



STRATEGIES OF THE DEPARTMENT OF POPULATION AND CIVIL REGISTRATION IN RECORDING MARRIAGE CERTIFICATES FOR THE CHINESE-INDONESIAN COMMUNITY IN SINGKAWANG, WEST KALIMANTAN PROVINCE

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ABSTRACT

Singkawang is a city home to a majority Chinese-Indonesian population with diverse cultural practices, one of which is the tradition of photo marriage (kawin foto). Within the Chinese-Indonesian community, this practice is often considered sufficient without formally registering the marriage with the Department of Population and Civil Registration. Consequently, the ownership rate of marriage certificates among the Chinese-Indonesian community in Singkawang remains low. This study aims to explore the strategies employed by the Department of Population and Civil Registration to address the low rate of marriage certificate ownership, focusing on the cultural practices and traditions of the Chinese-Indonesian community as objects of the study. The study employs a descriptive qualitative method with an inductive approach. Data were collected through observation, interviews, and documentation. The data analysis technique utilized is the ASOCA framework, which includes Ability, Strength, Opportunity, Culture, and Agility. The findings of this study indicate that 1) the Department of Population and Civil Registration has implemented strategies to encourage marriage registration, which include socialization among the Chinese-Indonesian community regarding marriage registration, building collaborations among institutions as well as vihara (Buddhist temples) or klenteng (Chinese temples), improving public services, providing foreign language training for staff, and offering mobile or on-the-spot services. 2) The challenges identified include: limited public knowledge about marriage registration, the absence of formalized written agreements, the inability of some vihara and klenteng to issue marriage blessing certificates, a shortage of civil servants (ASN) in the Department of Population and Civil Registration, the inactive status of the Dukcapil Online system, and insufficient foreign language skills among staff members. 3) To address these challenges, the Department of Population and Civil Registration has conducted socialization to the community and submitted requests for additional civil servants.

Keywords: Marriage Certificate, ASOCA, Photo Marriage, Chinese-Indonesian Community, Registration, Strategy.

ABSTRAK

Kota Singkawang merupakan kota dengan mayoritas masyarakat Tionghoanya yang memiliki beragam budaya, salah satunya kawin foto. Masyarakat Tionghoa menganggap jika kawin foto saja sudah cukup tanpa mencatatkan perkawinannya ke Dinas Kependudukan dan Pencatatan Sipil, hal ini menyebabkan angka kepemilikan akta perkawinan bagi Masyarakat Tionghoa di Kota Singkawang masih rendah. Dalam hal tersebut, penelitian ini bertujuan untuk mengetahui strategi dari Dinas Kependudukan dan Pencatatan Sipil dalam mengatasi rendahnya kepemilikan akta perkawinan bagi Masyarakat Tionghoa dengan adat dan budaya dari masyarakat Tionghoa sebagai objek penelitian. Metode penelitian yang digunakan adalah metode penelitian kualitatif deskriptif dengan pendekatan induktif. Data penelitian diperoleh melalui observasi, wawancara, dan dokumentasi. Teknik analisis data yang digunakan yakni dengan menggunakan analisis ASOCA (*Ability, Strength, Opportunity, Culture, dan Agility*). Hasil penelitian ini adalah Dinas Kependudukan dan Pencatatan Sipil membuat strategi guna meningkatkan pencatatan perkawinan yakni dengan melakukan sosialisasi kepada masyarakat Tionghoa tentang pencatatan perkawinan, kerjasama antar instansi maupun vihara atau klenteng, meningkatkan pelayanan publik, memberikan pelatihan Bahasa asing kepada pegawai, melakukan pelayanan jemput bola atau pelayanan keliling. 2) Hambatannya antara lain : kurangnya pengetahuan masyarakat tentang pencatatan perkawinan, belum adanya kerjasama tertulis. Tidak semua vihara dan klenteng dapat mengeluarkan surat pemberkatan, kurangnya ASN di Dinas Kependudukan dan Pencatatan Sipil, belum berjalannya Dukcapil *Online*, keterampilan pegawai dalam berbahasa asing masih kurang 3) Upaya dinas kependudukan dan pencatatan sipil yakni sosialisasi kepada masyarakat dan mengajukan permohonan untuk penambahan ASN di Dinas Kependudukan dan Pencatatan Sipil.

