

The Transition of Public Services at the Civil Registration Office (DISDUKCAPIL) of Pekanbaru City

(Case study; Public Services, before, during, and after Covid-19 Pandemic or New Normal Era)

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Abstract: This research focuses on the evolution of public service delivery by Disdukcapil Pekanbaru City, with particular emphasis on the periods before, during and after the Covid-19 pandemic. The study aims to investigate and document the changes, challenges and adaptations in public service delivery over these different periods. Disdukcapil is one of the government agencies that is quite busy in providing services to the community. Referring to the data recorded on the official website of Disdukcapil Pekanbaru City in 2019, there were 30,402 services provided to the community. In 2020, Indonesia was hit by a Covid-19 pandemic that paralyzed the government. Many government agencies were unable to carry out their functions and provide services. Disdukcapil Pekanbaru City is one of the affected government agencies. While the government is making efforts to overcome or mitigate the spread of Covid-19 in the community, service matters certainly cannot stop. Therefore, the government must adapt and continue to carry out its functions to ensure that services are still provided to the community. To see how public services are provided, this research uses Peter John's policy implementation theory. This research uses qualitative research methods. The types and sources of data in this research are primary data and secondary data obtained using interviews and documentation, then analyzed qualitatively. The technique of determining informants using purposive sampling. This research aims to provide an overview of how changes in the implementation of public services in Disdukcapil Pekanbaru City.

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INTRODUCTION

Government is an element of regional government organizers consisting of governors, mayors, regents, and other democratically elected regional apparatus (Rahayu, 2022). One of the functions of government is to provide services. Public services refer to all forms of services or activities organized by the government or public institutions to meet the needs and interests of the community. It is intended to provide benefits to citizens and improve public welfare.

Public services cover various sectors. Public services are expected to provide services that are in accordance with the needs and changes in various fields of life as mandated in Law Number 25 of 2009 concerning public services. The regulation explains that public service is an activity or series of activities to fulfill service needs in accordance with laws and regulations for every citizen and resident for goods, services, and / or administrative services provided by the government. Public services cover many sectors including administration, health, education, security, transportation and many more (Fajar and Sujianto, 2016).

Based on data from the Central Bureau of Statistics in 2023, the population of Riau Province was recorded at 6,735,329 million. This number is calculated to continue to grow every year. Therefore, the Riau Provincial Government must improve the system and quality of service to the community.

Administration is one of the public service sectors organized by the government. The Population and Civil Registration Office (DISDUKCAPIL) of Pekanbaru City is a government office that carries out public service affairs in the field of population administration and civil registration. The implementation of this service function is covered by the Pekanbaru City Regional Regulation Number 9 of 2016 concerning the Formation and Composition of Regional Apparatus of Pekanbaru City Pekanbaru Mayor Regulation Number 104 of 2016 concerning Details of Duties, Functions and Work Procedures of the Population and Civil Registration Office of Pekanbaru City and refers to the Minister of Home Affairs Regulation Number 14 of 2020, concerning Guidelines for Nomenclature of Population and Civil Registration Offices (Megawati, 2017).

The population and civil registration office of Pekanbaru City organizes several affairs including services for making identity cards (KTP), family cards (KK), birth certificates, child identity cards (KIA), and death certificates. Meanwhile, in the field of civil registration, the affairs include making birth certificate extracts, death certificate extracts, divorce certificate extracts, recording child recognition and child attestation, recording name changes, and recording changes in citizenship (Zam, 2021). There are 30,402 service matters carried out by Disdukcapil Pekanbaru City, if averaged in a month there will be 2,533 matters provided to the community in each month. This illustrates how crowded the affairs in the office are.

RESEARCH METHOD

This research was conducted at Disdukcapil Pekanbaru City using Peter John's policy implementation theory. Policy implementation is a policy process that becomes concrete action in the field (Hupe and Hill, 2021). According to Sabatier and Mazmanian, implementation is also defined as something to understand what actually happens after a program is declared in effect or formulated (Rosyidi, 2009) The research uses a qualitative type of approach with a descriptive approach in order to understand in depth about the object to be studied. Qualitative research is carried out to build knowledge through understanding and discovery (Lexy J. Moleong, 2019). According to Bodgan and Taylor in Lexy J Moelong, this method is a research procedure that produces descriptive data in the form of observed

data and behavior (Moleong, 2017). This approach is considered capable of explaining in depth how public services are implemented by Disdukcapil Pekanbaru City in the pre-pandemic period, during the pandemic, and after the pandemic or the new normal era. The data obtained in this research comes from primary and secondary data. Primary data is collected through in-depth interviews, while secondary data from this research is obtained from documents such as applicable regulations and other documentation. With this triangulation data collection technique, data certainty will be more guaranteed (Sugiyono, 2013). In this study, researchers describe the transition of public services carried out by DISDUKCAPIL Pekanbaru City before the pandemic, during the pandemic, and after the pandemic or new normal era. According to Seidell, 1998 in (Basrowi, 2008) the qualitative data analysis process is divided into; recording events in the field, collecting, sorting, and classifying, thinking to clarify data categories so that existing data is meaningful by looking for and finding patterns and relationships and making new findings. The data obtained will be presented in the form of a description of words to make it easier to understand in accordance with the data obtained in the field.

