Implementation of E-Government in Public Service
A Study in Population and Civil Recording Agency in Samarinda Municipality

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Abstract

New Public Service (NPS) paradigm and the advance of communication and information technology bring a very great changes in forming of new public service concept, therefore the public sector need to implement e-Government as a tool for the government to respond the challenge in realizing of more effective governing system. This paradigm emphasize that public service should be responsive to the various interests and public values which is already available in people's mind. Also, it is the government task to make negotiation and elaborate various interest of its citizen and minority group. This means that character and value which is contained in the public service should include the people's value, and because the people are dynamic in nature, therefore public service character also need to be everchanges in regards of people development. The new model of public service should be non discriminative in line with the implemented basic theory, the theory of democracy which guarantee equality for citizen without indiscriminate their origin, tribe, race, ethnicity, religion, and political background. This mean each citizen is given similar treatment from public bureaucracy in receiving the service as long as they fulfil the requirement.

Keywords: e-government, public service

1. Introduction

The advance of information and communication techology and the requirement for more effective and efficient public service implementation for public sector is influenced by shifting paradigm toward New Public Service (NPS) as the newest paradigm in state administration in which put public service as the main activity for the administrators. One of the main principles of New Public Service (NPS) is how the public administrator articulate and shared interests of the citizen (Denhardt & Denhardt, 2003).

The principles of New Public Service (NPS) which is formulated by Denhardt & Denhardt put the citizens on the position in which they have high bargaining power, which is 1) give service to the people as citizen, not a costumer; 2) fulfil the public interests; 3) Citizen first above entrepreneurship; 4) Think strategically and act democratically; 5) Aware of complexity of accountability; 6) give service not steering; 7) give priority to people interest above productivity. Those things above very clearly depict the people on the position as citizen not as costumer or merely client/constituent as a form of resposivity public bureaucracy to the people, so that the developed service model is public service built by bureaucracy in which able to accomodate served people interests as good and fair as possible.

The e-Government definition according to World Bank (2004) is as follows:

"…e-Government refers to the use by government agencies of information technologies that have the ability to transform relations with citizens, businesses, and other arms of government. These technologies can serve a variety of different ends: better delivery of government services to citizens, improved interactions with business and industry, citizen empowerment through access to information or more efficient government management. The resulting benefits can be less corruption, increased transparency, greater convenience, revenue growth, and/or cost reductions" (Grönlund, 2007:3652).

The expected results in applying e-Government (OECD 2005 in Darmawan, 2011:70), are: 1) e-Government is raising efficiency; 2) e-Government makes service better; 3) e-Government helps to achieve certain policy output; 4) e-Government can give contribution to economic policy; 5) e-Government can be a main contributor in reformation; 6) e-Government can help the trust between Government and Citizen. The other advantage of e-Government, it is believed to be one of the ways to form Good Governance. Along with the development of e-Government in Indonesia, several Regency/Municipality in Indonesia become a benchmark for the development of e-Government in other area, following the real result from the implementation of e-

Government (Faizah dan Sensuse, 2009).

In response of e-Government phenomenon which is developed in various countries in the world, Republic of Indonesia's Government has responds by issuing Presidential Instruction (Inpres) Number 3 Year 2003, on the national policy and strategy of e-Government development and Inpres Number 6 Year 2001 on development and usefulness of Indonesian Telematica and also Presidential Decision (Kepres) Number 50 Year 2000 and Kepres Number 9 Year 2003 on Indonesian Coordinating Team of Telematica. The Inpres and Kepres above become basis and respond of government on demand of changes toward global environment based on information and communication technology which is in line with development and demand of the people on this day.

Use and application of information and communication technology on e-Government change the interaction pattern of government and the people. The service which has orientation on in-line system in front of the desk and depends on the work hours before is changed into online service which can be accesed on government website through the computer connected to the internet, 24 hours a day, so that the phrase "don't stay in-line get online" created (Holmes, 2001).

Beside, e-Government is an answer on the changes of strategic environment which demands the efficient, effective, public oriented, transparent and accountable state administration (Mustopadijaya, 2003).

