

CHAPTER III

RESULT AND ANALYSIS

In this chapter will present the results of the research that are related to the Central Bureau of Statistics role as the data provider in development planning of Special Region of Yogyakarta. Then the analyzed using qualitative techniques with the goal of keeping the data obtained and clarified with more simple and described with sentences that are more easily understood. Technical analysis conducted in this chapter using the SWOT Analysis (Strength, Weakness, Opportunity, and Threat).

3.1. Role Taking

3.1.1. Character

BPS of DIY Province has a strategic role in development planning, as the development planning data provider, now and in the future. In support of its role as a provider of data for development planning, the BPS require data and information that is accurate and up to date in order to produce a good development plan as a basis for decision-making or development policy by the Regional Development Planning Agency. BPS defined as vertical organization due to the BPS has a purpose and integrity that are determined by the region. In the development planning data collection technique, BPS compared the areas of DIY and had to use the same methodology and concepts so the areas in DIY Province can be compared. As stated by the Chief of Directorate of Statistical Information System of Mr. Buhari, that:

“The task of BPS in the development planning of BPS runs the mandate of Law No. 16 year 1997 as base statistic provider, update development planning data and dissemination and utilization of results statistical activity. In BPS development planning, the BPS acted as the initiator, BPS acted as the initiator, BPS actively initiated the standard of concepts preparation, definitions, and classification.” **(Interview March 18th, 2018).**

The task of the Central Bureau of Statistics in development planning, include:

a. Provide statistical basic data

The task and functions of the BPS nationally i.e. conducted in Law No. 16 year 1997 to initiate Basic Statistics. Data and information according to its utilization are divided into basic data, sectorial data, and specific data. Basic data intended with the purposes which are more widely both for Governments and communities. The statistical basic data has the content of macro-scale and cross-cutting, and it's become the responsibility of the Central Bureau of Statistics to provide basic data. Sectorial data used to meet the needs of certain agencies in the framework Government task and development. In provide the sectorial data work unit is formed to provide data and information that is composed of the local government and State agencies. Special data is data and information that is intended to meet the specific needs of the business by institutions, organizations, individuals or society. Most people assume that all about statistics carried out by BPS, whereas BPS only provides basic statistics data such as statistics of production, agriculture, economy, social and culture. For example for the needs of statistics of the fortune number or the effectiveness of road users it is become the task of the sectorial statistics agency such as local

government, if it in the National levels is held by the Ministry. Specific statistical data usually used by persons per person such as academics to get the data for the research. Therefore, as it has been mentioned in the Law No. 16 year 1997 about Statistics, the task of Central of Bureau Statistics is only provides the basic statistical data.

b. Up-dating development planning data

Central Bureau Statistics has the task to work together (coordinate) with working units that exist in the area of DIY Province for update the development planning data. Then the data that has been collected with the Government of DIY Province become the data base that served as the Data Center Planning and the Control of Regional Development (PDP3D). The database presents basic data and the latest information in various fields and sectors of development so that the process of planning and controlling of development gets better. The data and information that contains in the database include data on the sectors of the economy, human resources, community infrastructure and the role of the community. This activity is carried out continuously considering the basic data of development keep change at any time. These changes are caused by various factors such as population displacement, on-going investment, and Government policy.

c. Dissemination and utilization of results statistical activity

The results of statistical activities that have been carried out by the General Statistics Bureau called metadata can be known and utilized by

every institution that needed with keep maintaining the rights of a person or institution that is protected by law. Then, the metadata may be used by other statistics activity providers or user of data by going to the Referral statistics website (SIRuSa) at *sirusa.bps.go.id* link. Any user accessing SIRuSa's website data can easily browse through statistical activities that have been implemented in Indonesia, whether organized by BPS, government agencies, and the private sector.

The Central Bureau of statistics in development planning has significant functions, namely:

- a. As a tool for planners to predict all changes in the future.
- b. BPS acted as the initiator in the framework of the coordination, integration, synchronization, and standardization as well as coaching statistics.
- c. BPS actively initiated the standard of concepts preparation, definitions, classifications, and the measures that must be implemented by all statistical activity providers.

In the implementation of regional development it's not apart from the participation of local government, community and private stakeholders. The mutual commitment and consistency in implementing the program of activities that have been formulated becomes the key to achieving sustainable and sustainable development. Yogyakarta Central Bureau of Statistics became one of the regional apparatus in charge of implementing the planning function in terms of regional development. The role of the Central Bureau of Statistics in carrying out

the development in terms of planning of course can be seen from various aspects. Therefore the role of the Central Bureau of Statistics in planning the development of Yogyakarta Special Region, as expressed by the Head of Yogyakarta Central Statistics Agency, JB Priyono, that:

“The current BPS data is intended to be a development field and will also be the focus for development. Therefore, BPS data is a barometer of development data collection.” **(Interview March 14th, 2018)**

BPS has a role as the key to the success of development because the size of development, development can be seen from the data obtained by BPS. Said to be the key to the success of development supported by the role of BPS there are two important things, first the existence of good planning and implementation of data must be accompanied by monitoring, the second evaluation of the performance of all components of the BPS data will certainly be the basis of performance improvement.

