Evaluation of Internal Policy of Electronic-Based Government System (SPBE) in Pariaman City

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Abstract
Internal policy is an important indicator in assessing the maturity level of the implementation of the Electronic-Based Government System. In the city of Pariaman, efforts are also being made to improve the index level of the SPBE assessment by evaluating the internal policy domain, with the expectation of detecting how policies are well prepared and how these policies can serve as guidelines for the governance of SPBE in the City of Pariaman. Using Edward Suchman's evaluation theory, which consists of 6 evaluation stages: policy objectives, problem analysis, activity standardization, gap analysis, change determinants, and impact indicators. The research method is descriptive qualitative, taking samples from the most relevant informants (purposive sampling). The research results indicate that several important policies related to the architecture and roadmap of the SPBE in the City of Pariaman have not yet been prepared due to the recent formation of the coordination team. Human resources need to be improved through recruitment and by enhancing the competencies of existing staff. Furthermore, the government needs to respond promptly to the latest regulations from the central government as well as the rapidly evolving latest technology and information developments.
Keywords: SPBE; Internal Policy; Smart Governance

1. Introduction

In order to realize fast and effective public services, in 2018 the government stipulated Presidential Regulation (Perpres) No.95 concerning Electronic-Based Government Systems (SPBE) (Presidential Regulation No.95 of 2018,). The purpose of this SPBE is to realize transparent, clean, effective, and accountable governance as well as quality and reliable public services, as well as to improve the efficiency and integration of the electronic-based government system (Prawira & Paraniti, 2023).

This policy supports the previous policy related to the implementation of E governance(Doramia Lumbanraja, 2020). Where digitalization is important to do related to the development of the times and because the digital system helps the process of converting information or data from physical form into digital formats that can be processed using information technology. In an effort to improve the quality of public services, the government needs to utilize various online platforms such as websites, mobile applications, and social media(Basyo & Anirwan, 2023).

Digital services are encouraged by the central government, so that each region then races in innovation to develop various types of government service applications. However, it is very unfortunate that some of the applications prepared by the local government are not a few duplicates, some others are only made for momentary needs, there are applications that can no longer be used because they are transferred to public applications managed by the center. This condition was also found in the Pariaman city government.

Two years since the issuance of the Presidential Regulation related to SPBE above, Pariaman City has responded by issuing Perwako number 23 of 2021, as an effort to establish a system for implementing SPBE in Pariaman City. Based on the SPBE assessment index by the Minister of Tourism,

the city of Pariaman obtained the following scores:

Table 1. SPBE index of Kota Pariaman 2019-2023

Year	Index SPBE	Predikat	Status
2019	2,87	Good	-
2021	2,42	Simply	Down
2022	2,64	Good	Up
2023	2,64	Good	Static

This value is generally still below the 2023 National SPBE index which has a value of 2.79 with a good predicate. The SPBE assessment set nationally has 4 domains, 8 aspects and 47 indicators. The 4 domains in question are the internal policy domain, the governance domain, the management domain and the service domain(Prassida & Rifky, 2023). The policy domain will be the focus of this study to see how the readiness of the Pariaman City Government in preparing policies that can be used as guidelines for the SPBE implementation team in preparing an integrated and integrated system.

Nationally, the policy domain has an average value of 2.91 in 2023(LEmenpanRB, 2023), The city of Pariaman received a better score of 3.60 with a very good predicate in the policy domain, a significant increase from 2022 with a score of 2.70. This means that in terms of internal policy, the city of Pariaman has experienced a very significant increase. This finding is interesting to delve into to get a clear picture of the readiness of the Pariaman city government to prepare regulations related to the implementation of SPBE.

Some previous relevant studies are "Analysis and Evaluation of E-Government Maturity in West Java Regional Devices Based on SPBE (Case Study: Regional Library and Archive Services)",(Zondana et al., 2022), The evaluation conducted was also about the level of maturity of the e-gov program, and also referred to the SPBE regulations, in contrast to this study which focuses more on the provincial region and the level of maturity measured is broader and involves many aspects of indicators. Next, there is also a study "Implementation of E-Government in Probolinggo City (Study of Presidential Regulation Number 95 of 2018 Concerning Electronic-Based Government Systems)" by (Jibril, 2021), the next research with the theme "Analysis of the Maturity Level of Electronic-Based Government Systems (SPBE) in the South Sulawesi Provincial Government" by(Hidayah & Almadani, 2022).