RESULT AND DICUSSION

Public service is one of the main functions of the existence of government in a country or region. Public services by the government play a crucial role in improving the quality of life of the community. The services provided by the government include many things. One of them is administrative services. With the administration of community data, it will greatly facilitate and assist government performance in building a just and prosperous society.

The Population and Civil Registration Office is the executor of government affairs in the field of administration. For matters of population administration, data collection and civil registration in Pekanbaru City, DISDUKCAPIL is the government agency responsible for this. To smoothen its affairs, the Pekanbaru City Government even provides a public service mall. The public service mall is presented to realize Pekanbaru as a civilized Smart City. This is in accordance with the vision carried by DISDUKCAPIL itself. To achieve this vision, DISDUKCAPIL Pekanbaru City has the motto "SIAP". "SIAP" stands for Compassionate, Innovative, Accountable, and Professional.

Figure 1. Disdukcapil Public Service Mall (MPP) Building in Pekanbaru City



Source; Disdukcapil Pekanbaru City, 2023.

This research will describe how public services are provided by DISDUKCAPIL Pekanbaru City both during the pre-pandemic period, during the pandemic and in the new normal era. DISDUKCAPIL is one of the Pekanbaru city government agencies that is busy. It was recorded that for 2019 there were 30,402 types of public service affairs provided by this agency to the community. That number if averaged into 12 months, then there are around 2,533 public services carried out by this government agency to the community. And if seen in the number per day, there are approximately 126 service matters provided to the community every day.

Before the pandemic, DISDUKCAPIL Pekanbaru City provided services that were mostly done manually. These services include making e-KTP, birth registration, marriage registration, death registration, document legislation, and information and complaint services. These services are provided to assist the community in managing population administration and civil registration. According to primary research data, the services provided to the community before the pandemic were still manual services and had not focused on network-based innovations. Services that are carried out manually certainly have an impact on the density of the community centered in the public service mall.

Public services that are carried out manually are also often complained about by the community. It is natural if we refer to the numbers that do show a total of 126 affairs per day. The number of people who come and queue at the public service mall certainly has an impact on the agency's lack of optimization in providing services that are numerous every day. For more details, the researcher presents the service flow at DISDUKCAPIL Pekanbaru City before the Covid-19 pandemic.

Figure 2. Service Flow Chart Before Covid-19 Pandemic at Disdukcapil Pekanbaru City

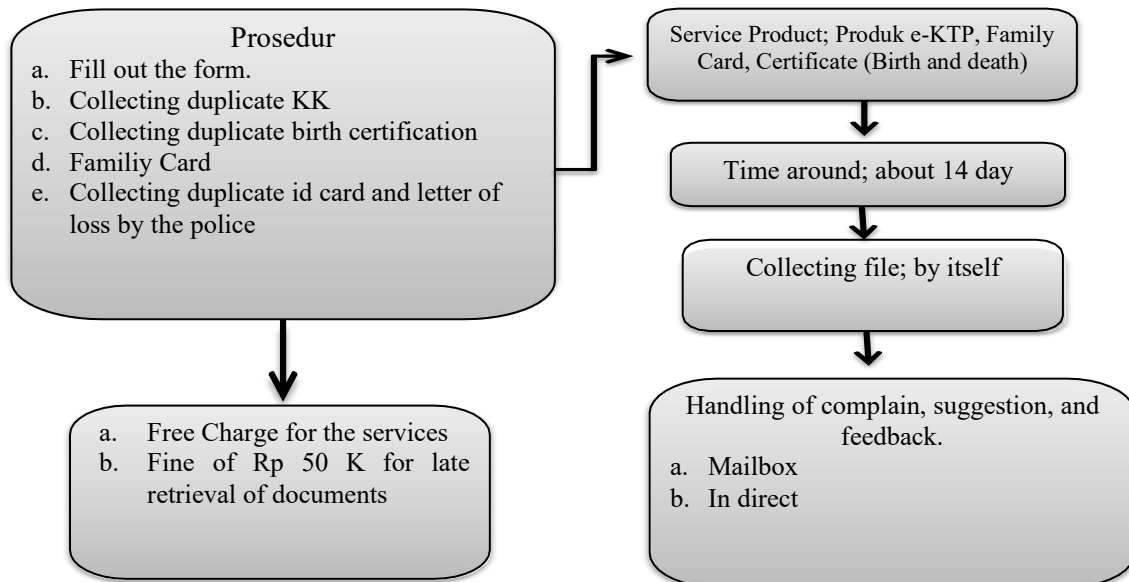


Figure 2 of the service flow chart at Disdukcapil will help us to understand how the service flow is provided. The service flow above explains that all matters of service to the community are carried out predominantly manually or face-to-face. Even in matters of complaints, suggestions and input are done manually face-to-face and or delivered through the existing suggestion box.