Kata Kunci: Akta Perkawinan, ASOCA, Kawin Foto, Masyarakat Tionghoa, Pencatatan, Strategi.

INTRODUCTION

Marriage is not just the union of a man and a woman, both physically and spiritually, but also the joining of two families from different backgrounds into one. Marriage must be legally accountable, not only based on religion or tradition. This is outlined in Article 2 of Law No. 1 of 1974 on Marriage, which states that every marriage must be recorded according to the applicable laws and regulations. For Muslims, marriage registration is done at the local Office of Religious Affairs (*Kantor Urusan Agama - KUA*), while for non-Muslims (Catholic, Buddhist, Hindu,

Confucian, Christian), it is registered at the Department of Population and Civil Registration.

The purpose of marriage registration is to ensure orderly administration of recording marriages, provide authentic proof of legally recognized marriages, serve as a basis for updating marital status in personal records, secure marriage-related rights, protect inheritance rights, establish the legitimacy of children in birth certificates, serve as a reference for managing other important documents, provide legal protection for

marital status, and ensure legal certainty for the status of the husband, wife, and children. Additionally, it ensures the protection of rights arising from marriage. This process is regulated by law to preserve the sanctity of marriage, especially in particularly the rights of women and children. Through marriage registration, evidenced by a marriage certificate or marriage book, disputes between spouses can be addressed, allowing either party to claim or defend their legal rights (Rofiq, 2013).

Marriage registration for non-Muslims, particularly the Chinese-Indonesian community, is to ensure that marriages are documented with a marriage certificate. A marriage certificate is an official document issued by a marriage registrar that confirms a marriage has taken place. This registration is carried out by an authorized marriage registration officer.

The absence of a marriage certificate can lead to numerous problems in the future, such as disputes over child custody, inheritance distribution, marital legal issues, and the fulfilment of rights for children and wives. Unregistered marriages can have significant negative impacts, with women and children being the most affected. For instance, if a spouse neglects their financial and emotional responsibilities despite being capable, the affected party can file a report and seek

legal action in court. Without marriage registration, the marriage is considered invalid under the law, as if it never occurred. Children from such marriages are only legally connected to their mother and her family, meaning the mother and child cannot claim financial support or inheritance rights (Yunanto, 2010).

The low rate of marriage certificate ownership among the Chinese-Indonesian community practicing Buddhism and Confucianism has become a particular concern for the government, particularly the Department of Population and Civil Registration in Singkawang. This issue is significant because the majority of the population in Singkawang consists of the Chinese-Indonesian community. Many members of the Chinese-Indonesian community are still unaware of the importance of having a marriage certificate. Some prefer not to register their marriages with the Department of Population and Civil Registration to avoid complications in managing divorce documents if they choose to separate in the future.

Photo marriage (*kawin foto*) is a cultural marriage practice among the Chinese-Indonesian community in Singkawang. This practice, formerly referred to as 'ordered brides' (*pengantin pesanan*) from Singkawang. This type of marriage typically involves young Chinese women, known as *amoy*, marrying men

from Taiwan. The primary reason for engaging in this tradition was originally to escape poverty, and it has since evolved into a cultural practice among the Chinese-Indonesian community, even when not driven by economic motives. The process of a photo marriage is very brief; the couple may meet for just one day, take a marriage photograph the next day, and the marriage is considered valid. As compensation, the *amoy*'s family receives money as reward. This practice continues because men from Taiwan opt for a quicker process, with the photograph serving as a symbolic acknowledgment of their marriage.