2. Theoritical Perspective

The theory used in conducting this policy evaluation is the theory put forward by Edward Suchman. He said that policy evaluation must be carried out scientifically so that evaluators can measure the extent to which a certain program or procedure achieves the desired results(Hajaroh, 2019).

According to suchman, there are 6 steps in conducting policy evaluation (Akbar & Mohi, 2018):
1. Identify the objectives to be evaluated
2. Analysis of the problem
3. Description and Standardization of activities
4. Measurement of the level of change that occurs
5. Determine whether the observed changes are the result of activities or due to other causes.
6. Several indicators to determine the existence of an impact.

In collecting data and information about evaluation, it is necessary to carry out a documentation process by collecting every relevant internal policy document, in addition to in-depth observation and interviews. According to (Fitri Meutia, 2017) Evaluation of theoretical decisions with an argumentative analysis process is carried out in order to obtain a form of semi-formal evaluation that can form policy gaps. An evaluator is expected to be able to know

the impact of a policy action, both expected (Positive) and unintended (Negative) impacts(Abdullah, 2016).
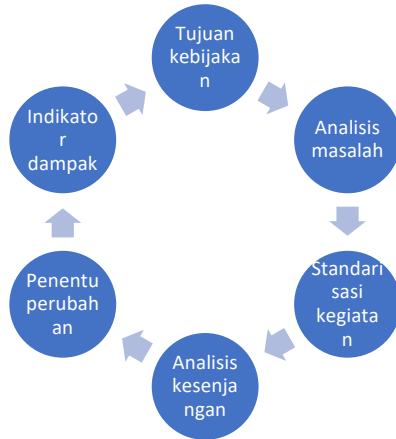

Figure 1. Pattern of steps for scientific evaluation of a policy according to suchman

Suchman explained the importance of identifying the purpose of the policy so that the definition of the problem can be clearly analyzed. Furthermore, it will not be difficult to see standards and gaps, but it is necessary to ensure that the changes that occur in implementation are the impact of the policy that is evaluated or not, so it is necessary to check and recheck before determining the indicator of change (Subarsono, 2011).

3. Method

This research procedure begins by conducting initial observations in the form of interviews and document tracking. The research method is qualitative descriptive. Namely deepening the internal policies of Pariaman City related to the maturity and ability of the policy in solving various problems that arise related to the implementation of SPBE, which according to(Siswanto, 2019), Evaluation is an important stage in the policy implementation research methodology. Data was taken from government agencies directly related to the Pariaman City SPBE coordination team,

including the Communication and Informatics Office, Bappeda, Regional Secretariat, BPS and stakeholders related to application users in several OPDs.

The findings were analyzed by reducing or reducing and discarding data that was less relevant to the focus of the research. Then the data is transferred back to carry out the process of triangulation of data sources. The findings are then presented (description) in the form of a narrative paragraph of the results of the SPBE internal policy evaluation in the form of 10 SPBE assessment indicators, namely internal policies on:

A. Architecture of SPBE Pariaman City.
B. Map of the SPBE plan of Pariaman City.
C. Data management.
D. Development of the SPBE application.
E. Data Center Services.
F. Pariaman City intra network service.
G. Use of service linkage systems.
H. Information security management.
I. Information and communication technology audit.
J. Pariaman City SPBE coordination team.
    (Pedoman Penilaian SPBE Nasional, 2020).

These 10 indicators are part of the SPBE governance policy aspect which is the Internal policy domain.

This study uses primary data and secondary data. Primary data is obtained directly from the source through observation and direct interviews, and our informant is the SPBE Team from Kominfo dan Bappeda, while secondary data is data that is not obtained directly by the researcher, but is obtained through documentation study techniques in the form of book literature and annual implementation reports. In this study, purposive sampling is used as an informant selection technique, this is done to get the informant who understands the research object best so that the data obtained is more accurate with a high validation rate(Sondakh et al., 2021).