Based on the data obtained, the existing service affairs of Disdukcapil Pekanbaru City

provide public service affairs to the community around 126 affairs. Public services provided manually or face-to-face certainly result in the concentration of the community and bureaucrats in the same place. This will lead to crowds at the government agency. This ordinary thing certainly became unusual when the Covid-19 pandemic hit Pekanbaru City. This pandemic, which spreads through social interaction, certainly has a real impact on Disdukcapil, which usually provides services manually.

To prevent and alleviate it, Disdukcapil Pekanbaru City was forced to be unable to operate. The cessation of activities at Disdukcapil has also caused the cessation of public services to the community. As is known, this government agency has high public service traffic. If we refer to the average public service activities provided every day before this pandemic, it was in the range of 126 matters per day. This certainly cannot be allowed to continue, Disdukcapil must adapt and innovate so that public service activities can be provided again to the community.

During the pandemic, the Pekanbaru City Disdukcapil utilized the Minister of Home Affairs regulation no. 7 of 2019 concerning Online Population Administration Services. The central government through the ministry has instructed all Population and Civil Registration Offices to be able to keep up with developments and adapt to community conditions with online service innovations. Then the regulation is supported by the Pekanbaru City Regional Regulation which deals with optimal services that spur regional creativity by innovating. Therefore, Disdukcapil Pekanbaru City adapts by innovating so that people can accept the implementation of public services. Implementation is an action taken after a policy is determined (Prof, Dr, Mulyadi, Deddy, Drs., 2016).

During the pandemic, Disdukcapil Pekanbaru City understands manual activities cannot be provided as before. Therefore, Disdukcapil of Pekanbaru City reduces manual services and increases online or online services. Some services such as e-KTP making, birth registration, and marriage can now be done online. Not only that, but service hours are also arranged in such a way as to avoid crowds in the office, the promotion of health protocols such as measuring body temperature, the obligation to use masks, and social distancing are also arranged in such a way. In addition, information and complaint services that were originally carried out manually have also changed and are available online or in the network.

Figure 3. Documentation of the comparison of public services at the Pekanbaru City Disdukcapil Public Service Mall before and during the Covid-19 pandemic.



Figure 3a

Source; Disdukcapil Pekanbaru, 2023.



Figure 3b

The two figures above give us an explanation between the two different situations and conditions. The difference in the figures above is caused by the Covid-19 situation. The two figures above also explain how the same community conditions to get public services at Disdukcapil Pekanbaru City. In Figure 3a is a service situation that took place before Covid-19. While in Figure 3b is the situation and conditions of services during the Covid-19 pandemic and Large-Scale Social Restrictions (PSBB) by the government. The figure above also illustrates how the dense crowds that occur can be avoided in such a way. The figure above also explains how other health protocols such as the use of masks are implemented in the Pekanbaru City Disdukcapil Public Service Mall as an effort to cut off, minimize, and services can still be provided.

The pandemic situation has had a considerable impact on Disdukcapil Pekanbaru City. Starting from employees who are positive for Covid-19, direct service constraints to service changes that adopt many innovations in it. The pandemic situation requires services to be provided in Work from Home (WFH) conditions by Disdukcapil Pekanbaru City. To optimize public services, Disdukcapil Pekanbaru City adapts by diverting and promoting services that are based on the network or online. There are several innovations produced by this office including the Population Administration Information System (Sipenduduk) website. With this innovation, Disdukcapil can reduce the number of direct visits for face-to-face services at MPP.

Figure 4. Website of Population Administration Information System (SIPENDUDUK) Disdukcapil Pekanbaru City



Source; Diskdukcapil Pekanbaru, 2023.