The Chinese-Indonesian community still believes that a photo marriage alone is sufficient without the need to register their marriage to the Department of Population and Civil Registration in Singkawang. This perception hinders the optimization of marriage certificate registration and results in many unregistered marriages, leading to invalid marriage certificate ownership data. In Singkawang, there were 95,728 married individuals, of whom only 46,835 have marriage certificates, while 48,893 do not. This indicates that approximately 48.93% of married individuals in Singkawang have not registered their marriages with the Department of Population and Civil Registration or the Office of Religious Affairs (KUA). This includes a significant

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number of Chinese individuals practicing Buddhism and Confucianism in Singkawang who still do not have marriage certificates. Based on data from the Department of Population and Civil Registration of Singkawang in 2022, there were 31,572 married Chinese Buddhists, but only 1,078 had marriage certificates. Meanwhile, among the Chinese Confucianist community, 216 were married, but 738 did not have marriage certificates. The low rate of marriage certificate ownership among the Chinese-Indonesian community, particularly Buddhists and Confucianists in Singkawang, has prompted the Department of Population and Civil Registration to design strategies to increase the ownership of marriage certificates within the Chinese-Indonesian community.

The Chinese-Indonesian community considers traditional or religious marriage ceremonies as sufficient for a valid marriage. Many are unaware of the importance of a marriage certificate or the process required to have their marriage legally registered and recognized by the country. It is common for them to believe that reporting their marriage is unnecessary, especially if they have been married for a long time and already have children. Some also choose not to register their marriage because their marital status is already recorded in the family card (*Kartu*

Keluarga - KK). Members of the Chinese-Indonesian community are still unaware of the benefits of owning a marriage certificate and the legal protections it provides. A marriage certificate safeguards the rights of both husband and wife, especially in cases of separation or other legal disputes.

The lack of awareness among the Chinese-Indonesian community about reporting and applying for marriage registration at the Department of Population and Civil Registration hinders the optimization of marriage certificate issuance. This results in many unregistered marriages and invalid data on marriage certificate ownership.

The purpose of this study is to examine the strategies employed by the Department of Population and Civil Registration in recording marriage certificates for the Chinese-Indonesian community in Singkawang, West Kalimantan Province. Additionally, it aims to identify the challenges encountered and the efforts made to address these obstacles in the marriage registration process for the Chinese-Indonesian community at the Department of Population and Civil Registration in Singkawang.

THEORETICAL REVIEW

1. Concept of Strategy

According to (Bryson, 2016), a strategy can be viewed as a pattern of goals, policies, programs, actions, decisions, or resource allocations that define what an organization is, what it aims to accomplish, and why it undertakes these efforts. Therefore, a strategy serves as an extension of an organization's mission, bridging the organization or community with its environment. Strategies are typically developed to address strategic issues and outline the organization's response to key policy choices. Based on this definition, the indicators of strategy within an organization include: (1) Pattern of goals, which involves the process of formulating and evaluating the vision and mission of the organization; (2) Policies, which provide guidelines, methods, procedures, rules, forms, and administrative implementation; (3) Programs, which represent alternative courses of action to achieve priority scales that enable an organization to fulfill its mission and objectives; (4) Actions, referring to the organization's or company's ability to take effective and efficient measures; (5) Decisions, indicating the a leader's precision in making effective and efficient decisions for the organization; and (6) Resource allocation, which is a critical activity in the management of strategy implementation. Meanwhile, Rangkuti

(2017) explains that strategy is a comprehensive fundamental plan designed to outline how an organization can achieve its predetermined objectives based on its previously defined mission.

