

Strategic Management Model in Achieving Presidential Regulation on Electronic-Based Government System in Medan City Government

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Abstract

This research aims to determine the quality of public services through the Electronic-Based Government System (SPBE), as well as to know and analyze the Implementation of Strategies for Achieving PERPRES No. 95 of 2018 concerning SPBE in the Medan City Government. This research is important to obtain a Strategic Management Model in Achieving PERPRES No.95 of 2018 concerning SPBE in the Medan City Government. The research paradigm used is Constructivist Paradigm, with Qualitative Research Method. Data were collected through in-depth interviews, discussions with several informants from the Medan City Office, DPRD, UPT Kecamatan, and community leaders. In addition, data was also collected through literature study, document study, and secondary data. The results showed the following: First, there is coordination between agencies in the development of application services. The coordination is conducted by the Diskominfo of Medan City Government. A number of Departments used external consultants in the development of SPBE. Diskominfo made new rules to address ICT service issues. The services use external programmers and experts and if an error occurs, the City Government is not responsible for the service. Secondly, Medan City Government conducted a Memorandum of Understanding with Tangerang City to collaborate and share resources through the innovation of E-Files application for correspondence needs. The use of shared correspondence applications by the Government in Tangerang City was adjusted based on the specific needs of each city. The platform used is the same, but with different application names, E-Files in Tangerang and Sarana in Medan. Third, there are 3 SPBE service providers in Medan City Government, including: Telkom (PT. Telekomunikasi Indonesia) for Kelurahan/Kecamatan, GDS (Global Digital Solusi) for Diskominfo and other OPDs, and TNC (Telemedia Network Cakrawala) for Medan City Office. Fourth, Medan City Government uses a Strategic Management Model that combines the Environmental Model with the Collaboration Model in developing the Achievement of PERPRES No.95/2018 on SPBE in Medan City Government. The Environmental Model/Flow emphasizes vertical and horizontal coordination between work units in Medan City Government. The Collaboration Model develops a strategy of collaborative cooperation with other local governments or state-owned/private enterprises.

Keywords: PERPRES No. 95 of 2018 concerning SPBE, Strategic Management Model, Environmental Model, Collaboration Model, Combination Model.

The e-Government initiative was implemented by the Government in 2003 through INPRES No.3 Year 2003 on National Policy and Strategy for E-Government Development. To support this Presidential Regulation, Law No. 14/2008 on Public Information Disclosure, Law No. 25/2009 on Public Services were issued. Also, the Decree of the Minister of Administrative Reform Number: 63/Kep/M.Pan/7/2003 on General Guidelines for the Implementation of Public Services. The e-Government initiative continues to develop in line with the implementation of bureaucratic reform regulated by Law No. 25 of 2009 concerning Public Services. Based on the law, public service providers are obliged to continue to provide services to their citizens with quality, fast, easy, affordable, and measurable service standards. The government's efforts are supported by the issuance of a legal basis in the implementation and development of SPBE as stipulated in PERPRES No. 95 of 2018 concerning SPBE. SPBE is implemented with the principles of effectiveness, integration, sustainability, efficiency, accountability, interoperability and security. The scope of regulation in the PERPRES is a guide in adjusting the governance, management, audit, implementation, acceleration and monitoring and evaluation of SPBE in the Central and Regional governments.

PERPRES No. 95/2018 on SPBE contains a master plan, architecture, plan map, budget, infrastructure, applications, security and services to realize an integrated and comprehensive electronic-based government system to achieve high-performance bureaucracy and public services. This becomes a reference in realizing an integrated SPBE implementation in Central Agencies and Local Governments to produce an integrative, dynamic, transparent, and innovative government bureaucracy, as well as improving the quality of public services. In the PERPRES, the government recognizes SPBE as a key driver of effective and accessible service delivery to

citizens, business organizations and public agencies. SPBE saves citizens travel time to specific agencies and enables round-the-clock access to services.

