

IMPLEMENTATION OF ELECTRONIC GOVERNMENT IN SUMEDANG REGENCY (A Strategy for Accelerating Electronic-Based Government Systems Towards World Class Regional Government in 2030)

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ABSTRACT. *This research was aimed at providing a detailed overview of the current e-government implementation in Sumedang Regency, developing scenarios and alternatives for sustainable e-government implementation, assessing its roles in enhancing community welfare by 2030 and formulating e-government strategies for the next six years based on constructed scenarios. Qualitative methods, specifically exploratory descriptive research using scenario planning analysis by Woody Wade were employed. Data analysis utilized the SOAR tool framework. The research results showed that first, the future of e-government in Sumedang Regency hinges on two dimensions: Digital leadership and digital literacy. Second, there are four developed scenarios for e-government implementation: Cloudy, Bright, Storm, and Rain. The first scenario was the Cloudy scenario, which is a scenario in which the digital leadership of regional leaders in Sumedang Regency is strong, but the digital literacy of state officials and citizens is low. The second is the Bright Scenario, a scenario in which the digital leadership of regional leaders in Sumedang Regency is strong and the digital literacy of state officials and citizens is high. The third is the Storm Scenario, a scenario in which the digital leadership of regional leaders in Sumedang Regency is weak and the digital literacy of state officials and citizens is low. The fourth, is the Rain Scenario, a scenario in which the digital leadership of regional leaders in Sumedang Regency is weak, but the digital literacy of state officials and citizens is high.*

Keywords: *E-Government; Digital Leadership; Digital Literacy; Scenario Planning*

PELAKSANAAN PEMERINTAHAN DIGITAL DI KABUPATEN SUMEDANG (Strategi Percepatan Sistem Pemerintahan Berbasis Elektronik Menuju Pemerintah Daerah Kelas Dunia Pada Tahun 2030)

ABSTRAK. *Penelitian ini bertujuan untuk memberikan gambaran rinci mengenai implementasi e-Government saat ini di Kabupaten Sumedang, mengembangkan skenario dan alternatif implementasi e-Government yang berkelanjutan, menilai perannya dalam meningkatkan kesejahteraan masyarakat pada tahun 2030 dan merumuskan strategi e-Government untuk enam tahun ke depan berdasarkan skenario yang dibangun. Metode yang digunakan adalah metode kualitatif, khususnya penelitian deskriptif eksploratif dengan menggunakan analisis perencanaan skenario oleh Woody Wade. Analisis data menggunakan kerangka alat SOAR. Hasil penelitian menunjukkan bahwa pertama, masa depan e-Government di Kabupaten Sumedang bergantung pada dua dimensi: kepemimpinan digital dan literasi digital. Kedua, ada empat skenario implementasi e-Government yang dikembangkan: Mendung, Terang, Badai, dan Hujan. Skenario pertama adalah skenario Cloudy, yaitu skenario dimana kepemimpinan digital pemimpin daerah di Kabupaten Sumedang kuat, namun literasi digital pejabat negara dan masyarakat rendah. Kedua, Skenario Cerah, yaitu skenario dimana kepemimpinan digital pemimpin daerah di Kabupaten Sumedang kuat dan literasi digital pejabat negara dan masyarakat tinggi. Ketiga, Skenario Badai, yaitu skenario dimana kepemimpinan digital pemimpin daerah di Kabupaten Sumedang lemah dan literasi digital pejabat negara dan masyarakat rendah. Keempat, Skenario Hujan, yaitu skenario dimana kepemimpinan digital pemimpin daerah di Kabupaten Sumedang lemah, namun literasi digital pejabat negara dan masyarakat tinggi.*

Kata kunci: *Pemerintahan Digital; Kepemimpinan Digital; Literasi Digital; Perencanaan Skenario.*

INTRODUCTION

Despite the benefits of e-government in public administration context, however its implementation in developing countries failed to meet expectations due to many challenges that hinder its effectiveness (Pangaribuan, 2019). One primary issue is the digital divide, which encompasses the disparities in access to technology and the internet (Priyatna et al.) In many developing countries, a significant portion of the population needs more reliable internet access and digital literacy to utilize e-government services effectively. This gap limits the reach of such initiatives and exacerbates existing inequalities. Additionally, the infrastructure in these countries needs to be more developed, leading to issues such as inconsistent power supply and inadequate technological support, which further impede the functionality and reliability of e-government systems (Alfiani et al, 2024).