3.1.2. Adaptation

The Central Bureau of Statistics in contributes data for development planning, keep improve the quality of human resources in organizational structure. According to Mr. Buhari:

“Organizational needs, human resource quality improvement and BPS conduct assistance with the National Statistics of Australia are factors that cause the change of organizational structure of the Central Bureau of Statistics, especially in achieving improved quality of development planning data.” **(Interview, March 14th, 2018)**

Therefore, BPS does some things which became the cause factors cause of the organization structure transition. The factors are:

- a. The ever-growing needs of the Organization, in the future Central Bureau of Statistics will be developed as a National Statistical Official (NSO) that has world class standard service.
- b. In terms of the various reform organizations, such as institutional change, changing the way of processing quality of human resources, Central Bureau of Statistics provides Master Degree Scholarship.
- c. Measure the human resource capability through *Talent Pool Management*. Central Bureau of Statistics gave the award to those who have special talents.
- d. Central Bureau of Statistics adapts from National Statistics of Australia in improving the structural organization, especially to develop the performance of Central Bureau of Statistics.

3.1.3. Suitability

As stated by Mr. JB Priyono, the position of the Central Bureau of Statistics in development planning is quite significant, BPS collaborate with some SKPD from DIY formed a data forum to make the collection of development planning data more optimize, namely:

“BPS collaborates with SKPD Yogyakarta Province established a data forum to support development planning data. It can be seen the position of BPS members in the forum data.” **(Interview March 14th, 2018)**

In development planning formed a data forum. The general purpose of the data forum is the existence of this forum is expected to encourage local governments to improve and strengthen the system and the quality of statistics in the region. The benefits of forum formation are:

1. Coordination in the provision and utilization of data
2. Liaison between the data provider and the user to discuss the substance of data, methodology, concepts, and technical explanations
3. Media dissemination of data and information
4. Increased commitment from the sector in the provision of data
5. Media advocacy policy for the utilization of quality data for development planning.
6. Forum's recommendations to improve the quality of data collected through capacity building

The focus of statistical development in the region will be the process of development, and evaluation of regional development. This data forum is a cooperative forum of Various Regional Working Units (SKPD), either in generating data or data user in certain areas of the Province or District/City Special Region of Yogyakarta. The data forum provides data and information as the basis of development planning. This forum was formed based on the Governor's Decree or the Regent.

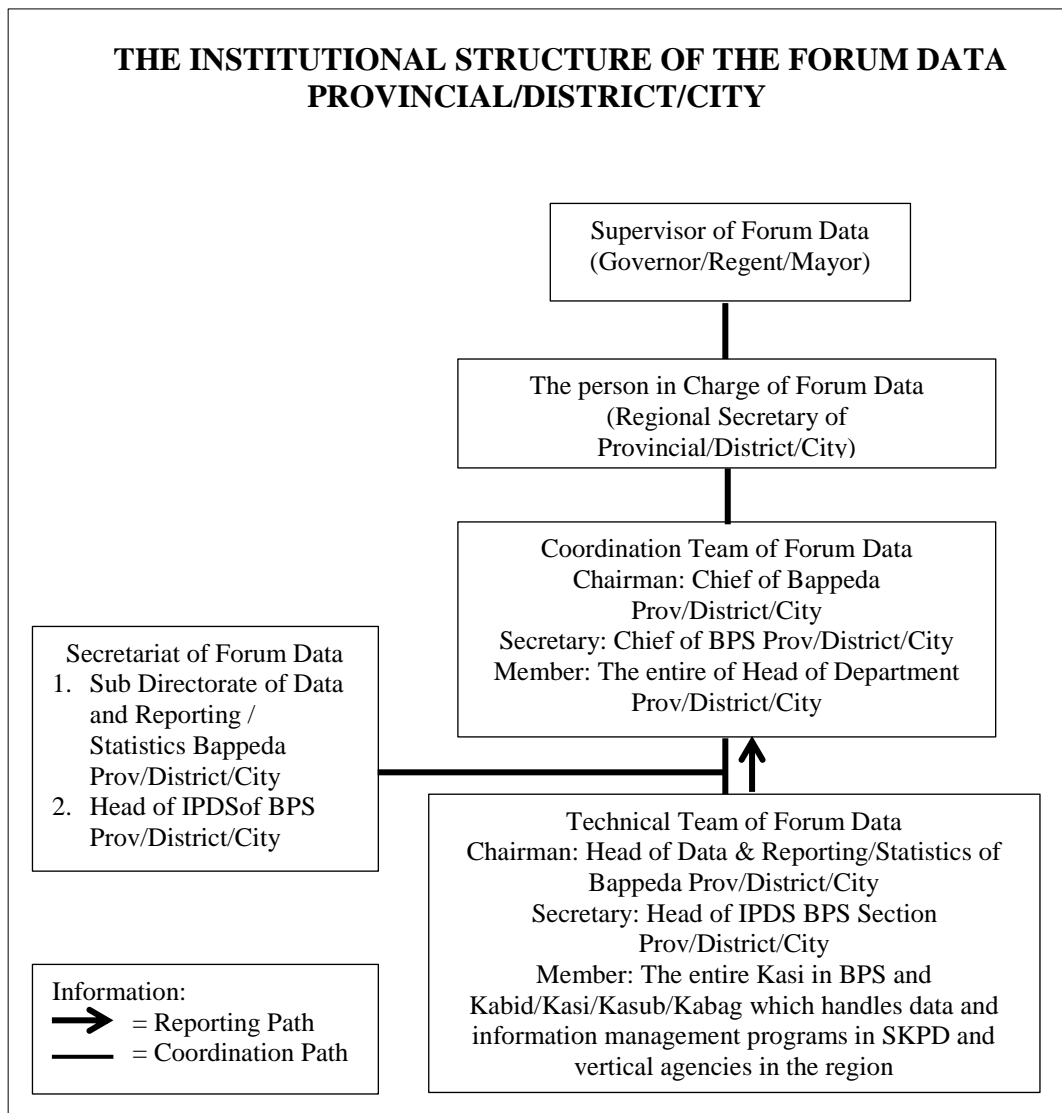
With networks between SKPD, provision of data and information can be improved the implementation of regional autonomy policy. Typically, this forum consists of all nodes and institutions SKPD either at the provincial or regency / municipality level with permanent membership. Based on a Governor or Bupati Decree acting as a guardian, the Secretariat of the forum is organized by the coordination structure of the Team and the technical team. The position of the Central Bureau of Statistics which contributes in providing development planning