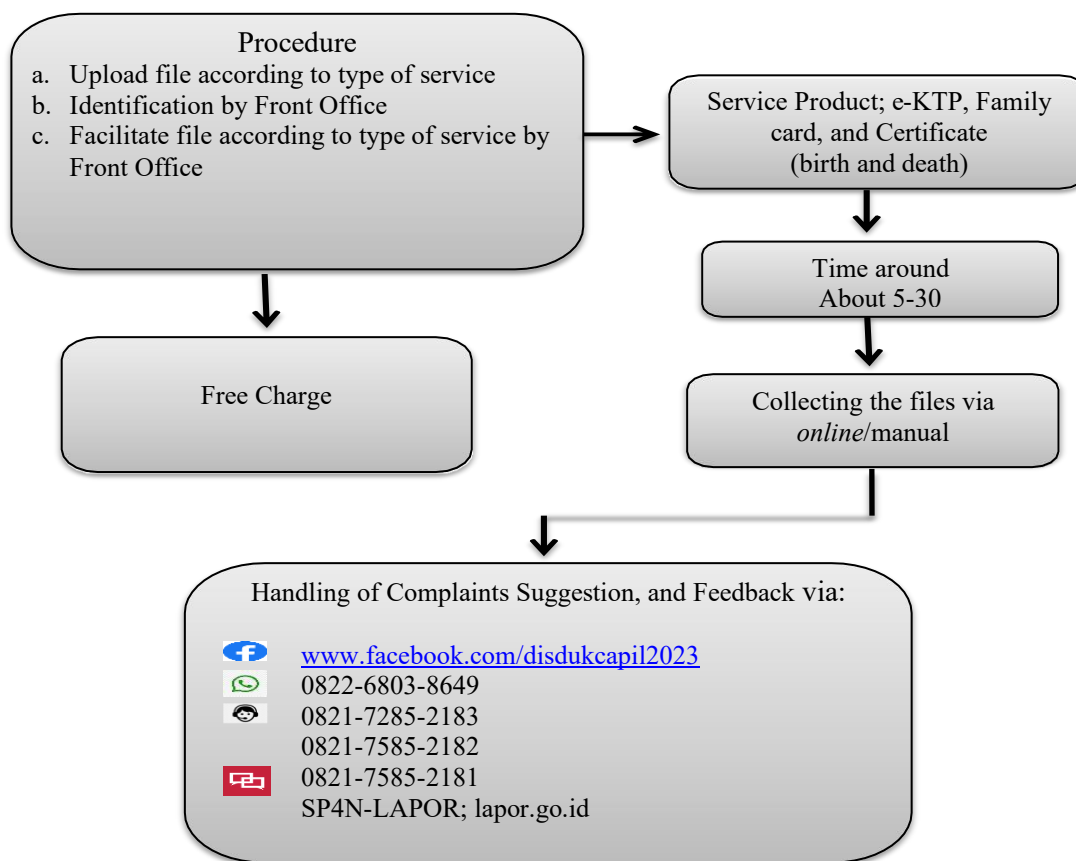
Sipenduduk is an innovation where the public can access services online. This website can be accessed by the public through www.sipenduduk.pekanbaru.go.id. Sipenduduk is an electronic information media created to be able to access all types of application services for population documents and civil registration online. This website began operating in 2020 as a service solution during the pandemic. The service flow through this site starts from visiting the website in a browser, entering the application via the link or web address provided, registering an account, submitting an upload application, and filling out the form according to the required files, and finally printing the files that have been processed and verified by the officer.

Through the Sipenduduk website, birth certificate, death certificate, and e-KTP services can be accessed online through the application. This is a response made to optimize

all existing services. There are several changes made including starting from service procedures, timeframes, file retrieval, to feedback in the form of handling complaints, suggestions, and others. This is a form of response and adaptation made by Disdukcapil Pekanbaru City to the Covid-19 conditions that hit.

The flow of services during Covid-19 has also changed in accordance with the prevailing conditions. To be able to see a clearer figure, the researcher will describe how the service flow is presented by Disdukcapil Pekanbaru City during the Covid-19 pandemic. The following is a figure of the service flow chart at Disdukcapil Pekanbaru City during the Covid-19 pandemic.

Figure 5. Flow Chart of Services during the Covid-19 Pandemic



Referring to the service flow figure above, we can see the difference in the service process between before and during the pandemic. During the pandemic, manual services migrated to online services. Social interaction that usually occurs in the office is minimized. People who want to get services during a pandemic can access these services at home. This innovation is certainly very useful in a pandemic situation where the spread and transmission are very fast and easy.

Based on the figure above, it is known that the service flow during the Covid-19 pandemic at Disdukcapil Pekanbaru City has several new stages that must be passed. First, the procedure, the registration process begins with the applicant uploading files according to the type of service, the Front Office identifies the service problems needed from individual data. Then the Front Office facilitates individual data according to the problem. Second, the

community can choose service products in the form of KTP, KK, Certification (birth/death). Third, fees/tariffs are eliminated (free). Fourth, the completion period ranges from 5-30 minutes where the community only waits for the application results to get approval, then checks the completeness of the required documents verified by the online service admin then the document will be issued by Disdukcapil. Fifth, file collection can be done via online or manually, via online the community can print their own documents that have been issued such as KK, Certificate, and others. For e-KTP collection, the community is still required to come to the public service mall because the blank used is a special blank. Sixth, the handling of complaints, suggestions and input can now use Facebook, Whatsapp, Call Center, SP4N-LAPOR.

