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Implementation of Local Government Information System in Improving the Quality of Development Planning in Jembrana Regency, Indonesia

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ABSTRAK
This study aims to analyze the implementation of SIPD to improve the quality of regional development planning in Jembrana Regency. Since the enactment of Permendagri Number 70 of 2019, the Jembrana Regency Government has faced several obstacles in using SIPD to support the preparation of regional development planning documents, including limited resources, the absence of standard implementation procedures in the region, and low human resource capacity which results in suboptimal data input and implementation of the planning process flow in SIPD. This study used a descriptive qualitative approach, using data from interviews, observations, and documentation studies. The results of the study indicate that the implementation of the SIPD policy in Jembrana Regency has not been optimal in several dimensions that still face obstacles, namely aspects of implementer competence and capability, aspects of resource support, aspects of strategies applied, and aspects of implementer compliance and responsiveness in implementing SIPD. The less than optimal implementation of this policy is caused by several inhibiting factors, including the low capacity of implementers in terms of both quantity and quality, the unfulfilled standards for the number of human resources, the capacity of the system network support, and the availability of budget, the weak coordination strategy used, and the lack of compliance and responsiveness of policy implementers both in Bappeda and in each Regional Apparatus. Bappeda needs to focus on strengthening the capacity of implementers through technical training, socialization, mentoring, and the preparation of clear standard procedures to facilitate monitoring and evaluation. In addition, coordination in the form of FGDs and socialization with OPDs, DPRD, and the community needs to be carried out at every stage of the planning process so that there is no conflict of interest and resistance to SIPD policies in the future. Bappeda can also innovate in the form of planning clinics to facilitate the Regional Apparatus in consulting regarding SIPD planning and implementation. The Ministry of Home Affairs must also ensure network infrastructure support so that this system does not experience problems when accessed simultaneously.

Keywords: Policy Implementation, SIPD, Development Planning.

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I. Introduction

After implementing the regional autonomy system in Indonesia, governance and development management have undergone significant changes, shifting from a centralized system to a decentralized one. This transition provides broader authority to regional governments to design and manage development according to their respective characteristics and potential. Regulations governing regional governance continue to develop, including Law Number 23 of 2014, which is the legal basis for regional governments in preparing development plans. However, even though regional autonomy is increasing, alignment with national policies and development targets as mandated in Law Number 25 of 2004 concerning the National Development Planning System (SPPN) is still needed. This law emphasizes the importance of synchronization, integration, and consistency between national and regional development planning to ensure more effective and sustainable development results. To increase the efficiency and effectiveness of development planning, the central government introduced Regulation of the Minister of Home Affairs Number 70 of 2019, which stipulates the Regional Government Information System (SIPD). This system was developed as an electronic platform to integrate vital data, including regional development information, financial records, and administrative governance, to support more transparent and data-based decision-making. SIPD is expected to increase efficiency in regional development planning and ensure that the planning and budgeting process is carried out more accurately, in real time, and by sound governance principles.

The Jembrana Regency Government has started implementing SIPD in the regional development planning process since 2021. This implementation is coordinated by the Regional Development Planning Agency (Bappeda), responsible for formulating regional development plans, with support from the Regional Finance and Asset Management Agency (BPKAD) regarding financial management. However, in practice, the implementation of SIPD faces various challenges that hinder its optimization. Some of the main obstacles identified include limited human resource capacity, where many officials do not yet have adequate knowledge and skills to operate SIPD effectively, the absence of standard operating procedures at the regional level, and technical obstacles such as frequent system errors and network disruptions. In addition, changes in regulations related to the classification, codification, and nomenclature of development planning in SIPD that have occurred several times since this system was introduced have further complicated its implementation, because regional apparatuses must continue to adapt to these changes without adequate socialization or training. Several problems indicate that SIPD has not been fully optimized in preparing development planning documents. One of the main problems is the ineffective verification and validation of legislative proposals (DPRD Main Thoughts) and community aspirations conveyed through the SIPD. Many proposals are still incomplete in the verification stage, so they are not fully accommodated in the regional development planning document. In addition, the low input level of regional development indicator data in SIPD e-Walidata is another significant challenge, which can hinder comprehensive analysis and evaluation of regional development performance. The data collected shows that the number of indicators the Jembrana Regency Government inputted is still far below the target set, so data-based development planning is less effective.