Service system using internet has shown the usefulness and easiness for the user, but the occurrence of digital divide factor for the user which has not the access to the internet, surely become a obstacle on the internet based service system. Therefore it need a certain strategy based on direct interaction basis, the strategy is still needed by government to reach all people strata. The challenging factors in the implementation of e-Government in Indonesia are already identified; some of them are caused by: 1) government's commitment in the integration and transparency; 2) lack of share the information's culture; 3) lack of culture of good documentation; 4) resistant to the changes; 5) lack of qualified human resource; 6) the infrastructure is not adequate and expensive; and 7) access point is limited (Raharjo, 2001).

According to Prasojo (2007) e-Government is believed to be one of solutions of lesser quality of bureaucracy in Indonesia, start from bad performance and too long chain of bureaucracy, the employee which is not professional in serving the people, which cause bad service, too many bureaucracy, and the collusion, corruption and nepotism practice (KKN) which lead to the not sensitive and conducive condition to the performance of the government agency. By applying information and communication technology, at least will make the service become participative and interactive, rationalisation of process and bureaucracy structure, increasing understanding and acceptance from the people, and competition on international and global scope.

Implementation of e-Government in Indonesia is depicted in Sistem Informasi Nasional (National Information System) abbreviated as Sisfonas. In Sisfonas documentation, it is mentioned that the condition of Indonesian information system today are:

a) First, existence of information island; this is because each institution has their own information system frame which is stand alone and not integrated each other.

b) Second, security system is not adequate and never audited; not adequate security system make accessing the government's important and classified document become possible by unauthorized parties and may lead to the lost of government secret data. Without any audit means there is no available mechanism on the quality assurance of development and implementation of information system in government agencies.

c) Third, inconsistency of data and information; this is caused by there is no integrated mechanism for information system. We can still finding different data and information for an entity while we access it from different agencies and department as proof of the data inconsistency.

d) Four, not adequate infrastructure; this thing may slow down the implementation of information system if the efforts to cope with the obstacle is minimum (Sisfonas, 2010).

A step forward by Government of Province of East Kalimantan by forming Warung Informasi Etam Kaltim (Etam East Kalimantan Information Kiosk) and abbreviated as WIEK at Dinas Kominfo (Communication and Information Agency) East Kalimantan, on 7 November 2012. The existance of WIEK in East Kalimantan makes the province has advantageous values compare to other provinces in the tranparency of public service. East Kalimantan Communication and Information Agency also created PPID (Pejabat Pengelola Informasi dan Dokumentasi) or Information and Documentation Management Officer and PPID branch in some of region and become the fifteenth (15) of nineteenth (19) province in Indonesia which already creates Komisi Informasi Provinsi (KIP) or Province Information Commission as instrument in implementation of Undang-Undang KIP (Province Information Commission Law). The existance of WIEK also means the implementation of information transparency and helps the people to make use information and communication technology facility

wisely and efficiently and clearly as a component in supporting implementation of public information transparency. WIEK is not only makes available facility for the people to acces information easily, but also give training facility to the people to make use the internet.

Samarinda Municipality as the Capitol and the centre of Government and become the barometer of the governance in the Province of East Kalimantan, especially in management of public administration still not maximal in implementing e-Government. Thru one of the Satuan Kerja Perangkat Daerah (SKPD) or Regional Official Working Unit which is believed to have intense interaction with the people, i.e Population and Civil Recording Agency Samarinda Municipality, can be used as parameter how Samarinda Municipal Government give population and civil recording service to the people. Based on Peraturan Pemerintah (PP) or Government Rule Number 41 Year 2007, the Municipality issued Peraturan Daerah (Perda) or Regional Rule Samarinda Municipality Number 11 Year 2008 on Organisation and Working Procedure for Agencies in Samarinda Municipality. Based on above Perda, SKPD Civil Recording, Population Admission and Family Planning Agency was renamed to Population and Civil Recording Agency.

The growth and population density which is high enough of course give a challenge in drafting good service strategy to maximize population related and civil recording service so that it can be easily accessed by the people. Make use of government access channel in form of website of Population and Civil Recording Agency of Samarinda Municipality is also still low. The limitation of the Agency in maximize the make use of information and communication technology is much regretted, while if the make use is managed well could give impact on increasing of public service performance and will give great contribution on the performance of Samarinda Municipality as a whole.

