

# Analisis Digital Governance pada Program Inisiatif Strategis Reformasi Birokrasi dan Transformasi Kelembagaan Kementerian Keuangan = An Analysis of Digital Governance in the Strategic Initiative Program for Bureaucratic Reform and Institutional Transformation of the Ministry of Finance

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## Abstrak

Penelitian ini bertujuan untuk menganalisis penerapan digital governance pada Program Inisiatif Strategis Reformasi Birokrasi dan Transformasi Kelembagaan di Kementerian Keuangan. Pendekatan penelitian yang digunakan adalah post positivist dengan teknik pengumpulan data kualitatif melalui wawancara dan analisis dokumen. Hasil dari penelitian ini menunjukkan bahwa digital governance pada Program IS RBTK Kemenkeu masih belum optimal, dikarenakan belum terlihat digital strategy yang dinyatakan secara gamblang dalam dokumen resmi yang diketahui oleh seluruh Unit TIK di lingkup Kemenkeu, belum terlihat penerapan digital policy pada produk dan layanan digital Kemenkeu walau sudah ada pengaturan digital policy, dan belum adanya digital standards baik dalam dokumen kebijakan maupun penerapannya pada produk dan layanan digital Kemenkeu, di mana semua itu dipengaruhi oleh struktur organisasi Kemenkeu yang belum mengakomodir Unit Digital yang memiliki otoritas baik dalam memimpin penyusunan digital strategy, digital policy, dan digital standards serta bertanggungjawab atas pengawasan dan penerapan dari digital policy dan digital standards. Penelitian ini merekomendasikan digital strategy dinyatakan secara gamblang dan didesiminasikan melalui saluran media sosial atau aplikasi pesan instan, menemukan solusi atas hambatan agilitas, penerapan digital policy yang sudah ada, pecantuman digital policy pada produk dan layanan digital, menunjuk otoritas digital policy, otomatisasi pemeriksaan digital policy, peran serta komunitas TI internal, pengukuran dampak digitalisasi, perubahan struktur organisasi, pemetaan pengguna layanan, menggunakan teknologi terbaru, menggunakan big data analysis, dan pembagian tugas, kewenangan, penggunaan sumberdaya, jejaring, serta data dan informasi.

.....his research aims to analyze the application of digital governance in the Strategic Initiative Program for Bureaucratic Reform and Institutional Transformation at the Ministry of Finance. The research approach is post-positivist with qualitative data collection techniques through interviews and document analysis. The results of this research show that digital governance in the Ministry of Finance's IS RBTK Program is still not optimal, because no digital strategy is clearly stated in an official document that is known to all ICT Units within the Ministry of Finance. There is no visible implementation of digital policy on the Ministry of Finance's digital products and services. even though there are already digital policy arrangements, and there are no digital standards either in policy documents or in their application to the Ministry of Finance's digital products and services, all of which are influenced by the organizational structure of the Ministry of Finance which does not yet accommodate a Digital Unit that has good authority in leading the preparation of digital strategy, digital policy, and digital standards and is responsible for monitoring and implementing digital policy and digital standards. This research recommends that digital strategies be stated clearly and disseminated through social media channels or instant messaging applications, finding solutions to agility barriers, implementing existing digital policies, including digital policies in digital products and services,

appointing digital policy authorities, automating digital policy checks, the role of the internal IT community, measuring the impact of digitalization, changing organizational structures, mapping service users, using the latest technology, using big data analysis, and dividing tasks, authority, use of resources, networks and data and information.