

# Implementation of E-Government Based Public Services in Medan City Government

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**Keywords:** Public Services, e-Government, Medan City Government.


**Abstract:** The development of e-Government requires sufficient study in order to provide guidelines for the government on the use of e-Government initiatives. The government must also know the issues that can help to understand the requirements in the implementation of e-Government to run successfully. This happened because several e-Government initiatives failed, especially in developing countries. Therefore, it is necessary to study appropriate and mature before implementing e-Government initiatives. The purpose of this study is to investigate the application of e-Government as well as the factors obstacle in the development of e-Government initiatives in Medan Government. The study was also conducted using a qualitative method, collecting qualitative data through observations and in-depth interviews. The research findings indicate that e-Government implementation has not been working properly. There are various inhibiting factors that influencing the development of e-Government initiatives in Medan Government. The factors of These obstacles include: services are still sporadic, not yet developed information and services between sectors, partially developed by the respective work units, some services are only limited to the publication stage on the official government website and other technical problems. These conditions indicate that Medan Government is considered less consistent in providing e-Government services. The cause of this obstacle is because the Medan City Government does not yet have an adequate budget. Infrastructure, human resources who are ready to respond to changes in this digital era. Remembering every area in the city of Medan have unique geographical conditions, characters and local wisdom that different from other regions, the Medan Government should have e-Government-based public services that are friendly to the people of Medan City. An important initiative is to be done for Medan Government so that e-Government can succeed are increasing employee competence, budget allocation. Like any other business, e-Government needs to be promoted among citizens to introduce the service. The government should also start with pilot projects adapted to the right context. Starting small and spreading widely will help minimize errors and major losses.

## 1 INTRODUCTION

Referring to the strategic issues of the Medan City Government based on the Group Discussion Forum (Medan Diskominfo Document, 2018) it can be concluded that the main problem of SPBE in the Medan City Government is the lack of coordination between OPD and related parties, as well as the need for application development in various sectors. Currently the development of information technology in the city of Medan is very fast. To overcome obstacles in the development of public services,

technical guidance (bimtek) and learning are needed to improve human resources. In contrast to the Ministry of Communication and Informatics, the problem at Bappeda and the Integrated Licensing and Investment Agency is that the obstacles experienced in developing SPBE are related to infrastructure facilities. All servers spread across several OPDs have been unified at the Department of Communication and Information of the Medan City Government. However, after unifying the server at the Medan City Government Kominfo, only a few problems were found, such as the server was down,

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so the application could not be accessed. Likewise with the One Stop Service Investment Office (DPM-PTSP), the current obstacle is the network to access/use these devices. The lack of community/business actors in utilizing the application is also an important issue that must be found a way out.

In responding to this problem, the Medan City Government needs to start a transformation program by redesigning services and focusing on public needs, service performance, and cost efficiency to meet public expectations. To be on par with other regions in Indonesia, the Medan City Government must have the right planning and strategy to be able to provide good public services. For example, the Surabaya City Government which has been recognized nationally as a pioneer of the electronic-based government system in Indonesia. In fact, the SPBE in the City of Surabaya has been built since 2002. Broadly speaking, the SPBE of the Surabaya City government is divided into several parts, including the regional financial management system, e-HR, e-Monitoring, e-Education, e-Office, Disaster Preparedness System. 112, Online Tax, e-Permit, e-Health, Simprolomas (public service program information system), e-Dishub and Media Center. In the application there are hundreds of permits that can serve residents.

Besides Surabaya, DKI Jakarta City also has the SPBE application which is a mainstay for the Provincial Government to accommodate the aspirations of the community. These include e-Procurement, e-Budgeting, e-Musrenbang, Qlue, Jakarta Smart City, and e-Kinerja. One thing that is familiar to Jakarta residents is the Qlue application, where people can report complaints about traffic, infrastructure and other problems in Jakarta.