Because of this, a more comprehensive research on the implementation of e-Government on public service in Population and Civil Recording Agency of Samarinda Municipality can be used as a solution on the effort to increase public service performance which is expected to be coherent with their vision "Make A Good Administration on Population and Civil Recording Effectively and Efficiently".

2. Problem Statement
Based on description above, the problem statement in the research as follows:

1. How is the implementation of e-Government in Population and Civil Recording Agency of Samarinda Municipality on public service?

2. What factors to be obstacle on the the implementation of e-Government in Population and Civil Recording Agency of Samarinda Municipality on public service?

3. How is the impact of implementation of e-Government in Population and Civil Recording Agency of Samarinda Municipality on public service?

4. What is the strategy implemented by Population and Civil Recording Agency of Samarinda Municipality to cope with obstacle in implementing e-Government on public service?

5. How is the element model of success in implementing e-Government on public service in Population and Civil Recording Agency of Samarinda Municipality?

3. Research Objective
The research has objective to:
1. Describes the implementation of e-Government in Population and Civil Recording Agency of Samarinda Municipality on public service.
2. Describe and analyze the factors which become obstacles in the implementation of e-Government in Population and Civil Recording Agency of Samarinda Municipality on public service.
3. Describe and analyze the impact of the implementation of e-Government in Population and Civil Recording Agency of Samarinda Municipality on public service.
4. Describe and analyze the strategy implemented by Population and Civil Recording Agency of Samarinda Municipality to cope with obstacle in implementing e-Government on public service.
5. Reconstruct the model element of succes in implementing e-Government on public service in Population and Civil Recording Agency of Samarinda Municipality.

4. Literature Review
4.1. New Public Service (NPS) Paradigm on Public Administration Reformation
New Public Service (NPS) is a paradigm which is relatively new on the state administration review. New Public Service (NPS) has a root from citizen democracy theory, community model and civil society, theory of

humanism organization and new state administration and also postmodern state administration. New Public Service (NPS) has characteristic difference from Old Public Administration (OPA) dan New Public Management (NPM). NPS is an effort to improve the weakness in OPA and NPM paradigm by offering some options. The core of the NPS paradigm is repositioning of state role and government on giving service to the people.

According to the paradigm, public service need to be responsive to the inverest and public values which is already there. The government duty is to makes negotiation and elaborate various interest of the people and community groups. This is means that the characters and values contained in public service need to have the values which is already in people's mind. Because the people is dynamic in nature, so that the character of public service also need to change in response of people development.

The relationship between public bureaucrat and citizen is a impersonal relation so that it can avoid nepotism and primordialism (Milakovich, 2003). In relation to the research theme in which e-Government inherits the policy of reformed administration, it is influenced by NPM doctrine. Today, people is understanding that "customer democracy approach" has been widening the gap between government and the citizen and decreasing public trust to the governance (Welch, *et. al.*, 2005).

Degree of information closeness between citizen and government influence the degree of people trust. The feel of gap and information disparity occurrence by the people to the government seemingly becomes one of the main elements of decreasing of public trust to the government. Therefore, increasing the information from government to the people can help in repairing biased public perception and influence the trust expectation by narrowing information discrepancies between people and government (Welch, *et. al.*, 2005).

Denhardt & Denhardt (2003) formulated the principles of NPS as follows:

1) Serving the people as citizen, not as costumer;
2) Fulfil public interest;
3) Give priority to the citizen above entrepreneurship;
4) Think strategically and act democraticaly;
5) Aware of complexity of accountability;
6) Serving not steering;
7) Give priority on people interest not productivity.

4.2. Understanding, The Steps, Aspects and Impacts of Implementation

Implementations are idea application, concept, policy, or innovation on the some practical acts so that give impacts, whether in the form of changes in the knowledges, skills or values and attitudes (Susilo, 2007:174). Meanwhile, according to Webster Dictionary (in Abdul Wahab, 2005:64) the implementation means "*to provide the means for carrying out*; *to give practical effect to*".

Its means that implementation is make available the facility to execute the policy which can give impact or effect to something. According to Pressman and Wildavsky (Abdul Wahab, 2005:65), stated that a verb implement should be related to the verb policy. The other definition is activity to gets and integrates physical and conceptual resources to produce a worked system (McLeod, 2004:144).