There are some striking differences if we look and compare the two public services. Before the pandemic to get services, the community would start by filling out a form, while during the pandemic to get public services the community had to upload the required files, uploading these files could certainly be done anywhere, not necessarily from the service mall. The next striking difference is that the service time has become much more effective when compared to services that were carried out manually before the Covid-19 pandemic. For feedback such as criticism and suggestions, there has also been a change from being done manually to utilizing the official social media of Disdukcapil Pekanbaru City. In fact, Disdukcapil Pekanbaru City provides various social media platforms for this feedback.

All of these are responses made by Disdukcapil to the situation and conditions during the Covid-19 pandemic. Disdukcapil made adaptations and innovations so that services could still be provided to the community optimally. Not only that, adjustments and adaptations are not only made between the community and services. Disdukcapil Pekanbaru City also tries to minimize the movement of its apparatus. Many activities are carried out online such as online meetings, working at home (WFH), restrictions on outside services and others. The implementation of public services during the pandemic is widely utilized through the existing official website.

All service implementation in public service malls during the Covid-19 pandemic carried out by Disdukcapil Pekanbaru City follows health protocols based on Government Regulation (PP) number 21 of 2020 concerning Large-Scale Social Restrictions in the Context of Accelerating the Handling of Corona Virus Disease 2019 (Covid-19). As a government, Disdukcapil Pekanbaru City has shown and become an example for the community so that awareness of health protocols can be carried out. This is done because there are still many Indonesians who do not have full awareness of health protocols (Adibrata, Sasmitadiharjo and ..., 2020).

At the stage of implementing public services during this pandemic, it actually did not go smoothly. There are several obstacles that occur in it. The obstacles that often occur include the lack of information at the beginning about this online service. This service change certainly causes misunderstanding among the public. Information about the shift from manual to online services was not known by the community at the beginning of its implementation, which caused the community to think that public services were still being carried out manually.

Socialization related to the use of this application needs to be increased. This is so that people are not surprised by the new service model, and the necessary adjustments need to be made (Ismail, Putri and Winarti, 2020). The existence of unfamiliarity with online procedures and services is also an obstacle for the community so that there are still people who come to the Pekanbaru City Disdukcapil public service mall. Another obstacle is the high public interest in getting services online, causing the website to become inaccessible. Due to the high demand for services in the community, the traffic on the official government website

was jammed. This is certainly one of the obstacles for Disdukcapil to provide optimal services to the community.

Covid-19 also has a positive impact on the government if we look back. Adaptation and change with limited time during the Covid-19 pandemic turned out to make the service better at one level. The government is becoming more literate in the use of technology at the center to the regions. The use of technology by many government agencies is generally getting better. The use of this technology is more efficient and certainly makes it easier for the public to get public services. The use of technology can shorten the bureaucracy, it also makes the bureaucracy have a wider reach because people can get public services from anywhere and even anytime for some agencies (Nomor, 2003).

If we examine more deeply the use of this technology can make the bureaucratic workload less, this is of course also directly proportional to integrity in bureaucratic culture which is often a complaint among the public with the existence of mental bureaucratic elements who abuse their power. Optimizing the maximum use of technology in public services in helping and alleviating the heavy work of bureaucrats which can also help reduce the burden on the state if we examine it further. With the optimal use of technology, it can replace the duties of the apparatus in public services, so that the government can reduce human resources whose duties can be replaced by technology, with this certainly assumed to reduce the salary burden that must be issued by the state. Although of course this idea or idea still requires a more comprehensive study.

After the Covid-19 pandemic or the new normal era, after the president finally announced the victory and the end of the Covid-19 pandemic in Indonesia, government agencies also returned to clean up. Many things are being done to be able to provide optimal services that were hampered during the Covid-19 pandemic. It cannot be denied that the Covid-19 situation greatly hampered services even though various kinds of innovations were born during the Covid-19 pandemic. This happened due to the factor of not having enough time to prepare for the government to face the rapid spread of this pandemic. In this new normal era, the government can fix this.