In addition to technical and human resource limitations, inter-agency coordination is also a crucial factor affecting the implementation of SIPD. As an institution that coordinates the management of SIPD, Bappeda is responsible for providing direction and supervision to regional apparatuses involved in data input. However, the limited number of planning staff at Bappeda Jembrana is a significant challenge in carrying out this function optimally. The lack of experts in development planning causes supervision of SIPD data input to be less than optimal, ultimately affecting the accuracy and completeness of the data used in planning. In development planning, accurate and reliable data is critical to ensure the formulated policies reflect regional conditions and community needs. Therefore, SIPD should be a solution to ensure integrated and accountable data management in regional development planning. However, the various challenges encountered in the implementation of SIPD in Jembrana Regency show that several aspects still need to be improved so that this system can be more effective. Considering these challenges, this study aims to analyze the implementation of the SIPD policy in the regional development planning process in Jembrana Regency, identify the main factors

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that support and hinder the implementation of SIPD, and propose solutions to optimize the implementation of this system to improve the quality of regional development planning. By examining the various factors that influence the implementation of SIPD, this study is expected to provide concrete recommendations for the Jembrana Regency Government, especially Bappeda, to improve the effectiveness of this system and ensure that development planning is truly data-based and in line with national policies. In addition, the findings of this study are expected to contribute to the development of public policy theory and practice, especially in the digitalization of the regional development planning system.

II. Literature Review and Hypothesis Development

2.1. Policy Theory

Hoogerwerf defines policy as an action to prevent, reduce, or solve a problem (Dewi, 2022). According to Saefullah (Tachjan, 2006), the success of policy formulation depends not only on economic and administrative efficiency, but also on ethical and moral aspects to prevent potential problems. Ethics focuses on the reasons behind an action, while morals emphasize how the action should be carried out. Public policy includes designing, selecting, approving, implementing, and evaluating to address public problems (Suwitri et al., 2018). In a country, policies are formulated at three levels: the policy level (strategic), the organizational level (operational), and the operational level (technical) (Dewi, 2022). Policies at lower levels must align with those at higher levels so that implementation can run effectively and meet the expected goals. Dunn states that policy is influenced by three main elements that interact: public policy itself, policy actors, and the policy implementation environment (Tachjan, 2006). The interaction between these elements determines the policy's success in achieving its objectives.

According to Dunn, policy stakeholders consist of policy makers and implementers, individuals and organizations, and target groups affected by the implemented policies. Public policy itself is a series of interrelated choices to achieve specific goals. In contrast, the policy environment refers to the conditions that give rise to policy issues and factors that can influence or be influenced by policies and their stakeholders. Therefore, the success of policy implementation is highly dependent on three main aspects: policy actors, policy content, and policy environment. Furthermore, policy effectiveness can also be analyzed from a policy process perspective. Mustopadidjaja (Dewi, 2022) identifies three main stages in the policy cycle: policy formulation, implementation, and monitoring and evaluation, which have a causal relationship and a recurring cycle. Policy analysis is important for gathering information to support more appropriate policy formulation. During the implementation stage, analysis also plays a role in assessing the factors that determine the success or failure of a policy by considering the various aspects that influence it.

2.2. Policy Implementation Theory

Policy implementation is a series of actions by individuals or groups to achieve policy objectives (Solihin, 2001). Dunn added that policy implementation includes control over policy actions within a specific period (Dunn, 2003). In general, implementation links policy objectives with the results achieved by the government (Handoyo, 2012). Van Meter and Van Horn describe implementation as a process of building networks that enable the achievement of policy objectives through the activities of government institutions and the involvement of various stakeholders (Maulana & Nugroho, 2019). According to Subarsono, the success of policy implementation is influenced by four main factors: the social environment and involvement of target groups, inter-organizational relationships and stakeholder cooperation, human and non-human resources in the organization, and the characteristics and capacities of policy implementers (Subarsono, 2012).

