

Analysis of the Implementation Strategy for Electronification of Local Government Transactions (ETPD) in Soppeng Regency, Indonesia

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Received: Oct 08, 2022
Revised : Dec 06, 2022
Accepted: Dec 30, 2022
Available Online: Jun 30, 2023

Abstract

This study aims to determine the appropriate strategy for the implementation of Electronification of Local Government Transactions (ETPD) program in Indonesia through SWOT (strengths, weaknesses, opportunities, and threats) analysis. ETPD program, as promoted by the Presidential Decree Number 3 of 2021, is intended to provide maximum benefits to local government and the community. To achieve the primary objective of this study, a descriptive method was employed, with Soppeng Regency Local Government serving as the focal point. Accordingly, the analysis was based on the Cartesian diagram and from the obtained results it was found that the appropriate strategy for digitalization in the Regency lied in Quadrant II (positive, negative). This study concluded that internal factors such as the decree regarding the P2DD Task Force, increased regional revenue, young and active employees, and the successful bureaucratic reform initiatives, are significant strengths possessed by the Soppeng Regency Local Government. However, these strengths were accompanied by challenges or threats from certain external factors including insufficient banking infrastructure, lack of digital literacy socialization, and inadequate telecommunications network. Given these conditions, it was crucial to adopt a diversified approach and formulate additional tactical strategy, rather than solely relying on existing ones, to ensure that the local government would be able to effectively carry out their tasks and provide optimal services to the community.

Keywords: SWOT Analysis, Cartesian Diagram, ETPD, Soppeng Regency

INTRODUCTION

The Covid-19 pandemic has brought about a new order within society, compelling the implementation of social distancing measures and encouraging a transition towards cashless transactions and electronic money. A report by CNN Indonesia (2020) highlighted an increase in cashless transactions amidst this pandemic. Furthermore, the Visa Consumer Payment Attitude study conducted in August-September 2020 revealed that the projected timeline for achieving a cashless society, initially estimated to be 2030, could be accelerated to 2026 due to the impact of the pandemic (Richard, 2021).

In response to this situation, government has also adapted by providing public services that minimize the need for face-to-face interactions. Digital platforms such as telephone services and third-party applications have enabled individuals to access their entitled services.

To accommodate technological advancements and provide positive impetus for local government, President Joko Widodo issued the Presidential Decree Number 3 of 2021 regarding the Task Force for the Acceleration and Expansion of Regional Digitalization, which was signed on March 4, 2021. The main content of this decree focused on the establishment of the Task Force for the Acceleration and Expansion of Regional Digitalization, also known as the P2DD Task Force, with the aim of accelerating and expanding electronic transactions in the regions. Furthermore, this regulation serves as the foundation for local government to respond promptly to behavioral changes caused by the pandemic and to adopt technological advancements. It is important to note that the implementation of regional financial digitalization will enhance transparency, efficiency, and accountability.

Regional financial digitalization is not a new concept in the governance of local government, as several regulations have been issued to accommodate the implementation of digital transactions. Presidential Regulation Number 95 of 2018 introduced the Electronic-Based Government System (SPBE). However, a central government evaluation conducted in May 2020 revealed significant variations in the implementation of Electronification of Local Government Transactions (ETPD). While some regions have achieved a digital classification (115 Local Government), the assessment results of ETPD Index indicated that many other regions are still classified as developed, developing, or initiating (427 Local Government). Therefore, the new presidential decree issued in 2021 was expected to serve as a stepping stone not only for the central government but also for local government to maximize the electronification program (Saputri, 2021). The primary objective was to enforce ETPD, which will not only lead to an increase in Local Own-Source Revenue (PAD) but also provide a platform for accelerating public service delivery through digitalization during the pandemic. ETPD refers to the efforts undertaken by local government to digitize both local revenue and expenditure transactions, transitioning from cash to cashless transactions. This digitalization initiative aims to establish efficient, effective, transparent, secure, and reliable administration of local government.

As a subsequent measure following the implementation of the presidential decree, local government are required to establish Regional Digital Acceleration and Expansion Teams (TP2DD) led by their respective regional heads. These teams play a crucial role in driving the implementation of ETPD and promoting nationally integrated digital inclusive regional finances. An

illustration of ETPD in action can be observed in the cashless distribution of social assistance through initiatives like the Family Hope Program (PKH). However, the actual implementation of financial digitalization by local government is not as simple as it may seem on paper. Several regions face challenges and threats, as revealed in the study conducted by the P2DD Task Force, where it was stated that around 151 regions are still at the developing level and 6 are at the initiating level, far from reaching target of government of achieving the Digital or Developed level.