The Medan City Government has also developed applications such as E-Planning, but the Medan City Government does not yet have a Regional Regulation on the application (Suhendra and Ginting, 2018: 192). In addition to the E-Planning application, there is the Medan Rumah Kita (MRK) application which aims to obtain complaints from the public but has not had a positive impact on the development of the city of Medan or in realizing the concept of good governance. This is due to the low level of community participation in its utilization, due to the lack of socialization by the Medan City Government to the community. The low level of public participation can be seen from the small number of application uploads on the Playstore and App Stores, which is around 5000 (five thousand) uploaders, compared to the large number of people in Medan City, which is around 2,279 894 people based on data

from the Central Statistics Agency (BPS). In this case, it proves the lack of people who know about the MRK application.

The factor causing these problems is because the Medan City Government does not yet have the right strategic management. Therefore, it is necessary to evaluate the SPBE policy. Referring to William Dunn's opinion regarding strategic management (Subarsono, 2011: 126), currently in the Medan City Government there is no compatibility between RENSTRA and SPBE implementation. The benefits of SPBE have not yet been felt by all the people of Medan City because people do not know about the services offered. Another reason is that there is no integration of SPBE services and the low capacity of human resources so that the mandate of PERPRES No. 95 of 2018 has not yet been realized. Policy evaluation is very important in order to be able to develop new strategic management so that the Medan City Government can build institutional capacity through an electronic-based service system.

In order for e-Government to be successfully implemented, the Medan City Government must be responsive in listening to community complaints, suggestions and aspirations. Transparency in conveying information related to public services, eliminating sectoral egos, and carrying out a cultural revolution that serves and protects citizens. In addition, policy makers must also be serious and have a commitment to aligning government policies through the vision and mission in every electronic-based service program to the community. Furthermore, policy makers must commit to allocating a budget for the needs of implementation, socialization, and preparing competent personnel in the implementation of SPBE. These things still need to be studied more deeply, considering the strategy and commitment of the policy makers are very important to show the aspects that must be addressed when adopting the SPBE.

In line with the problems above, the implementation of SPBE in the Medan City Government is still in its early stages and has not run optimally. This unpreparedness is due to the habitual patterns of governance and public services that still do not consider the role of SPBE in improving the quality of public services.

Observing each of the problems above requires a systematic approach designed to adapt to the needs of electronic-based public services. Therefore, it is necessary to conduct research on the Strategic Management Model for achieving PERPRES No. 95 of 2019 concerning SPBE in the Medan City Government in order to obtain a holistic study in the

development of an electronic-based government system initiative.

## 2 RESEARCH METHODS

The location of this research will be carried out in the Medan City Government, especially in the Regional Secretariat (Sekda) of the Medan City Government and the Medan City Government Communication and Information Office (Diskominfo).

This study uses a qualitative method with a descriptive type of research which emphasizes more on efforts to find the right e-Government-based public service model so that it is expected to improve the quality of public service delivery. The use of the descriptive type is intended as a problem-solving procedure by describing the Government to Citizens (G to C) relationship in the Medan City Government. G to C aims to bring the government closer to the community through various access channels so that it is easier for people to get services from the government.

## 3 IMPLEMENTATIONS OF ELECTRONIC GOVERNMENT (E- GOVERNMENT) IN PUBLIC SERVICES IN MEDAN CITY GOVERNMENT

### 3.1 History of Public Service in Medan City Government

The 1998 reforms became a milestone in Indonesia's history which succeeded in encouraging changes in governance in Indonesia. Reform demands changes in various fields of life, whether social, economic, political, legal, including in the context of government. The 1998 reforms also brought consequences for reforming the bureaucracy. This cannot be separated from the condition of the government bureaucracy which is KKN.

The various disappointments with the administration of the government eventually gave birth to guidelines for restoring the ideal government functions. During the transitional period of regional autonomy, the welfare of the community must still be used as a guide in the formulation of the roles and tasks of the government. In reforming the government system, it is a part of the formulation of the duties and roles of the government. With the formulation of the

duties and roles of the government, government functions can be selected in terms of providing public services. In this modernization era, public services provided by the government to the community are a form of government commitment to the welfare of the community. The paradigm or view of shifting the government system that was once centralized has now turned into decentralization. The decentralized system makes it easy to establish an ideal work environment, expands the scope of public services and participation, increases responsibility and can be monitored intensively by the government.