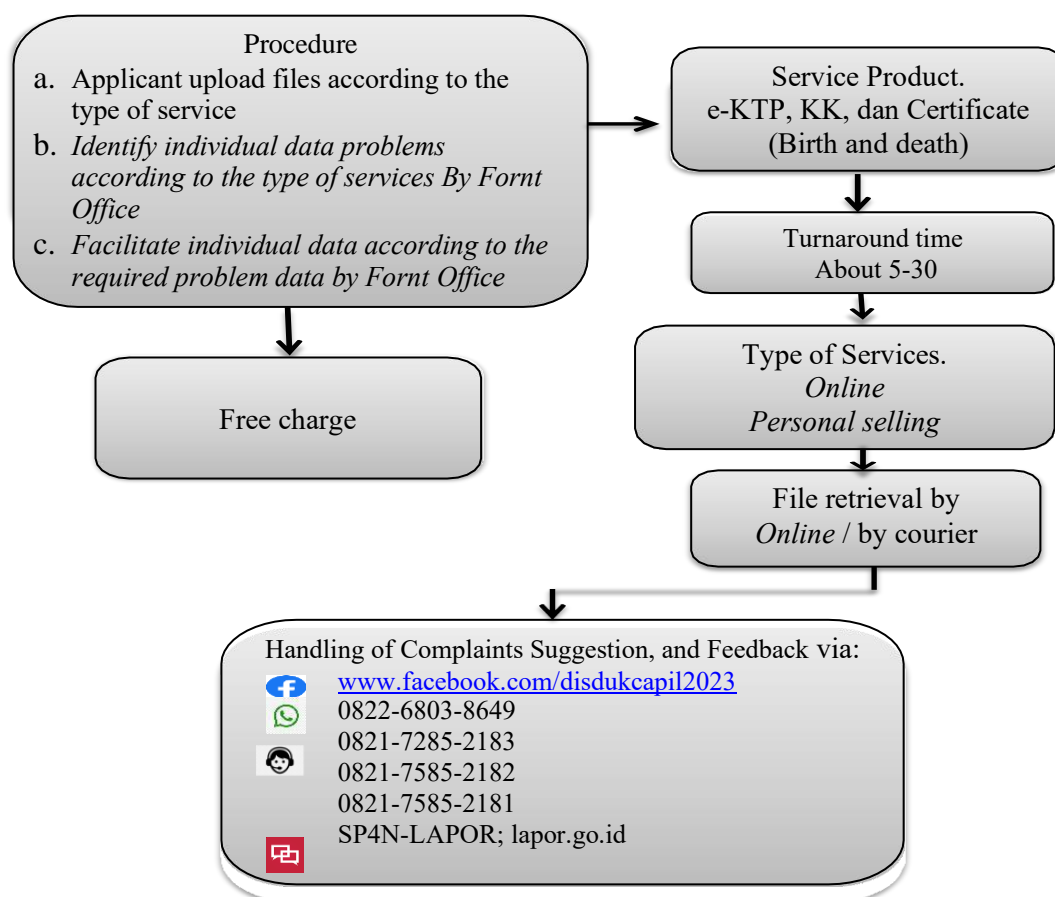
For Disdukcapil Pekanbaru City, the transition from the pandemic period to the new normal era is used as an opportunity to maximize strength in dealing with various forces for better public services, the use of resources that pay attention to the environment is in line with what Ohmae formulated in (Salusu, 2015). In that framework, Disdukcapil Pekanbaru City implements Minimum Service Standards (SPM) so that services become more effective, efficient, responsive, and transparent as an effort to build public trust and satisfaction.

The Pekanbaru City Disdukcapil also appealed to the people of Pekanbaru City in taking care of population administration now there is no need to come directly to the Pekanbaru City Disdukcapil. For people who are present to get the initial service, Disdukcapil will direct the community to continue through online procedures. This is a sign that there is a continuation of system innovation brought from the pandemic and maintained during post-pandemic conditions.

To be able to further optimize and improve the efficiency of population data, Disdukcapil Pekanbaru City also conducts personal selling services or better known as picking up the ball for people who experience problems in 2023. This is in line with the innovation from the Ministry of Home Affairs, namely Identitas Kependudukan Digital (IKD). This IKD innovation is presented to improve the efficiency of population data, where in this innovation the community will get population data services without original documents. This personal selling or ball pick-up service uses the synopsis application to schools and homes of vulnerable and disabled communities.

The development of this existing innovation is expected to be able to further optimize the performance of the Pekanbaru City Disdukcapil. In addition to this type of personal selling service during the new normal period, Disdukcapil also developed services in terms of file retrieval. The collection of files by the community during this new normal period can be done by courier. To be able to see more clearly the service during the new normal period, the following is the service flow after the Covid-19 pandemic.

Figure 6. Service Flow Chart in the New Normal or Post Covid-19 Pandemic Period



Based on the figure of the Pekanbaru City Disdukcapil service flow chart above, there are several stages that the community can follow. Starting from the registration process procedure stage where the applicant is asked to upload the file according to the type of service desired, then the Front Office will identify the applicant's file according to the problem and individual service needs. Furthermore, the Front Office will facilitate the individual data in accordance with the appropriate type of service. Second, the community can choose service products in the form of KTP, KK, Certificate (Birth / Death). Third, this service is free of charge or free of charge. Fourth, the completion time ranges from 5-30 minutes, where the community only waits for the application results to be approved by the authorized official to check the completeness of the required documents verified by the service admin online to be issued by Disdukcapil. Fifth, the collection of applicant files can be done online, by courier, or on the spot during personal selling. Online collection means that the community can print their own documents that have been issued. The community can print KK, Certificate, and other

documents. For e-KTP, the community is still required to come because it cannot be printed independently. Sixth, regarding the handling of complaints, suggestions, and input can be done in the media provided by Disdukcapil Pekanbaru City officially.

