Implementation of Electronic-Based Government System (SPBE) in Pegunungan Bintang District, Papua Pegunungan Province

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Article Info	ABSTRACT
Keywords: Electronic-Based Government System, SPBE Implementation, Pegunungan Bintang, Digital Transformation, Governance.	The implementation of the Electronic-Based Government System (SPBE) in the Pegunungan Bintang Regency Government, Papua Province, still faces various challenges that hinder the optimization of its implementation. This study aims to analyze, describe, and identify the dynamics of SPBE implementation, the inhibiting factors faced, and the strategies implemented by the Pegunungan Bintang Regency Government in overcoming these obstacles. This study uses a qualitative approach with a descriptive method. The sampling technique was carried out through purposive sampling and snowball sampling. Data were collected through observation, semi-structured interviews, and documentation studies. Data analysis was carried out with the stages of data reduction, data presentation, and drawing conclusions and verification to obtain comprehensive findings. The results of the study revealed that the implementation of SPBE in Pegunungan Bintang Regency has not run optimally when viewed based on the theory of Elements of Success in E-Government Implementation from the Harvard JFK School of Government. Several main inhibiting factors include limited quantity and quality of human resources, inefficient budget allocation to support digital transformation, and the absence of regional regulations that form the legal basis for SPBE implementation. To overcome these obstacles, the local government has taken strategic steps, such as compiling a periodic Workload Analysis (ABK), optimizing budget planning and management to support the implementation of SPBE, and strengthening cross-regional coordination in designing the SPBE architecture. In addition, the Communication and Informatics Office of Pegunungan Bintang Regency is also trying to compile a Standard Operating Procedure (SOP) to clarify the SPBE implementation mechanism at the local government level.
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INTRODUCTION

Digital transformation in the current era of technological development in the world is very fast in developed and developing countries. In Indonesia in 2003, Presidential Instruction of the Republic of Indonesia Number 3 of 2003 concerning National Policy and Strategy for E-Government Development was issued, demanding transparent and accountable public information disclosure with the utilization of existing public information technology. However,

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in Appendix I page 4 Number 9 "Various comparative studies conducted by international organizations show that Indonesia's readiness is still low and to improve it requires strong initiative and encouragement from the government."

Pegunungan Bintang Regency was established in 2003 in order to catch up on the backlog of Information and Communication Technology-based government system services through existing Agencies/Departments such as the Regional Development Planning Agency and the Transportation Agency of Pegunungan Bintang Regency. The Regional Development Planning Agency carries out basic government services such as reporting and planning to the central government in collaboration with the internet network provider PT. Patra Telekomunikasi Indonesia (Patrakom), while internet service budgeting is still in the Regional Development Planning Agency office.

Pegunungan Bintang Regency, which is included in the Disadvantaged, Frontier and Outermost Regions (3T), optimizes the implementation of SPBE to all areas of Pegunungan Bintang, infrastructure, especially telecommunication networks, is the foundation of connectivity between SPBE organizers and users. The level of effectiveness of SPBE is highly dependent on the level of user accessibility to SPBE services through telecommunication networks.

In the report on the implementation of SPBE monitoring and evaluation from the Ministry of PAN-RB in 2018 to 2021 in the table of SPBE evaluation results of the Regional Government according to Province, there is no SPBE evaluation result value for Pegunungan Bintang Regency. However, the results of the SPBE evaluation in 2022, Pegunungan Bintang Regency was included in the 17 Regencies/Cities assessed in Papua Province, the SPBE evaluation results and the predicate results were Less, because the index and domain assessments were less when the average value was 1.00 for all assessment categories.

Currently, the existing budget is mostly focused on spending on internet network infrastructure in local government offices and 30% is for salaries and allowances for state civil servants in our Budget Planning Document. As the leading sector for implementing SPBE, there are still many areas that we have not reached because of the vast area, difficult terrain and high prices of basic necessities here, we have to use airplanes to go everywhere, this causes many areas to be left behind in the Bintang Mountains Regency. For that, we still really need additional budget to catch up on this backlog.

