP and what this means for the employees both in the national and in the sub-national level; and
- d. Look for and obtain a high-level sponsor within DUKCAPIL and MOHA for the reforms and engage them in the reform process facilitated by the WB's ID4D program currently on-going. An influential sponsor like the Director General of DUKCAPIL may help with some targeted support for additional budget or advocacy with the WB for support for such strategic initiatives in this HCBP that require more significant investment, as part of the overall proposed reforms of DUKCAPIL under the upcoming Digital ID project the WB is working on now.

8. End Note and Next Steps

53. The HCBP is developed to strengthen the human capital management practices in BAKPS.

Adequate implementation of this HCBP is expected to leverage the credibility of BAKPS in performing its services to DINAS DUKCAPIL as their HR Business Partner and other key stakeholders based on the prevailing regulations, and to support the achievement of DUKCAPIL and MOHA's overall strategic plan on civil registry and administration.

54. To utilize the HCBP as the reference for improving Human Capital Management in BAKPS and DINAS DUKCAPIL, and for improving BAKPS' performance, the following necessary steps are to be implemented:



- 1) Review and obtain endorsement from key Stakeholders and the Director General of DUKCAPIL;
- 2) Formalize the HCBP through a relevant decree to support the implementation;
- 3) Disseminate the document to BAKPS internal team and key stakeholders to obtain their awareness, buy-in and support as soon as possible;
- 4) Prepare the modalities for monitoring progress and reviewing results, including the governance to ensure accountability; and
- 5) Evaluate periodically and act upon lessons learned.



Annex

Annex. 1: Demography of employees of DINAS DUKCAPIL

Based on Gender

Male	Female	Total
4,365	3,305	7,670

Based on Education

Middle School	High School	Diploma 3	Diploma 4	Undergraduate	Post-graduate	Doctorate	Total
946	1,085	159	30	1,994	605	7	4,826

Based on Age Range

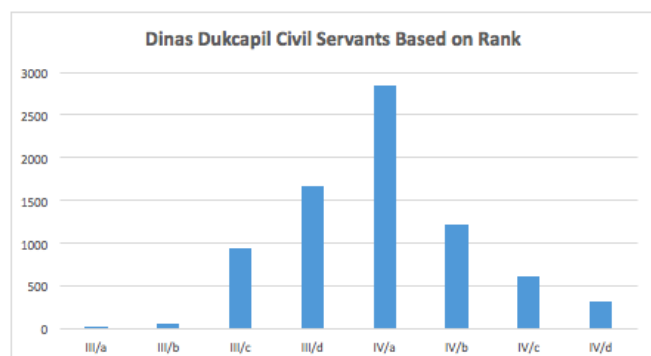
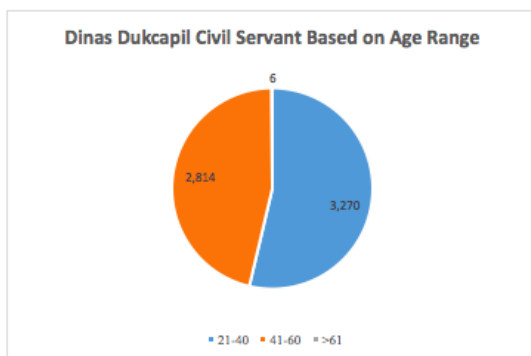
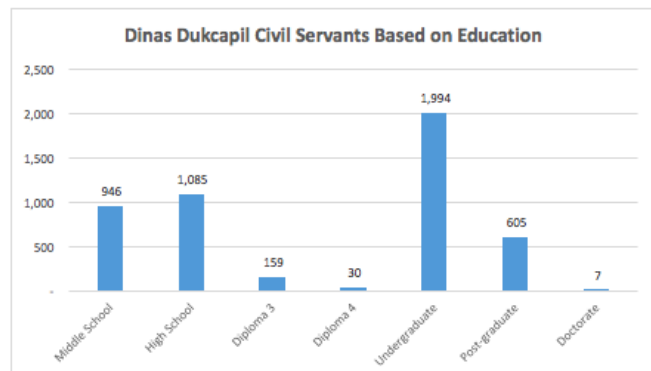
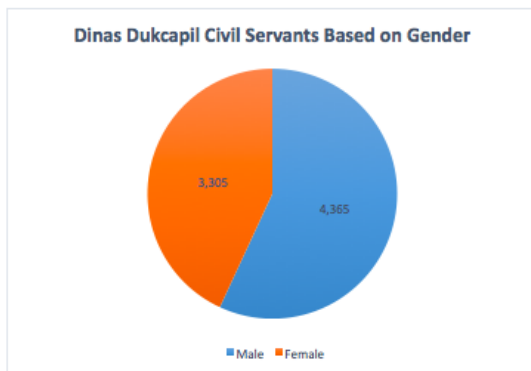
21-40	41-60	>61	Total
3,270	2,814	6	6,090