Several theories support the analysis of policy implementation. George C. Edward III identified four main factors influencing policy implementation: communication, resources, disposition, and bureaucratic structure (Wurara et al., 2020). Although this model is simple and effective in understanding policy

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implementation, it does not consider external environmental factors that can affect the organization (Sallolo et al., 2022). Van Meter and Van Horn developed a model that evaluates policy implementation based on six main variables: policy size and objectives, resource availability, implementer characteristics, implementer attitudes toward the policy, interorganizational communication, and the economic, social, and political environment (Martini et al., 2022). This model prioritizes a top-down approach, but still considers external factors that can affect the policy's success (Widnyani et al., 2022). Mazmanian and Sabatier argue that policy implementation is influenced by three main variables: independent variables related to the complexity of the issue, intervening variables regarding the implementation process, and dependent variables that include implementer understanding, compliance with policy targets, implementation outcomes, policy acceptance, and the possibility of policy revision (Dewi, 2022). This model focuses more on long-term political and social influences, including policy changes based on coalition support and environmental conditions. Merilee S. Grindle developed a policy implementation model that assesses success based on two main variables: policy content and implementation environment (Subarsono, 2012). Policy content includes the interests involved, the benefits provided, the level of expected change, the position of decision makers, the capacity of implementers, and resource allocation (Agustino, 2020). Meanwhile, the implementation environment involves the power, interests, and strategies of the actors involved, the characteristics of institutions and regimes, and the level of compliance and responsiveness of implementers to policies (Agustino, 2020). Grindle also assesses the success of a policy based on its impact on individuals and target groups and the extent to which the changes are accepted by society (Nawawi, 2009). This model identifies the dynamics between bureaucracy, political power, and interest groups that influence policy implementation. Therefore, this study uses Grindle's policy implementation theory as the main conceptual framework, because this theory effectively describes policy implementation from an internal organizational perspective and in a broader political and administrative context (Rahmadanita et al., 2018).

2.3. E-Government Concept

Hartono et al. (2010) stated that e-government uses communication and information technology in government administration to create an effective, efficient, transparent bureaucratic system and public services. Meanwhile, Zweers and Plangue (in Indrajit et al., 2005) define e-government as the provision of electronic information services by and with the government without being limited by space and time, to increase the participation of all stakeholders. Through the development of e-government, information management and public service processes can be optimized by utilizing communication and information technology. Based on this definition, the application of e-government in governance can increase the effectiveness, efficiency, and transparency in government administration and the provision of public services (Indrajit et al., 2005). Developing e-government in governance ensures wider access to government information, thereby improving the quality of development administration. In addition, an integrated e-government system will increase efficiency and effectiveness in government, providing a competitive advantage in public administration.

2.4. Concept of Development Planning

Planning is a crucial stage in the management function that involves determining organizational goals, formulating strategies, and developing plans to achieve goals within a specific period (Fikri, 2015). According to Dror (Ashari et al., 2015), planning is a phase in formulating policies and decisions for future actions. Meanwhile, Riyadi and Supriyadi (2004) define development as a process of change that aims to improve the living conditions of the community and nation. To be effective, development planning must be based on real data that supports policy strategies in determining the direction and goals of development. Development planning is the basis for every development program and must be formulated with a theory supported by data and information. Nugroho and Sumodiningrat (2012) emphasize that economic policies

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and development programs must consider regional aspects and integrate social and environmental conditions to achieve sustainable prosperity. Listyaningsih (2014) adds that development planning aims to improve social and economic conditions by utilizing limited resources. Based on this definition, development planning can be understood as an integrated concept realized through development policies and programs. Implementing this planning must consider the region's environmental, social, and economic aspects to create better future conditions. Therefore, in its formulation, the regional government requires support from accurate data and information regarding regional conditions and previous development achievements to compile development planning for the next period. Mahi and Trigunarso (2017) stated that the planning process requires several main components that require accurate development data. In line with this, the Regulation of the Minister of Home Affairs Number 86 of 2017 requires regional development planning to use a technocratic approach with scientific methods and frameworks to achieve development goals. This process includes analysis of regional conditions, financial conditions, development problems, and formulation of development goals, all requiring high-quality data and information. In addition, projections and estimates of the potential impacts of various policy alternatives can only be carried out effectively if supported by accurate data to understand the continuity of development problems. Sudianing and Seputra (2019) explained that policy selection and implementation are based on feasibility analysis influenced by political, economic, and social considerations and interrelated interests. Therefore, strong political commitment from policymakers and support from relevant stakeholders are important factors in formulating regional development planning policies.