Meanwhile (Lester and Stewart in Agustino, 2007:176) stated that:

"... Implementation as a process and output of successful implementation can be measured or viewed from the process and achieving the end output which is achieving or not the presetted objectives".

The measurement of successful implementation can be seen from the process by questioning whether the program execution is according to the planned one, which is viewing action programmer from individual projects and secondly whether the objective of the program is achieved (Grindle in Agustino, 2006:154). Then according to Nugroho (2007), there are implementation aspects which are:

a) Technique and infrastructure consist of: 1) Make available the hardware (computer terminal, server, etc); 2) Computer network assembly (LAN and Internet); 3) Develop the application (software) of system informations.

b) Changes in bureaucratic procedure, consists of: 1) Change in procedure to maximize ICT support; 2) Realize in Standard Operating Procedure (SOP) or contain in main task and function of SKPD.
   (a) For SKPD: Guidance for giving the service.
   (b) For the people: Guidance for using the service.

c) Empowering Human Resources, consist of: 1) Operator: understand to operate the application and execute related procedure; 2) Related Officer: understand about the new system on perspective of

public service/coordination inter agency; 3) Support of Technical Human Resources: to do routine maintenance.

d)   System Operation and Maintenance, consist of: 1) quality of service, excelent service concept; 2) Securing computer system.

According to Rasyid, *et. al.* (2002:292), in the implementation, there is interaction between various interests in the people which is called stakeholder.

Based on the view described by the experts above, it can be conclude that process of policy implementation is actually not only related to behaviour of administrative agencies who responsible to execute program and make obedience of targeted group, but also related to political power, economic and social network which is directly or not may has influence on behaviour of everyone involved and finally has influence to the expected positive impact or not.

4.3. *Electronic Government*

Electronic Government or usually called as *e-Government* has many definitions, World Bank (2004), defines as follows:

"...E-Government refers to the use by government agencies of information technologies that have the ability to transform relations with citizens, businesses, and other arms of government. These technologies can serve a variety of different ends: better delivery of government services to citizens, improved interactions with business and industry, citizen empowerment through access to information, or more efficient government management. The resulting benefits can be less corruption, increased transparency, greater convenience, revenue growth, and/or cost reductions". (Grönlund, 2007:3652).

UNDP (*United Nation Development Programme*) defines *e-Goverment* more simple, in which: "…e-Government is the application of the Information and Communication Technology (ICT) by government agencies" (Indrajit, 2004:2).

Wescott defines *e-Government* as:

"E-Government is the use of information and communications technology (ICT) to promote more efficiency and cost-effective government, facilitate more convenient government services, allow greater public access to information, and make goverment more accountable to cittizens" (Indrajit, 2004:4-5).

The Government of New Zealand define *e-Government* as follow:

"...a way for governments to use the new technologies to provide people with more convenient access to government information and services, to improve the quality of the services and to provide greater opportunities to participate in our democratic institutions and processes" (Bovaird, 2005:19).

Meanwhile Holmes defines *e-Government as*:

"....is the use of information technology, in particular the internet, to deliver public services in a much more convenient, customer-oriented, cost-efective, and altogether diffrent and better way. It affects an agency's dealing with citizens, businesses, and other public agencies as well as its internal business processes and employees" (Holmes, 2001:2).

From several definitions on e-Government above, we can draw an important conclusion from the definition in which e-Government is using newest information and communication technology to serve intensively to the people, businessman, and government. The service is using application based on website by changes in the internal and external process in order to reduce corruption, increase transparency, increase of easiness, increase the revenue and reduce the cost in conducting governance.

Kumorotomo (2008) shortlisted the problems in the implementation of e-Government into three big aspects, in which:

1)   Cultural Aspect
    a)   Resistancy and refusal by the people and government officer ranks to e-Government System.
    b)   Lack of awarenes on the make use and acknoledgement of the technology used in e-Government System.
    c)   Don't want to share data and information to be integrated nationally for all public service provider agencies.

2) Leadership Aspect
   a) There are conflict of interest in central and regional government.
   b) The law still not socialized and the implementation is not reach all the targeted yet.
   c) Budget allocation on development of public service infrastructure which make use of e-Government System in APBN/ APBD is not given top priority yet.