Developing SPBE requires proper analysis and approach before starting the service. The government needs a clear strategy to overcome potential barriers. Ndou (2004) argues that active leadership roles and skills are critical, especially in the early phase. Further linking with other development strategies to raise awareness of e-services. E-SPBE must have a management strategy that is organized and linked to a long-term strategy. In e-government systems, decision-makers are expected to consider various factors and concepts before entering the implementation phase. There are concepts such as security, organizational culture, training, infrastructure, concepts and applications, management, e-services, monitoring and evaluation, and stakeholder relations that require proper analysis and approach.

Strategic management is related to the stages of preparing strategic plans, implementation and evaluation of SPBE performance from the central to regional levels. The evaluation of SPBE performance is carried out by assessing 4 domains and 47 SPBE indicators by the Ministry of Administrative Reform and Bureaucratic Reform. The purpose of the evaluation is so that the results of the evaluation can encourage increased utilization of ICT within the government after seeing the strengths and weaknesses of each government. This continuous government evaluation indicates that e-Government is positioned as a national strategic policy, so that scientific studies by academics are needed so that the results can be recommended for future improvements. With this step, the results can be used as a reference in developing e-Government in the future to be more systematic and directed in accordance with the needs and demands of change.

More broadly, the results of the study are used as strategic direction in policy making,

especially in terms of designing SPBE development strategic plans for regions that are in the preparation stage of SPBE development. The design of strategic plans is intended for a more comprehensive SPBE development, not only limited to website development, but more than that, it requires the formulation of holistic strategic policies accompanied by strong commitment from all stakeholders. Given that the success of SPBE is supported by many things, there must be a political will from various circles of public and political officials to actually implement an electronic-based government system. Electronic-based government systems provide new opportunities to improve the quality of government by increasing efficiency, new services, increasing citizen participation, and an increase in global information infrastructure. Therefore, SPBE will be able to improve the quality of public information services as a way to realize Good Governance. Through an electronic-based government system, government services will take place in a transparent and traceable process so that they can be considered accountable. Elements of irregularities can be avoided and services can be provided effectively and efficiently. New technologies to support electronic-based government systems also have long-term impacts.

To support the development of SPBE, the Indonesian Internet Service Providers Association (APJII) conducted a survey in 2018. The survey results show that internet users still have the highest percentage in Java and Sumatra. As for the contribution of internet users per province, the largest is occupied by North Sumatra, West Kalimantan, West Java, and South Sulawesi (Ministry of Communication and Information, 2019). Residents of North Sumatra, especially Medan City, prefer to connect and interact with the government through computers and the many channels offered. In addition, fast smart mobile devices have a significant impact on citizens' preferences. Traditionally, interactions between a citizen or social

institution and a government agency always take place in government offices. However, with the advancement of information and communication technology, it is increasingly possible to bring government service centers closer to the people through websites and applications built by the government.

Good efforts have been made by the government with capacity building and institutional development such as ICT infrastructure development. A national ICT policy was approved under the Ministry of Information and Communication in 2006 (Syamsuddin, 2011; Wamoto, 2015). Since then the government has initiated several Electronic Government Systems with the aim of: improving efficiency, transparency and democracy in public administration (Wamoto, 2015).

Current technological developments require the Medan City Government as one of the major cities in Indonesia to carry out bureaucratic reforms. The issuance of PERPRES No. 95/2018 became a reference for the Medan City Government in the development of SPBE. In line with this, the Mayor of Medan issued Medan Mayor Regulation No. 28/2018 on Smart City. Furthermore, the Mayor of Medan issued Regulation No. 39 of 2020 on Electronic-Based Government System in Government Implementation. With the issuance of several regulations, along with the high commitment of the government, in 2018 the Medan City Government received an award from the North Sumatra Provincial Government for SPBE innovation. So far, the Medan City Government has been considered successful in managing SPBE, such as implementing licensing service applications, complaint services, e-planning, e-budgeting, e-apras and so on (Medan City Government, 2021). Then in 2021, Medan City Government won the Smart City award in the Smart Governance category from the Ministry of Communication and Information. The award was given because the Medan City Government was considered successful in implementing the population administration service program and

achieving the preparation of the master plan and implementation of the Smart City program (Pemerintah Kota Medan, 2021).