Identifying problems is essential for formulating effective strategies to address issues within an organization. One approach to formulating strategies is by using the ASOCA analysis. ASOCA stands for Ability, Strength, Opportunities, Culture, and Agility. ASOCA analysis incorporates Culture and Agility as additional key elements, emphasizing their importance in strategy formulation for problem-solving, decision-making, and adaptability to changes, advancements, and evolving needs (Suradinata, 2013). The terminology of ASOCA can be explained as follows:

- a. Ability: refers to the capacity or power to accomplish something (being capable or able). It can also signify wealth or financial resources, meaning financially capable.
- b. Derived from the word "strong," strength signifies being resilient, reliable, steadfast, and robust. It can also be understood as toughness and endurance.
- c. Opportunities: refer to potential chances, both tangible and intangible, to engage in activities that benefit an organization

or endeavor that contribute to achieving specific goals and programs.

- d. Culture: refers to behaviors that are consistently practiced within an organization and have become a distinctive characteristic. These behaviors are often difficult to change due to collective agreement within a particular environment and are continuously preserved or maintained.
- e. Agility: denotes the ability to think critically and respond promptly, reflecting intellectual sharpness, mental development, and cognitive growth. Mere ability is insufficient; it must be accompanied by agility to process thoughts, analyze information, and use it as a basis for strategic considerations and decision-making.

2. Marriage Certificate

A marriage certificate is an official document issued to record a significant life event by the marriage registration officer at the Department of Population and Civil Registration in a district, city, or basic technical implementation unit for population and civil registration. This applies specifically to non-Muslim citizens in the Republic of Indonesia. To obtain a marriage certificate, the marriage must first be validated according to the religious and cultural practices recognized by the community.

The legality of marriage, as stipulated by the marriage law in Indonesia, is based on the legal framework, religious principles, and beliefs of the individuals involved. Under this law, the marriage ceremony conducted in accordance with legal and religious norms is decisive in determining the validity of the marriage. This regulation affects individuals who do not register their marriage with the Department of Population and Civil Registration. The uses of a marriage certificate include: (1) as proof that the individual has entered into a legally recognized marriage according to the applicable laws and regulations; (2) for the registration of a child's birth certificate; (3) for filing a divorce claim in court; (4) for processing a certificate of child acknowledgment and legalization; and (5) or determining inheritance status and other legal matters.

3. Community

According to Koentjaraningrat (2009), community is a group of people who interact within a system of customs and cultural norms that are continuous and interconnected by a shared sense of identity. This interaction is characterized by human relationships, customs or habitual practices, societal norms, and rules that regulate the behavior of its members in a sustained manner over a certain period.

The Chinese-Indonesian community in Indonesia is a patrilineal society composed of clans or lineages unbound by geometric or territorial structures. Over time, this community has integrated with other ethnic groups in Indonesia, although many Chinese-Indonesians still retain their ancestral cultural traditions and beliefs. This study focuses on the registration of marriage certificates at the Department of Population and Civil Registration in Singkawang, specifically for Chinese-Indonesians residing in Singkawang who hold Indonesian citizenship.

RESEARCH METHOD

This study employed a descriptive qualitative research method with an inductive approach, aimed at describing the characteristics of a specific issue in a detailed and precise manner. According to Nazir (2013), the inductive approach is a method of reasoning that begins with specific questions to construct a general argument. Descriptive research focuses on addressing the fundamental question of "how," seeking to obtain and present facts clearly, accurately, and comprehensively. The descriptive qualitative method with an inductive approach is defined as a research method that deeply and thoroughly explores a problem by gathering data and facts as well as interpreting events or phenomena

observed in the field. This facilitates a clearer explanation and depiction of the issues under investigation. The data sources in this study comprise primary and secondary data. Primary data is obtained through interviews, while secondary data is gathered from document reviews. According to Moleong (2017), the concepts of primary and secondary data sources are similar. Primary data sources, or original sources, are obtained directly or firsthand from sources that provide information and data directly to the researcher. The data or information provided relates to the informants' circumstances, such as their identity, ideas, activities or works, attitudes, motivations, tools used in their work, land management, production outcomes, and other aspects relevant to the researcher's needs. Data collection techniques include interviews, observations, and document analysis. The analysis method utilized in this study was the ASOCA Analysis Method (Ability, Strength, Opportunities, Culture, and Agility) as outlined by (Suradinata, 2013). Data analysis is a systematic process of searching for and organizing data obtained from interviews, field notes, and documentation. This process involves grouping data, elaborating on indicators, synthesizing information, structuring it into patterns, selecting relevant aspects for study, and drawing conclusions to facilitate understanding for

both the researcher and others (Sugiyono, 2015).