2.5. Conceptual Framework

This research is based on implementing the Regulation of the Minister of Home Affairs (Permendagri) Number 70 of 2019, which regulates the use of the Regional Government Information System (SIPD) in the planning and budgeting process for development in local governments. This regulation originates from Law Number 23 of 2014, which requires local governments to provide information on regional development, finance, and governance in an integrated system. SIPD, as regulated in this policy, functions as an integrated system for managing regional development information. This aligns with Presidential Regulation Number 39 of 2019 concerning One Data Indonesia, which requires using SIPD to integrate business processes, data and information, infrastructure, applications, and data security to support planning synchronization between the central and regional governments.

However, the implementation of SIPD in Jembrana Regency still faces various challenges. Field findings indicate problems such as delays in inputting planning and budgeting data by regional apparatus, a lack of operator understanding of the SIPD application, ongoing changes in planning nomenclature, incomplete regional development information in the SIPD database, and the quality and quantity of human resources for planners who are still lacking in managing SIPD. Based on these challenges, local governments must implement effective SIPD strategies to overcome these problems. Therefore, this study aims to evaluate the success of Permendagri Number 70 of 2019 in implementing SIPD. As a mandatory public policy, SIPD is considered a tool to achieve policy objectives. Policy implementation studies assess the extent to which SIPD has been implemented to achieve the expected objectives. Several implementation models have been discussed in the theoretical review, and based on the nature of the problem and the objectives of the study, Merilee S. Grindle's policy implementation theory was chosen. This theory is relevant because it emphasizes identifying policy environment conditions with a Top-Down approach by the SIPD implementation model from the central government to local governments, while still considering the different implementation environments in each region. This study will identify challenges in implementing SIPD at Bappeda Jembrana Regency. From the results of the analysis, policy solutions will be formulated as a response and strategic steps to overcome obstacles in the implementation of SIPD, aiming to improve the quality of development planning in Jembrana Regency.

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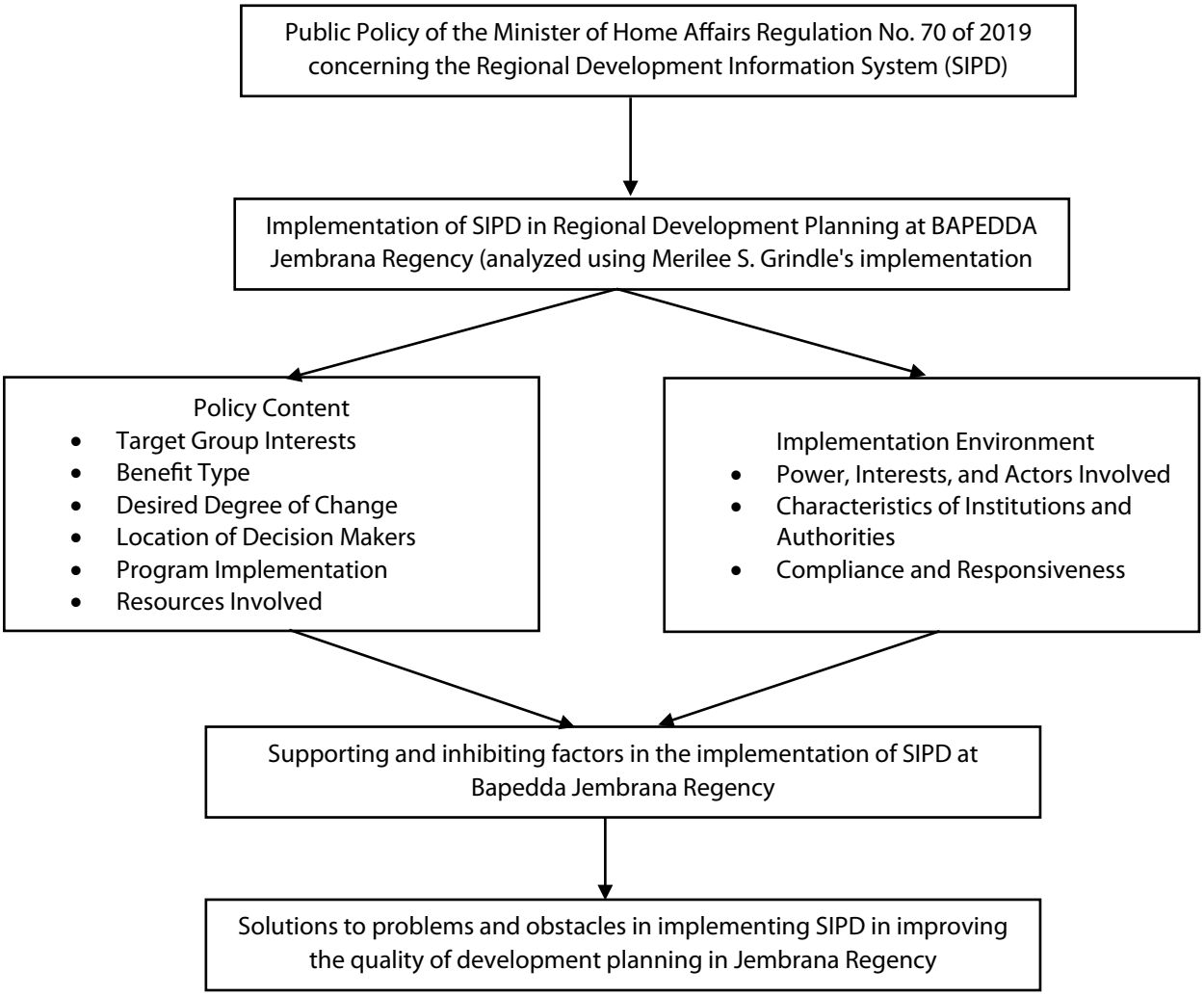