4. Result and Discussion

Pariaman City is a city in West Sumatra Province. The city is about 56 km from Padang City or 25 km from Minangkabau International Airport and is directly adjacent to the Indian Ocean. Pariaman City is a sloping lowland expanse located on the west coast of Sumatra with an altitude of between 2 to 35 meters above sea level with a land area of 73.36 km² and a sea area of 282.69 km² and has 6 small islands including Bando Island, Gosong Island, Ujung Island, Tangah Island, Angso Island and Kasiak Island. In 2023, Pariaman City has a population of 86,618 people spread across 4 sub-districts.

Pariaman City is one of the cities that has issued a Mayor regulation on the implementation of SPBE according to the direction of the central government, even until now there are many applications that have been prepared to support the achievement of maximum service to the community using application-based information technology.

In the Pariaman City SPBE development master plan document, the fourth point of development priority is explained to provide a comprehensive Information and Computer Technology (ICT) implementation policy and reach all Regional Apparatus Organizations (OPDs). Furthermore, in the general development strategy, it is also included in the third point to realize regional regulations on the implementation of E-Government, and in the special strategy it is stated that the government needs to promulgate policies for the implementation of e-government in regional regulations or regional head regulations. A cross-sectoral policy is needed and there must be an agreement between local governments and stakeholders to share ICT resources for the public interest.

Pariaman City in 2019 had at least 97 applications used by all regional apparatus, with a development target of 140 applications in 2023. So it should be in accordance with the E Governance masterplan planning.
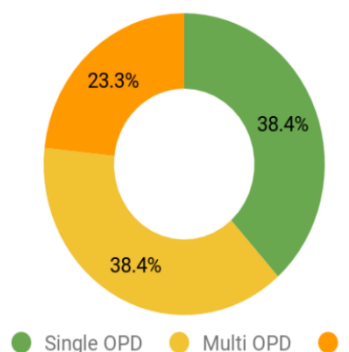

Figure 2. Types of App Managers

This figure tell us that the single OPD app is only 38% of all the apps that handled by SPBE Team, wich mean that another 62% will need coordination along two division and more. According to the Head of E-Gov of Kominfo Kota Pariaman, this condition will add to the complexity of the application maintenance process due to the diversity of business processes, so that the composition of the human resources needed will also be more.

4.1 Identifying the Purpose of SPBE as a policy program

The SPBE policy emerged with a Vision: "The realization of an integrated and comprehensive electronic-based government system to achieve bureaucracy and high-performance public services." This vision is outlined in the mission:

1. Structuring and strengthening the organization and governance of an integrated electronic-based government system.
2. Developing electronic-based public services that are integrated, comprehensive, and reach the wider community.

3. Building an integrated, safe, and reliable foundation of information and communication technology.
4. Building competent and innovative human resources based on information and communication technology.

The objectives of SPBE are:
1. Realizing clean, effective, efficient, transparent, and accountable governance.
2. Realizing quality and reliable public services; and
3. Realizing an integrated electronic-based government system

4.2 Problem Analysis

Based on the background, it can be analyzed that several problems related to SPBE governance have arisen, such as the lack of integration and collaboration between applications owned by the government, so that there is a weakness in the interoperability of SPBE itself. Therefore, the government has issued Presidential Regulation No. 132 of 2022 concerning the National SPBE architecture, which must then be implemented by the regions in order to improve the integration between SPBE and SDI (One Data Indonesia), in accordance with Presidential Regulation Number 39 of 2Ol9 concerning One Data Indonesia. Through the implementation of One Data Indonesia, the government can collect data in one door that is accurate, up-to-date, integrated, and easily accessible.

According to the head of the E Gov organizer, a weakness that is also very obvious in the management of SPBE is due to the lack of available IT human resources. Although the Pariaman City SPBE coordination team has been determined through the Mayor's Decree number 201/130/2024, However, until now there has been no expected recruitment of IT personnel. Most (1250 people) operators of all

OPDs only have basic IT qualifications or basic office software skills (Word, Excel, Power Point), followed by multimedia experts (41 people), development experts (18 people), maintenance experts (17 people), and network and server experts (10 people).
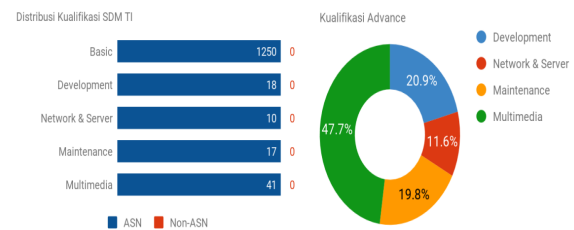

Figure 3. Application Manager Competencies

The IT management team must make better planning regarding the work units that will be the target of training, technical guidance and certification, considering that most of the number of human resources only master basic skills (basic IT). Therefore, all OPDs will be re-recorded related to human resource development data according to the needs of implementing SPBE.