Meanwhile, in supporting good SPBE services, of course, human resource readiness is needed in running applications and other facilities that support SPBE services, but in reality the quality of human resources in the Pegunungan Bintang Regency Government, especially in the Communication and Informatics Office, is not yet adequate in implementing an electronic-based government system (SPBE). Based on communication via telephone with the head of the E-Government organizing division, the Communication and Informatics Office has not conducted education and training, technical guidance to all apparatus.

The lack of State Civil Apparatus in participating in technical guidance and training related to Information and Communication Technology (ICT) also has an impact on the lack of expertise and capabilities possessed by State Civil Apparatus in processing data and in using applications.

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One of the benchmarks for assessing public service to an institution is the fulfillment/achievement of public needs as stated by (Sumaryadi Nyoman I, 2018), "Public or community trust in government institutions and their apparatus and government performance depends on how much the public's expectations are met. community needs.

In order to catch up on the backwardness of SPBE services, the Pegunungan Bintang Regency Government in 2021 issued the Infocom Sector from the Transportation Service to become a Regional Apparatus, namely the Communication and Informatics Service. This is in line with what was stated by (Winardi, 2005), "Organizational change is the act of shifting an organization from the current conditions to the desired future conditions in order to increase its effectiveness." The Pegunungan Bintang Regency Government through the Communication and Informatics Service which was newly formed in October 2021 based on the Pegunungan Bintang Regent Regulation Number 4 of 2021 concerning the Position of the Organizational Structure of the Main Tasks and Functions and Work Procedures of the Pegunungan Bintang Regency Communication and Informatics Service. The enthusiasm and hard work that continues to be carried out by the Regional Government in efforts to implement policies to catch up on this backwardness.

The purpose of this study is to collect data, facts, and information used to analyze the Implementation of the Electronic-Based Government System (SPBE) in the Pegunungan Bintang Regency Government. The objectives of this study are: To describe, analyze and understand the Implementation of the Electronic-Based Government System (SPBE) in the Pegunungan Bintang Regency Government. To describe, analyze and understand the supporting and inhibiting factors for the Implementation of the Electronic-Based Government System (SPBE) in the Pegunungan Bintang Regency Government. To find out efforts to overcome the inhibiting factors for the Implementation of the Electronic-Based Government System (SPBE) in the Pegunungan Bintang Regency Government.

METHOD

Research on the implementation of electronic-based government systems in the Regional Government of Pegunungan Bintang Regency, Pegunungan Bintang Regency. The author uses a qualitative description method. This study uses a descriptive method because the author hopes to be able to understand and describe or explain the phenomena and symptoms of the problems found in the study. Including wanting to know the supporting and inhibiting factors in efforts to implement an electronic-based government system in Pegunungan Bintang Regency.

Conceptual Framework of Research

The conceptual framework of research is a description of the relationship between the concepts used by the author and the topic to be discussed as a basis for research.

Table 1 Conceptual Framework of Research

No	Draft	Dimensions	Indicator
1	2	3	4
1.	ImplementationE-Government	Support	1. Having a desire (internal) Local government

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No	Draft	Dimensions	Indicator
	(Indrajit. 2006:13)		2. The existence of political will from the local government
			3. The existence of regulations/rules from the central government
			1.Budget Availability
		Capacity	2. Availability of infrastructure
			3. Availability of human resources
		Value	1. Benefit value for society
			2. Benefit value for the government
			3.Benefits for the Business World

Source: Processed by Researchers2025.

Required Data

In every research, data will be needed, because data is the material used by researchers to answer research problems. Therefore, the quality of data greatly determines the success of researchers, qualitative data is a source of data from broad and solidly based descriptions, and contains explanations of the processes that occur in the local scope. According to Simangunsong, data sources can be classified into 3Ps, namely: "Human (person), Paper (paper), and Place (place). Furthermore, it can be described as follows:

1. Person (Human) in this study the source of personal data is the Head of the Communication and Information Service of Pegunungan Bintang Regency, the Heads of Divisions and related staff in the implementation of the Electronic-Based Government System (SPBE).
2. Paper (Paper), in the form of documents, archives, guidelines, decrees and as a place for the author to read and study something related to the research, as well as several other supporting documents that may be found when conducting the research later.
3. Place (Place), is the place where the research will be conducted. In this case, the research location is the Communication and Informatics Service of Pegunungan Bintang Regency, Pegunungan Bintang Regency.