Medan City Government in running an electronic-based government builds applications in each OPD as a form of service to the community. These applications include licensing services, population administration service application (Sibisa), Medan Rumah Kita (MRK) complaint service integrated with the National Public Service Complaint Management System (SP4N) Lapor service, and various other public service applications. Public services through an electronic-based government system in Medan City Government have been running for 4 years. Based on the Medan Mayor's Regulation on Smart City, in September 2018 Medan City Government signed an MoU with Tangerang City Government on application sharing to save budget. Medan City Government is greatly helped in terms of costs when establishing cooperation or MoUs with other cities or districts that have already developed the SPBE ecosystem. With this MoU, Medan City Government can adopt and modify electronic-based services without the need to design. Application modification is required because it must be adapted to the needs of the people of Medan City.

SPBE development in Medan City Government in its implementation is still experiencing many obstacles. When referring to developed regions in Indonesia such as Surabaya City and DKI Jakarta, Medan City Government is still very behind in building SPBE capacity. Another problem is that Medan City Government is considered inconsistent in providing electronic-based services. This can be seen when SPBE service innovation events are held both locally and nationally, Medan City Government has just started to reactivate its services. Conversely, if there is no event, public services return as before. The implementation of SPBE in Medan City Government is still in its early stages and has not run optimally. This unpreparedness is due to the habitual pattern of governance and

public services that still do not consider the important role of SPBE in improving the quality of public services.

In line with the description of these problems, several relevant studies show that electronic-based public services in the Medan City Government have shown improvements with the commitment of leaders, regulations, MoUs carried out, but related to the benefits of public services, the community has not fully felt it. This is due to the lack of socialization and there are several public services that have not been managed and utilized optimally (Iqbal, 2020). Furthermore, Hermana, (Diptyana & Rokhmania, 2018) found that the existence of limited access and regulations as a legal umbrella and limited competent experts in the field of informatics engineering are factors inhibiting the success of e-Government. The lack of data integration between government agencies is also an obstacle because each agency has a one data program with a different format. Inadequate budget, no standardization of infrastructure and the lack of information security in the implementation of e-Government are also cited as causes of the lack of success of e-Government so far.

These problems are also classic problems that occur in the development of SPBE in Indonesia. This is closely related to the strategic management carried out in the development of SPBE starting from the planning stage, implementation to the evaluation stage. Therefore, this research focuses on the strategic management model so that an SPBE policy evaluation is needed because so far the Medan City Government has not been able to realize PERPRES No. 95 of 2018 concerning SPBE. Policy evaluation is very important to do in order to develop new strategic management so that the Medan City Government can build institutional capacity through an electronic-based government system.

In addition, for e-Government to be successfully implemented, the Medan City Government must be responsive in listening to

complaints, suggestions and aspirations of the community. Be transparent in delivering information related to public services, eliminate sectoral egos, and revolutionize a culture that serves and nurtures citizens. Policy makers must also be serious and committed in aligning government policies through vision and mission in every electronic-based service program to the community. Furthermore, a commitment is needed to develop a strategy plan, implement the strategy and evaluate the strategy and develop new strategies continuously so that the electronic-based government system can run well. This still needs to be studied more deeply, considering that the strategy and commitment of policy makers are very important to show the aspects that must be addressed when adopting SPBE. Observing the above problems, it is necessary to conduct research on the Implementation of PERPRES No. 95/2018 on SPBE in Medan City.

Methodology

The research paradigm used is Constructivist Paradigm, with Qualitative Research Method. Data was collected through indepth interviews, discussions with several informants from the Medan City Office, DPRD, UPT Kecamatan, and community leaders. In addition, data was also collected through literature study, document study, and secondary data.

Result and Discussion

The development of SPBE in Medan City began in 2018, with the issuance of Medan Mayor Regulation No. 28/2018 on Smart City. Furthermore, the Mayor of Medan issued Regulation No. 39 of 2020 on Electronic-Based Government System in government administration. To implement SPBE in Medan City, the City Government prepares an Inter-Local Government Service and Collaboration Application.