Furthermore, institutional weaknesses play a critical role in the underperformance of e-government policies. Corruption, bureaucratic inertia, and a lack of political will often undermine the implementation and sustainability of e-government initiatives (Samsoor, 2020). These factors result in insufficient allocation of resources, both financial and human, and hinder the establishment of a conducive environment for e-governance. Moreover, the legal and regulatory frameworks in developing countries often need to be equipped to address the complexities of digital governance, leading to issues related to data privacy, security, and interoperability of systems (Abdulnabi. SM, 2024). Another significant challenge is the sociocultural resistance to change. In many developing nations, there is a strong preference for traditional interaction methods with government officials, which are perceived as more personal and trustworthy. This cultural inclination towards face-to-face communication can lead to resistance against adopting digital platforms for government services ([Cheshmehzangi et al, 2022](#)).

Additionally, the need for more trust in government institutions, often from historical and socio-political contexts, can deter citizens from engaging with e-government services.

In summary, the evaluation of e-government policies in developing countries frequently reveals a gap between expectations and reality due to technological, institutional, and socio-cultural barriers. Addressing these challenges is a collective responsibility that requires a multifaceted approach. Your role, as policy makers, researchers, and professionals in the field of e-government and public administration, is crucial in improving digital infrastructure, enhancing institutional capacity, fostering political commitment, and promoting digital literacy and trust among citizens. Only through such comprehensive efforts can the potential of e-government be fully realized in these contexts.

The government has issued Presidential Instruction Number 3 of 2003 concerning National Development Policy and Strategy-Government, and Presidential Decree Number 95 of 2018 concerning Electronic-Based Government Systems (SPBE). However, the implementation of the National SPBE policy has not been optimal. In 2021, the SPBE Index only reached 2.26 or had the predicate "Adequate", while in 2022 the National SPBE Index only reached 2.34 or had the predicate "Sufficient".

The implementation of SPBE in Sumedang Regency is quite optimal. Every year it increases. In 2020 it reached 3.81, in 2021 it was 3.52, and in 2022 it reached 3.84 or was rated "Very Good" and First Best National (Local Government Category). SPBE implementation in Sumedang Regency plays an important role in spurring government performance (a high Bureaucratic Reform indicator) but has not had a significant impact on improving community welfare, as seen from indicators of reducing poverty rates and open unemployment rates.

The poverty rate in Sumedang Regency in 2023 will still be at 9.36%, or down 0.78% from the previous year of 10.14%. Likewise,

unemployment in 2023 will be at 6.94% or down 0.78% from the previous year of 7.72%. In practice, the implementation of *e-government* is largely determined by digital leadership and digital literacy, there is no guarantee of its sustainability or certainty of its impact on improving people's welfare. Hence the title of this study is “The Implementation *e-Government Scenario Planning* in Sumedang Regency (SPBE Acceleration Strategy towards World Class Regional Government in 2030)”.

RESEARCH FRAMEWORK

The research framework in this research starts from identifying problems and is elaborated in the formulation of problems related to the implementation of e-government in Sumedang Regency, as follows:

1. How e-government was implemented in Sumedang Regency in 2022 based on the results of the 2023 evaluation?
2. How is the *Scenario Planning* for the implementation of e-government in Sumedang Regency in 2030?
3. What is the strategy that needs to be implemented for accelerating e-government in Sumedang Regency towards world-class regional government by 2030?

The analytical tool to discuss the problem weighed various theories related to government science, government paradigms, and management, as well as e-government and scenario planning. More specifically, this research used theory of Government Science (Bevir, 2007) as its grand theory, paradigm theory, and Government Management (Sadu Wasistiono and Fernandes Simangunsong, 2015 and Ryass Rasyid, 2007) as middle range theory, as well as theories about e-government or SPBE (Latif Al-Hakim, 2007) and Scenario Planning theory (Woody Wade, 2014) as its application theory.

The first research stage was conducting mapping implementation of e-government in Sumedang Regency through literacy study methods and triangulation data. This activity is directed at identifying implementation

achievements of the e-government in Sumedang Regency, both related to the policy domain, governance domain, management domain, and service domain. The second stage is just executing scenario planning e-government in Sumedang Regency through the method of Focus Group Discussion (FGD) and triangulation data. This activity was carried out to develop four implementation scenarios for e-government in the future. Finally, the third stage is preparing an acceleration strategy through the SOAR analysis framework. The result is finding a comprehensive strategy to accelerate e-government implementation that leads to the establishment of a world-class regional government by 2030.