The Medan City Government has great authority to encourage the policy process to be more participatory, responsive and accountable because the control of the policy process and budget allocation is entirely in the hands of the government. In the implementation of public services, policies regarding the scale, scope and quality of public services are fully in the hands of the government and DPRD. Therefore, how far the implementation of public services fulfills the principle of good governance is entirely dependent on the concern of the government and DPRD. The higher the government's and DPRD's concern for good governance, the better the quality of public service performance will be.

Public services in the Medan City Government are currently experiencing ups and downs in the quality of their services to the community. Several public service problems in the Medan City Government such as rampant acts of corruption, collusion and nepotism (KKN), slow and convoluted bureaucracy. Furthermore, government employees are not friendly, information is closed to the public, budget wastage on things that do not support people's welfare, lack of freedom to express opinions, criticism and suggestions. Another problem that occurs is service discrimination which often looks at ethnicity, religion, position, social status of the community and family relationships.

In addition, the quality of public services in the Medan City Government during the Covid-19 pandemic has decreased. Various problems often arise in public services in the Medan City Government such as still using manual forms, lack of information submitted, individuals who delay completion time, uncertainty in providing information to solving protracted problems must be a concern to be addressed immediately (Ombudsman, 2021). The above problems have caused people's disappointment and loss of trust in the government.

Facing this problem, the Medan City Government seeks to improve the image of public services by trying to realize the principles of good governance.

Public services in the Medan City Government have begun to be designed and implemented with a digitalization system. The Medan City Government implements public services through the use of information and communication technology so that with the information and communication technology in development it can provide quality public services.

In addition, digitalization also encourages the active role and participation of the community in managing the city so that there is a dynamic and close interaction between the public and public service providers. The public can provide reports/complaints if there are deviations in the service process. It is hoped that the public will get adequate public service infrastructure, competent human resources, and innovation in service.

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The Medan City Government consists of 21 sub-districts, currently the Medan City Government has carried out bureaucratic reform. In 2018 the Medan City Government received an Award from the North Sumatra Provincial Government for the e-Government-based Public Service Innovation. So far, the Medan City Government has contributed a lot as an extension of the North Sumatra Provincial Government where the Medan City Government is considered successful in managing e-Government such as the application of licensing service applications, complaint services, e-planning, e-budgeting, e-Sapras and so on. (pemekmedan.go.id, 2017).

Electronic-based public services in the Medan City Government have only been running for 3 years. The vision and mission of e-Government is stated in the form of Medan Mayor Regulation Number 28 of 2018 concerning Smart City. Subsequently, the Mayor of Medan issued Regulation no. 39 of 2020 concerning Electronic-Based Government Systems in Government Administration. With the issuance of these regulations, accompanied by high government commitment, in 2021 the 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 the achievement of master plan preparation and implementation of the Smart City program (Medan City Government, 2021).

### 3.2 Types of Public Services in Medan City Government

Public services as stated in the Decree of the Minister for Administrative Reform Number 63/KEP/M.PAN/7/2003 are all forms of public service activities carried out by government agencies at the Center, in the Regions and within BUMN/ BUMD in the form of goods and or services, both in the context of efforts to meet the needs of the community as well as in the context of implementing the provisions of laws and regulations.

In connection with this, according to the Ministry of Empowerment of State Apparatuses (2002) public services can be grouped into several types based on the characteristics and nature of the activities in the service process and the resulting service products. The types of services are: Types of Administrative services, namely the types of services provided by the service unit in the form of research activities, decision making, documentation and other administrative activities which as a whole produce a final product in the form of documents.