Broadly speaking, the service flow provided during the new normal period is based on the same as the service flow during the pandemic. It's just that to be able to optimize even better services. Disdukcapil is making developments. The development in question can be seen from the existence of personal selling and file retrieval by courier. File retrieval that can be done by courier is usually used for e-KTP making services where this e-KTP blank requires a special sheet.

The next service development in Disdukcapil Pekanbaru City is personal selling. Public services entitled personal selling or ball pickup by Disdukcapil Pekanbaru City are utilizing the end of the Covid-19 pandemic. The use of technology during this pandemic can reduce the crowd of people who usually come to MPP to get services. This condition was utilized by Disdukcapil after the pandemic ended and entered the new normal era. Disdukcapil has a much wider space to be utilized in personal selling policies. If during the pre-pandemic period the community came to the MPP Disdukcapil, then during the post-pandemic or new normal era, Disdukcapil officials came to the community to provide public services directly. A service policy that is carried out by visiting schools or homes of people with disabilities. The following is an image of personal selling services in the new normal era by Disdukcapil Pekanbaru City.

Figure 7. Personal Selling Services carried out by Disdukcapil Pekanbaru City Post Pandemic or New Normal Era

Figure a



Figure b



Source; Disdukcapil Pekanbaru, 2023.

Based on the figure above, it is known that the Pekanbaru City Disdukcapil has developed online-based service innovations into personal selling door to door. This personal selling service is divided into two targets. The first target is aimed at people with disabilities and the second target is schools. For people with disabilities, the officer will provide door to door services to the community's home. This can be seen from Figure b above. Figure b explains how personal selling is carried out at the homes of vulnerable or disabled communities. Meanwhile, the second target is done door to door to schools. Officers do personal selling at schools as shown in figure a above.

Personal selling conducted at schools is aimed at students. Students who have met

the criteria will be assisted in making e-KTP. This program uses an application called the Electronic KTP Recording Registration Service Information System for Students (SINOPSIS). This synopsis application is a special application created for recording and registering electronic ID cards for beginners, especially school students.

Figure 8. Sinopsis Application of Disdukcapil Pekanbaru City



Source; Disdukcapil Pekanbaru, 2023.

This application was created with features and menus that are simple and easy to use for school students in Pekanbaru City. After downloading the application, the officer will tell the instructions or service flow of the synopsis application, the flow is as follows; the applicant (high school student) makes an online submission on the synopsis application, the front office officer verifies, the synopsis team will go down to pick up the ball to record the e-KTP, the officer will print the e-KTP for those who are even 17 years old, the synopsis team will go down to pick up the ball to distribute the printed e-KTP.

Not only that, to be able to optimize public services that can be utilized by all people in the regions, the Ministry of Home Affairs also made innovations. The innovation of the Ministry of Home Affairs product that was distributed to the Disdukcapil of Pekanbaru city is covered by the Minister of Home Affairs Regulation (Permendagri) no. 72 of 2022 concerning Standards and Specifications for hardware, software, and KTP-EI blanks, as well as the implementation of digital population identity. This innovative product from the Ministry of Home Affairs is in the form of an application called Identitas Kependudukan Digital (IKD).

Digital Population Identity is electronic information used to represent population documents and return data in digital applications through devices that display personal data as the identity concerned. With this application, people do not need to print the blank of their e-KTP card anymore. With this application, people can access digital ID cards, digital family cards, Covid-19 vaccines, NPWP, BKN vehicle ownership, and the 2024 permanent voter list. Not only that, this application has been integrated with public service institutions including banking.

Figure 9. Digital Population Identity Application (IKD)

Source; Disdukcapil Pekanbaru, 2023.

The flow of IKD application activation is as follows; the public comes directly to the Pekanbaru City Disdukcapil office and downloads the IKD application via Playstore on a smartphone, the public registers by entering their NIK, email, cellphone number, and taking a selfie in front of the officer to verify their face and scan the QR code, if the registration is successful then the public will receive an email containing an activation code, The community is required to carry out the account activation process by entering the activation code sent via email, the community logs in using the keyword / PIN that has been given previously by the officer (the keyword can be changed later), after successful login, the application homepage will appear which contains the main menu, there are two events to display the Digital KTP, namely displaying on the screen only or displaying in the form of an encrypted QR-code.