3) Infrastructure Aspect
   a) There are digital disrepancy which caused the availability of information and communication technology are not evently distibuted, in regards of vast Indonesian geographical region which is consists of many islands.
   b) The availability of infrastructure of information and communication technology still focused in the big cities. The expert in the remote area also scarcely available, if don't want to be said not available at all.
   c) The public service in Indonesia don't have certain standard. This will slowdown population data integration and other citizenship document nationally.

4.4. E-Service in Public Sector

Transformation process on implementation of e-Government according to Indrajit (2005:37-39), goes thru the step as follows: First, how is e-Government able to change the principle of *"service to citizens"* to *"service .by citizens*. Second, try to change the phenomenon *"citizens in line"* to *"citizen online"*. Third, try to solve the problem of *"digital divide"* and guarantee the making of *"digital democracy"*. Four, increase efficiency and effectivity of the government by changing the processes which are *"paper based*" (manual, based on documentt/paper) thru implement the holistic concept of *"government online"*. Five, try to use *"digital knowledge"* as substitute of *"physical knowledge"*.

4.5. Public Service

According to perspective of public sector, terminology of government service is defined as: *"the delivery of a service by a government agency using its own employees*" (Savas, 1987). Public service is giving service by government agencies thru their employee. Public service by public bureaucracy has an objective to increase the welfare of the people of the nation adopting welfare state ideology.

Lembaga Administrasi Negara, LAN (1988), or State Administration Agency defines public service as all the form of public service activity which is conducted by government agencies in the central, regional, and also in Badan Usaha Milik Negara dan Daerah (BUMN/D) or State and Regional Owned Company in form of goods and services, which has objective to fulfil people needs or in order to implement the Law.

Lovelock (1994), define the service as: *"service is those thing which when added to a product increase its utility or value to the customer*". Five basic principles need to be concerned by public service provider, in order to achieve public service quality, are: tangible, reliable, responsiveness, insurance, and empathy.

Frederickson (1988), divide the type of public service as seen from justice dimension, as follow:

a) The same service for all, for example is education which is mandatory to all young age residents;

b) The same service proportionally for all, which is service distribution based on certain characteristic in relation to the need. For example, the amount of policemen in patrolling certain area is different depend on the rate of criminality threat;

c) Different service for every individual according to relevant differences. The criteria for differentiation in the service are as follows: first, the service is given on the ability to pay basis, and second make available of service based on the need.

Keep in mind about the importance of public service function conducted by state apparatus, the government arrange service procedure by issuing Keputusan Menteri (Kepmen) or Minister Decision of Kepmen State Minister of Discipline of State Apparature Number 81 Year 1993, which contain principle of service which need to be concerned as follows: Simple, Clarity and Certainty, Transparency, Efficient, Economic, Fairness, and Quality.

The pattern of providing and procedure of public service is regulated in UU Number 25 Year 2009 on Public Service. In section 8 of this UU, it says every provider of public service will provides public service which at least consist of: (a) realizing service; (b) managing of public complaints; (c) managing of information;

(d) internal control; (e) giving education to the public; and (f) consultation service. Also mentioned that service provider and the whole part of providing organization should be responsible to incapability, breaking of the rule, and failure of service providing. In order to make the duty can be well executed by public service provider; the providing organization could arrange cooperation with other agencies or other parties, with the constraint the other parties should be Indonesian enterprise and the cooperation should not give excessive cost to the public.

Increasing the quality of public service as mentioned in Kepmen No. 81 Year 1993 above is more endorsed by Inpres No. 1 Year 1995 on Increasing the Quality of State Apparature's Service. In line with this, Coordinator Minister of Maspan in Surat Edaran/Circulation Letter (SE) No. 56/MK/AWSPAN/6/1998 on Real Step in Increasing Public Service in accordance with reformation aspiration by directing Menpan to take a coordinated actions by increasing the quality of service by state apparatur, in central and regional, to improve and increase the quality of service by state appature to the public, related to providing government service, development, and civil related issue.

5. Location and Methods of Research

The research was executed by using qualitative approach, held in the office of Population and Civil Recording Samarinda Municipality, East Kalimantan Province which has population of 928,644 people and growth rate of 6.55%. The data source were came from informants (Inside Government, the officers who involved in the implementation of e-Government in Population and Civil Recording Agency Samarinda Municipality and Outside Government, parties or interest groups who involved in the development of e-Government in Population and Civil Recording Agency Samarinda Municipality), the events and written documents. Data collections were conducted by observations, interviews, and documents tracing. Data analysis was conducted by employing Analysis of Interactive Data Model from Miles and Huberman (1992). The data analysis was consisted of three components, which is: data reduction, data presentation, and drawing the conclusion.