Service Application

Medan City Government (28 OPDs and 21 sub-districts) developed 128 Service Applications and Websites. There is no single application that dominates OPD activities. On average, each OPD uses two or three applications to perform its duties. The services are provided by various Departments/OPDs and Sub-districts in Medan City Government, including intergovernmental services (G2G), business services (G2B), employee services (G2E) and services for the community (G2C). A total of 28 OPDs and 21 sub-districts are responsible for the development and use of the application.

Based on the search results of 128 current applications and websites, 108 (84%) with the status "active (still active)", 6 (5%) with the status "active" and 14 (11%) "inactive". The status "active (still active)" means that online services at each OPD are still being run until now. While services with the status of "active" which means application services and websites are still active but no longer used. Furthermore, the status of "inactive" indicates that the application and website cannot be functioned. These applications include the staffing sector, namely SIMPEG, namely the Personnel Information System, E-KIN, namely the daily performance appraisal application and SKP for annual performance appraisal, Online attendance, Sarana is a correspondence application. In addition, there is a Cyber Pungli application initiated by the Inspectorate and has been coordinated with Diskominfo in its design and development. This application is integrated into 4 agencies namely Medan City Government (Inspectorate), Police, Attorney and TNI. This Cyber Pungli application is intended to solve the problem of illegal levies such as illegal parking etc. Furthermore, the WBS application is a complaint system almost the same as Siber Pungli but is specifically for internal Medan City employees.

Of the 128 applications, there are 28 android-based applications and web-based applications that are integrated into Smart City services. The

development of these various applications is in accordance with the mandate of PERPRES No.95 of 2018 which states that the implementation of electronic-based public services in all government agencies. Services from various work units, institutions, offices are integrated into one portal using the domain "pemkomedan.go.id". A total of 17 applications for services to the community (G2C), government to government services (G2G) as many as 8 applications, government to business services (G2B) as many as 1 application and government to employee services (G2E) as many as 2 applications. Smart City services are further development of urban areas that are able to meet the needs of its population and lead to sustainable urban development with the parameters of Smart Governance, Smart people, Smart environment, Smart Mobility, Smart Economy, Smart Living (Atmawidjaja, 2015). Smart City is the concept of utilizing communication and information technology for all activities in the region, not only government activities through e-Government, but includes many things. For example, traffic light control systems, integrated parking systems, electricity management systems for public utilities, air/environmental pollution monitoring systems, early warning systems, In addition, the application of Smart City implementation is based on considerations between the needs and feasibility or the level of urgency of Smart City in each region, while the application of e-Government depends on the decision of regional leaders.

Coordination between Departments

From a technical point of view, before OPD develops a service, it must coordinate with Diskominfo. However, this does not always happen, and sometimes OPDs use external consultants to build an application, and then coordinate with Diskominfo and then Diskominfo will recommend technical use. Recently, Diskominfo made a rule for some services in the ICT field to first get a recommendation from Diskominfo. If the development of services that have been done

without recommendations, the budget to pay third-party services will not be disbursed. This was done because many SPBE service applications had problems and were not previously coordinated. When technical problems arise, and then contact Diskominfo for assistance, Diskominfo cannot help because the services are not coordinated. This problem arises due to sectoral ego, with each OPD wanting to prove that they are better than the others. In addition, the lack of coordination also occurred when the ministry built an application service in Medan City. The service was built using the services of programmers and experts appointed by the ministry. When errors and problems occurred, the Medan City Government could not be responsible for the service because it was not involved in the development of the service from the beginning. pemerintah pusat dan daerah menyebabkan saling melempar kesalahan dan tanggungjawab.

Collaboration between Local Government and SOEs/Privates

In 2019, Medan City Government entered into a Memorandum of Understanding (MoU) with Tangerang City to collaborate and share resources through the innovation of E-Files application for correspondence needs. Each region is different and has its own unique needs in terms of digital communication. The use of shared correspondence applications by the government in Tangerang City needs to be customized based on the specific needs of each city. While the platform remains the same, the applications are called E-Files in Tangerang and Sarana in Medan. Sarana is an application that handles correspondence administration, archiving, and scheduling. With this application, manual letters are no longer needed, and everything is paperless. Employees can type letters on Android devices and send them directly to various government OPDs without the need for intermediaries. The app is integrated with other OPDs, making it easier to manage correspondence and documentation.