The uneven implementation of regional digitalization policies necessitates further examination. Therefore, this study was conducted with the aim of understanding the implementation strategy for ETPD, taking Soppeng Regency Local Government as the object, and identifying the threats encountered in realizing this development in this target area. The selection of Soppeng Regency as the object of the study is justified by the success of its local government. This region received recognition from Bank Indonesia as the second-largest recipient of regional taxes through QRIS in South Sulawesi Province in 2021 and was listed among the top 5 innovative implementation of ETPD in South Sulawesi Province in 2022 (Haeril, 2022).

The strategy used by Soppeng Regency Local Government in implementing ETPD is analyzed using SWOT analysis. SWOT is an acronym for strengths, weaknesses, opportunities, and threats. According to Jogiyanto (2005), SWOT analysis is used to identify the strengths and weaknesses of resources owned by a company or entity, as well as external opportunities and threats. Dyson (2004) further explains that the purpose of this analysis was to connect internal and external factors to stimulate the emergence of new strategy or ideas. Strategy

planning is developed based on analysis of company strategy factors in accordance with the current condition, which is known as a situation analysis. Accordingly, SWOT analysis is considered the most appropriate approach for conducting a situation analysis. It involves a comparison of internal factors, such as strengths and weaknesses, with external factors like opportunities and threats.

Several previous studies have employed SWOT analysis for policy strategy selection in local government. Examples include Apriandes, et al. (2013), Abdussamad & Amala (2016), Subaktilah, et al. (2018), and Astuti & Ratnawati (2020). However, none of these studies specifically addressed the implementation strategy of ETPD in Local Government. Saputri (2021) conducted a study on the implementation strategy of ETPD but focused solely on the general strategy for local government. Notably, the novelty of this study lies in its selection of a specific local government as a case study, namely Soppeng Regency, to gain a clear understanding of the implementation of ETPD in the region.

METHODS

This is a descriptive study that utilized a qualitative approach. The purpose of a descriptive study was to identify patterns from the characteristics of an individual, a specific group, a situation, and even the relationships among phenomena (Moleong, 2018). This methodology was used in this study to obtain an accurate overview of the strategy that could be selected by the Soppeng Regency Local Government while implementing the ETPD program.

According to Moleong (2018), the data generated in a qualitative study took the form of descriptive information, including a collection of both oral and written narratives, as well as behaviors of the observed object. Also, the conclusions drawn from qualitative

studies are based on detailed information rather than numerical figures.

The aim of this study is to gain a deeper understanding of the impacts of ETPD program in Soppeng Regency by utilizing SWOT analysis to identify the implementation strategy. In order to obtain a comprehensive overview, information was gathered from informants involved in the preparation of this study. Furthermore, the study is supported by several primary and secondary data sources. The primary data sources include interviews with echelon officials from the Regional Finance and Revenue Management Agency (BPKPD) of Soppeng Regency, while the secondary data sources include data and documentation from BPKPD obtained through relevant websites, articles, and notes related to the subject matter.

Given that this study relies on informants as primary data sources, the purposive sampling technique was employed to select the participants. The informants selected for interviews are 4 State Civil Apparatus (ASN) working in the BPKPD of Soppeng Regency who is in charge of and involved in TP2DD. An overview of the selected informants is as follows:

Table 1. Informants

No	Informant Code	Position
1	ASN 1	Echelon II (Agency Head)
2	ASN 2	Echelon III (Division Head)
3	ASN 3	Echelon IV (Section Head)
4	ASN 4	Executors

Source: processed by the author (2022)

To obtain answers to this study question, a systematic process was employed to analyze the data and identify the appropriate strategy for the implementation of the ETPD program by Soppeng Regency

Local Government. Analysis stages were adapted from the works of Rudy & Prasetya (2018) and Istiqomah & Andriyanto (2017) and are outlined as follows:

1. Data Collection

The data collection stage involves gathering data to identify both internal and external factors influencing the implementation of ETPD in Soppeng Regency. Internal factors are determined based on strengths and weaknesses, while external factors are identified based on opportunities and threats obtained through in-depth interviews with respondents representing TP2DD.

2. Data Analysis

The next stage involves analyzing the collected data by constructing an Internal Factor Analysis Summary (IFAS) matrix and an External Factor Analysis Summary (EFAS) matrix in a tabular format.