In addition, it is also a finding in the field related to the delay in the formation of the Pariaman City SPBE coordination team, which has just been issued a decree in August 2024, namely the Pariaman Mayor Decree No. 201/130/2024 concerning the Pariaman City SPBE coordination team. According to the mandate of the perwako, the team should be formed immediately after the perwako is issued and does not have to wait 3 years after that. This delay has resulted in many SPBE integration tasks being constrained due to the weak authority of the Pariaman City Communication and Informatics.

4.3 Description and Standardization of activities

Presidential Regulation No. 95 of 2019, followed up later with the issuance of Perwako Pariaman Regulation Number 23 of 2021. In

terms of narrative, the content of this perwako is not much different from what is written in the presidential regulation. There are as many as 77 articles in the Presidential Regulation, and there are only 45 articles in the same article. The following is the author's analysis of 2 central and regional rules regarding SPBE:

Table 2. Comparison of Articles in Presidential Regulation and Perwako

Perpres No 95 tahun 2018	Unsur SPBE	Perwako No 23 tahun 2021	Keterangan
Terdiri dari 77 pasal	Jumlah Pasal	Terdiri dari 45 Pasal	
Pasal 11 – 12	Arsitektur SPBE	Pasal 7	Indikator 1
Pasal 13-19	Peta Rencana SPBE	Pasal 8	Indikator 2
Pasal 20-22	Anggaran SPBE	Pasal 9	None
Pasal 23-25	Proses Bisnis SPBE	Pasal 10	Indikator 4
Pasal 26	Data dan Informasi SPBE	Pasal 11-13	Indikator 3
Pasal 27-29	Infrastruktur SPBE	Pasal 14	Indikator 4
Pasal 30	Pusat Data SPBE	Pasal 15-18	Indikator 5
Pasal 31-32	Jaringan Intra SPBE	Pasal 19-20	Indikator 6
Pasal 33	Sistem Penghubung layanan	Pasal 21	Indikator 7
Pasal 34	Aplikasi SPBE	Pasal 22	Indikator 4
Pasal 35-41	Keamanan SPBE	Pasal 23	Indikator 8
Pasal 42-44	Layanan SPBE	Pasal 24-26	Indikator 5,6,7
Pasal 45	Integrasi layanan SPBE	Pasal 27	Indikator 5,6,7
Pasal 46-54	Manajemen SPBE	Pasal 28-36	Indikator 3
Pasal 55-58	Audit TIK	Pasal 37-40	Indikator 9
Pasal 59-61	Penyelenggara SPBE	Pasal 41-42	Indikator 10
Pasal 62-68	Percepatan SPBE	-	
Pasal 69	Pendanaan	Pasal 43	
Pasal 70-71	Pemantauan dan Evaluasi	-	Indikator 9
Pasal 72-73	Ketentuan Peralihan	-	
Pasal 74-77	Ketentuan Penutup	Pasal 44-45	

This table shows that the perwako was not prepared carefully by analyzing existing conditions because it seemed that it was only rewriting what was in the Presidential Regulation. Then the perwako cannot yet be a guideline for the ideal condition of SPBE management in the future, because, according to the coordination team, the narrative in the perwako is still general and does not cover enough things that can be used as guidelines for action in the field, although in terms of references, this perwako is enough to refer to the presidential regulation.

Furthermore, Presidential Regulation number 132 of 2022 was issued concerning the SPBE architecture, which also mandates all agencies and regions to issue SPBE architecture according to their respective conditions and needs. This is followed by the Guidelines for the Evaluation of the Implementation of SPBE by the Minister of Internal Affairs no. 6 of 2023, which contains a percentage of 13% for the policy domain, as well as a weight of 1.3 for each of the 10 indicators.