Figure 1. Conceptual Framework

2.6. Regional Government Information System (SIPD)

The Regional Government Information System (SIPD) is a system that supports the development of an integrated Electronic-Based Government System (SPBE) to achieve good governance in Indonesia (Sudianing & Seputra, 2019). SIPD also reflects the transparency of public information in regional government management, as mandated in Law Number 23 of 2014 (Nasution & Nurwani, 2021). Therefore, the government issued Regulation of the Minister of Home Affairs (Permendagri) Number 70 of 2019, accommodating electronic and integrated development planning in the SIPD system. Permendagri 70/2019 defines SIPD as an electronic-based information system containing regional development information, financial data, and other government information managed in real-time, online, and integrated. Thus, SIPD aims to support regional development from the planning stage to evaluation by utilizing integrated data and information to increase transparency in regional government governance. The urgency of implementing SIPD policies in regional development planning is based on Law Number 25 of 2004 concerning the National Development System, which requires using regional development data as an evaluation tool to measure development performance and as a basis for formulating future policies and planning. This provision is reinforced by Law Number 23 of 2014, which requires regional governments to provide and manage government information, including development data, through SIPD. To support this, the Ministry of Home Affairs issued Permendagri 70/2019 to regulate the technical aspects of SIPD to align with the SPBE architecture as part of the implementation of

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e-Government. Sudianing and Seputra (2019) identified four main aspects in developing SIPD: (1) the superstructure aspect, which includes regulations, education, and human resources (HR) for implementation; (2) the infrastructure aspect, which includes technical telecommunications facilities and internet networks; (3) the application aspect, which supports SPBE and integrates it at the national level; and (4) the content infrastructure aspect, which consists of data in SIPD. Through SIPD-based development data management, data integration from the central to regional governments can be guaranteed, thereby increasing accountability and transparency in governance. Given the importance of accurate development data and information, SIPD, as an integrated data management system, will improve the quality of regional development planning.