data is under the regional secretariat and is accountable to the Regional Secretary.

The structure is illustrated in Figure 4

Figure 4. The Institutional Structure of the Forum Data

Provincial/District/City



Source: Operational Guidance on Metadata Collection and Management of Sectorial / Special Statistical Activities

In the forum data required the management of the results of activities that are ongoing, or has been going on. Just as on the planning side, it is necessary to identify gaps in data that set priorities, create work plans, and develop work plans to determine the amount of budget required in the forum. Meanwhile, the implementation of inter-agency coordination needs, advocacy, and facility development in the data forum as monitoring/evaluation of the use of data forum management. In addition, the need for monitoring, evaluation, and reporting is on a regular basis. The sources of forum financing should be clear, sourced from APBN, APBD, or other sources that are not prohibited by laws and regulations, and the sharing of costs from various stakeholders. With the existence of data forum, development of development planning process in area can run well.

The above points are closely related to the role-taking theory described by Parker & Wickham (2005) that the organization is expected to be able to recognize the role that is being run and with whom it interacts. Similarly, in this research on role-taking in Central Bureau of Statistics of Special Region of Yogyakarta Province that has been able to perform its role which is run the job description and function as well as with what is already contained in the Law and with whom the Central Bureau of Statistics cooperate in providing data on development planning.

3.2. Role Consensus

3.2.1. Vertical and Horizontal Communication

Coordination and cooperation between statistical organizations is conducted by Central Bureau of Statistics, government agencies and the communities, in the central and regional levels. Mr JB Priyono stated:

“The type of external meeting held to discuss the development planning data collection method with the government such as: socialization meetings, coordination meetings, team meetings and meeting results. Meanwhile, for the internal meeting of BPS held a meeting of National and Regional levels.”
(Interview March 14th, 2018)

Coordination and cooperation of Statistics Organization includes matters relating to the implementation of activities as well as standardization of statistical concepts, definitions, classifications, and measurements. The existence of coordination and cooperation can be achieved through assessment, standardization and dissemination, development cooperation, as well as improving the application of standardized concepts, definitions, classifications and measurements. Coordination and cooperation are carried out on the principle of partnership with the remains of anticipation and implementation of science and technology development. This is done to build a national statistical information referral center. In implementing the concept of standardization, definition, classification, and measurement, BPS obtains advice and consideration from the Community Statistics Forum (FMS) so that it expects it to be the main reference point in the statistical organization in Indonesia. There is a need for coordination in development planning, with letter of invitations or mail notification. The types of meetings conducted by BAPPEDA and followed by BPS include:

- a. Meeting of socialization
- b. Meeting of coordination
- c. Meeting of team
- d. Meeting of the results dissemination

After the meeting with the Regional Development Planning Agency then conducted internal meeting by the Central Bureau of statistics which are followed by its members. This type of meeting is:

- a. BPS National Coordination Meeting
- b. Regional Technical Meetings

3.2.2. Organizational Management

After a joint meeting was held regarding development planning with Regional Development Planning Agency, Central Bureau Statistics are required to provide the required data. The data is adjusted to the needs of development planning itself, could be in a period of months or years. According to Mrs. Rahmawati as the staff of Integrated Statistical Service, stated:

“There are many ways to get development planning data from the Central Bureau of Statistics, the data can be obtained for free or paid depending on the level of interest and who needs the data.” **(Interview March 20th, 2018)**

The mechanism of data distribution that required by BAPPEDA include:

1. Direct Access

Data and related documentation are free to access without any conditions.

Data users do not need to register or provide information to download it, by visiting the Central Bureau of Statistics library.