4.4 Measurement of the level of change that occurs

The SPBE Index assessment refers to the standard guidelines that have been set by the Minister of Internal Affairs No. 6 of 2023, where:

Level 1 is obtained if the policy is still in the form of a draft, so it can only be called a stub.

Level 2 is obtained when the load/scope criteria, as well as the new implementation process are partially met, so it can be called managed.

Level 3 is obtained when all the criteria for content/coverage, as well as the application process are met, so it can be called standardized.

Level 4 is obtained when collaboration between agencies is carried out, programs/policies are evaluated periodically and controlled, and there are already review results and recommendations for improvement, this level is called integrated and structured.

Level 5 is obtained when all inputs have been followed up and have resulted in a revised policy. So this level is called optimal.

Pariaman City in 2023 will get the SPBE index value in the policy domain as follows:

Table 3. Comparison of Articles in Presidential Regulation and Perwako

No.	Indikator	Nilai 2022	Nilai 2023	Ket
1	Level of Maturity of Internal Policy of SPBE Architecture of Pariaman City	4	3	-1
2	Level of Maturity of Internal Policy of the SPBE Plan Map of Pariaman City	4	3	-1
3	Data Management Internal Policy Maturity Level	2	4	+2
4	Level of Maturity of Internal Policy for SPBE Application Development	1	4	+3
5	Data Center Services Internal Policy Maturity Level	3	4	+1
6	Intranet Service Internal Policy Maturity Level	3	5	+2
7	Level of Maturity of Internal Policy on the Use of Service Liaison Systems	3	3	-
8	Level of Maturity of Internal Policies Information Security Management	3	3	-
9	Level of Maturity of ICT Audit Internal Policy	3	4	+1
10	Level of Maturity of Internal Policies of the Pariaman City SPBE Coordination Team	3	3	-

There was a decrease in indicators 1 and 2, from the previous precipitate value of 4 to 3. However, in indicators 3 and 6 there was an increase from indigo 2 to 4 then 3 to 5, and even sharper in indicator 4 which was previously only worth 1, then to 4. In indicators 5 and 9, the change in value only occurs by 1 level. And there was no change at all in the indicators 7,8,10.

4.5 Determine whether the observed changes are a result of the activity or due to another cause.

Next, a discussion and analysis of each internal policy is carried out, as follows:
4.5.1 Internal Policy of SPBE Architecture of Pariaman City Government

SPBE Architecture is a basic framework that describes the integration of business processes, data and information, SPBE infrastructure, SPBE applications, and SPBE security to produce integrated SPBE services. The internal policy of SPBE Architecture aims to provide guidance in implementing the integration of Business Processes, Data and Information, SPBE Infrastructure, SPBE Applications, and SPBE Security to produce integrated SPBE Services. The central government has issued Presidential Regulation Number 132 of 2022 concerning SPBE architecture, which states in Article 3 paragraph 5 that the Regional Head determines the SPBE Architecture of the Regional Government with a regional head's decision no later than

2023. However, until now the Pariaman City Government has not issued a decision regarding the architecture.

Researcher analysis based on interviews, it is necessary to implement a policy revision, where in the 2024 SPBE evaluation, the Pariaman City SPBE Architecture decision needs to be issued, and it is necessary to add the Mayor's Decree concerning the Pariaman City SPBE Coordination Team which also regulates the preparation of the 2025 SPBE architecture and the results of the Pariaman City SPBE Coordination Team Review. The importance of issuing an internal SPBE architecture policy for Pariaman City is closely related to the existence of applications managed by the Pariaman City government.

It is recommended to increase the value of this policy, the SPBE Kota Pariaman team needs to ensure that the following 6 domains are regulated in the architecture document to be formulated, namely: 1. Business Process Architecture Domain, 2. Data and Information Architecture Domain, 3. Service Architecture Domain, 4. Application Architecture Domain, 5. SPBE Infrastructure Architecture Domain. and, 6. SPBE Security Architecture Domain. To get a value of 5 in the index, the SPBE internal policy must have been published and reviewed at least 1 time and the results of the review have also been followed up as a step to mature the policy.