Based on Rank

III/a	III/b	III/c	III/d	IV/a	IV/b	IV/c	IV/d	Total
4	50	947	1,664	2,838	1,226	614	312	7,655

Based on length of service

0-5 years	6-10 years	11-15 years	16-20 years	21-25 years	>25 years	Total
949	437	24	1	1	9	1,421



Source: BAKPS (2019)



Annex. 2: Details of BAKPS' Demography (as of April 2020)

NO.	UNIT	NO.OF EMPLOYEES										RANK				EDUCATION						GENDER		AGE RANGE for CIVIL SERVANTS								AGE RANGE FOR CONTRACTUAL WORKERS																				
		Echelon II		Echelon III		Echelon IV		General Functional Position		Contractual Employees		Total	IV		III		II		Total	Post-Graduate		Under-Graduate		High School		L	P	20-30		31-40		41-50		51-60		20-30		31-40		41-50		51-60										
		M	F	M	F	M	F	M	F	M	F		M	F	M	F	M	F		M	F	M	F	M	F			M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F							
1	ADMINISTRATION SUB-SECTION	-	1	-	-	-	1	1	2	2	2	9	1	-	1	3	-	-	5		2	2	3	1	1	3	6	-	1	1	-	-	1	2	2	2	-	-	-	-	-	-	-	-	-	-	-	-				
2	AREA I SUB-DIRECTORATE	-	-	1	-	1	1	2	2	-	3	10	2	1	2	2	-	-	7	2	1	4	2	1	-	7	3	1	-	1	-	1	1	1	2	3	-	-	-	-	-	-	-	-	-	-	-	-	-			
3	AREA II SUB-DIRECTORATE	-	-	-		2	-	1	3	1	-	7	1	-	2	3	-	-	6	1	-	3	3	-	-	4	3	-	-	-	1	-	2	3	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
4	AREA III SUB-DIRECTORATE	-	-		1		2	1	4	1	1	10		2	1	5	-	-	8		2	2	6	-	-	2	8	-	-	-	2	-	3	1	2	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-		
5	AREA IV SUB-DIRECTORATE	-	-	1			2	1	3	2	1	10	1		1	5	-	-	7	1	1	3	5	-	-	4	6	-	-	-	-	1	1	1	4	2	1	-	-	-	-	-	-	-	-	-	-	-	-	-		
6	AREA V SUB-DIRECTORATE	-	-	-	-	1	1	3	3	-	2	10	-	-	4	4	-	-	8	1	2	3	4	-	-	3	7	-	-	3	3	-	1	1	1	1	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
		-	1	2	1	4	7	9	17	6	9	56	5	3	11	22	-	-	41	5	8	17	23	2	1	23	33	1	1	4	6	3	6	6	14	10	5	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-

Source: BAKPS (2020)



Annex. 3: DINAS DUKAPIL Consolidated Performance Appraisal (2018)

Work Coverage	Dinas Office at Provincial Level	Dinas Office at District Level	Dinas Office at City Level	Total
Area I	10	120	34	164
Area II	6	85	34	125
Area III	5	47	9	61
Area IV	6	70	11	87
Area V	7	94	10	111
Total	34	416	98	548