2. Data public

Public data is free to access for registered users. Data users must first register and accept the terms set. To download data, user data must login first. The data can be downloaded through the sites of BPS Publication <https://www.bps.go.id/publication.html>.

3. Licensed data

Licensed data has limited access, only for trusted users and requires access to that data. Data users must file an application for data access requests and agree to the terms given regarding the use of such data. The submission of such data access request may either be approved or rejected. Based on the rules and policies issued by BPS, then to get this data is categorized into 3 (three), namely paid, zero rupiah and free. For paid data is based on Government Regulation No.7 of 2015 on types and tariffs on the types of Non-Tax State Revenue (PNBP) applicable to the Central Bureau of Statistics. Micro-data sales:

Up to 50 MB	Rp.100,00	Per 1000 bytes
Extra per 1000 bytes > 50-100 MB	Rp.50,00	Per 1000 bytes
Extra per 1000 bytes > 100-500 MB	Rp.25,00	Per 1000 bytes
Extra per 1000 bytes > 500 MB-1000 MB	Rp.15,00	Per 1000 bytes
Extra per 1000 bytes >1000 MB	Rp.5,00	Per 1000 bytes

4. Data enclave

Data users must apply to access data in a secure onsite facility. The facility is in the form of computers that have been provided specifically to access

the data. The submission of enclave data access can be either approved or rejected.

5. External repository

Data is available at other places/institutions/sites, where Micro Data Catalog only provides metadata and documentation.

6. Data not available

Some data do not yet have access policies or data is inaccessible in relation to BPS data dissemination rules.

3.2.3. Quality

According to the interview with Mr. Buhari, development planning quality data has been tested before it collected:

“To test the development planning data, BPS applies Quality Assurance Management.” **(Interview 14th, 2018)**

The availability of data for development planning needs to be tested its accuracy to avoid the fatal error occurred. To guarantee the quality of the data provided by the Central Bureau of statistics, the BPS gives the assurance in the form of Quality Assurance Management, using the Pilot Study in which a questionnaire has been conceptualized tested in various cities in Indonesia especially in the representative area. After questionnaire has been tested, then the questionnaire analyzed and will be improved.

In the role-consensus theory by Parker & Wickham (2005) mentioned that the consensus of the organization is an agreement that must be found in the organization to support the tasks and functions that have been established. This is

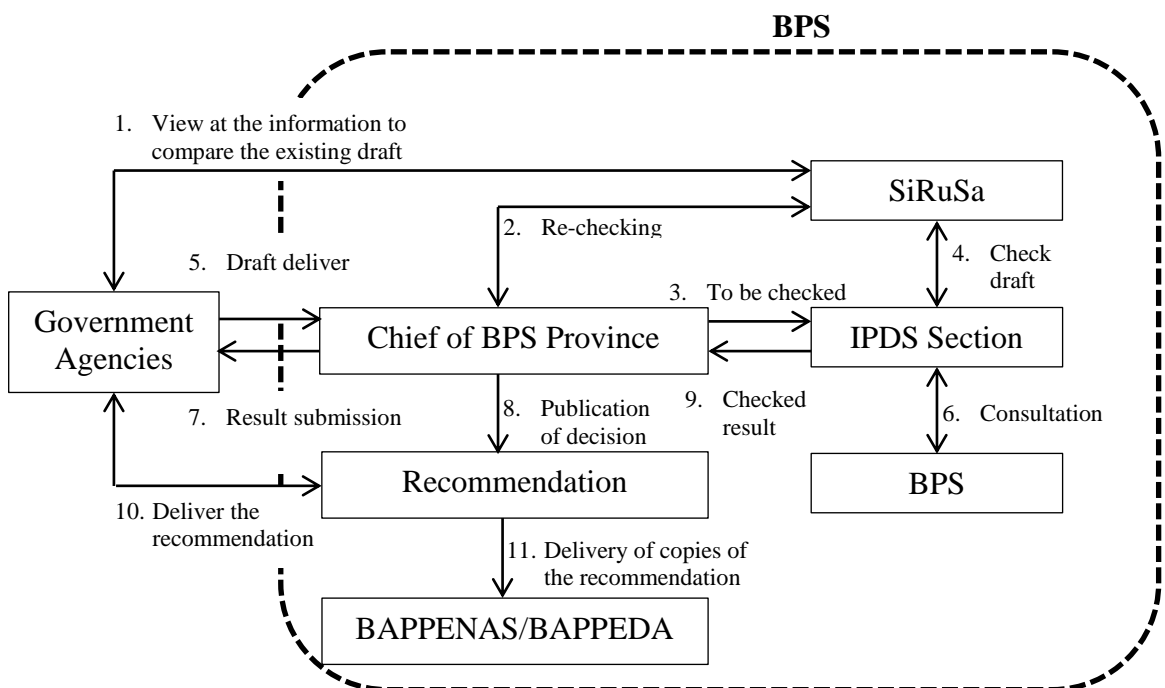
related to the consensus of the Central Bureau of Statistics together with the Regional Development Planning Agency to try to establish an agreement (point) in the method of data collection planning development. In this study found that the Central Bureau of Statistics did Organizational Management Method to coordinate with Regional Development Agency and horizontal and vertical communication.