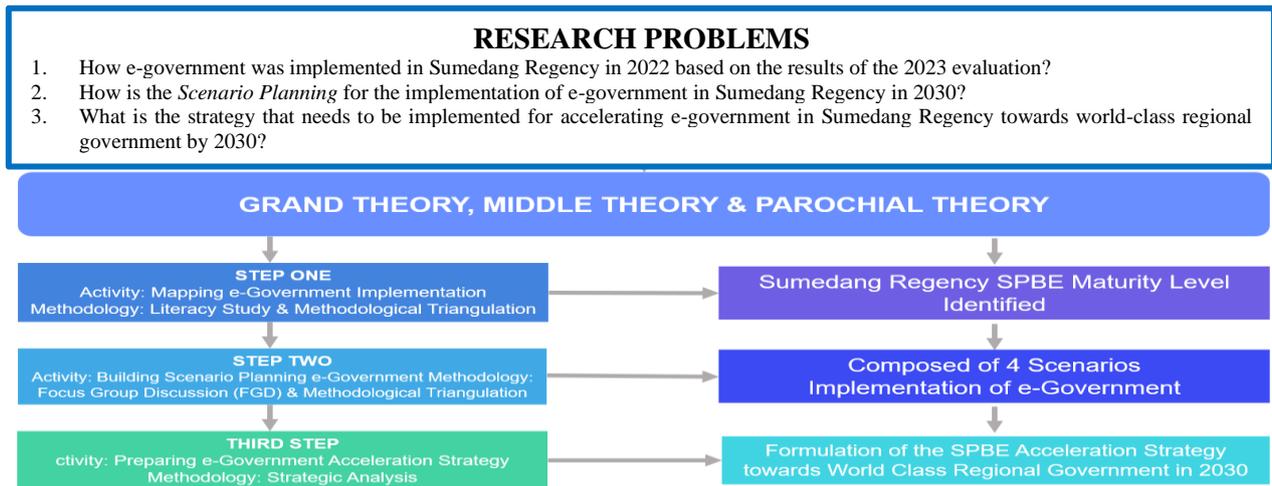


Figure 1. Research Framework

The novelty of this paper is that it employs scenario planning to envision sustainable e-government solutions. Scenario planning involves anticipating future scenarios and developing strategic responses to ensure the long-term sustainability of e-government initiatives. This novel approach addresses current shortcomings by promoting a comprehensive strategy that includes enhancing digital infrastructure, strengthening institutional capacity, fostering political commitment, and building digital literacy and trust among citizens. By integrating scenario planning, this paper provides a strategic framework to assess and improve the sustainability and effectiveness of e-government in developing countries.

METHOD

The qualitative methods, specifically exploratory descriptive research using scenario planning analysis by Woody Wade (2014) were employed. Creswell (2018:51) stated that qualitative research is an approach to exploring and understanding the meaning that individuals or groups give to a social or humanitarian problem. The analysis technique for determining the strategy used the SOAR tool framework.

The qualitative research was chosen to construct and describe the future scenarios of implementing e-government in Sumedang Regency by collecting, analyzing, and interpreting data and facts as alternative problem-solving to accelerate the implementation of e-government in Sumedang Regency in 2030.

Operationalization of the concept was carried out to facilitate the preparation of research instruments. The operationalization of the concept of scenario planning is as follows:

Table 1. Concept of Operationalization

Concept	Dimensions	Indicator
Scenario Planning	Defining Challenges	1. Common Challenges 2. Specific Challenges
	Gathering Information	1. Bureaucratic Performance and Digital Government Leadership 2. Community Welfare and Digital Literacy Level
	Identifying Driving Factors	1. Political Aspects 2. Economic Aspects 3. Social Aspects 4. Technological Aspects
	Defining Critical Future Uncertainties	1. Government Leadership 2. Culture and Community Character 3. National Digital Policy 4. Geopolitics and Geoeconomics 5. Technological Leap
	Refining and Creating Storylines	1. Scenario 1 Storyline (Cloudy) 2. Scenario Storyline 2 (Bright) 3. Scenario Storyline 3 (Storm) 4. Out of Story Scenario 4 (Rain)

Source: Woody Wade (2014) and Researcher Processing Results (2023)

The first stage of research was aimed at conducting mapping or implementing snapshot current e-government in Sumedang Regency. The mapping was aimed at identifying the maturity level of SPBE implementation in Sumedang Regency which is related to policy, governance, management, and service domains. The data comes from implementation documents and the SPBE Index for Sumedang Regency in 2022, based on the evaluation results of the Ministry of PANRB in 2023, as additional data is the implementation document and the SPBE Index of Sumedang Regency for 2018-2021 based on the evaluation results of the Ministry of PARNB in 2019-2022.