6. Implementation of e-Government in Public Service in Population and Civil Recording Samarinda Municipality

Factually, the conditions of providing of e-Government in Population and Civil Recording, Samarinda Municipality was preparing the internal on everything related to the conducting the application of e-Government. In the application of e-Government concept, Population and Civil Recording Samarinda Municipality hired the external parties thru outsourcing scheme. This decision was made by the Municipal Government in order to implement e-Government by producing a better quality of ICT based public service model.

Website application of Population and Civil Recording Samarinda Municipality was still in the level of emerging state. In this stage, an agency who just start to use website media put the information only on their contents and inside them has informations about profiles, the laws, products, service, statistic, articles, and news columns. The information on website is not updated daily yet because they don't have updating website applications. On the website, there is no available news update, useful articles, and also other important information such as the activities of Population and Civil Recording Samarinda Municipality. Also there is no interaction with the website because people can not give comments, critics, advices and complaints to the service given by Population and Civil Recording Samarinda Municipality.

The service via website from Population and Civil Recording Agency, Samarinda Municipality is still minimum and do not meet the requirement of website based service standard need to be provided by government yet. This condition is reasonable because until now, the Government of Samarinda Municipality still don't have blueprint for the application of e-Government tobe used as guidance for all of SKPD who has website based service application. Used network typology of the service is still locally internal within Population and Civil Recording Agency by LAN network and it is not interconnected online with other SKPD inside Government of Samarinda Municipality so that file and printer sharing, remote desktop and the easiness of data sharing is not possible. The external infrastructure is not integrated into internal infrastructure owned by SKPD inside Government of Samarinda Municipality and especially in Population and Civil Record Agency.
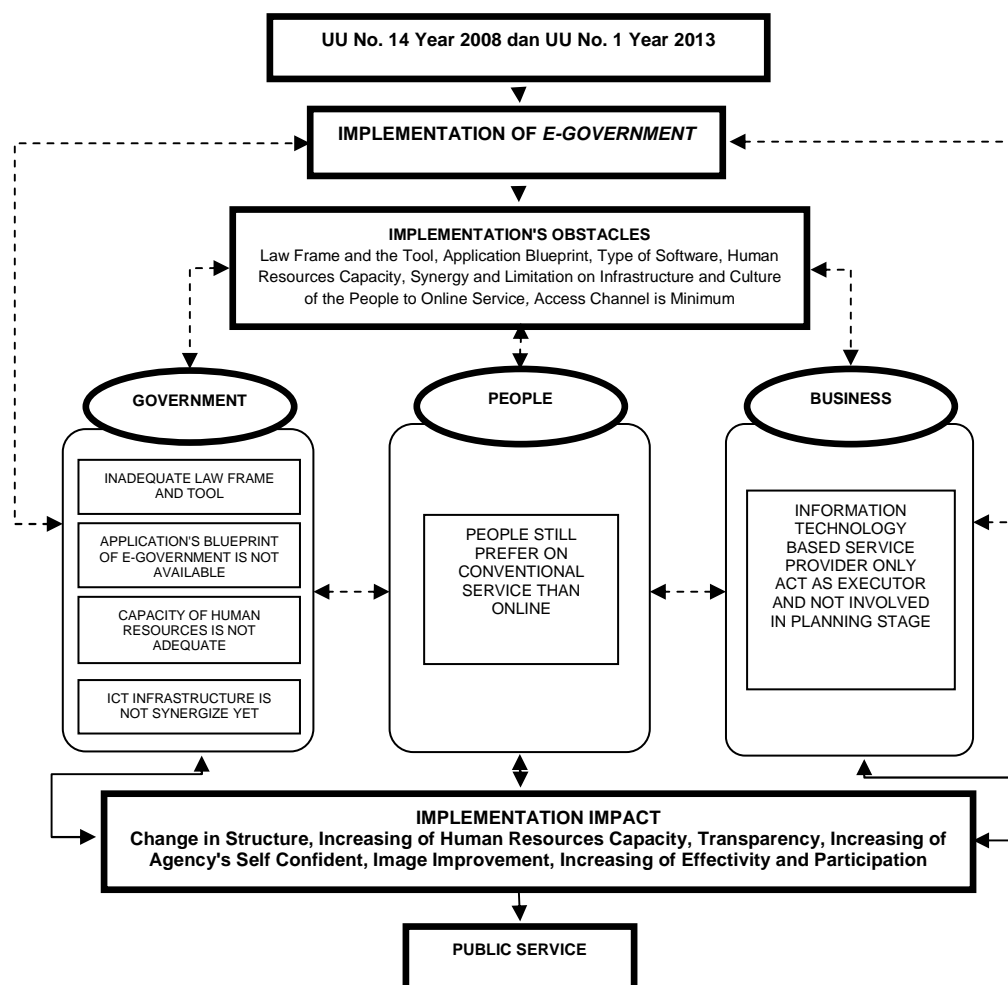
Figure 1. Empirical Model of E-Government Implementation in Public Service
in Population and Civil Recording Agency, Samarinda Municipality
Source: Research Results, 2013