3.3. Role Compliance

3.3.1. Effectiveness

In collecting data for development planning conducted by the Central Bureau of statistics required the existence of a preparation, collection and processing phase in order to determine which method will be used in collecting data. The preparation phase cover:

Figure 5. Preparation of Collecting Development Plan Data Stage



1. View the Information in SiRuSa Website

The Government agencies will conduct a survey of cross-sectorial provincial statistics, before submitting the draft to the BPS statistics activities need to first see the information at the website of sectorial statistics activity SiRusa. It is intended to check that the survey will be undertaken by government agencies has been or has not been done by other agencies.

2. Submit the Draft Sectorial Statistics Survey

If the survey will be undertaken by government agencies have already carried out by other institutions, then it is recommended to use the results of a survey conducted by these other agencies by calling his contact person or expand coverage the sample of the survey that has already been done by other agencies. If the survey will be undertaken by government agencies has not been done by other agencies, so that government agencies can fill out a form notice of draft sectorial statistics survey (form FS3) which can be retrieved in the Office BPS or downloading from the website SIRuSa. Then submit the form to the head of the BPS Director of Statistical Dissemination.

3. Receive and Forward the Draft Survey

Draft notification form sectorial statistical surveys received by Director of Dissemination of statistics will then be forwarded to the Sub-directorate Reference statistics, Statistical Recommendations Section.

4. Checked the Data on SIRuSa

Draft notification form sectorial statistical surveys received by the Statistical Recommendations Section will be checked with the information on the website of sectorial statistics activity SiRusa. This is intended to avoid duplication of the activities of the sectorial statistics. Whether the draft already SIRuSa?

- a. If the design of the survey does not exist in the process then continued with SIRuSa researching and evaluating the draft of the survey.
 - b. If the design of the survey already SIRuSa then BPS will provide advice to government agencies that send the survey design to make changes against which its survey. Changes can be made to the coverage area of the survey, the variables will be surveyed, and more. But if the Government agencies do not want to make changes to the design of its survey then the BPS will provide suggestions for using the results of a survey conducted by these other agencies by calling his contact person.
 - c. Whether want to make changes to the draft? Survey design change notification is sent back to the BPS to examined and evaluated again by the Section of Statistics Recommendations.
5. Researching and Evaluating Sectorial Statistics and Survey Design Consultation

Section of Recommendation Statistics research and evaluate the sectorial statistical survey designs coordinate with related work units in BPS (BPS subject matter). If the results of the study provide a conclusion that the survey design worth to do then the Statistics Recommendation Section

would give the identity number of the recommendations on form FS3 and makes a recommendation letter. If the results of the research give the conclusion that the draft survey was not worthy to do then the Section of Statistics will provide Recommendations regarding the impropriety of such as survey records and make a recommendation letter.

6. Submit the Draft Recommendation Section Checking Statistics

Submit a letter of recommendation and form FS3 already given registration number recommendations to the Director of the Statistical Dissemination to sign.

7. Re-checking Director of Statistical Dissemination

Rechecking the draft survey on the activities of the sectorial statistical information on website and SIRuSa, researching form FS3. Does the design feasible? Whether want to make changes?

- a. A letter of recommendation which stated a survey worth to do next will be signed by the Director of Statistical Dissemination. Letters of recommendation and form FS3 returned to government agencies survey Organizer.
- b. A letter of recommendation which stated a survey not worthy to do next will be signed by the Director of Statistical Dissemination. A letter of recommendation, reports on examination results, and forms FS3 returned to government agencies survey Organizer.
- c. The survey recommended worthy will receive registration number mandatory recommendations noted in the manual and questionnaire

used in the survey. The survey could not be done before the letter of recommendation is received by the Agency Organizer survey.

- d. The survey recommended not worth can't continue. Letters of recommendation will be attached to the report of the results of the examination and examination criteria regarding BPS problem. The survey recommended not worthy it can be re-submitted its survey notification form after corrected according to the criteria of the report on the examination results deserve BPS.
8. Publish a survey recommendation letters sectorial statistics Statistical Dissemination Director will issue a letter of recommendation for the survey stated deserves to be done.
9. Delivery of the letter of recommendation a letter of recommendation sectorial statistics surveys sent to the organizers of the survey statistics sectorial agencies concerned.
10. Delivery of copies of letters of recommendation a letter of recommendation sent to and cc head of BAPPENAS according to regulations. For surveys conducted by central government agencies in a specific area, then the letter of recommendation sent to the BPS and the BAPPEDA Province or district/city in the region doing surveys. Letters of recommendation submitted to the concerned government agency no later than thirty days after receipt of the complete notification of draft survey.

Development Plan data collection by the Central Bureau of statistics carried out by survey and census technique, through interviews of communication.

Officer development planning data collection comes from the staff of Central Bureau of statistics on the condition of at least the lowest education data collection officers are graduates of the SMA/SMK. The amount of planning data collection Supervisor there is 1 (one) for each district which is in the province of Yogyakarta and the amount of the Enumerator is adjusting.