The second research stage was developing scenarios planning. Data collection techniques were carried out through Focus Group Discussions (FGD) with decision-making officials and experts in the fields of government science, informatics science, and public policy science. Also supported by in-depth triangulation interviews with the same

experts as mentioned, as well as a literature study.

The steps in building a scenario were carried out in six steps as argued by Woody Wade (2012:41), as follows:

- a. Defining Challenges
- b. Gathering Information
- c. Identifying Driving Factors
- d. Defining Critical Future Uncertainties
- e. Creating Scenarios
- f. Refining and Creating Storylines

After the scenario had been created, another very important part and the main focus in this research was developing an acceleration strategy for e-government towards the realization of a world-class regional government by 2030 based on existing scenarios. The preparation of this strategy was carried out using SOAR analysis by identifying its Strengths, Opportunities, Aspirations, and Results. The data from the previous implementation was identified and then the four scenarios played an important role in taking the

next step in formulating the most appropriate implementation strategy based on the SOAR analysis.

This next stage was analyzing secondary data from previous research studies and conducting interviews with 42 informants that were categorized into two groups. The first group came from the government and stakeholders, both from the center and regions who served as the primary research subjects. The second ones were experts who were competent in e-government. At this stage, triangulation techniques were also carried out to interpret existing secondary data and maintain objectivity. The triangulation used in this first stage of the research was methodological triangulation and was carried out sequentially explanatory strategy.

RESULTS AND DISCUSSION

1. E-Government Implementation

An Electronic Based Government System (SPBE) is a government administration that utilizes information and communication technology to provide services to users. To ensure that the implementation of SPBE in Central Agencies and Regional Governments is in line with integrated principles, Central Agencies and Regional Governments implement SPBE elements by the SPBE Governance and Management framework so that the implementation can run effectively, efficiently, sustainably, and be able to produce quality and optimal services. To measure the development of SPBE implementation in Indonesia, the Ministry of PANRB together with the National SPBE Coordination Team carried out Monitoring and Evaluation. In 2022, monitoring carried out using instruments as regulated in PANRB Ministerial Regulation Number 59 of 2020 concerning SPBE Monitoring and Evaluation.

The implementation of SPBE is assessed using the maturity level method which is a framework for measuring the degree of maturity of its implementation in terms of process capability and technical function capability of SPBE. The SPBE maturity level

consists of 5 (five) levels, which indicate certain maturity characteristics in the capability of process and the technical function capability. The Monitoring Assessment is based on information provided by Central Agencies and Regional Governments through self-assessment activities and document assessment.

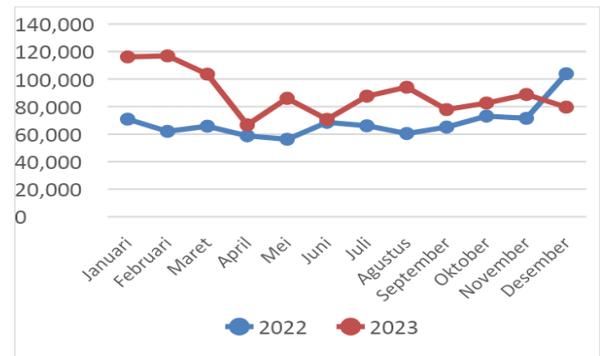
Based on the results of monitoring and evaluation, the SPBE index and predicate values for central and regional government agencies in 2022 have been obtained as stated in the Decree of the Minister for Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia Number 108 of 2023 concerning Monitoring and Evaluation Results of Electronic-Based Government Systems in Central Agencies and Regional Government in 2022. In this decision, it was stated that the Sumedang Regency Regional Government achieved an index of 3.84 in the predicate **Very Good**. Furthermore, it can be explained that the maturity level of SPBE implementation process capabilities in the SPBE policy, governance, and management domains in 2022, Sumedang Regency was included in the category **Integrated** and **Measurable**. It meant that SPBE's policy, governance, and management processes have been implemented in integration with other governance processes and their performance has been measured quantitatively. Meanwhile, the maturity level of SPBE implementation service capabilities in the SPBE service domain, Sumedang Regency was included in the category **Collaboration**, meaning that SPBE services have been provided through integration with other SPBE services.