Informants or Respondents and How to Determine Them

Obtaining informants by snowballing sampling is used when the researcher does not know who understands the information of the research object, while the method of obtaining informants by key person is used when the researcher has understood the initial information about the research object and research informants, so that a key person is needed to start conducting interviews or observations. Key person is a formal or informal figure.

The first to seventh informants are key persons, while the eighth informant is an informant obtained using the snowballing sampling technique who will be used as a source of information in interviews to develop research on the implementation of electronic-based government systems (SPBE) in Pegunungan Bintang Regency.

Data Collection Techniques and Instruments

Data collection techniques, in general there are four data collection techniques, namely

interviews, documentation, observation and combination/triangulation.

a. Interview

Interviews are used as a data collection technique when researchers want to conduct preliminary studies to find problems that must be studied, but also when researchers want to know things from respondents in more depth. This data collection technique is based on self-reports or at least on personal knowledge and or beliefs.

b. Documentation

Documents are records of past events. Documents can be in the form of writing, pictures or monumental works of a person. Documents in the form of writing include diaries, life histories, stories, biographies, regulations, policies. Documents in the form of pictures include photos, motion pictures, sketches and others.

c. Observation

In this study, researchers observed by conducting direct observations in the field what factors hinder the Pegunungan Bintang Regency government in the Implementation of Electronic-Based Government Systems. Such as obstacles in the form of minimal ICT personnel resources, SOPs that are not yet available, and the most influential is the absence of regional regulations and SPBE architecture that are guidelines for the Pegunungan Bintang Regency government in implementing electronic-based government systems in Pegunungan Bintang Regency. In addition, researchers will also observe how the Pegunungan Bintang Regency government provides public services to the community.

Analysis Techniques

In this study, the researcher uses data analysis techniques based on Miles and Huberman in Sugiyono (2010:247), where the researcher will collect the required data through interviews and documentation. The data is then selected so that the discussion becomes focused according to the research problem. Furthermore, the selected data is presented in the form of a systematic description or narrative so that it is easy to understand. The last step is that the researcher concludes the research results based on the research results that have been presented.

According to Miles and Huberman in Sugiyono, "activities in data analysis include data reduction, data display, and conclusion drawing/verification.

1. Data reduction

Reducing data means summarizing, selecting the main points, focusing on the important things, looking for themes and patterns. Thus, the reduced data will provide a clearer picture and make it easier to collect the next data.

2. Data Presentation

After the data is reduced, the next step is to display the data. According to Miles and Huberman, in qualitative research, the most frequently used method for presenting data is narrative text. By displaying data, it will be easier to understand what is happening, to plan further work based on what has been understood.

3. *ConcludingDrawing/Verification*

The conclusion in qualitative research is a new finding that has never existed before.

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The finding can be a description or picture of an object that was previously still dim or dark until after being studied it became clear, can be a causal or interactive relationship, hypothesis or theory.

The three process flows above describe an action of cross-checking or confirming the truth, which is combined from the results of interviews, observations and through documentation which ultimately draws a conclusion from what has been researched and as a result of research findings, this is also part of triangulation.

RESEARCH RESULTS AND DISCUSSION

Implementation of Electronic-Based Government System in Pegunungan Bintang Regency Government

In an effort to periodically control and evaluate the implementation of the Electronic-Based Government System (SPBE) in each regional apparatus, as well as to establish coordination with the National SPBE Coordination Team, the existence of an SPBE Coordination Team is required at the regional government level. However, based on the results of the study, the SPBE Coordination Team in the Pegunungan Bintang Regency Regional Government has not yet been formed. This is due to the lack of commitment and negligence of the Pegunungan Bintang Regency Communication and Informatics Service.