RESULTS AND DISCUSSION

A. Regarding the strategy of the Department of Population and Civil Registration in Singkawang, based on the data analysis using the ASOCA method, the following strategies were identified:

1. Strategies to Enhance the Ability to Seize Opportunities (AbO):
 - a. Improving public service activities for the community by developing both existing innovations and those currently being designed.
 - b. Establishing written agreements between the Department of Population and Civil Registration of Singkawang and registered temples authorized to issue Religious Marriage Blessing Certificates for Buddhist and Confucian marriages. This aims to facilitate Chinese-Indonesian community in registering their marriages.
2. Strategies Utilizing Resilience to Leverage Strengths (SO):
 - a. Conducting socialization to *vihara* and *klenteng* to raise awareness about the

importance of marriage certificates, as well as explaining the procedures and process flow, from registration to the issuance of marriage certificates.

- b. Revising the Standard Operating Procedures (SOP) for marriage certificate registration. According to Law No. 1 of 1974 on Marriage, the registration process requires a marriage announcement to be made for 10 days, after which the certificate can be issued on the 11th day. For cases requiring completion in less than 10 days, valid reasons must be provided, supported by a recommendation or dispensation from the local sub-district head (*camat*).
- c. Developing special programs or socialization initiatives related to marriage registration of the Chinese-Indonesian community. These programs, conducted by the Department of Population and Civil Registration, aim to provide guidance and education to the community

through activities held at the sub-district or village levels.

3. Strategies Utilizing Intelligence to Seize Opportunities (Ago):

Collaboration between departments in accordance with Law No. 24 of 2013 on population administration and on the roles and functions of the Civil Registration Services Division and the Population Registration Division. This includes forming a special team to visit sub-districts, providing services, and conducting socialization programs related to population administration, covering population documents and civil registration. These initiatives significantly contribute to improving and streamlining community administrative processes.

4. Strategies Utilizing Ability to Leverage Culture (Abc):

Establishing partnerships with other institutions, such as collaborating with banks or credit unions, by requiring marriage certificates as part of the documentation for home loans or other financial services. Additionally, collaborating with schools to mandate that parents

submit their marriage certificates when enrolling their children.

5. Strategies Utilizing Resilience to Leverage Culture (SC):

Providing mobile services to temples every Saturday to facilitate marriage registration for Chinese-Indonesian communities practicing Buddhism and Confucianism. These services include issuing marriage certificates and updating associated civil documents, such as family cards and ID cards, on the same day.

6. Strategies Utilizing Intelligence to Leverage Culture (AgC):

Providing language training in English, Mandarin, and the local Kek or Hakka dialect widely spoken by the Chinese-Indonesian community in Singkawang. This initiative is particularly beneficial for Chinese-Indonesian community who may not speak Indonesian, enabling more effective communication and facilitating marriage registration services for both Indonesian citizens and foreign nationals.

One strategy already implemented by the Singkawang Civil Registration Office to improve marriage certificate registration among the Chinese-Indonesian community is the *jemput bola* (proactive outreach) program conducted every

Saturday. However, this outreach service has yet to establish formal written agreements with temples, which could enhance collaboration in facilitating marriage registrations.