Table 2. 2022 SPBE Monitoring and Evaluation Results

Nama Indeks	Nilai 2022
SPBE	3,84
Domain Kebijakan SPBE	4,70
Kebijakan Internal Tata Kelola SPBE	4,70
Domain Tata Kelola SPBE	2,60
Perencanaan Strategis SPBE	2,75
Teknologi Informasi dan Komunikasi	2,75
Penyelenggara SPBE	2,00
Domain Manajemen SPBE	3,55
Penerapan Manajemen SPBE	3,75
Audit TIK	3,00
Domain Layanan SPBE	4,38
Layanan Administrasi Pemerintahan Berbasis Elektronik	4,20
Layanan Publik Berbasis Elektronik	4,67

Source: Ministry of PANRB (2023)

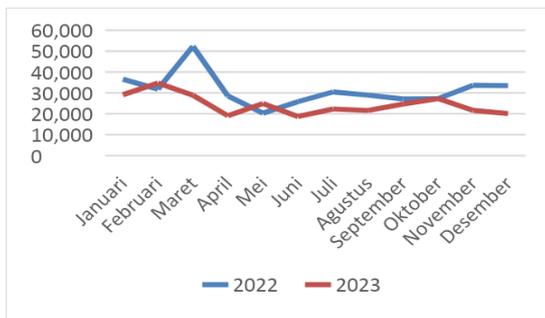
In its implementation, various SPBE services in Sumedang Regency, as explained in the service domain description above, have been integrated into 3 (three) Super Applications (Super Apps), namely the ASN e-Office Super App, Village e-Office Super App, and Super Sumedang Tahu App. The ASN e-Office Super App is an SPBE service intended for use by ASN ranks within the Sumedang Regency Regional Government (G to G). The Village e-Office Super App is an SPBE service intended for use by Village Officials within the Sumedang Regency Regional Government (G to G). The Tahu Sumedang Super App is an SPBE service aimed at residents of Sumedang Regency (G to C and G to B). The three Super Apps have website-based accessibility (*Web-based*) and smartphone (*Mobile-based*).



Sources: Sumedang Regency Diskominfosanditik (2023)

Figure 2. Use of the ASN e-Office Super App

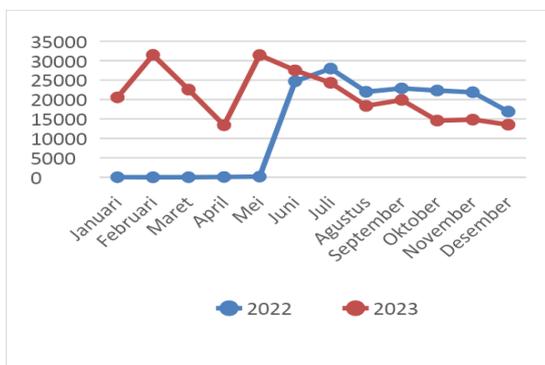
Based on the graph above, the level of usage of various services available on the ASN e-Office Super App over the two years, in 2022 and 2023, has generally increased. However, at the end of the year, it experienced a decline. In December 2022, the number of ASN e-Office Super App users reached 103,914 activities, becoming 79,600 activities in December 2023. This meant that the digital literacy of Sumedang Regency ASN has increased, but not significantly.



Source: *Sumedang Regency DiskominfoSanditik (2023)*

Figure 3. Super App Usage Activities e-Office Desa

The level of use of various services available on the Village e-Office Super App over the two years, in 2022 and 2023, has generally decreased. This position is visible, especially at the end of the year. In December 2022 the number of Super App e-Office Village users reached 33.503 activities, while in December 2023 it only reached 20.110 activities. This indicated that the digital literacy of village officials in Sumedang Regency has decreased.

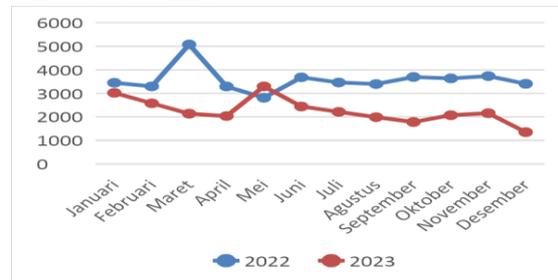


Source: *Sumedang Regency DiskominfoSanditik (2023)*

Figure 4. Activities for Using the Tahu Sumedang Super App

Based on the graph above, the level of usage of various services available on the Tahu Sumedang Super App over the two years, in 2022 and 2023, has generally increased but not significantly. For the first six months, there was a significant increase in the use of the Tahu Sumedang Super App, but it decreased in the following six months. In July 2022, the number

of Super App Tahu Sumedang users reached 27.957 activities, while in July 2023 it decreased to 24.295 activities. Meanwhile, in December 2022, the number of users will reach 16,895 activities, while in December 2023 only 13.525 activities. This showed that people's digital literacy in the Sumedang Regency tended to decline.