Mr Buhari through the interview in Office of Central Bureau of Statistics DIY, said that:

“Stages in preparation, collection and processing of planning data through a long process and require a long time. Therefore all parties involved in this process are expected to work together well.” **(Interview March 14th, 2018)**

After the stage of data collection, then the development plan data is process by Central Bureau of Statistics. The data processing of Central Bureau Statistics as follow:

1. Coding
2. Editing
3. Sorting
4. Computing
5. Validating

Data as the basis for planning regional development can be classified into different types based on the required objectives, considering the planning itself is very diverse. An important aspect of a planning is the goal and how to achieve those goals by making use of existing resources. In fact, it is not easy to determine which tool or how to achieve that goal due to the limitations of existing resources.

In this context, the data becomes a very important part in helping the process of the preparation of the planning. In general, data play a role in development planning in a variety of ways, such as:

- a. Draw up an estimate of the solution to the problems encountered;
- b. Determine the direction of development policy;
- c. Formulate a program/plan;
- d. Evaluate the performance of the construction.

3.3.2. Contribution

As it has been stated by Mr. JB Priyono through the interview, he mentions:

“The type of development planning data provided by the Central Bureau of Statistics relates to the data requested by the Regional Development Planning Board in the form of general data, social/cultural data, natural resources, infrastructure, industry, commerce, financial institutions, cooperatives, businesses, investments, economics and finance, politics, law, and security.” **(Interview March 14th, 2018)**

In addition, Mr. Heru Widodo stated the most important development planning data for Special Region of Yogyakarta:

“The most important development planning data requires by Regional Development Planning Agency Special Region Yogyakarta is human resources and economic data, because in 2017 the focus of development in Special Region Yogyakarta is in development of human resources and economic growth.” **(Interview March 20th, 2018)**

With various types of planning, also diverse types of the data group in accordance with its purpose. One example is the grouping of the data on the activities developed by the Ministry of the Interior that is the system profile information area (SIPD). In SIPD, the data are grouped into seven groups. Seven

groups of these data are further divided into 32 different types of data in more detail. As for the seven group data are:

1. General data.
2. Social/cultural.
3. Natural resources.
4. Infrastructure.
5. Industry, commerce, financial institutions, cooperatives, businesses, investments.
6. Economics and finance.
7. Politics, law, and security.

In addition to SIPD, there are management information systems for national development planning (SIMRENAS). This activity was initiated by Bappenas through central data and information. Then, this SIMRENAS was adopted and developed into the regional planning management information system (SIMREDA). Grouping the data on SIMRENAS and SIMREDA less, only five groups of data, i.e.:

1. The introduction of the supply side.
2. The introduction of the requirement.
3. The introduction of the empowerment regional government.
4. Financial/banking system.
5. Politics and security.

Statistical data that are complete, accurate, and up-to-date is required as a basis for planning. The data and information that support national development

based on SNN, comes from BPS, SKPD, and other institutions. The data in question include basic statistical data produced by the BPS and the data generated by the sectorial ministries/institutions/establishments in the area. Thus, the necessity of the data management through a system eases the users in utilizing the data

3.3.3. Satisfaction

In carrying out the tasks and functions necessarily BPS are not always successful in running it. As Mr. Buhari stated that:

“The Regional Development Planning Agency once provided a complaint related to the availability of development planning data provided by the Central Bureau of Statistics, the complaint covered not yet fulfillment of data up to the RT/RW level, as well as the delay in collecting data which has been requested from the Regional Development Planning Agency.”
(Interview March 14th, 2018)

BPS often gets complain of the Bappeda regarding data availability planning development. These, among others, complain, out of the time of data collection development planning that has been requested by Bappeda and BPS is still not able to provide data for development planning to a more detailed level. But the fixed BPS strives to improve the quality of service data.

In line with the theory mentioned Parker & Wickham (2005) in Organization Role Theory which one of them is role-compliance, role compliance according to Parker & Wickham is a fulfillment of the tasks undertaken by the organization to achieve its goals. In this study the Central Bureau of Statistics fulfills the role given in the context of development planning. As a data provider that requires the preparation phase, data collection, and data processing so as to generate

development planning data that can be used to meet the demand data from the Regional Development Planning Agency.

3.4. Role Conflict

3.4.1. Expectation

Mrs. Rahmawati said that Central Bureau of Statistics Special Region of Yogyakarta has a goal in development planning, which is the goal is:

The goal of Central Bureau of Statistics in the development planning is that the data provided by the Central Bureau of Statistics can be used optimally. **(Interview March 20th, 2018)**

Central Bureau of Statistics has a purpose which is quite evident in the context of development planning, the purpose is that the data provided by the Central Bureau of Statistics can be used/deployed optimally which is then become processed into information to formulate development plan. But in practice, the Central Bureau of Statistics experienced some constraint both internal and external of the Central Bureau of statistics.

3.4.2. Challenges

Data quality improvement efforts in BPS DIY Province face some problems of both internal and external problems. The internal problem that stands out is the limitation of human resources that are professional and competent in accordance with the field of duty. Several districts in the province of DIY does not yet have the statistics Coordinator Sub-district (KSK) definitively so that the execution of the task in question is carried out by means of assigning staff BPS Regency/City or involve partners a competent statistics.