Types of goods services, namely the types of services provided by the service unit in the form of providing and or managing physical tangible materials including distribution and delivery to consumers directly as units or as individuals in one system. Types of services, namely the types of services provided by the service unit in the form of providing facilities and infrastructure and their supports. Its operation is based on a certain and definite operating system, the final product is a service that benefits the recipient directly and is used up within a certain period of time.

The public services provided by the Medan City Government to the community can be described as follows:

1. Administrative services in the form of documents such as certificates, permits, recommendations, other written information. Examples of this type of service are land certificate services, IMB services, population administration services (KTP, Marriage divorce divorce Rujuk (NTRC) Birth / Death certificates), Motorized Vehicle Number Certificates (STNK), and so on.

2. Service of goods, Overall these activities produce a final product in the form of an object (physical form) or which is considered an object that provides added value directly to the recipient. In the

Medan City Government, these types of services are electricity services, clean water services, telephone services, road and bridge construction, and so on.

3. Services, Examples of this type of service are education, health, transportation, postal, banking, and so on.

### 3.3 Electronic Government (e-Government) in Public Services in Medan City Government

The Medan City Government is currently trying to realize e-Government-based public services. In this effort, the Medan City Government utilizes advances in information technology to process, manage, distribute and distribute information and public services. This is in line with the central government's program which demands to improve the quality of public services. Therefore, efforts to realize the priority agenda targets in building transparency and accountability of government performance are good governance and improving the quality of public services.

Electronic-based public services in the Medan City Government have only been running for 3 years. The vision and mission of e-Government is stated in the form of Medan Mayor Regulation Number 28 of 2018 concerning Smart City. Subsequently, the Mayor of Medan issued Regulation no. 39 of 2020 concerning Electronic-Based Government Systems in Government Administration. To develop e-Government-based public services, commitment and completion steps are needed which also serve as prerequisites for the successful application of ICT in the Medan City Government.

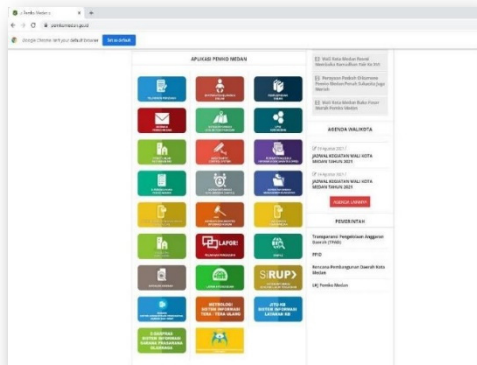


Figure 1: Medan City Government SPBE Index Value (spbe.go.id/Kemen PAN RB, 2019).

Medan City Government is committed to increasing the implementation of e-Government. This commitment can be seen in the regulations, policies,

and programs that have been and are being implemented by each regional organization (OPD). Medan City Government to build applications as a form of service to the community.



Figure 2: Medan City Government Service Application (pemkomedan.go.id/Medan City Government, 2021).

Service applications in the Medan City Government include:

1. Licensing service, which is a population administration service application (Sibisa).
2. Medan Rumah Kita (MRK) complaint service which is integrated with the National Public Service Complaint Management System (SP4N) Report service.
3. Online library, managed by the Medan City Government Library and Archives Service. This online library makes it easy for the people of Medan City to download e-books and journals online.
4. Simp4d is an official website that makes it easier for the people of Medan City to register a taxpayer number (NPWP)
5. Personnel Management Information System, serves to view data on ASN in the Medan City Government. This official website is managed directly by the Regional Personnel and Human Resources Development Agency of the Medan City Government, and various other public service applications (Figure 2).

The Medan City Government has implemented an e-government service system to the community by providing 25 application services including: licensing services, birth certificate registration, library, webmail, Medan city geographic information system, electronic procurement services, IMB calculation and retribution, Area traffic control system, Documentation Information Management Officer, e-planning, personnel information system, archive management information system, food security system, e-budgeting, regional catalog, administrative

system facilities, correspondence, agenda and archives, information system for sports facilities and infrastructure, information documentation network law, reporting, complaint services, metrology information system calibration, SMS center, SIMPAD, SIRUP and information services for Family Planning.