Source: *Sumedang Regency DiskominfoSanditik (2023)*

Figure 5. Use of the WAKEPO Service

Out of the three Super Apps, which used system-based and mobile-based, the Sumedang Regency Regional Government has also launched a message-based digital service or massaging-based in 2021, called WhatsApp Information Needs and Online Services (WAKEPO). WAKEPO is the main gate or gateway to access various Sumedang Regency Regional Government digital platforms. Over the last two years, the use of WAKEPO services has shown a decline. In January 2022, the number of WAKEPO service users reached 3,450 services, while in January 2023 it was only 3,020. Furthermore, in December 2022, the number of WAKEPO users reached 3,408 services, while in December 2023 it was less than half, that was 1,350 services.

Based on a description of the implementation of SPBE or e-government in Sumedang Regency in 2022, as well as data on the use of various services available on the ASN e-Office Super App, Village e-Office Super App, Tahu Sumedang Super App, and WAKEPO, it could be said that the implementation of e-government in Sumedang Regency has been increasing but it has not been significantly correlated with the increasing of digital literacy of ASN, village officials or the community. The trend tended to be mediocre, in fact people's digital literacy which could be

seen in the use of the Super App Tahu Sumedang service, in the last six months of 2023 have experienced a decline compared to the last six months of 2022.

From the description above, it was concluded that the implementation of e-government in Sumedang Regency has not had a significant impact on improving community welfare. Even though various macro development indicators in Sumedang Regency have improved, their achievements were still below the average for West Java Province. This was partly due to the digital literacy of ASN, village officials, and the community in Sumedang Regency which was not optimum. Various digital platforms that have been built and provided by the Sumedang Regency Regional Government have not been fully utilized properly.

2. Scenario Planning

Table 3. Achievements of Sumedang Regency Macro Development Indicators

Indicators	Unit	2022	2023	Information
Human Development Index	Point	72.69	74.02	Increased 1,33 point
Poverty Level	Persen	10.14	9.36	Decreased 0,78%
Open Unemployment Rate (TPT)	Persen	7.72	6.94	Decreased 0,78%
Gini Ratio	Point	0.394	0.366	Decreased 0,028 point
Economic Growth (LPE)	Persen	5.03	5.01	Growing but experiencing a slowdown of 0.02%
GRDP Per Capita Based on Current Prices	Million Rupiah	34.46	36.77	Increased by 2,31 million rupiah

Source: Sumedang Regency Bappeda (2023)

On the other hand, from the perspective of the performance of the Sumedang Regency Regional Government every year, the increasing of SPBE Index or the implementation of e-government in Sumedang Regency significantly correlated with the increasing of various indicators of Bureaucratic Reform.

Table 4. Achievements of Sumedang Regency Regional Government Bureaucratic Reform Indicators

Indicators	Unit	2022	2023	Information
Bureaucratic Reform Score (Kemenpan RB)	Point	71.82	81.98	Level Up from BB to A
SAKIP Score (Kemenpan RB)	Point	76.15	77.16	BB Category
Merit System Index (KASN)	Point	343.5	348	Very Good
ASN Professionalism Index (BKN)	Point	63.9	83.2	Increased
Public Services Index (Kemenpan RB)	Point	4.66	4.19	Decreased
Public Service Compliance (Ombudsman)	Point	79.57	92.35	Level up from B (High Quality) to A (Highest Quality)
SPIP Maturity (BPKP)	Point	2.8	3.2	APIP Capability Level 3
MCP Score (KPK)	Point	95.45	91.5	Different assessment Indicator

Source: Sumedang Regency Bappeda (2023)

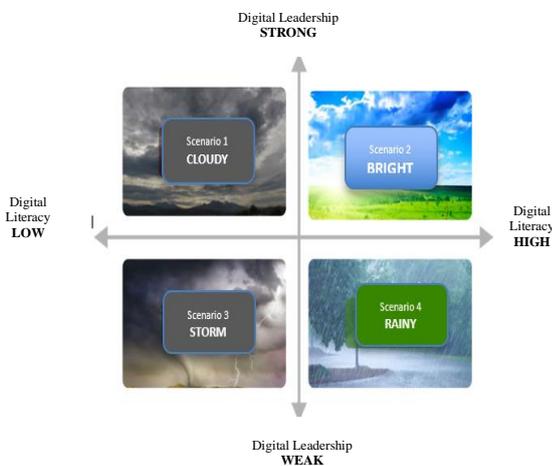
Based on the results of Group Discussion (FGD) and interviews with informants, as well as the results of the elaboration of various emerging challenges, developing information, driving factors, and critical uncertainty in the future, 2 (two) main dimensions were identified which determine implementation e-government in Sumedang Regency towards the realization of world-class regional government by 2030, they were:

First, Digital Leadership. Leadership is a key factor in administering government in Indonesia, especially in regional government governance. Understandably, most government policies are still dominated by the central role of the leader (ruling process), although in some cases are built based on mutual understanding with various stakeholders (governing process), even though certain things have been done systematically (administering process). Because of that, in the governance process that is still dominated by the role of leadership, the good and bad of the leadership will greatly determine the good and bad of the government. Likewise in the implementation of e-government, the role of regional leaders with their digital leadership competencies is very important and crucial.