Figure Note:
→ Direct Relation
⇢ Indirect Relation
↔ Interinfluencing Relation

Some of the obstacles in development of e-Government in Population and Civil Record Agency, Samarinda Municipality are the software is not compatible with peoples need, still lack of competent technical human resource in the operator level to the policy maker, there is no synergy between internal and external infrastructures, usefulness is not maximum, the frame and law are not fully supporting especially in the field of implementation of e-Government, multiple channels as media of interaction between the people and government is not available, not all of the people get used to online servive model, the willingness of the people to to access the website still low and still preferring to the old ways. Those all things are caused by the low education level of the people.

Based on the research results above, it can be seen that every actors in the implementation of e-Government already has adequate capacity eventough each actor also facing the obstacles in the relationship internally and externally. Other thing, harmonization between Government, people and entrepreneur in the implementation of e-Government in Population and Civil Record Agency, Samarinda Municipality is not run well yet. This is because the implementation in the agency still in the emerging stage which still need support from various parties especially stakeholders to be together in make easy, cheap, and efective service based information technology model come true. The empirical model of e-Government implementation in public service in Population and Civil Record Agency can be depicted in Figure 1 above.

Based on the research, the researcher classify the impact of the adoption of e-Government in Population and Civil Record Agency, Samarinda Municipality as follows:
1) There was a change in the organizational structure in Population and Civil Record Agency, Samarinda

Municipality as a preparing step and requirement to the implementation of e-Government by establishment of IT section as a direct impact on the implementation of e-Government.

2) Increasing of human resources capacity who is readying themselves to apply e-Government profesionally.
3) Establishment of service transparency.
4) Increasing of people participation.