For the process of updating the e-government application in the city of Medan, an analytical evaluation of 25 applications on the Medan City government website is carried out by assessing Transparency, Service, Efficiency, Economy, Aspiration, Appearance, and Updates every year.

### **3.4 Public Services in Open Government (Open Government) to Realize Transparency, Participation and Collaboration**

Open Government Indonesia (OGI) is a joint movement between the government and the community to realize the openness of the Indonesian government and accelerate the improvement of public services in Indonesia as mandated by Law no. 14 of 2008 concerning Public Information Disclosure (KIP) and Law no. 25 of 2009 concerning Public Services. The OGI movement was launched by Vice President Boediono at the Vice President's Palace in January 2012. Through OGI, the government and non-governmental institutions can sit together to determine the right steps to encourage broad access to information on activities of State-funded Public Agencies and public services provided cheap, easy and good quality. The steps that have been mutually agreed upon are then set forth in the OGI Action Plan. OGI is committed to implementing programs based on 3 pillars: transparency, participation, and innovation.

Febrianingsih (Heny and Nurdin, 2018:4) defines open government as transparent, open, and participatory governance, in the entire process of managing public resources from the decision-making process, implementation, and evaluation. The concept of open government has three components, namely transparency, participation, and collaboration. Transparency means that everything the government does, from budget planning to implementation, is publicly known. However, open data does not mean open government. This is because open government must involve participation and collaboration.

Furthermore, according to Global Integrity, Open government includes three things, namely information transparency, public involvement and accountability (Heny and Nurdin, 2018: 4). Through

transparency, people understand how government works. With public involvement, the public can influence the way government works by being involved in government policy processes and service delivery programs. Accountability means that the community can hold the government accountable for the performance of its policies and services.

These three elements explain that open government initiatives, programs and interventions are often referred to as "Open Government". The most important point here, however, is that none of the initiatives or interventions of open government can stand alone. When combined with one another, the potential for open government will truly be seen in its strongest and most holistic form.

## **4 CONCLUSIONS**

To implement commitments to open government in Indonesia is driven by the Open Government Indonesia (OGI) initiative which has 3 main pillars, namely transparency, innovation, and participation. OGI is managed by emphasizing that OGI is a government program. This approach leads to change paradigm. In the beginning, OGI was only owned by the government, now it is a common property, the government which was originally conservative in problem solving is now more innovative and the people who were initially sceptical have become enthusiastic. Not only that is a number of private companies, institutions and the academic community synergize to accelerate the implementation of OGI. The application of e-Government at all levels of government is essentially a means to create good governance. E-Government in the governance system at various levels is basically a solution to government problems such as lags in public services, poor policy quality, information management that is only vertical, corruption, collusion and nepotism (KKN) which are high due to weakness.

So that Public services in the Medan City Government are currently experiencing ups and downs in the quality of their services to the community. Several public service problems in the Medan City Government such as rampant acts of corruption, collusion and nepotism (KKN), slow and convoluted bureaucracy. Furthermore, unfriendly government employees, closed information to the public, waste of budget for things that do not support the welfare of the people, are not free to express opinions, criticisms and suggestions. Another problem that occurs is service discrimination, which often looks at ethnicity, religion, position, social

status and family relationships. Therefore, the government's efforts to overcome the above problems, the government has created an electronic-based public service within the Medan City Government which has only been running for 3 years. The vision and mission of e-Government is stated in the form of Medan Mayor Regulation Number 28 of 2018 concerning Smart City. For e-government applications in the city of Medan, an analytical evaluation of 25 applications on the Medan City government website is carried out by assessing Transparency, Service, Efficiency, Economy, Aspirations, Appearance, and Updates every year.

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If viewed from the results of the FGD, it can be judged that so far e-government services have not been running optimally, even more factors hinder e-government services. In general, if the Medan city government can focus its budget expenditure on e-government services, then in its development the progress of e-government services will be felt more quickly by many parties.

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