4.5.2 Internal Policy of the SPBE Plan Map of the Pariaman City Government

The SPBE Plan Map is a document that describes the direction and steps for preparing and implementing an integrated SPBE. The internal policy of the SPBE Plan Map should aim to provide guidance on the direction and steps in preparing and implementing SPBE in the City of Pariaman. Until now, the Pariaman City Government has not issued a special document related to the plan map, where based on the guidelines, this plan map can be optimized by establishing derivative policies

(SK, SE, SOP), and other policies. Based on the results of interviews with the legal section of the regional secretariat, there has been no special document issued by the center regarding the national SPBE plan map that should be issued by the Ministry of Administrative and Bureaucratic Reform. However, what already exists is the Circular of the Minister of Administrative and Bureaucratic Reform No. 18 of 2022 concerning the Integration of National Digital Services through the SPBE Architecture and the SPBE Plan Map.

The policy of the roadmap that is expected to have complete guidance from the center can indeed be seen through SE Menpan RB No. 18 of 2022 issued in August 2022. In this SE, it is stipulated that central agencies and regional governments must immediately prepare the SPBE Architecture and SPBE Roadmap which are stipulated by the heads of central agencies and regional heads no later than December 2022. In fact, based on Presidential Decree 95 of 2018 Article 16 paragraph 3, the National SPBE Roadmap should be stipulated by the Regulation of the Minister who organizes government affairs in the field of state apparatus, but until now researchers have not found the National SPBE Roadmap Document. With this fact, the Pariaman City SPBE Team has difficulty in preparing a better Internal Policy related to the Pariaman City SPBE Roadmap. From the ministry that has prepared the roadmap that we found, Bappenas is still included in the SPBE architecture through Bappenas Ministerial Decree No. KEP. 24 / M.PPN / HK / 03/2022.

4.5.3 Pemko Pariaman's Internal Data Management Policy.

Internal data management policies are regulations regarding data management that aim to provide guidance and steps in data management. In the city of Pariaman, data management aims to ensure the realization

of accurate, up-to-date, integrated, and accessible data as a basis for planning, implementing, evaluating, and controlling all applications used by the city government. Data management is carried out through a series of Data Architecture, Master Data, Reference Data, Database, Data Quality and Data Interoperability management processes. Regarding SPBE data management, Presidential Regulation No. 95 of 2018 has mandated Bappenas to issue SPBE data management, and in 2020, PPN Regulation No. 16 of 2020 was issued.

Seeing the availability of documents from the Pariaman City SPBE team, it can be stated that the maturity is almost perfect if the follow-up is carried out in accordance with the findings of the review above. Furthermore, by ensuring that there is integration between data and referring to the National One Data (SDI) regulation. So that future policies will further regulate the fulfillment of data standards, data interoperability, have metadata, use reference codes or master data, in accordance with Presidential Regulation No. 39 of 2019.

4.5.4 Internal Policy for Development of SPBE Application of Pariaman City Government

The development of the application must go through five cycles, starting from planning, analysis, design, implementation, and maintenance. The cycle can use one of the existing frameworks such as SDLC, RAD, Waterfall, Agile Development Cycle (SCRUM). Pariaman City already has a clear SOP related to the development of this application so that only continuous monitoring and improvement are needed.

The Pariaman City Government must also consider the existence of applications that are already running in order to avoid duplication of applications, so that the central government's concerns about weak application interoperability can be reduced.

The next thing that needs to be considered is the existence of general applications that have been determined by the central government, and analyzing similar applications (with general applications) that need to be taken down after migrating from the regions to the center. In addition, the principle of developing special applications must also consider synergy with the national data center.

4.5.5 Kebijakan Internal Layanan Pusat Data Pemko Pariaman

Currently, the city of Pariaman has obtained permission to access the national data center (PDN) data center, so it is very helpful in securing the database and in efforts to unify data. And according to the Pariaman City SPBE coordination team, currently the Head of the Communication and Information Service has issued Decree No.: 555/002.b/KEP/DISKOMINFO-2024, concerning the Standard operational guidelines for the Pariaman City Government's environmental data center. This guideline has been explained in detail about the Pariaman City data center service standards so that it will be very easy for SPBE organizers to manage SPBE application data. This is of course also by referring to the central policy regarding the one data rule as regulated in Presidential Regulation No. 39 of 2019 - One Data Indonesia.