B. Strategies of the Civil Registration Office in Marriage Certificate Registration for the Chinese-Indonesian community in Singkawang using ASOCA analysis. By employing this analysis, strategies were identified based on the following components:

1. Ability (strategies based on ability dimension)

The Civil Registration Office of Singkawang demonstrated strong capability in managing its human resources effectively. Most of its staff, both civil servants (ASN) and non-ASN personnel, hold undergraduate degrees, which contributed to efficient collaboration across departments. Coordination between the population registration and marriage certificate registration divisions enhanced service efficiency. For instance, when a marriage was registered, associated documents, such as marital status, ID cards, family cards, and other relevant documents, were also updated and

processed simultaneously by the Civil Registration Office.

To enhance socialization efforts, the Civil Registration Office improved both the quality and quantity of civil servants (ASN) by fostering intensive collaboration, relationships, and coordination with other relevant institutions involved in marriage registration. This was supported by leadership in alignment with applicable laws and regulations to strengthen faster and more efficient services.

Adequate facilities and infrastructure, such as computers, transportation, internet access, and other essential resources, played a crucial role in facilitating the Civil Registration Office of Singkawang in processing marriage certificates for the Chinese-Indonesian community. Furthermore, efforts were made to improve these facilities with support from stakeholders, including both local and central government.

The ability to formulate strategies and plans was reflected in the work plan of the Civil Registration Office of Singkawang, which was developed based on routine needs

and the specific requirements of each department. This included activities such as socialization, monitoring, and training programs.

One of the service programs provided by the Civil Registration Office was the *jemput bola* (proactive outreach) service. Every Saturday, the office visited *vihara* and *klenteng* registered with the Ministry of Religious Affairs in Singkawang to facilitate marriage registration for the community. Below are schedule and locations of temples visited by the Civil Registration Office, along with the number of individuals who received marriage certificate services.

2. Strength (strategies based on strength dimension)

The Standard Operating Procedure (SOP) for marriage certificate registration at the Civil Registration Office of Singkawang has been designed with a simplified process to ensure efficiency and accessibility. The registration process involves applicants submitting the required documents, which are then reviewed and verified by the marriage registration officers.

Following this, the prospective couple signs the registration documents. The entire process is completed in less than five minutes, making it highly accessible and encouraging more community members to register their marriages.

The Civil Registration Office conducts socialization programs at least twice a month. These activities are held in sub-districts, districts, or places of worship, often initiated by requests from religious leaders. The primary target areas for these programs are neighborhoods with significant populations of Confucian and Buddhist residents. During these sessions, marriage registrations can also be facilitated.

3. Opportunity (strategies based on opportunity dimension)

The opportunity dimension is demonstrated through the ongoing efforts of the *jemput bola* (proactive outreach) service, where the Civil Registration Office visits *vihara* and *klenteng* to register and issue marriage certificates on the same day. Currently, there is no formal written agreement or collaboration

between the Civil Registration Office of Singkawang and religious leaders in these *vihara* and *klenteng*. Typically, Buddhist and Confucian religious leaders will contact the Civil Registration Office whenever there are community members wishing to register their marriages. Upon receiving such requests, the civil registration team promptly visits the respective temple or shrine to facilitate the registration process.

The Civil Registration Office plans to establish formal written agreements with Buddhist and Confucian religious leaders to facilitate marriage registration for the Chinese-Indonesian community. Additionally, new innovations are proposed, such as collaborations with other institutions, including banks, cooperatives, housing credit providers, and savings and loan organizations, by requiring married individuals to present a marriage certificate as part of their application process. This initiative is expected to encourage Chinese-Indonesian individuals in Singkawang to register their marriages, thereby increasing the

ownership of marriage certificates within the community.

Another proposed innovation is mandating the inclusion of a marriage certificate when enrolling children in schools. This requirement would prompt parents who do not yet possess a marriage certificate to register their marriage, ensuring that their children can attend school. This approach is deemed efficient in boosting the rate of marriage certificate ownership among the Chinese-Indonesian community in Singkawang.