In terms of technical monitoring of the use of SPBE applications in several agencies, operators and administrators are often scattered in various offices. Meanwhile, servers and machines are in a centralized location at Diskominfo. With cooperation and collaboration, each office can gain a more comprehensive understanding of how applications are used, and use this information to make decisions on how to improve their functionality and effectiveness.

Currently, there are also three SPBE service providers within the Medan City Government. These providers include Telkom (PT. Telekomunikasi Indonesia) for sub-districts, GDS (Global Digital Solusi) for Diskominfo and other OPDs, and TNC (Telemedia Network Cakrawala) for Medan City Office. These three providers complement each other, because if you only rely on one provider when the system is down, it is potential that the entire Medan City Government will be down. Therefore, by utilizing the three providers, Medan City Government can ensure that the system is always backed up and running smoothly. Despite having multiple providers, each provider is equally important and serves as a reliable backup for each other.

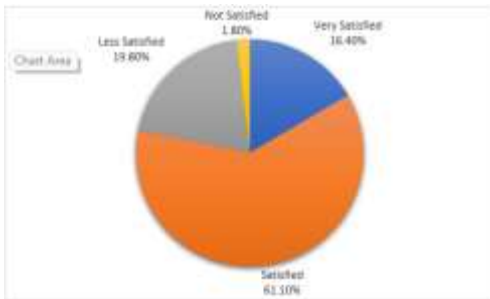
SPBE is not just about technology, but also about good governance and effective communication. For SPBE initiatives to be successful, there must be collaboration and cooperation between all levels of government, as well as with the private sector and community organizations. This is mandated by Presidential Regulation No. 95 of 2018 that the existence of SPBE services that are oriented towards users and open up space for community participation is carried out to encourage the government to be present in serving the community, including remote, outermost, and special needs communities, and to involve the community in the formulation of public policies that will provide the greatest benefit to the community. This includes involving citizens in the planning and development process, ensuring that the needs and concerns of the community are taken

into account. In addition, providing education and training programs to help citizens use and utilize technology, and to ensure that technology is accessible to all members of society, regardless of income or status.

Community Satisfaction Index

According to Tjiptono (Sari, Novita; Noor, 2015), the quality of public services is closely related to the community, because it not only affects the level of satisfaction but also affects public loyalty to the government. Therefore, it is very important for the government to provide the best service that not only meets but exceeds public expectations. On the website page, there were only 2 respondents who were willing to fill out the public satisfaction index (IKM) survey. DPMPTSP received a score of 75.63 with a service quality in the range of 65.00 - 76.60 in the poor category. The services available at DPMPTSP are not only difficult but require effort, both online and by coming directly to the agency. It is very rare for a service to be 100% complete using SPBE. Furthermore, there is a government website that provides an online service satisfaction survey. Every information applicant on the PPID website (Public Information System for Information and Documentation Management Officials) who submits a request for information through the PPID application can fill out a service satisfaction survey to assess the responses provided by the Ministry of Home Affairs and the Medan City Government. Image. Website of the Public Information System for Information and Documentation Management Officials (PPID) of the Medan City Government. On the PPID website display, there is already a survey, which shows that the level of public satisfaction with the service is relatively high, but there is no information yet regarding the number of respondents who filled out the survey and the percentage of public satisfaction with the service.

Public Satisfaction Index Survey Graph on Medan City Government Performance in 2022



Source: Medan City Communication and Information Service 2022

The results of the 2022 Public Satisfaction Index (IKM) survey conducted by the Medan City Research and Development Agency (Balitbang) in collaboration with consultants from PT Naghayasha Rahardja showed that 16.4% of the public were very satisfied with the performance of the Medan City Government, 61.1% were satisfied, 19.8% were less satisfied, and only 1.8% were dissatisfied.