4.5.6 Internal Policy of the Pariaman City Government Intra Network

The use of the Pariaman City Government Intra Network aims to maintain security in sending data and information between network nodes in all Applications managed by the Pariaman City Government through the authority of the Communication and Information Service, which is then connected to the intra-government network.

The implementation of the Intra-Pariaman City Government Network as referred to, can use a physical network built

by the City Government itself and/or built by a network service provider, which is then connected to the intra-government network. Internal policies in this case must regulate the operation of the Pariaman City Government intra-network which is then connected to the intra-government network."

4.5.7 Internal Policy for the Use of the Pariaman City Government Service Connector System

The Service Connector System is an integration/connection device for exchanging SPBE Services. The use of the Government Service Connector System aims to facilitate integration between SPBE Services. Requirements for a Service Connector System: 1) Available lines/buses (non-point-to-point connection system), 2) Available metadata repository; and 3) Available service directory. The internal policy in this case regulates the implementation of the Central/Regional Government Agency Service Connector System which is then integrated with the Government Service Connector System.

A Policy Revision was implemented, where the 2024 SPBE evaluation submitted the Internal Policy for the Use of the Agency Service Connector System at level 4, added the Mayor's Decree concerning the Pariaman City SPBE Coordination Team. As a reference, the following regulations can be used as guidelines: Presidential Regulation No. 95 of 2018 - SPBE (Article 33), Regulation of the Minister of PANRB No. 59 of 2020 - SPBE Monitoring and Evaluation, Guidelines for the Minister of PANRB No. 6 of 2023 - Procedures for Monitoring and Evaluation of SPBE, Ministry of Communication and Information Technology Standards and BSSN.

4.5.8 Internal Policy of Information Security Management of SPBE Kota Pariaman.

Information Security Management is carried out through a series of processes including determining the scope, determining the person in charge, planning, operational support, performance evaluation, and continuous improvement of information security in SPBE. Information Security Management aims to ensure the sustainability of SPBE by minimizing the impact of information security risks. Internal policies in this case regulate the implementation of Information Security Management of Kota Pariaman.

In addition, the following regulatory guidelines can be used as references: Presidential Regulation No. 95 of 2018 - SPBE (Articles 40 to 41), PermenPANRB No. 59 of 2020 - SPBE Monitoring and Evaluation, Perban BSSN No. 4 of 2021 - SPBE Information Security Management Guidelines and SPBE Security Technical Standards and Procedures, Guidelines of the Minister of PANRB No. 6 of 2023 - SPBE Monitoring and Evaluation Procedures, ISO 27001.

4.5.9 Internal ICT Audit Policy

Information and Communication Technology (ICT) Audit is a systematic process to obtain and evaluate evidence objectively on information and communication technology assets with the aim of determining the level of conformity between information and communication technology and established criteria and/or standards. ICT audit consists of: 1. SPBE Infrastructure Audit, 2. SPBE Application Audit, and, 3. SPBE Security Audit."

ICT Audit includes examination of the main technical matters on: 1. Implementation of information and communication technology governance and management, 2. Functionality of information and communication technology, 3. Performance of the resulting information and communication technology; and, 4. Other aspects of information and communication technology. Internal policies in this case regulate the

implementation of ICT Audit in Central/Regional Government Agencies.

Implemented Policy Revision, where the evaluation of SPBE 2024 submitted Internal Audit Policy of ICT at level 5, Mayor's Decree on SPBE Coordination Team of Pariaman City, and Decree of Regional Secretary on ICT Audit Team of SPBE 2024, which template is adjusted from BRIN and determined by SPBE Coordinator of Pariaman City. And Addition to the Policy attachment containing what Applications will be audited. The entire audit process also refers to Permenkominfo No.16 of 2022 - General Policy for Implementation of Information and Communication Technology Audit. The following are other references that can be used Presidential Regulation No. 95 of 2018 - SPBE (Articles 55 to 58), PermenPANRB No.59 of 2020 - Monitoring and Evaluation of SPBE, Permenkominfo No. 16 of 2023 - General Policy for Implementation of ICT Audit, Guidelines of Minister of PANRB No. 6 of 2023 - Procedures for Monitoring and Evaluation of SPBE, Standards/technical provisions for BRIN Application and Infrastructure Audit, Standards/technical provisions for BSSN Security Audit.