According to Mr. JB Priyanto, Central Bureau of Statistics in providing development planning data faces some problems, such as:

“Data quality improvement efforts in BPS DIY Province face some problems of both internal and external problems. From internal factors can be limited Human Resources and from external factors can be a level of public awareness to participate in contributing data development planning.”
(Interview 14th, 2018)

External issues which are quite notable are low awareness of respondents, both of households, firms, or institutions/agencies. Lack of awareness of the respondent to give an answer and respond to the questions in the questionnaire lead to the level of incorporation document (response rate) become low. More than that, the lack of awareness of respondents to provide data or information based on facts and cause a complete level of the validity, accuracy, and completeness of the data produced is not yet optimal.

The other problem is yet to satisfy the increased needs of a range of data and statistical information for small areas, including micro-data. This occurs because the implementation of regional autonomy as well as constrained by Law No. 16 year 1997 of statistics that don't allow BPS presents data of individuals. In addition, lack of the public knowledge about the basic tasks and functions of the BPS gives rise to the presumption that BPS is the source of all information sources.

In general, some cause or constraints that resulted in the Central Board of Statistics cannot achieve the business targets and objectives goals set, in providing data for development planning which are:

- a. Coordination and cooperation in internal and external are not yet optimal.

- b. Partner recruitment that has not been fulfilling the criteria, the level of educational partners who do not meet the standards established.
- c. The limited time of the data collection and the difficulty to obtain data in the field is the impact of the socio-economic dynamics of the development of the community. These have a direct impact, among others, towards the acquisition of data from the field that is not meeting its target of collecting data.
- d. Questions on the enumeration document so detailed causes poor quality of field data in the document. As a result of data collection is done repeatedly and takes longer.
- e. The limitations of human resources, especially the comparison of the number of staff of the field of organic BPS with the workload is still not optimal. Other aspects, the quality of the understanding of the activities counting/logging by the officer is still weak and not yet adequate, besides having trouble finding non-organic personnel BPS as partner statistics for large-scale statistical activities.
- f. Corporate responsibility data collection activities against society by BPS relatively still low, especially among respondents from the business/company; even tend to be averse to being record/mince by the field officer.
- g. The limitation of the availability of software that supports the presentation of more sophisticated statistics and improving the quality of internet network.

- h. The schedule of implementation activities overlapping or nearly simultaneously in particular statistical activities, the result is not optimal for the achievement of performance.
- i. The demands of the utilization of the budget must be more effective and efficient by managing the budget that orderly, clean, and free of corruption, collusion, and nepotism (KKN) cause not all of the proposed activities can be accommodated.

3.4.3. Accuracy

The above barriers cause data provided by BPS could not reach the level of accuracy of up to 100%, but the BPS remains trying to do in providing more accurate planning data. Same with the statement of Mr. Buhari on the interview, he stated:

“The number of obstacles experienced by the Central Bureau of Statistics in collecting and processing the data of development planning causes the level of accuracy of data from the Central Bureau of Statistics has not reached 100%, but BPS still strive to optimize the performance of the organization to make development planning data more accurate.” **(Interview, March 14th 2018)**

In connection with the role conflict theory described by Parker & Wickham (2005) which states that each organization has different expectations, especially in the effort fulfillment of the given task. This can then lead to obstacles that interfere with the performance of the organization itself. In this research found that there is alignment between the role conflict of the Central Bureau of Statistics in providing development planning data, where the conflict arises both internally and externally.

3.5. Analysis of Central Bureau of Statistics Role

Every organization faces a strategic environmental issue that includes the internal and external environment. Internal environment includes environmental factors that affect the performance of the Organization, which in General can be controlled directly. While the external environment is a factor in the environment that affect the Organization's performance are beyond the control of the Organization but strongly influenced the activities of the organization.

To formulate strategic environmental analysis SWOT analysis techniques used from the point of view of the Central Bureau of statistics, namely the internal environment analysis include Strength, Weakness, Opportunity, and Threat. Stages in strategic environmental analysis begin with the identification of the strategic environment and weighting is performed, the assessment and rating (scoring) to each so as to note the value of each item that needs to be got the priorities and positions of the Central Bureau of statistics special region of Yogyakarta City in SWOT quadrants.

Strategic environmental analysis using SWOT analysis (Strength, Weakness, Opportunities, and Threats) intended to analyze the internal environment (Strength and Weakness) and the external environment (Opportunities and Threats) on the Central Bureau of Statistics of DIY.

3.5.1. Internal Environment Analysis

1. Strengths

Based on the identification, found some "Strengths" as follows:

- a. The duties and functions of the BPS is very strategic in development planning
- b. The division tasks of BPS according to basic tasks and functions
- c. Brand BPS as the pioneer provider of complete and reliable data
- i. Weaknesses

Based on the identification, found some "Weakness" as follows:

- a. Coordination and cooperation in internal and external are not yet optimal.
- b. Partner recruitment that has not been fulfilling the criteria, the level of educational partners who do not meet the standards established.
- c. Questions on the enumeration document too detailed causes poor quality of field data in the document.
- d. The limitations of human resources, especially the comparison of the number of staff of the field of organic BPS with the workload is still not optimal.
- e. The limitation of the availability of software that supports the presentation of more sophisticated statistics and improving the quality of internet network.
- f. The schedule of implementation activities overlapping or nearly simultaneously in particular statistical activities.
- g. The demands of the utilization of the budget must be more effective and efficient by managing the budget that orderly, clean, and free of

corruption, collusion, and nepotism (KKN) cause not all of the proposed activities can be accommodated.