Work Coverage	Average Dinas Performance Rating at Provincial Level			Average Dinas Performance Rating at District Level			Average Dinas Performance Rating at City Level		
	Semester 1/2018	Semester 2/2018	% Change	Semester 1/2018	Semester 2/2018	% Change	Semester 2/2018	Semester 2/2018	% Change
Area I	71.02	82.84	17%	78.70	82.67	5%	79.13	84.18	6%
Area II	81.27	85.18	5%	79.93	84.22	5%	80.55	85.44	6%
Area III	71.184	81.00	14%	75.09	81.88	9%	79.99	83.51	4%
Area IV	N/A	79.07	N/A	75.75	80.04	6%	77.12	76.75	0%
Area V	68.10	70.27	3%	74.32	77.42	4%	79.49	82.03	3%
Average Total	72.04	79.49	10%	77.07	81.23	5%	79.52	83.48	5%

Legend:	
0 - 69.9	Lacking
70 - 79.9	Fair
80 - 89.9	Good
90 - 100	Very good

Source: BAKPS (2019)



Annex. 4: Mapping of BAKPS' Performance Indicators with HCBP

Echelon I Unit	Echelon II Unit	BAKPS' 2020-2024 Performance Indicators (Source: DUKCAPIL 2020-2024 Work Plan)	Connection to BAKPS' Role	Related HCBP's Strategic Objectives	Related HCBP's Strategic Initiatives
Directorate General of Population and Civil Registration	Directorate of Population and Civil Registration Apparatus Management	Number of Sub-national governments that performs the documentation of civil registry according to prevailing regulations	Development	<ul style="list-style-type: none"> Improvement of consistency and relevance of competency-based employee development practices for BAKPS and DINAS DUKCAPIL's employees Improvement of compliance level among BAKPS and DINAS DUKCAPIL's employees 	<ul style="list-style-type: none"> Development of e-learning programs for employees of BAKPS, DINAS DUKCAPIL, overseas representatives, and related stakeholders Enhancement of existing structure and procedures for internal monitoring in DUKCAPIL and DINAS DUKCAPIL
		Number of Sub-national governments that performs management of documentation of population administration according to prevailing regulations	Development	<ul style="list-style-type: none"> Improvement of consistency and relevance of competency-based employee development practices for BAKPS and DINAS DUKCAPIL's employees Improvement of compliance level among BAKPS and DINAS DUKCAPIL's employees 	<ul style="list-style-type: none"> Development of e-learning programs for employees of BAKPS, DINAS DUKCAPIL, overseas representatives, and related stakeholders Enhancement of existing structure and procedures for internal monitoring in DUKCAPIL and DINAS DUKCAPIL
		Number of Sub-national government agencies that receives mentoring on "Integrity Zone"	Development	<ul style="list-style-type: none"> Improvement of consistency and relevance of competency-based employee development practices for BAKPS and DINAS DUKCAPIL's employees Improvement of compliance level among BAKPS and DINAS DUKCAPIL's employees 	<ul style="list-style-type: none"> Development of e-learning programs for employees of BAKPS, DINAS DUKCAPIL, overseas representatives, and related stakeholders Enhancement of existing structure and procedures for internal monitoring in DUKCAPIL and DINAS DUKCAPIL