During the new normal or post-pandemic period, manual services are actually still being carried out. Some people still come to the Pekanbaru City Disdukcapil public service mall for several matters. The most frequent business is related to information about how to use online services. Information related to this can be accessed by the public at the front office. The Front Office will direct people who come according to the service needs they need Fajar *et al.*, 2020).

Figure 10. Situation of manual service at MPP Disdukcapil Pekanbaru City After Covid-19 Pandemic

Source; Disdukcapil Kota Pekanbaru, 2023.

If we look at the situation of services provided after the Covid-19 pandemic at MPP Disdukcapil Pekanbaru City, there are differences if we refer to the situation before Covid-19. During the period before the Covid-19 pandemic, there will be a density or crowd of people who come to get public services. However, in normal conditions in the post-pandemic situation or the new normal era, we no longer find crowds of people crowding the MPP Disdukcapil Pekanbaru City. In other words, people still come to the MPP but no longer pile up like the situation before the pandemic. This situation is not due to a lack of services provided but this is indeed in accordance with what is expected by the Pekanbaru City Disdukcapil, where after the pandemic the focus of the services they provide is online-based, and also personal selling through door to door services to the community.

This online service base is indeed much more effective when compared to services before the pandemic. The pandemic situation can be utilized well by Disdukcapil Pekanbaru City to optimize public services for the people of Pekanbaru City. Online services that are also developed into personal selling services through door to door are indeed far more effective and efficient in terms of time, energy, material, and other things. Online-based services with SPM and personal selling services by door to door deserve appreciation.

Although overall it can be said to be better, these public services still have shortcomings. The community is not yet accustomed to getting public services online. Although Disdukcapil has conducted socialization through the media, this is still not enough for the community, the lack of information about public services that can be accessed online causes people to keep coming to the MPP Disdukcapil Pekanbaru City. The lack of availability of information about the use of innovation products is the most common factor found in the community. Lack of public understanding of the instructions for using the application is also an obstacle. The number of people accessing the application so that it causes constraints on the network system which has an impact on the application server to become an error is also an obstacle in the community. This is still a finding or obstacle to the implementation of e-government digital-based public services in Indonesia still struggling with technical problems (Tasyah *et al.*, 2021).

CONCLUSION

From the explanation of the discussion above, it can be concluded that the Pekanbaru City Disdukcapil can get through the Covid-19 pandemic very well to continue providing public services to the community. There are several changes in public service policies at Disdukcapil Pekanbaru City in passing these situations and conditions. These changes occurred based on changes in the situation and conditions caused by Covid-19. There were two service policy changes made. The first change in public services occurred because the covid-19 pandemic paralyzed government agencies which caused manual or face-to-face public services to not be implemented. While the second change occurred because manual public services could be implemented again after the end of the Covid-19 pandemic.

From these two service policy changes, we can capture three types of service policy implementation in Disdukcapil Pekanbaru City. First, the implementation of manual public services carried out by queuing and face-to-face, this public service was implemented before the Covid-19 pandemic. Second, during the Covid-19 pandemic the implementation of public policies was provided by utilizing technology, this is so that public services can still be felt by the public even though it is not done face-to-face. The third implementation of public service policies was carried out when the pandemic period had ended or the new normal era, the

services provided used the concept of public services during the pandemic that were developed, from this public service was carried out in the hope that public services would be far more optimal and bring people closer to public services through personal selling innovations carried out door to door. There are several innovations produced by Disdukcapil Pekanbaru City during the Covid-19 pandemic and developed in the new normal era. There is a migration of public services that were originally carried out manually to services that are carried out online. This online public service can be accessed by the public through the official website of the Pekanbaru City Disdukcapil.

The migration of public services from manual to online has advantages or positive impacts. The positive impacts of this online service include Disdukcapil Pekanbaru City becomes a government agency that can be accessed online. Services carried out online can avoid piles of queues that cause crowds of people for public services. Public services carried out online can also cut bureaucracy. Services carried out online can cut service time to be much faster. This online public service can be accessed by the public from anywhere without having to come to the MPP Disdukcapil Pekanbaru City, not only that, this online-based service also makes it easy for people to print the documents they need independently. In the new normal era, public services are even optimized through innovative personal selling policies that are carried out door to door to schools and to the homes of vulnerable communities.

Although the Pekanbaru City Disdukcapil has managed to get through the Covid-19 pandemic well, the author provides several notes for further attention. First, the migration of services carried out through the official government website often occurs errors so that it cannot be accessed by the community. The lack of availability of information and instructions for using the application causes people to keep coming to the MPP Disdukcapil Pekanbaru City. To see how public services in this new normal era are widely implemented, researchers suggest that other researchers be able to evaluate the implementation of public service policies carried out by Disdukcapil Pekanbaru City.

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