3.5.2. External Environment Analysis

1. Opportunities

Based on the identification, found some "Opportunities" as follows:

- a. The regulation governing the role of the Central Bureau of statistics
- b. Support from local government in collecting the development planning data
- c. Collaboration with SKPD in Forum Data
- d. Training of human resources (Talent Pool Management)
- e. Assisting with National Statistics of Australia to improve the performance of BPS
- f. The formation of the forum data with SKPD.

2. Threat

Based on the identification, found several "Threats" as follows:

- a. The crisis of public confidence towards the accuracy of the data.
- b. The limited time of the data collection deadline from Bappeda.
- c. Low awareness of respondents to give an answer and respond.
- d. Validity, accuracy, and completeness of the data produced are not yet optimal.

Table 3. SWOT Analysis of BPS Role in Development Plan

<p>PERFORMANCES (INTERNAL)</p> <p>FACTORS (EXTERNAL)</p>	<p>STRENGTHS</p> <ol style="list-style-type: none"> 1. Job description 2. Task division 3. Brand BPS as the data provider 	<p>WEAKNESSES</p> <ol style="list-style-type: none"> 1. Cooperation and coordination 2. Partner recruitment 3. Limitation of human resources 4. Question too detail 5. Availability of software 6. The schedule of implementation 7. The utilization of the budget
<p>OPPORTUNITIES</p> <ol style="list-style-type: none"> 1. Regulation about BPS 2. Support from local government 3. Collaboration with SKPD 4. Training of human resources 5. Assistance with National Statistics of Australia 6. The formation of forum data 	<p>Strategy S-O (Use S take advantage O)</p> <ol style="list-style-type: none"> 1. Use the regulation of BPS to strengthen job description 2. Use a clear division of task to collaborate with SKPD 3. Use Brand BPS to enhance data forum 	<p>Strategy W-O (Cope W harness O)</p> <ol style="list-style-type: none"> 1. Improve the skills of personnel by making use of support from the Government 2. Improve cooperation and coordination with BAPPEDA through government support 3. Increase the human resource recruitment by adjusting recruitment partner National Statistical of Australia 4. Improve the skills of personnel with a training of human resources 5. Increase the questions on the survey refers to the National Statistics of Australia

THREATS	Strategy S-T (Utilizing S to T)	Strategy W-T (Minimize W avoid T)
<ol style="list-style-type: none"> 1. Public confidence towards accuracy data 2. Deadline from Bappeda 3. Low awareness of respondents 4. Validity, accuracy, and completeness of data 	<ol style="list-style-type: none"> 1. Improve the trust regarding the accuracy of the data by strengthening the performance of the job description of BPS 2. Attempt to cope with delays in the collection of data with a clear task divisions 3. Increase awareness of the importance of socialization through data respondents 4. Develop validity, accuracy, and completeness of data by optimizing the task BPS 	<ol style="list-style-type: none"> 1. Improve the precision of the provision of data with a good coordination 2. Optimize the coordination of internal and external 3. Increase the trust of the importance of the data through the human resources who have been trained 4. Increase the validity, accuracy, and completeness of the data with update software available

Based on SWOT strategy analysis with tables can be known to some of the roles carried out by the Central Bureau of statistics in planning the construction of the special region of Yogyakarta. A SWOT analysis based on outcomes is as follows:

S-O strategies gained from the results of the analysis of the strengths and opportunities the organization i.e. Central Bureau Statistics of Special Region of Yogyakarta province has a task to enforce the law and its function. In carrying out its duties and functions the Central Bureau of statistics had the support of many parties, one of which the Regional Development Planning Agency. Central Bureau of Statistics is expected to optimize the tasks and functions according to applicable legislation.

S-T strategies from the results of the analysis of the strengths and threats facing organization, the Central Bureau of statistics has a clear task divisions within the Organization, the division of these tasks can optimize to achieve the target of accurate data so that belief crisis did not happen against the level of accuracy of the data development planning. A clear division of tasks can improve performance in collecting data for development planning, so it's not too late for these data gathering.

W-O strategies results from analysis of the weaknesses and opportunities are formulated to improve the internal weaknesses and utilizing external opportunities. Central Bureau of Statistics optimizing coordination and strengthen cooperation between agencies and institutions in providing data for development planning. Conduct training against the existing human resources in the Organization of the Central Bureau of statistics in order to improve organizational performance.

The W-T strategies used to overcome weaknesses and threats faced by the Central Bureau of statistics is to strengthen cooperation among institutions and agencies in an effort to improve the quality of data for development planning, conduct training against the appropriate labor needs such as basic computer programming so that valid data is created.