Echelon I Unit	Echelon II Unit	BAKPS' 2020-2024 Performance Indicators (Source: DUKCAPIL 2020-2024 Work Plan)	Connection to BAKPS' Role	Related HCBP's Strategic Objectives	Related HCBP's Strategic Initiatives
Directorate General of Population and Civil Registration	Directorate of Population and Civil Registration Apparatus Management	Number of Sub-national government agencies that receives assistance and facilitation on Integrity Zone assessment	<ul style="list-style-type: none"> • Development • Program Management 	<ul style="list-style-type: none"> • Improvement of consistency and relevance of competency-based employee development practices for BAKPS and DINAS DUKCAPIL's employees • Improvement of compliance level among BAKPS and DINAS DUKCAPIL's employees • Enhancement of effectiveness and impact of program implementation to stakeholders 	<ul style="list-style-type: none"> • Development of e-learning programs for employees of BAKPS, DINAS DUKCAPIL, overseas representatives, and related stakeholders • Enhancement of existing structure and procedures for internal monitoring in DUKCAPIL and DINAS DUKCAPIL • Enhancement of BAKPS and DINAS DUKCAPIL employees' capability in the design, implementation, and reporting of activity program
		Percentage of certified SIAK Managers in structural positions	Competency Standard	Enhancement of competencies of BAKPS and DINAS DUKCAPIL's employees	Development and implementation of Technical, Managerial, and Socio-Cultural competency standards for employees of BAKPS and DINAS DUKCAPIL
		Percentage of certified SIAK Managers in Database Administrators' positions	Competency Standard	Enhancement of competencies of BAKPS and DINAS DUKCAPIL's employees	Development and implementation of Technical, Managerial, and Socio-Cultural competency standards for employees of BAKPS and DINAS DUKCAPIL
		Percentage of certified SIAK Managers in Operators' positions	Competency Standard	Enhancement of competencies of BAKPS and DINAS DUKCAPIL's employees	Development and implementation of Technical, Managerial, and Socio-Cultural competency standards for employees of BAKPS and DINAS DUKCAPIL



Echelon I Unit	Echelon II Unit	BAKPS' 2020-2024 Performance Indicators (Source: DUKCAPIL 2020-2024 Work Plan)	Connection to BAKPS' Role	Related HCBP's Strategic Objectives	Related HCBP's Strategic Initiatives
Directorate General of Population and Civil Registration	Directorate of Population and Civil Registration Apparatus Management	Percentage of certified Consular	Competency Standard	Enhancement of competencies of BAKPS and DINAS DUKCAPIL's employees	Development and implementation of Technical, Managerial, and Socio-Cultural competency standards for employees of BAKPS and DINAS DUKCAPIL
		Number of Sub-national governments that has improvement in capacity of SIAK services	<ul style="list-style-type: none"> • Development • Program Management 	<ul style="list-style-type: none"> • Improvement of consistency and relevance of competency-based employee development practices for BAKPS and DINAS DUKCAPIL's employees • Improvement of compliance level among BAKPS and DINAS DUKCAPIL's employees • Enhancement of effectiveness and impact of program implementation to stakeholders 	<ul style="list-style-type: none"> • Development of e-learning programs for employees of BAKPS, DINAS DUKCAPIL, overseas representatives, and related stakeholders • Enhancement of existing structure and procedures for internal monitoring in DUKCAPIL and DINAS DUKCAPIL • Enhancement of BAKPS and DINAS DUKCAPIL employees' capability in the design, implementation, and reporting of activity program
		Number of sub-national innovations to improve the quality of public services and bureaucracy reform in population administration and civil registry	Program Management	Enhancement of effectiveness and impact of program implementation to stakeholders	Enhancement of BAKPS and DINAS DUKCAPIL employees' capability in the design, implementation, and reporting of activity program