Lara Jelenc, Review of Theories in Strategic Management field-toward the Creation of Schools of Strategic Management, *The Business Review*. 14 (2009), 1; 240-247, put forward several classifications in Strategic Management. According to Jelenc, the Environmental school classification refers to 4 schools in strategic management. The four schools of Strategic Management have their own roots and history. Classical School of Strategic Management, Environmental of Strategic Management, Competitive School of Strategic Management, and Contemporary School of Strategic Management. The Environmental School in Management Strategy emphasizes environmental factors in formulating and implementing strategies. The essence of the Environmental school is the Theory of Contingency which is based on the principles of all interdependence (it all depends) (Stacey, 1993).

One of the Environmental schools is the Cultural School. The Cultural School emphasizes individual factors in the integration

of units within an organization. This school is known as Organizational Culture. Organizational Culture emphasizes common knowledge. Common knowledge then becomes the brain of the organization, mutual notion, belief (tradition), and practice, and other forms (stories, symbols, products). In fact, Pettigrew (1977), Culture is manifested in something physical (physical body).

Meanwhile, the Contemporary School school emphasizes the importance of collaboration. This school is a development of the Competitive School. Understanding someone with another is the key to the process. Because, competition weakens everyone (parties). In this way, it is important to learn how the differences are with each other. Collaboration with each other is a way to achieve success.

Medan City Government (28 OPDs and 21 Sub-districts) developed 128 Service Applications and Websites. Technically, before OPD develops an application service, it must coordinate with Diskominfo. However, OPD uses external consultants to build an application. Furthermore, it is coordinated with Diskominfo. Diskominfo then provides technical recommendations for the use of the application. Recently, Diskominfo has made new regulations related to several services in the ICT sector. Application services must receive recommendations from Diskominfo before being created. If the development of the service application has been carried out, without a recommendation from Diskominfo, the third-party service budget cannot be disbursed. This is done because many SPBE service applications are problematic, because they were not coordinated in advance. When technical problems arise, then contact Diskominfo for assistance, Diskominfo cannot help because the application service is not coordinated. In addition, the lack of coordination also occurs when the Ministry builds services in the form of applications in Medan City.

The service is built using the services of programmers and experts appointed by the

Ministry. When errors and problems occur, the Medan City Government cannot be responsible for the application services that are built. Because from the beginning, the Communication and Information Service was not involved in the development of the service. Lack of coordination between the Central and Regional Governments causes blame and responsibility to be passed on to each other. Weak coordination vertically and horizontally between work units in the Medan City Government is more due to Organizational Culture (Cultural Organization). Where there are individuals who influence the coordination between work units in the Medan City Government. Organizational Culture is one of the streams of the Environment is the cultural stream (Cultural School). The Cultural Stream emphasizes individual factors in the integration of units in the organization. This stream is known as Organizational Culture (The Organization Culture). Organizational Culture emphasizes general knowledge (common knowledge). General Knowledge, then becomes the brain of the organization, mutual notion, belief (tradition), and practice, and other forms (stories, symbols, products). In fact, Pettigrew (1977), Culture is manifested in something physical (physical body).

In 2019, the Medan City Government entered into a Memorandum of Understanding (MoU) with the City of Tangerang to collaborate and share resources through the innovation of the E-Files application for correspondence needs. Each region is different and has its own unique needs in terms of digital communication. The use of shared correspondence applications by the government in the City of Tangerang needs to be adjusted based on the specific needs of each city. While the platform remains the same, the application is called E-Files in Tangerang and Sarana in Medan. Sarana is an application that handles administration of correspondence, archiving, and scheduling. With this application, manual letters are no longer needed, and everything is paperless. Employees can type letters on Android devices and send them

directly to various government OPDs without the need for intermediaries. This application is integrated with other OPDs, making it easier to manage correspondence and documentation.

In terms of technical monitoring of the use of the SPBE application in several agencies, operators and administrators are often spread across various offices. While the servers and machines are in a centralized location, namely at the Communication and Information Service. With cooperation and collaboration, each agency can gain a more comprehensive understanding of how the application is used, and use this information to make decisions on how to improve its functionality and effectiveness.