4. Culture (strategies based on culture dimension)

The Chinese-Indonesian community in Singkawang still view marriage registration with the Civil Registration Office as unnecessary. Many of them believe that a traditional marriage ceremony alone is sufficient. This perception stems from limited awareness of the importance of marriage certificates and, in some cases, from low levels of education within the community. Such factors contribute to reluctance in registering marriages. There are also misconceptions that the process is

overly complicated, requiring numerous documents and procedures.

It is common for members of the Chinese-Indonesian community to register their marriages with the Civil Registration Office several years after their traditional wedding ceremonies (*kawin foto*). Many are unaware of the existence or purposes of marriage certificates, leading to a lack of understanding about their importance. Those who eventually register their marriages often do so because they need the certificate for specific purposes, such as enrolling their children in school. Some, however, undertake the process due to personal awareness of the benefits of having an official marriage certificate.

Given the habit of the Chinese-Indonesian community being less orderly in the process of marriage certificate registration, as well as their lack of understanding about the importance and benefits of having a marriage certificate, the Civil Registration Office has developed a strategy to address this issue. This strategy involves conducting socialization efforts by

directly visiting places of worship, *vihara* and *klenteng* (temples). Through a door-to-door service, the Civil Registration Office enables the Chinese-Indonesian community to register their marriages directly at these locations without needing to visit the Civil Registration Office.

5. Agility (strategies based on the intelligence dimension)

The Civil Registration Office has complied with the Standard Operating Procedures (SOP) for services provided by its staff, ensuring timeliness from the marriage registration process, announcement, to the issuance of marriage certificates for the Chinese-Indonesian community who practice Buddhism and Confucianism. Marriage registration follows the required documentation for the marriage certificate, with announcements posted on the bulletin board and the Civil Registration Office's website. The announcement is made for a period of 14 days (two weeks), after which the marriage is officially registered and the marriage certificate is issued. For mixed marriages, a dispensation is typically granted, allowing a 3-day

period for registration and issuance of the marriage certificate, based on a recommendation letter from the local sub-district office where the applicant resides.

Training is provided to staff, particularly those in customer service, to enhance their skills in English and Mandarin in order to interact effectively with the community, particularly those involved in mixed marriages between foreign nationals and Indonesian citizens. Currently, the staff at the Civil Registration Office in Singkawang lacks proficiency in foreign languages to provide services, and so the services are conducted using Indonesian language.

C. Inhibiting factors

The inhibiting factors encountered by the Civil Registration Office in marriage registration are as follows:

1. The Chinese-Indonesian community lacks understanding regarding marriage certificates,
2. The absence of formal written agreement between the Civil Registration Office of Singkawang and *vihara or klenteng* in the city,

3. Not all temples (*vihara* and *klenteng*) in Singkawang are registered in the Ministry of Religious Affairs, and unregistered temples cannot issue marriage blessing certificates.
4. The Civil Registration Office lacks a dedicated room for marriage registration services.
5. The *Dukcapil* (Civil Registration Office) Online website is not yet operational.
6. There are still cases of marriages involving individuals under the age of 19.
7. The lack of Civil Registration Office staff with foreign language skills.

D. Efforts by the Civil Registration Office of Singkawang to address identified challenges:

1. Conducting socialization campaigns to encourage the Chinese-Indonesian community to utilize the *Dukcapil* Online platform for marriage registration.
2. Educating the Chinese-Indonesian community on the minimum age for marriage as stipulated in Law No. 16 of 2019 concerning marriage, which requires both men and women to be at least 19 years old.

3. Promoting the importance of registering marriages at sub-districts, villages, places of worship such as *vihara* and *klenteng*, as well as during events related to population and civil registration.
4. Distributing brochures and installing banners detailing the registration process for marriage certification at the Civil Registration Office of Singkawang.
5. Submitting a formal request to the government to increase the number of civil servants (ASN) at the Civil Registration Office of Singkawang.