III. Research Method

This study uses a descriptive qualitative approach to explore and holistically understand the phenomenon of implementing the Regional Government Information System (SIPD) in development planning in Jembrana Regency (Creswell, 2015). This method systematically describes the implementation of SIPD and identifies driving and inhibiting factors. This study was conducted at the Regional Development Planning Agency (Bappeda) of Jembrana Regency, because this institution has a central role in the regional development planning process and the implementation of SIPD. The data used in this study consists of primary and secondary data. Primary data were obtained through in-depth interviews with key informants, including officials at Bappeda, SIPD operators, and other stakeholders involved in implementing the system. Meanwhile, secondary data were collected from official documents such as regulations, development planning reports, and relevant literature. Data collection techniques used in this study include interviews, observations, and document studies. Semi-structured interviews were conducted to dig deeper into in-depth information about the implementation of SIPD. In contrast, observations were conducted to understand the real conditions of system implementation in the work environment. Document studies complemented and verified data obtained from interviews and observations. Data analysis was conducted using Miles and Huberman's qualitative data analysis model, which includes three main stages: data reduction, data presentation, and conclusion (Miles & Huberman, 1994). Data reduction is done by selecting relevant information and filtering out unnecessary data. The data is then presented as descriptive narratives, tables, and diagrams to facilitate understanding. Furthermore, conclusions are drawn by identifying patterns and relationships between variables contributing to the success or obstacles in implementing SIPD. The validity of the data in this study was guaranteed through triangulation of sources and methods to ensure the reliability and accuracy of the findings. Source triangulation was carried out by comparing data from various informants. In contrast, method triangulation was carried out by combining interviews, observations, and document studies to obtain a more comprehensive picture of the implementation of SIPD. Based on this methodology, this study is expected to provide comprehensive insight into the extent to which SIPD has been implemented in Jembrana Regency and the factors that influence its effectiveness in supporting regional development planning.

IV. Results and Discussion

4.1. Results

4.1.1. Implementasi Kebijakan Sistem Informasi Pemerintahan Daerah di Kabupaten Jembrana

The implementation of SIPD in Jembrana Regency began in 2021, following the acceleration policy stated in the Circular Letter of the Minister of Home Affairs Number 130/736/SJ of 2020. SIPD is used in all stages of development planning, from preparing the initial design and planning deliberation (musrenbang) to finalizing the Regional Government Work Plan (RKPD). However, findings show that implementing SIPD in Jembrana Regency is still facing significant challenges. One of the main problems is the delay in inputting planning and budgeting data by Regional Apparatus Organizations (OPD), which is caused by the operator's

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limited understanding of the system and frequent changes in planning nomenclature. In addition, inconsistencies in the data input process and completion of the workflow in the system hinder the smooth running of the planning and evaluation process. Several OPDs also have difficulty adapting to continuous system updates, especially in mapping programs and activities, due to the latest regulations set by the central government. In addition to technical challenges in data management, limited human resources also contribute to the slow adoption of SIPD in Jembrana Regency. The number of planners with expertise in the system is still low, while the workload is relatively high because they must ensure compliance with applicable regulations. The lack of technical training for SIPD operators further exacerbates this problem, creating a knowledge gap that makes it difficult for many OPDs to operate the application effectively. In some cases, it was found that data input by OPDs still did not fully meet the expected quality standards in terms of completeness and accuracy.

4.1.2. Driving and Inhibiting Factors in the Implementation of Regional Government Information System Policies in Jembrana Regency

4.1.2.1. Driving Factors

Several factors support the implementation of SIPD in Jembrana Regency. One is clear regulations from the central government, which provide a strong legal basis for local governments to implement this system. Permendagri Number 70 of 2019 and the One Data Indonesia Policy (Presidential Regulation Number 39 of 2019) ensure local governments have a structured framework to integrate their development planning and financial data. Another driving factor is the development of information technology infrastructure, which is gradually improving. Although there are still some technical challenges, the availability of internet networks and digital platforms allows Jembrana Regency to implement SIPD without experiencing significant connectivity constraints. In addition, the push to increase transparency and accountability in development planning has encouraged local governments to optimize the use of SIPD. This system allows for real-time data integration, which improves the decision-making process and ensures that stakeholders, including policymakers and the public, can access accurate and up-to-date information. Finally, local government leaders' commitment to adopting SIPD plays an important role in facilitating implementation. Support from local governments, especially Bappeda, in encouraging the adoption of SIPD in various OPDs has helped maintain the transition to a digital planning system.