Second, Digital Literacy. If we look at the data and the fact that the majority of people in Indonesia in general and particularly in Sumedang Regency, are connected to the internet and active on social media, it is very illogical if the poverty and unemployment rates are still high. The poverty rate in Sumedang

Regency in 2023 was 9.36% and the open unemployment rate was 6.94%. This showed that high internet penetration has not been significantly correlated with increasing people's welfare, meaning that people's digital literacy is still low, that is, people's ability to use digital tools to increase productivity is still very low. Therefore, the Digital Literacy aspect has a very high influence on the success of the implementation of e-government for the improvement of the well-being and happiness of the community.

Based on the comprehensive annalisys of the two dimensions or axes above from an analytical perspective of scenario planning, it was obtained 4 quadrant scenarios as follows:



Source: *Researcher Processing Results (2023)*

Figure 6. Scenario Planning for Implementation of e-Government in Sumedang Regency

The research results show that 2 (two) main dimensions will determine the future of e-government implementation in Sumedang Regency, they are Digital Leadership and Digital Literacy, and 4 (four) scenarios obtained through this research. First, the Cloudy Scenario (*Skenario Mendung*). It's a scenario where the digital leadership of regional leaders in Sumedang Regency is strong, but the digital literacy of state officials and citizens is low. Second, the Bright Scenario (*Skenario Cerah*), indicates the digital leadership of regional leaders in Sumedang Regency is strong and the digital literacy of state officials and citizens is high. Third, the Storm Scenario (*Skenario Badai*) is a scenario where the Digital Leadership of regional leaders in Sumedang Regency is weak and the Digital Literacy of state officials and citizens is low. Fourth, the Rain Scenario (*Skenario Hujan*) means a scenario which shows the digital leadership of regional leaders in Sumedang Regency is weak, but the digital literacy of state officials and citizens is high.

3. Strategy for Sumedang World Class

Based on the identification of factors from strengths, *opportunities*, *aspirations*, and results, then a SOAR analysis was carried out. Starting by linking Strengths with Aspirations (S–A), then Opportunities with Aspirations (O–A), then synergizing Strengths with Results (S–R), and Opportunities with Results (O–R).

Table 5. SOAR Analysis

<p>STRATEGIC INQUIRY AND APPRECIATIVE INTENT</p>	<p>STRENGTHS</p> <ul style="list-style-type: none"> • Digital leadership in Sumedang Regency is relatively growing at every level of government bureaucratic management. • The existence of Sundanese culture emphasizes the importance of a diligent and serious mental attitude in various matters, including digital literacy. 	<p>OPPORTUNITY</p> <ul style="list-style-type: none"> • The development of learning marketplace technology and generative AI will trigger an increase in the digital leadership capacity of government bureaucracy • The growth of the digital economy will ignite people's digital literacy.
<p>ASPIRATIONS</p> <ul style="list-style-type: none"> • Increasing digital leadership capacity at every level of government bureaucratic management in a structured, systemic and massive manner. • Increasing people's digital literacy to solve various basic social problems of life. 	<p>STRATEGY – A</p> <ul style="list-style-type: none"> • Take advantage of the growing digital leadership in government to increase society's digital literacy to be able to solve basic social problems. • Take advantage of a mental attitude based on Sundanese culture to increase digital leadership capacity at every level of bureaucratic management. 	<p>STRATEGY O – A</p> <ul style="list-style-type: none"> • Utilize learning marketplace technology and generative AI to increase digital leadership capacity at every level of government bureaucratic management. • Utilize digital economic opportunities by increasing people's digital literacy
<p>RESULTS</p> <ul style="list-style-type: none"> • The realization of a world-class government in 2030 will be marked by high achievements in bureaucratic reform indicators. • The realization of social prosperity and happiness in 2030 will be marked by high achievements in macro development indicators. 	<p>STRATEGY S – R</p> <ul style="list-style-type: none"> • Create a world-class government by 2030 by encouraging digital leadership in the growing government bureaucracy. • Realize the welfare and happiness of society in 2030 by encouraging the strengthening of digital literacy and mental attitudes based on Sundanese culture. 	<p>O – R STRATEGY</p> <ul style="list-style-type: none"> • Take advantage of learning marketplace technology and generative AI to create a world-class government by 2030. • Take advantage of digital economic opportunities to realize people's prosperity and happiness by 2030.