4.5.10 Internal Policy of the Pariaman City SPBE Coordination Team.

The SPBE Coordination Team in Pariaman City are officials in the team who are tasked with controlling, directing, and evaluating SPBE, including implementing policy formulation and implementation of SPBE in the Central Agency and Regional Government respectively. The SPBE Coordination Team in Pariaman City can also be equated with the ICT Steering Team, ICT Steering Committee, or Steering Committee. The Pariaman City SPBE Coordination Team is led by a coordinator appointed by the Mayor of Pariaman. Internal policies in this case regulate the duties and functions of the Pariaman City SPBE Coordination Team."

Several regulations that can be used as guidelines to strengthen the internal policies of the Pariaman City SPBE organizers are as follows: Presidential Regulation No. 95 of 2018 - SPBE (Articles 59 to 61), Regulation of the Minister of PANRB No. 59 of 2020 - SPBE Monitoring and Evaluation, Decree of the Minister of PANRB No. 965 of 2021 - SPBE Coordination Team Work Procedures, Guidelines of the Minister of PANRB No. 6 of 2023 - SPBE Monitoring and Evaluation Procedures.

4.6 Several indicators to determine the existence of an impact.

From the data above, we can find several indicators that determine the existence of an impact on the maturity of SPBE's internal policies, including the following:

Table 4. Impact Determining Indicators

Internal Policy	Indicators Determining an Impact
Indicator 1	Prepare a meeting and budget to formulate the SPBE development architecture document for Pariaman City
Indicator 2	Prepare a meeting and budget to formulate the SPBE development plan map document for Pariaman City
Indicator 3	Prepare a standard data management document at the policy level. Refer to the central data management document. Improve coordination to strengthen SPBE data management throughout Pariaman City
Indicator 4	Immediately audit all applications, avoid duplication, optimize functions, and develop applications based on the principles of effectiveness and efficiency.
Indicator 5	Follow up on findings, strengthen communication coordination between the city government data service center and the central government
Indicator 6	Maintain the existence of intra-application network infrastructure,

	conduct periodic reviews and improve the quality of human resources and infrastructure
Indicator 7	The coordinator's authority is socialized to all OPDs, so that all SPBE organizers can receive direction and explain all the features of their respective applications, then make efforts to synchronize data and optimize application interoperability so that the service connection system works optimally
Indicator 8	If there is no follow-up to the previous evaluation, immediately respond, coordinate with the central cyber security team and increase the number and capacity of SPBE security officers
Indicator 9	Fast response to central regulations, so that the audit team can immediately carry out supervision. Auditor team training is needed to improve supervision capabilities
Indicator 10	Fast response to central regulations, so that the team formed can work immediately. The team's authority is strengthened to strive for cross-OPD collaboration, improve application interoperability. The team must get training and self-development opportunities, the city government submits a request for competent experts in the IT field

5. Conclusions

Significant Increase in the SPBE Index Value of Pariaman City Internal Policy Domain is an achievement that should be proud of, where it is the result of the struggle of the organizing team in formulating policies that are more appropriate and easy to implement in building an electronic-based service and information system. Although the policies that have been prepared still have weaknesses, the coordination team that has been formed continues to make improvements and improvements.

Among the targets for strengthening the internal policy domain are preparing special documents related to the Architecture and Plan Map of SPBE Pariaman City, then strengthening the authority of the coordination team in conciliating each OPD regarding the use of applications in their respective environments. The team did not forget to submit a request for an increase in application management human resources who can maintain cyber security and improve interoperability between existing applications, or at least a special budget is prepared to improve the competence of the ICT team in the form of self-development and application expertise and insight.

Finally, it is recommended to the coordination team to respond to every new policy from the center quickly according to the rules, so that delays can be avoided and improvements in various aspects can be achieved. In the cyber era, a fast response to technological developments is also the key to the success of the SPBE implementation.

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