In supporting the successful implementation of the Electronic-Based Government System (SPBE), the readiness of competent human resources in operating the application is an important factor. However, in reality, the quality of human resources in the Pegunungan Bintang Regency Government is still inadequate to run SPBE optimally. Based on an interview with the Head of the E-Government and Encryption Services Division of the Communication and Information Service, until now there has been no education and training program or technical guidance for all apparatus. The minimal participation of State Civil Apparatus (ASN) in participating in technical guidance and training related to Information and Communication Technology (ICT) has an impact on the lack of skills in data processing and application use. This condition is one of the main factors causing the implementation of SPBE not to run optimally, as reflected in the SPBE Index value in 2023.

a. Support Elements
1. Having a Desire (Intent)

Based on the research results, increasing government efficiency requires full support from the government in the Implementation of the Electronic-Based Government System (SPBE). This support is expected to expand the accessibility of public services and increase transparency in the administrative process. In addition, creativity and joint commitment are important factors in driving the progress of SPBE implementation in the Pegunungan Bintang Regency Government.

Then in indicating that the desire (intent) of the regional head has been reflected in the vision of the Regent and Deputy Regent of Pegunungan Bintang for the 2021-2026 period which is stated in the Regional Medium-Term Development Plan (RPJMD). This vision includes increasing the community's ability to adapt to the development of Science and Technology (IPTEK) and digitalization in various sectors through the Implementation of

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SPBE.\To realize this, a strong commitment is needed from all regional apparatus leaders and government apparatus so that the SPBE index value can increase significantly.

2. Existence of Political Will from the Regional Government

Based on the research results, the role of the DPRD in supporting SPBE includes two main aspects, namely: (1) Evaluation and Supervision of the progress of SPBE Implementation to ensure it remains in accordance with regional policies and national standards, and (2) Budget Approval to ensure the sustainability of the SPBE program in the long term.

With strong political support, the implementation of SPBE in Pegunungan Bintang Regency is expected to run more effectively and efficiently. In addition, increasing transparency, accountability, and community participation in government can be more realized along with the joint commitment of all stakeholders.

3. Existence of Regulations/Rules from the Central Government

Based on the interview results, it can be concluded that to support the Implementation of the Electronic-Based Government System (SPBE) in Pegunungan Bintang Regency, a clear legal basis is needed. The regulation can be in the form of a Governor Regulation, Regent Regulation, Governor/Regent Decree, and Standard Operating Procedure (SOP) related to SPBE governance. With a strong legal basis, the implementation of SPBE can run more focused, effectively, and in accordance with the established policies.

Based on the results of the 2023 SPBE index evaluation, it can be seen that the policy, governance, and management aspects of SPBE in Pegunungan Bintang Regency still need significant improvement. The Internal Policy Domain received a score of 1.10, indicating that there is no internal policy that regulates indicators 1-10. Meanwhile, the SPBE Governance Domain received a score of 1.10, reflecting the lack of regulation in indicators 11-20. Likewise, the SPBE Management Domain, which was also assessed as very lacking with a score of 1.00 in indicators 21-31.

4. Budget Availability

Based on the budget available at the Communication and Informatics Office, the total allocation of funds as a whole does indeed look quite large. Funding for activities related to SPBE is allocated in the E-Government Implementation Sector and the Cryptography Sector. However, most of the budget in the DPA is allocated more for capital expenditures, while the funds available to support the implementation of SPBE are still limited. In addition, the budget often shifts to finance other activities according to the leadership's policy. As a result, this budget limitation has an impact on the less than optimal implementation of SPBE.

Based on the analysis conducted by researchers regarding budget availability, the funds are actually available, but their use is still not efficient. Therefore, more mature planning is needed so that all activities related to SPBE can be accommodated comprehensively.

5. Availability of Information Technology Infrastructure

The Pegunungan Bintang Regency Government has not developed a special application in the implementation of SPBE. In fact, application development is very important to support more efficient, transparent, and fast services. For this reason, strategic steps are needed in developing SPBE applications that can: Support the efficiency of public services, Increase transparency, Accelerate the Bureaucratic Process, Optimize the use of Resources.