Based on the SOAR analysis above, 4 (four) implementation acceleration strategies produced by *e-government* Sumedang Regency are heading towards world-class government by 2030 as follows:

1. Strengths – Aspirations (S – A) Strategy or Flame Strategy (*Strategi Api Menyala*)

- a. Take advantage of the growing digital leadership in the government bureaucracy to increase society's digital literacy so that they can solve various basic social problems.
- b. Take advantage of a mental attitude based on Sundanese culture to increase digital leadership capacity at every level of government bureaucratic management.

The Flame Strategy metaphor describes an effective strategy that utilizes flames or the spirit of leadership and mental attitudes based on Sundanese culture to increase people's digital literacy and optimize digital leadership capacity in government bureaucracy.

2. Opportunities – Aspirations (O – A) Strategy or Tornado Strategy (*Strategi Angin Tornado*)

- a. Leverage technology learning marketplace and generative AI to increase digital leadership capacity at every level of government bureaucratic management.
- b. Utilize digital economic opportunities by increasing the digital literacy of ASN, village officials and the community.

The Tornado Strategy metaphor describes an effective strategy that utilizes digital technological leaps in various fields, especially the digital economy, which is developing extraordinarily rapidly but as disruptively as a tornado, to increase digital leadership capacity in government bureaucracy and increase digital literacy in society.

3. Strengths – Results (S – R) Strategy or Cracking Ground Strategy (*Strategi Tanah Merekah*)

- a. Create a world-class government in 2030 by encouraging digital leadership in the growing government bureaucracy.
- b. Realize the welfare and happiness of society in 2030 by encouraging the strengthening of digital literacy and mental attitudes based on Sundanese culture.

The Cracking Ground Strategy metaphor describes an effective strategy like Tanah Merah, where the grand vision of world-class government and the welfare and happiness of society is realized by increasing the digital leadership capacity of the government bureaucracy and digital integration of society.

4. Opportunities – Results (O – R) Strategy or Currents Strategy (*Strategi Air Mengalir*)

- a. Take advantage of the technology *learning marketplace* and *generative AI* to realize world-class government in 2030.
- b. Take advantage of digital economic opportunities to realize people's prosperity and happiness in 2030.

The current strategy metaphor describes an effective strategy like flowing water, where digital technology and the digital economy are utilized as well as possible and continuously to create world-class government and the welfare and happiness of society.

CONCLUSION

1. The implementation of e-government in Sumedang Regency in 2022 was "Very Good" with the SPBE Index reaching 3.84 (National Best) played an important role in spurring improvements in government performance, but has not had a significant impact on improving community welfare.

2. There are 4 (four) scenarios obtained based on the results of the scenario planning analysis, namely:
 - **The Cloudy Scenario.** It's a scenario where the digital leadership of regional leaders in Sumedang Regency is strong, but the digital literacy of state officials and citizens is low.
 - **The Bright Scenario.** It's a scenario that shows the digital leadership of regional leaders in Sumedang Regency is strong and the digital literacy of state officials and citizens is high.
 - **The Storm Scenarios.** It's a scenario in which the digital leadership of regional leaders in Sumedang Regency is weak and the digital literacy of state officials and citizens is low.
 - **The Rain Scenario,** namely a scenario where the digital leadership of regional leaders in Sumedang Regency is weak, but the digital literacy of state officials and citizens is high.
3. Based on SOAR analysis, 4 (four) implementation acceleration strategies were produced by e-government Sumedang Regency towards world-class government by 2030:
 - Flame Strategy (S – A)
 - Tornado Strategy (O – A)
 - Cracking Ground Strategy (S – R)
 - Current Strategy (O – R)

RECOMMENDATION

1. To ensure the sustainability and improvement of e-government implementation in Sumedang Regency, it is recommended to practice coaching, mentoring, and counseling implementation of e-government by involving experts and practitioners at e-government national and global levels.
2. The result of scenario planning implementation of e-government in Sumedang Regency is predictive, which contains many possibilities and uncertainties. It is recommended to have more in-depth risk mitigation for all scenarios and storylines that have been

prepared, as well as building a joint commitment from all regional components to work together or "*Sabilulungan*" in fighting for it.

3. To ensure the sustainability of the program, it is recommended that the Sumedang District Government immediately prepare a grand design and implementation road map of e-government in Sumedang Regency towards a world class regional government in 2030, by using the results of this scenario planning as the main reference.

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