3. Grand Strategy Determination

This stage involves determining the grand strategy, and this was carried out by creating a Cartesian diagram. The coordinates used to determine the location of the strategy quadrants that should be implemented were obtained by subtracting the internal factors from the external ones.

4. Specific Strategy Identification

This stage involves examining the specific strategy to be implemented using SWOT matrix. The selected strategy were those that yielded the highest value from the summation of factors. The summation was performed between strengths and opportunities (S and O), strengths and threats (S and T), weaknesses and opportunities (W and O), as well as weaknesses and threats (W and T).

RESULTS AND DISCUSSION

A. SWOT Analysis

SWOT is a valuable analysis tool or method used to assess the strengths, weaknesses, opportunities, and threats of a business, activity, or program, enabling stakeholders to identify effective strategy by examining the internal and external factors that influence them. Specifically, SWOT analysis is employed to identify the strengths and weaknesses of resources held by a company or entity, as well as the external opportunities and threats encountered. The definitions of each element within SWOT are as follows:

1. Strengths

Strengths encompass the internal factors that drive a company toward achieving its goals. These driving factors include expertise, resources, market advantages, and strong relationships with third parties (buyers and suppliers).

2. Weaknesses

Weaknesses refer to the internal factors that hinder a company from reaching its goals. These weaknesses can include limitations in facilities and resources, a lack of management capabilities, or a less favorable company image.

3. Opportunities

Opportunities comprise external factors that propel a company to leverage on chances to achieve its goals. Opportunities that can drive a company toward its goals include technological advancements, policy changes, and developments in relationships with buyers and suppliers.

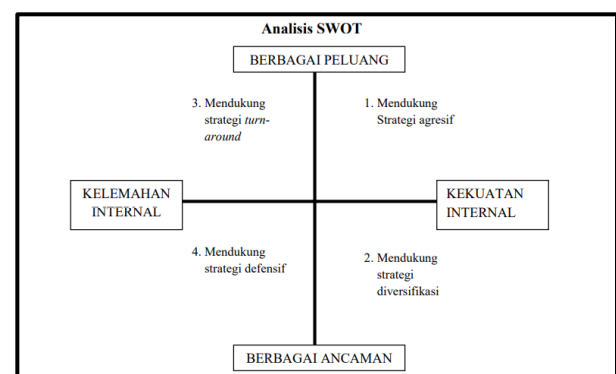
4. Threats

Threats are external factors that can impede a company from reaching its

goals. External threats that have the potential to reduce achievements company include a sluggish market, the entrance of new competitors offering lower prices for goods or services, changes in IT, and other potential challenges.

Strategy planning is developed based on analysis of strategy factors in a company or government agency, taking into account the current conditions. This condition is known as a situation analysis and it is best conducted using SWOT analysis approach.

According to Rangkuti (2013), SWOT analysis utilizes diagram of four quadrants, which serves as a guide for conducting a comprehensive situation analysis. This diagram takes the form of a Cartesian diagram and helps determine the optimal strategy direction to be chosen based on the outcomes of SWOT analysis. Diagram is shown in the figure below:



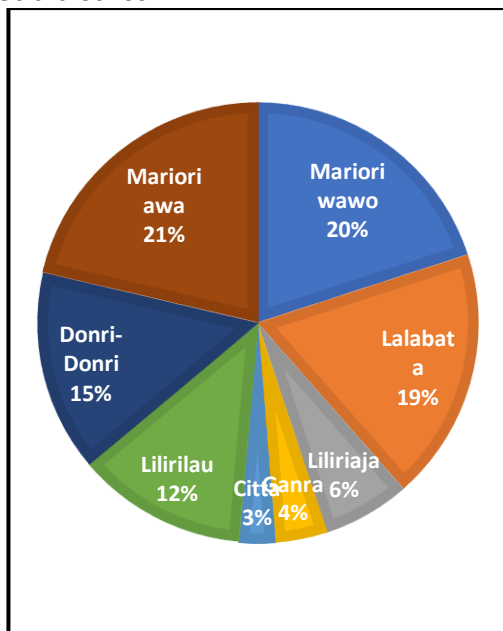
B. General Description of Soppeng Regency

1. Geographical Location

Soppeng is one of the 24 regencies/cities in the South Sulawesi Province with its capital located in Watansoppeng. This regency covers a total area of approximately 1,500 km², with nearly 77% consisting of land (without a coastal area). Regency comprises 8 sub-districts namely Citta,

Donri-Donri, Ganra, Lalabata, Liliriaja, Lilirilau, Marioriawa, and Marioriwawo. Following this, the capital of regency, Watansoppeng, is located in the Lalabata Sub-district, and the distances from every other sub-district to Watansoppeng range from 0 km to 35 km, with the Citta Sub-district is the farthest from the capital. It is important to note that the Lalabata sub-district does not only serve as the administrative center but also as the economic center. The proportion of the total area of other sub-districts in relation to the overall area of Soppeng Regency is presented in Figure 1 below.