CONCLUSION

1. To analyze the strategy of the Civil Registration Office in registering marriages for the Chinese-Indonesian Community in Singkawang, the researcher employed Ermaya Suradinata's strategy theory, namely using the ASOCA technique, which consists of the following dimensions:
 - a. Ability-based strategies: The Civil Registration Office implements a proactive service program (*jemput bola*) every Saturday by visiting registered *vihara* and *klenteng*. During

these visits, the office registers and issues marriage certificates for members of the Chinese-Indonesian community who hold marriage ceremonies in the registered temples. The Civil Registration Office of Singkawang demonstrates its ability in formulating and organizing strategies, such as developing work plans in the form of programs and training sessions, supported by adequate facilities and infrastructure to enhance the effectiveness and efficiency of its services.

- b. Strength-based strategies: in terms of strength, the strategy of the Civil Registration Office is grounded in the legal framework provided by Law Number 24 of 2013 concerning Population Administration. The office employs concise and straightforward Standard Operating Procedures (SOP) to facilitate ease of service. Additionally, to raise awareness, the Civil Registration Office conducts socialization activities at least twice a month. All services provided by the Civil Registration Office in Singkawang are free of charge.
- c. Opportunity-based strategies: the Civil Registration Office of Singkawang seeks to boost the ownership of marriage certificates among the Chinese-Indonesian community by leveraging several opportunities, such as establishing formal written agreements between religious leaders and the Civil Registration Office, fostering collaborations with other institutions such as cooperatives, credit unions, and other relevant organizations, and partnering with schools by requiring parents to present their marriage certificates during the enrollment process for new students.
- d. Culture-based strategies: Conducting socialization programs directly targeting the Chinese-Indonesian community by visiting places of worship, such as *vihara* and *klenteng* as well as residential areas in sub-districts and villages. Additionally, the office provides proactive services through *jemput bola* approach, enabling the community to register their marriages on-site without the need to visit the Civil Registration Office.

- e. Agility-based strategies: The Civil Registration Office of Singkawang provides marriage registration services in accordance with Standard Operating Procedures (SOP). Additionally, the office offers training programs for staff, particularly those in service roles, to enhance their skills in English and Mandarin to facilitate effective communication with the public, especially in cases of mixed marriages between Indonesian citizens and foreign nationals. Furthermore, training in Hakka or Kek is also provided to better serve Chinese-Indonesian community members who are not proficient in Bahasa Indonesia.
2. The challenges encountered by the Civil Registration Office of Singkawang in marriage registration include:
 - a. Limited knowledge among the Chinese-Indonesian community regarding marriage certificates.
 - b. The absence of formal written cooperation agreements between the Civil Registration Office and *vihara* and *klenteng* in Singkawang.
 - c. Not all *vihara* and *klenteng* in Singkawang are registered with the Ministry of Religious Affairs, and unregistered temples cannot issue blessing certificates.
 - d. The lack of a dedicated room for marriage registration within the Civil Registration Office.
 - e. The Dukcapil Online website is not yet operational.
 - f. Cases of individuals marrying under the legal minimum age of 19 years.
 - g. Insufficient staff at the Civil Registration Office who have foreign language skills.
 3. To address the low marriage certificate registration rates, the Civil Registration Office has undertaken the following measures:
 - a. Conducting socialization programs to the Chinese-Indonesian community to encourage the use of the Dukcapil Online system for marriage registration.
 - b. Conducting socialization to the Chinese-Indonesian community about the minimum legal age for marriage as stipulated in Law No. 16 of 2019 on Marriage, which sets the minimum age for marriage for both men and women at 19 years.

- c. Raising awareness about the importance of marriage registration through socialization programs in subdistricts, villages, and places of worship such as *vihara* and *klenteng*, as well as during events related to civil registration.
- d. Distributing brochures and installing banners that outline the registration process for marriage certificates at the Civil Registration Office of Singkawang.
- e. Submitting requests to the government for additional civil servants (ASN) at the Civil Registration Office of Singkawang to improve service capacity.

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