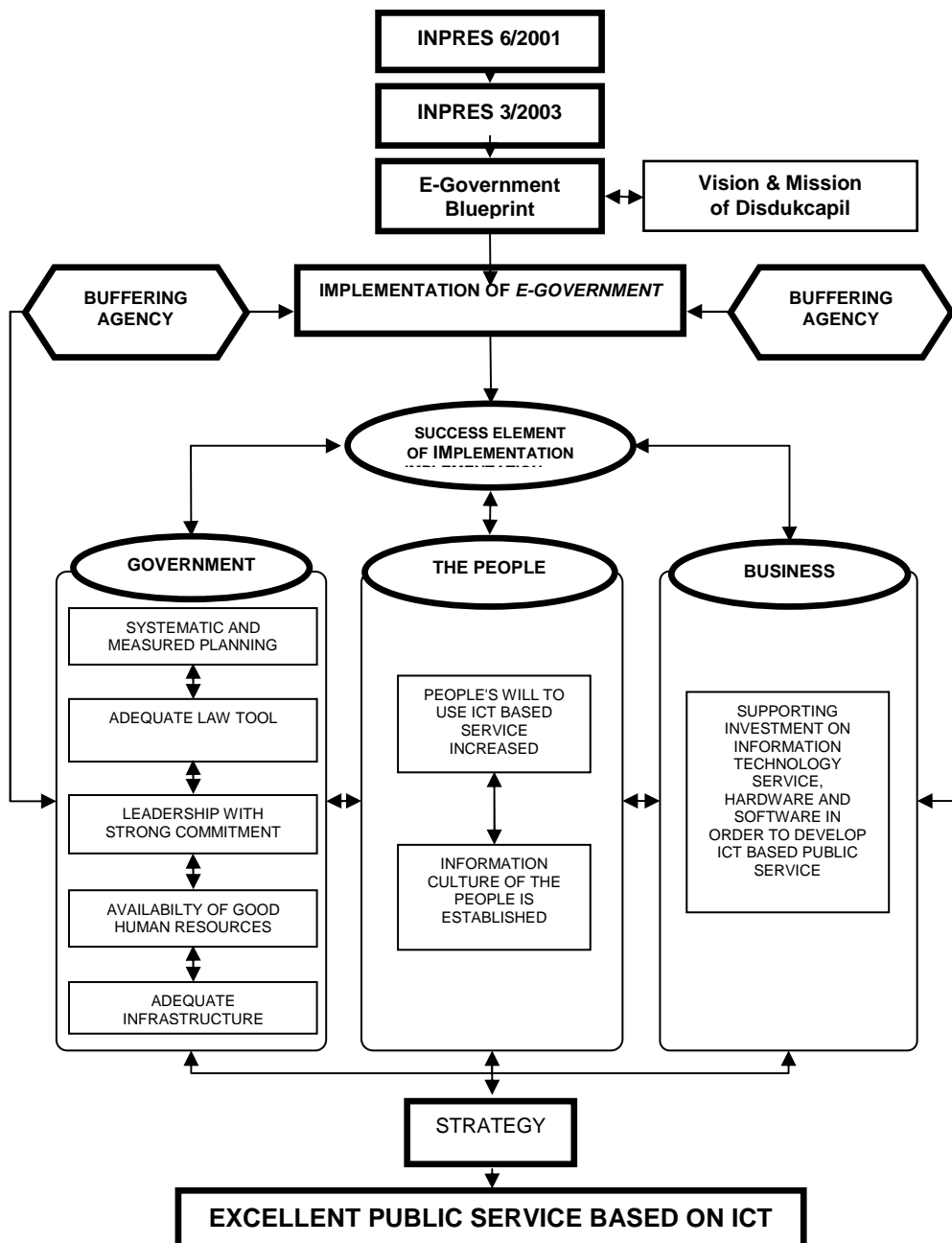To be clearer on the recommended model in the research, the following figure 2 was presented:

Figure Note:
→ Direct Relation
↔ Interinfluencing Relation

Figure 2. Reccommended Model of Success Element of E-Government Implementation in Public Service in Population and Civil Record Agency, Samarinda Municipality

Source: Research Results, 2013

7. Conclusion

Based on the data analysis and discussion, researcher can draw the conclusions as follows:

1. Implementation of e-Government in public service in Population and Civil Record Agency, Samarinda Municipality has been done gradually which is supported by leader commitment and make available sufficient budget, but the implementation results still on the emerging phase.

2. The factors which become obstacles in the implementation of e-Government in public service in Population and Civil Record Agency, Samarinda Municipality are unavailability of law frame and tool in th form of Peraturan Daerah/Peraturan Walikota, unavailability of application blueprint aplikasi of e-Government, unavailability of type and model of software, capacity of human resource is low, unavailability of harmonization of infrastructure and very minimum acces channels. The various obstacles have implication on the slow development of ICT based service model.

3. Impact from implementation of e-Government in public service in Population and Civil Record Agency, Samarinda Municipality are establishment of service transparency, increasing of agency self confident in increasing service performance, improving the image of bureaucracy so that public trust to it is increased, effectivity of service and participation of the people also is improving

4. The strategy on the implementation are by socializing, conducting organizational structure changes, upgrading of available hardware, involving the business, increasing the capacity of human resources by training and technical assistance.

5. Success model of implementation of e-Government in public ervice in Population and Civil Record Agency, Samarinda Municipality by doing gradually planned and measured preparation and supporting by adequate law tool, strong leadership, good human resources, adequate infrastructure capacity, and by sensing people need and make use and also culture aspect, customs dan convention in the in situ people and also involving professional on ICT. Regional government has a role in synergyze those elements by establishing buffering agency in order to make e-government success.

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