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In order for the development of this application to be successful, there needs to be supporting planning and policies, including:

1. Determining the need for digital services that are appropriate to regional conditions and community needs;
2. Provision of adequate IT budget and infrastructure;
3. Increasing human resource capacity to be able to manage and operate applications well;
4. Coordination with central and regional agencies to ensure that the applications developed are in accordance with the National SPBE Architecture and applicable security standards.

With the specially developed SPBE application, the local government can provide better services to the community and support digital transformation in government in Pegunungan Bintang Regency.

6. Availability of Human Resources

Based on the results of the study, it shows that the availability of personnel in the Communication and Information Service, especially in the E-Government and Cryptography Services Sector, is still very limited. Meanwhile, the responsibilities they carry are quite large, requiring them to adapt to the development of technology that continues to change, and covers a wide range of services. In addition, the apparatus assigned in this field has never attended education, training, or technical guidance that is relevant to their duties.

Then the capacity element in the implementation of SPBE in Diskominfo is still not running optimally. This can be seen from the limited budget and human resources available. The budget allocated for the implementation of SPBE activities is still minimal, and its management is not yet fully efficient in supporting the implementation of SPBE.

In addition, the limited number and competence of human resources are the main obstacles, considering that the number of State Civil Apparatus (ASN) in the Pegunungan Bintang Regency Government is still limited. Therefore, more attention is needed from regional leaders to add employees at Diskominfo to adjust the needs of the organization, especially with the large number of employees who have entered retirement.

The ASN recruitment process is expected to be carried out based on the real needs of the agency so that filling positions and tasks is more effective. In terms of quality, employees at Diskominfo have not received adequate training or technical guidance related to information and communication technology (ICT), so that competency development is an aspect that needs further attention.

b. Value Elements

1. Benefit Value for Society

The results of the interview show that the implementation of SPBE plays an important role in improving the quality and reach of public services. This is because public services are a real reflection of the presence of the state in people's daily lives. With SPBE, it is hoped that services can run more efficiently, transparently, and easily accessible to the public.

Furthermore, the application that can also help the community, namely SP4N LAPOR, is very helpful in conveying public aspirations and complaints regarding public services. With this system, the public can easily submit complaints or suggestions through a digital platform

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without having to come directly to the government office. However, the challenge we face is the lack of public understanding in using this application, so that people still use conventional methods in submitting complaints. Therefore, wider socialization is needed so that the public can make maximum use of this service. This was conveyed by one of the employees who manages the SP4N LAPOR service.

Public participation and support in a policy play a very crucial role. The success or failure of policy implementation in a region is often determined by the extent to which the community plays an active role. In the current government system, the community is not only the object of policy, but also becomes the subject or actor who contributes to the process of formulating and evaluating policies. Public support in the form of participation, input, suggestions, and criticism of government services reflects their level of concern and desire to encourage change towards a better direction in the implementation of government.

2. Benefit Value for the Business World

Basically, provider performance information in SiKaP is similar to provider data in SPSE, but there is some additional information that needs to be entered. With the SiKaP application, providers only need to input data once, which will then be stored in a centralized web server. Thus, these two applications are designed to make it easier for providers in the procurement process of goods/services more efficiently.

Based on the research results, the value elements in the implementation of the Electronic-Based Government System (SPBE) have been running well, providing benefits to both the community and the business world. The community and business actors can easily access the services they need. The implementation of SPBE also encourages synergy between the government, the community, and the business world, creating a more efficient and transparent environment. This contributes to improving the quality of public services and strengthening trust in the government.

Inhibiting Factors in the Implementation of Electronic-Based Government Systems (SPBE) in the Pegunungan Bintang Regency Government

In this study, the inhibiting factors in the implementation of the Electronic-Based Government System (SPBE) in the Pegunungan Bintang Regency Government were analyzed in depth. The main factors that are the focus of the study include the limited number and quality of human resources, low budget allocation, and the absence of regional policies and regulations that support the implementation of SPBE.

a. Limited Quantity and Quality of Human Resources

In the implementation of the Electronic-Based Government System (SPBE), human resources are one of the crucial aspects that need to be considered, especially in terms of the availability of adequate personnel. The limited number of personnel can have a direct impact on the quality and scope of services provided. This affects the effectiveness of the implementation of programs and activities that have been designed, so that it can affect the success of the overall implementation of SPBE.