Echelon I Unit	Echelon II Unit	BAKPS' 2020-2024 Performance Indicators (Source: DUKCAPIL 2020-2024 Work Plan)	Connection to BAKPS' Role	Related HCBP's Strategic Objectives	Related HCBP's Strategic Initiatives
Directorate General of Population and Civil Registration	Directorate of Population and Civil Registration Apparatus Management	Number of higher education institutions that performs collaboration in HR development with DUKCAPIL	<ul style="list-style-type: none"> • Development • Program Management 	<ul style="list-style-type: none"> • Improvement of consistency and relevance of competency-based employee development practices for BAKPS and DINAS DUKCAPIL's employees • Improvement of compliance level among BAKPS and DINAS DUKCAPIL's employees • Enhancement of effectiveness and impact of program implementation to stakeholders 	<ul style="list-style-type: none"> • Development of e-learning programs for employees of BAKPS, DINAS DUKCAPIL, overseas representatives, and related stakeholders • Enhancement of existing structure and procedures for internal monitoring in DUKCAPIL and DINAS DUKCAPIL • Enhancement of BAKPS and DINAS DUKCAPIL employees' capability in the design, implementation, and reporting of activity program
		Number of Sub-national governments that performs consolidation of DUKCAPIL's assets in the region	Asset Management	Improvement of current status of state's assets under DUKCAPIL's custody in regions	Development of policies and procedures of regional asset management for DUKCAPIL and DINAS DUKCAPIL
		Number of Sub-national governments that performs population administration governance	<ul style="list-style-type: none"> • Development • Program Management 	<ul style="list-style-type: none"> • Improvement of consistency and relevance of competency-based employee development practices for BAKPS and DINAS DUKCAPIL's employees • Improvement of compliance level among BAKPS and DINAS DUKCAPIL's employees • Enhancement of effectiveness and impact of program implementation to stakeholders 	<ul style="list-style-type: none"> • Development of e-learning programs for employees of BAKPS, DINAS DUKCAPIL, overseas representatives, and related stakeholders • Enhancement of existing structure and procedures for internal monitoring in DUKCAPIL and DINAS DUKCAPIL • Enhancement of BAKPS and DINAS DUKCAPIL employees' capability in the design, implementation, and reporting of activity program



Echelon I Unit	Echelon II Unit	BAKPS' 2020-2024 Performance Indicators (Source: DUKCAPIL 2020-2024 Work Plan)	Connection to BAKPS' Role	Related HCBP's Strategic Objectives	Related HCBP's Strategic Initiatives
Directorate General of Population and Civil Registration	Directorate of Population and Civil Registration Apparatus Management	Percentage of Database Administrators with ASN status	Appointment & Termination	Improvement of effectiveness and efficiency of manpower fulfilment for BAKPS and DINAS DUKCAPIL	Improvement of policies and procedures of recruitment for BAKPS and DINAS DUKCAPIL with sources from Educational institutions and P3K scheme
		Percentage of Operators with ASN status	Appointment & Termination	Improvement of effectiveness and efficiency of manpower fulfilment for BAKPS and DINAS DUKCAPIL	Improvement of policies and procedures of recruitment for BAKPS and DINAS DUKCAPIL with sources from Educational institutions and P3K scheme
		Number of Sub-national governments that performs appointment and termination of DINAS DUKCAPIL officials according to prevailing laws and regulations	Appointment & Termination	Improvement of effectiveness and efficiency of manpower fulfilment for BAKPS and DINAS DUKCAPIL	Improvement of policies and procedures of recruitment for BAKPS and DINAS DUKCAPIL with sources from Educational institutions and P3K scheme
		Number of Sub-national governments that performs performance management for DINAS DUKCAPIL officials according to prevailing laws and regulations	Performance Management	Improvement of fairness and transparency of performance management and recognition for BAKPS and DINAS DUKCAPIL's employees	Improvement of Apparatus Management Information System related to performance management for employees of DINAS DUKCAPIL using government's Special Allocated Funds (DAK) mechanisms



Echelon I Unit	Echelon II Unit	BAKPS' 2020-2024 Performance Indicators (Source: DUKCAPIL 2020-2024 Work Plan)	Connection to BAKPS' Role	Related HCBP's Strategic Objectives	Related HCBP's Strategic Initiatives
Directorate General of Population and Civil Registration	Directorate of Population and Civil Registration Apparatus Management	Number of Sub-national governments that implements online database application for DINAS DUKCAPIL officials and manages the Functional Position of Population Database Administrators and SIAK Operators	Transfers	Enhancement of consistency and transparency of career and talent management practices for BAKPS dan DINAS DUKCAPIL's employees	Establishment of Functional Positions in BAKPS and DINAS DUKCAPIL, in lieu of the delayering of Echelon III and IV positions