4.1.2.2. Inhibiting Factors

Despite these supporting factors, several obstacles hinder the effective implementation of SIPD in Jembrana Regency. One of the most significant challenges is the limited capacity of human resources. Many SIPD operators and planners lack sufficient knowledge and technical expertise to navigate the system efficiently. This is partly due to the lack of structured training programs, which results in data input and processing inconsistencies. Another significant issue is frequent changes in planning nomenclature and regulatory requirements. The SIPD system is frequently updated with new classifications and technical guidelines from the central government, requiring local government agencies to adapt continuously. This has led to delays in data input and disruptions in planning and budgeting processes, as OPDs struggle to keep up with the latest changes. Moreover, technical issues such as system downtime and inadequate server capacity have created difficulty accessing and inputting data. Some agencies reported experiencing delays due to slow system responses, which affect workflow efficiency. Additionally, the absence of standardized data management procedures across different OPDs has led to variations in how information is recorded and processed within SIPD. Another inhibiting factor is the lack of coordination between the central and regional governments in SIPD implementation. Some policy adjustments occur rapidly at the national level without adequate socialization at the regional level. This results in confusion among regional agencies, making it harder to align local planning processes with national policies.

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4.1.3. Solutions to Problems and Obstacles in Implementing SIPD in Improving the Quality of Development Planning

Several strategic solutions can be proposed to improve the effectiveness of SIPD implementation in Jembrana Regency. First, it is necessary to increase the capacity of human resources through continuous technical training for SIPD operators and planners. This step will help overcome the knowledge gap and improve the quality of data input into the system. Second, the local government must establish a structured coordination mechanism between Bappeda, OPD, and the central government to ensure better alignment in planning nomenclature and policy changes. This can be done by establishing a special SIPD task force responsible for monitoring regulatory updates and facilitating necessary adjustments at the regional level. Third, it is necessary to improve the technical infrastructure of SIPD, including increasing server capacity, optimizing system responsiveness, and providing real-time technical support for users. These steps will help minimize system disruptions and simplify the data input and retrieval process. Fourth, implementing standard procedures in data management is essential to ensure consistency and reliability across regional agencies. Developing clear data entry, validation, and integration guidelines in SIPD will contribute to more accurate and comprehensive development planning. In addition, strengthening monitoring and evaluation mechanisms will allow the government to track the progress of SIPD implementation and make necessary adjustments to improve its effectiveness. Finally, increasing stakeholder engagement can help ensure the smooth implementation of SIPD. Encouraging collaboration between local government agencies, policymakers, and IT experts can provide valuable insights to improve the system and address existing operational challenges.

4.2. Discussion

4.2.1. Implementation of Regional Government Information System Policy in Jembrana Regency

Implementing the Regional Government Information System (SIPD) in Jembrana Regency aims to increase regional development planning transparency, effectiveness, and efficiency. This policy refers to the Regulation of the Minister of Home Affairs (Permendagri) Number 70 of 2019, which requires regional governments to manage regional development, financial, and administrative information in an integrated system. Since its implementation in 2021, SIPD has been used in all stages of development planning, from preparing the initial design and planning deliberation (musrenbang) to finalizing the Regional Government Work Plan (RKPD). However, this study found that implementing SIPD in Jembrana Regency still faces several challenges that hinder system optimization. One of the main problems is the delay in inputting planning and budgeting data by the Regional Apparatus Organizations (OPD). This is due to the limited understanding of SIPD operators, especially in inputting, validating, and integrating data into the system. In addition, changes in development planning nomenclature periodically increase the operators' workload because they must continue to adjust the format and structure of the data used in SIPD. Operationally, Bappeda Jembrana Regency has attempted to coordinate with various OPDs to ensure smooth data input into the system. However, this study revealed that this coordination is still not optimal, especially regarding monitoring and evaluating compliance with data input. In addition, technological infrastructure is also a challenge because system access is often disrupted when used simultaneously by many users, which causes delays in data processing.

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4.2.2. Driving and Inhibiting Factors for the Implementation of the Regional Government Information System Policy in Jembrana Regency

4.2.2.1. Driving Factors

Several factors drive the implementation of SIPD in Jembrana Regency. One of them is clear regulatory support from the central government. Permendagri 70/2019 and the One Data Indonesia Policy (Presidential Regulation 39/2019) provide a strong legal basis for implementing SIPD, ensuring local governments have clear guidelines for integrating planning and budgeting data. In addition, the commitment of regional leadership is another key factor in supporting the implementation of SIPD. The Jembrana Regency Government, through Bappeda, has encouraged regional apparatus organizations (OPD) to use SIPD as the primary tool in development planning. Awareness of the importance of transparency and accountability has also motivated OPD to utilize SIPD to digitize regional planning. Another driving factor is the increasing development of information technology infrastructure. Although there are still some technical challenges, the availability of internet networks and information systems has enabled OPD to access SIPD from various locations. In addition, technical support from the SIPD central team also helped overcome technical problems faced by local governments.