Based on the research results, the availability of personnel in the Communication and Information Service, especially in the E-Government and Cryptography Services Sector, is still very limited. Meanwhile, the responsibilities they must carry are quite large with a wide scope

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of services. In addition, many officers who work in the cryptography sector have not received the education, training, or technical guidance needed to support the implementation of their duties optimally.

Based on the results of the interviews and documentation that have been presented, it can be concluded that the limited number and quality of human resources in the field of E-Government and Cryptography are the main obstacles in carrying out their daily tasks and functions. The lack of experts and the limited number of competent employees in the field affect the effectiveness and efficiency of services. Further details regarding these limitations can be seen in Appendix VI. The hope for the future is an increase in the number and quality of human resources by preparing competent, professional, and qualified personnel in their fields. Thus, they can carry out their duties optimally, and ensure that the services provided are more guaranteed, efficient, and of high quality.

b. **Low Budget Allocation for Activities Supporting Electronic-Based Government Systems**

The results of the field research show that the allocation of spending for SPBE is more directed towards capital expenditure compared to the implementation of SPBE activities themselves. Based on the results of interviews and observations conducted, and referring to the 2024 Budget Implementation Document (DPA) of the Communication and Informatics Service of Pegunungan Bintang Regency, the allocation of the budget to support the implementation of SPBE is still inefficient. This has an impact on the limited room for maneuver in carrying out programs and activities that should support the optimization of SPBE in the area.

Based on the research results, it can be concluded that although the budget is available, its use has not been efficient in supporting previously planned programs and activities. This inefficiency causes the implementation of the program to be less effective, so that the desired goals are hampered. As one of the vital resources for regional government organizations, the budget should be allocated optimally according to the needs of implementing the tasks and functions given, and based on the demands of services required by the community.

Then in this case, inefficiency in budgeting activities that support SPBE has an impact on the implementation of the organization, including planned programs and activities. This also hampers the development and improvement of the quality and competence of the apparatus needed to support the smooth running of tasks. As a result, the implementation of the Electronic-Based Government System is less than optimal and cannot run according to the expected goals.

c. **Absence of Regional Government Regulation/Policy**

Based on the research results, it can be seen that until now the Regent Regulation and other policies, such as SOP and SPBE architecture, are still not available. This shows that the Pegunungan Bintang Regency Government still faces various limitations in compiling and establishing regulations related to the implementation of SPBE.

The statement shows that commitment, knowledge, and budget are important factors in the preparation of regulations or rules related to the implementation of SPBE. In fact, policies and regulations can act as a foundation that supports the optimization of existing

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resources, especially in efforts to increase the effectiveness of SPBE implementation.

In relation to this, the researcher argues that policy has a very crucial role in the implementation of SPBE. Without a detailed SPBE Architecture and Standard Operating Procedure (SOP), there is a risk of confusion in the division of roles between agencies, inconsistency in the implementation of SPBE, and minimal involvement of related parties. This condition can have an impact on the low value of the SPBE index.

Efforts to Overcome Inhibiting Factors in the Implementation of Electronic-Based Government Systems (SPBE) in the Pegunungan Bintang Regency Government

a. Increasing the Quantity and Quality of Human Resources

Based on the research results, the apparatus as the driving force of the organization needs to be managed and empowered effectively and efficiently so that the potential it has can be utilized optimally. Employees are not just tools, but valuable assets that must be maintained and developed by the organization in order to achieve the goals that have been set. Therefore, budget planning to improve the quality of human resources in the coming year is a very important thing to do.

