

# Analisis implementasi kebijakan Sistem Pemerintahan Berbasis Elektronik (SPBE) di Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi = Analysis of The Electronic-Based Government System Policy Implementation at The Ministry of State Apparatus Utilization and Bureaucratic Reform

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## Abstrak

Implementasi kebijakan Sistem Pemerintahan Berbasis Elektronik (SPBE) menjadi kerangka pengembangan e-government nasional sejak tahun 2018. Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi (Kementerian PANRB) sebagai ketua Tim Koordinasi SPBE Nasional, turut mengimplementasikan kebijakan SPBE di tubuh organisasinya dengan mengacu pada Rencana Induk Teknologi Informasi yang turut mengatur pengelolaan dan pengembangan TI internal, serta Tim Koordinasi SPBE Instansi yang mengatur aktor pelaksana kebijakan melalui koordinator anggota yaitu Biro HUKIP khususnya Data dan Informasi. Oleh karena itu, penelitian ini bertujuan untuk menganalisis implementasi kebijakan SPBE internal di Kementerian PANRB, dengan menggunakan teori model implementasi kebijakan publik (communication, resources, disposition, dan bureaucratic structure). Penelitian ini menggunakan pendekatan post-positivist dengan teknik pengumpulan data kualitatif melalui wawancara mendalam dan dokumentasi virtual, serta studi kepustakaan. Hasil penelitian ini menunjukkan bahwa implementasi kebijakan SPBE di Kementerian PANRB telah terlaksana dengan baik, hal ini dibuktikan melalui 19 dari 26 indikator yang terpenuhi. Meskipun demikian, ditemukan hambatan berupa ketiadaan insentif, lemahnya sosialisasi dan promosi atas kebijakan SPBE internal, keterbatasan SDM Datin yang memiliki keahlian tata kelola TI dan perumusan kebijakan, dan kerangka kebijakan yang belum mengakomodasi roadmap terbaru dan pembagian tugas secara rinci. Saran yang dapat diberikan adalah inisiasi pemberian insentif, penggiatan sosialisasi dan promosi kebijakan, diklat manajerial bagi pegawai, serta pembaharuan kebijakan SPBE internal.

.....The implementation of the Electronic-Based Government System Policy has been the basis of the e-government development framework in Indonesia since 2018. As the head of the coordination team for the policy implementation, The Ministry of State Apparatus Utilization and Bureaucratic Reform has internally implemented the policy based on the Information and Technology Master Plan (ITMP). ITMP regulates the internal IT management and organization, and internal SPBE Coordination Team regulates the authority of the policy implementers through the Data and Information Division of HUKIP bureau. This paper presents an analysis on how SPBE implement the internal policy at the Ministry of State Apparatus Utilization and Bureaucratic Reform based on the theory of public policy implementation model (communication, resources, disposition and bureaucratic structure). Post-positivist approach was employed in analysing qualitative data that were obtained through in-depth interview, virtual documentation, and library study. The results showed that the implementation of the policy has been running effectively, where 19 out of 26 indicators have been fulfilled. However, several inhibitors were identified regarding the absence of incentive, ineffective information dissemination and promotion regarding the implementation, limited quantity of Datin staffs with adequate IT governance capability and policy formulation, policy framework

which did not accommodate the latest roadmap and ineffective task distribution. It is suggested that the organization provide incentives, intensify the information dissemination and promotion, conduct managerial workshop and training for employees, and revise the SPBE internal policy.