4.2.2.2. Inhibiting Factors

Although there are driving factors, implementing SIPD in Jembrana Regency also faces several obstacles that must be overcome. One of the biggest challenges is the limited capacity of human resources who genuinely understand the SIPD system. Many SIPD operators and development planners in OPDs still lack a deep understanding of this system, especially regarding the synchronization and integration of data between planning and financial systems. In addition, frequent changes in planning policies and nomenclature are significant challenges. Local governments often have to quickly adapt to regulatory changes without adequate socialization from the central government. This causes delays in data input and inconsistencies between regional data and national standards. From a technical perspective, system instability is another major challenge. Many OPDs reported that the system often experiences disruptions, especially when updates are applied or users access it simultaneously. This results in delays in data processing and difficulties in validating development plans. In addition, the lack of evaluation mechanisms and disciplinary enforcement for OPDs that do not enter data on time also hampers the implementation of SIPD. The absence of a strict monitoring mechanism causes a lack of discipline among OPDs in updating their data in the SIPD.

4.2.3. Solutions to Problems and Obstacles in Implementing SIPD in Improving the Quality of Development Planning

Several strategic solutions can be applied to overcome the challenges in implementing SIPD. First, a program is needed to strengthen human resources capacity through regular technical training for SIPD operators and development planners in OPDs. This training aims to improve their understanding of the system and ensure that the data entered meets the established standards. Second, local governments must strengthen coordination between OPDs and Bappeda by forming regular communication forums related to SIPD implementation. With a better coordination mechanism, OPDs can better understand their role in managing development planning data and discuss various obstacles faced using the system. Third, improving SIPD infrastructure must be a priority from a technical perspective. Local governments can work with the central SIPD development team to increase server capacity, accelerate system performance, and provide more responsive technical support for regional users. Fourth, to improve compliance in data input, it is necessary to implement a monitoring and sanction mechanism for OPDs that do not fulfill their data input obligations in the SIPD. Local governments can set clear data input standards and consequences for OPDs that do not achieve targets. Compliance with this policy can be better maintained with a stricter monitoring mechanism.

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V. Conclusion

Based on research findings, implementing the Regional Government Information System (SIPD) in development planning in Jembrana Regency is still not optimal. Several significant challenges that hinder its effectiveness include the limited capacity of policy implementers, inadequate resource allocation, uncoordinated policy actor strategies, and low compliance and responsiveness of policy implementers. These obstacles are interrelated and directly affect the quality of development planning through SIPD. Several factors that influence the success of SIPD implementation in Jembrana Regency include: First, the limited capacity of policy implementers is caused by a lack of technical personnel and a knowledge gap between implementers in Bappeda and regional apparatus organizations (OPD). Second, the lack of network infrastructure support from the central government causes frequent system disruptions, exacerbated by changes in sub-activity nomenclature that the Ministry of Home Affairs does not communicate well. Third, weak coordination between OPDs causes delays in data delivery, and information entered into the SIPD is still incomplete. Fourth, the lack of technical guidance and training due to budget constraints and less than optimal evaluation from Bappeda slows OPD adaptation to SIPD. Finally, weak monitoring and evaluation mechanisms result in low compliance and responsiveness of policy implementers to SIPD policies.

In overcoming these challenges and increasing the effectiveness of SIPD implementation, Bappeda must focus on strengthening the capacity of implementers through technical training, socialization, mentoring, and systematic supervision with clear standard operating procedures. Adequate resource support, including workforce, budget, and technological infrastructure, is essential to ensure the success of this system. In addition, increased coordination between OPDs, the Regional People's Representative Council (DPRD), and the community is needed to align perceptions and reduce potential conflicts of interest and resistance to SIPD policies. Coordination is carried out in formal meetings and through discussion forums such as Focus Group Discussions (FGD). This forum not only functions as a forum for coordination and evaluation, but also as an opportunity for Bappeda to provide technical assistance and guidance to OPDs in utilizing SIPD effectively.

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