Based on the results of observations made, HR for the Communication and Informatics Office of Pegunungan Bintang Regency, the required employee capabilities include: First, ICT (Information and Communication Technology) Service Provider: to manage ICT infrastructure, government applications, and communication networks. Second, Public Communication Manager: to handle communication between the government and the public, including media, websites, and social media. Third, Administration and Management: to support the administration and management processes that support the operations of the Communication and Informatics Office. Fourth, Supporting Functions: such as policy analysts, network technicians, system developers, and information security experts. This is based on what researchers observed in the field, three employees with ICT education have not been able to accommodate ICT-related work in the Communication and Informatics Office. The government's efforts to increase the number and quality of human resources are carried out by compiling a Workload Analysis (ABK) at the Communication and Informatics Office and designing a more structured budget plan. The planning is stated in the Work Plan (RENJA) for the following year to ensure that HR needs can be met optimally.

b. Budget Relocation to Activities that Support Electronic-Based Government Systems

Based on the research results, it can be analyzed that good budget planning is very necessary in implementing an activity. The budget is an absolute resource in an organization, not only must it be available, but it must also be sufficient so that every program and activity can run efficiently. Proper budget management will support the achievement of organizational goals as expected.

Based on the results of interviews with informants and the documentation that has been collected, it can be concluded that the budget is a very important resource in supporting the smooth running of the organization, especially in the Communication and Informatics Office of Pegunungan Bintang Regency. Especially for the E-Government and Cryptography Services sector, optimal budget management is a crucial factor in ensuring that the implementation of SPBE can run effectively and efficiently. Therefore, more attention is

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needed in planning and budget allocation so that the implementation of SPBE can achieve optimal results.

c. Regulatory Policy Makers

Based on the research results, it can be concluded that the existence of regulatory policies/regulations regarding SPBE Architecture and SOPs has a crucial role in supporting effective SPBE implementation. SPBE Architecture is the main guideline in integrating various aspects of the electronic government system, while SOP functions as an operational guide that ensures that every process in the implementation of SPBE runs according to established procedures. Therefore, the preparation of these two documents must be carried out comprehensively so that the implementation of SPBE can run optimally and sustainably.

This conclusion shows that the local government has taken strategic steps in supporting the implementation of SPBE in Pegunungan Bintang Regency. With efforts to increase the number and quality of human resources, efficiency in budgeting, and the preparation of regulations that support the implementation of SPBE, it is hoped that the implementation of this system can run more optimally. Cross-sector coordination and careful planning are the main keys in ensuring the sustainability and effectiveness of SPBE, which will ultimately have an impact on increasing the SPBE index value in the coming years. This is in accordance with what Wirman Syafri said "Collaborative governance is an approach to government management that involves cooperation between various parties, including the government, private sector, civil society, and local communities, to achieve common goals"

CONCLUSION

The implementation of the Electronic-Based Government System (SPBE) in the Pegunungan Bintang Regency Government, based on a research approach using the theory of Successful Elements of E-Government Implementation from Indrajit, shows quite good development in the Value element. However, in the Support and Capacity elements, there are still various obstacles that need to be overcome to increase the effectiveness of SPBE implementation. Inhibiting Factors in the Implementation of the Electronic-Based Government System, namely: Limited quantity and quality of human resources; Inefficient budgeting for activities that support the Electronic-Based Government System; There is no local government policy/regulation yet. Efforts made to overcome Inhibiting Factors in the Implementation of Electronic-Based Government Systems (SPBE) in the Pegunungan Bintang Regency Government, namely: Increasing the number and quality of Human Resources (HR) is carried out through the preparation of Workload Analysis (ABK) every year. Through ABK, the number of employees needed can be known according to the duties and responsibilities in each field. Thus, this process not only optimizes the use of human resources but also increases productivity, so that employees can work more efficiently and in accordance with the needs of the organization. Budgeting efficiency in activities that support SPBE in the Communication and Informatics Service of Pegunungan Bintang Regency is carried out by ensuring that the budget allocation is in accordance with its designation. This is achieved through more mature budget planning for the following year, adjusted to the needs of the work program that has been prepared. With this step, it is hoped that the use of the budget can be more effective in

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supporting the optimization of SPBE implementation. The creation of regulatory policies/regulations in the implementation of SPBE in the Pegunungan Bintang Regency Government is carried out through coordination, communication, and collaboration between the leaders of the relevant regional apparatus in the preparation of the SPBE architecture. In addition, an internal coordination meeting was held at the Communication and Information Service to discuss the preparation of Standard Operating Procedures (SOP) to support the implementation of SPBE in an effective and structured manner.

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