Currently, there are also three SPBE service providers within the Medan City Government. These providers include Telkom (PT. Telekomunikasi Indonesia) for sub-districts/districts, GDS (Global Digital Solusi) for Diskominfo and other OPDs, and TNC (Telemedia Network Cakrawala) for the Medan City Office. These three providers complement each other, because if you only rely on one provider when the system is down, it has the potential to cause the entire Medan City Government to go down. Therefore, by utilizing these three providers, the Medan City Government can ensure that its system is always backed up and running smoothly. Although it has many providers, each provider is equally important and functions as a reliable backup for each other. SPBE is not only about technology, but also about good governance and effective communication. For the SPBE initiative to be successful, there must be collaboration and cooperation between all levels of government, as well as with the private sector and community organizations.

This is mandated by Presidential Regulation No. 95 of 2018 that the existence of SPBE services that are oriented towards users and open up space for community participation is carried out to encourage the government to be present in serving the community, including remote, outermost, and special needs communities, and

to involve the community in the formulation of public policies that will provide the greatest benefit to the community. This includes involving residents in the planning and development process, ensuring that community needs and concerns are taken into account. In addition, providing education and training programs to help residents use and utilize technology, and to ensure that technology is accessible to all members of society, regardless of income or status. In addition, the Environmental stream that emphasizes vertical and horizontal coordination between work units in the Medan City Government, the Medan City Government also develops a Collaboration strategy with other Regional Governments. So, the Strategic Management Model developed in the Achievement of Presidential Regulation No. 95 of 2018 Concerning SPBE in the Medan City Government is a Combination Model. A Combination Model between the Environmental Model and the Collaboration Model.

Conclusion

There is coordination between agencies in the development of SPBE. Coordination is carried out with the Communication and Information Service as the PIC of SPBE in the Medan City Government. Although, a number of agencies use external consultants to build an application, they must report it to the Communication and Information Service. The Communication and Information Service recommends the technical use of the application. To overcome coordination problems, the Communication and Information Service makes rules for several services in the ICT sector to get recommendations from the Communication and Information Service first. When errors and problems occur in services built using the services of Programmers and Experts appointed by the Ministry, the Medan City Government cannot be held responsible because from the start they were not involved in the development of the service. The lack of coordination between the

central and regional governments causes blame and responsibility to be passed on to each other. The Medan City Government also signed a Memorandum of Understanding (MoU) with the City of Tangerang to collaborate and share resources through the innovation of the E-Files application for correspondence needs. The use of shared correspondence applications by the government in the City of Tangerang is adjusted based on the specific needs of each city. Meanwhile, the platform remains the same, the application is called E-Files in Tangerang and Sarana in Medan. Sarana is an application that handles administration of correspondence, archiving, and scheduling. With this application, manual letters are no longer needed, and everything is paperless. Employees can type letters on Android devices and send them directly to various government OPDs without the need for intermediaries. This application is integrated with other OPDs, making it easier to manage correspondence and documentation. In terms of technical monitoring of the use of the SPBE application in several agencies, operators and administrators are often spread across various offices. While the servers and machines are in a centralized location, namely at the Communication and Information Service. With cooperation and collaboration, each agency can gain a more comprehensive understanding of how the application is used, and use this information to make decisions on how to improve its functionality and effectiveness. Currently, there are also three SPBE service providers in the Medan City Government. These providers include Telkom (PT. Telekomunikasi Indonesia) for sub-districts/districts, GDS (Global Digital Solusi) for Communication and Information Service and other OPDs, and TNC (Telemedia Network Cakrawala) for the Medan City Office. These three providers complement each other, because if you only rely on one provider when the system is down, it has the potential for the entire Medan City Government to be down. Therefore, by utilizing these three providers, the Medan City Government can


ensure that its system is always backed up and running smoothly. Despite having many providers, each provider is equally important and serves as a reliable backup for each other. In addition, the Environmental Flow emphasizes vertical and horizontal coordination between work units in the Medan City Government, the Medan City Government also develops a

Collaboration strategy with other Regional Governments. So, the Strategic Management Model developed in the Achievement of PERPRES No.95 of 2018 Concerning SPBE in the Medan City Government is a Combination Model. A Combination Model between the Environmental Model and the Collaboration Model.

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