Figure 1 Regional Distribution of Soppeng Regency by the Area of Each Sub-district



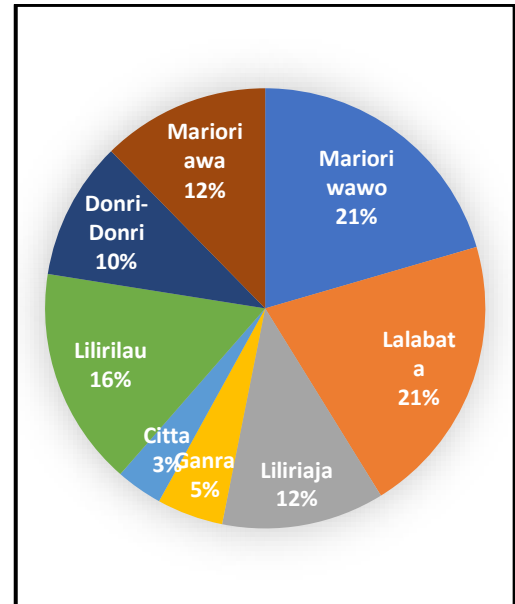
Source: soppengkab.go.id, processed by the author (2022)

2. Demographic Conditions

According to data obtained from the Central Statistics Agency for 2020, the population of Soppeng Regency was 235,167 people consisting of 113,243 males and 121,924 females. In detail,

the population distribution by Sub-district is shown in the following figure:

Figure 2 Population Distribution by Sub-district in 2020



Source: soppengkab.go.id, processed by the author (2022)

3. Regional Economic and Fiscal Development

a. Regional Economic Development

Based on data from the Regional Financial Management Agency (BPKD), the growth of Gross Regional Domestic Product (GRDP) in Soppeng Regency, according to current prices, has exhibited consistent growth every year since 2016. In 2016, the GRDP value amounted to 7,895.94 billion rupiahs and it reached its peak in 2020, amounting to 11,382.12 billion rupiahs. Furthermore, the GRDP of this regency is consistently dominated by the agriculture, fisheries, and forestry sector, contributing significantly with a value of 3,336.19 billion rupiahs.

DOI: <https://doi.org/10.33701/jtp.v15i1.2674>

Another sector that plays a significant role in the GRDP is the construction sector. This sector accounts for 1,537.62 billion rupiahs and it is followed by wholesale and retail trade at 1,414.75 billion rupiahs. Other sectors that are also noteworthy are the trade and manufacturing industries. However, the trade sector experiences a decrease of 2.98% in 2020, likely due to the implementation of community restrictions as a result of the Covid-19 pandemic.

b. Development of PAD

PAD is a crucial component of regional revenue used to finance expenditures (Oktavina, 2012). It plays a vital role and serves as an indicator of the self-sufficiency of a region. Therefore, every local government should make efforts to optimize regional revenue from PAD sector. Analyzing the trend in PAD contribution to the Regional Revenue of Soppeng Regency, there has been a consistent increase from 7.88% in 2016 to 12.65% in 2020. The detailed PAD contribution to the Regional Revenue of Soppeng Regency for over 5 years is presented in the following table:

Table 2 The Trend of PAD Contribution to Regional Revenue of Soppeng Regency from 2016 to 2020

No.	Year	PAD	Regional Revenue	Contribution
1.	2016	91.123.526.502,24	1.226.295.372.432,74	7,43%
2.	2017	125.892.548.021,00	1.155.718.382.299,00	10,89%
3.	2018	131.607.491.253,80	1.156.095.470.706,80	11,38%
4.	2019	131.340.621.215,68	1.193.913.480.101,57	11,00%
5.	2020	151.860.141.337,87	1.202.470.518.866,01	12,63%

Source: <https://bpkd.soppengkab.go.id/transparansi-anggaran/>, processed by the author (2022)

According to the publication by BPKPD, PAD composition of Soppeng Regency in 2020 predominantly consisted of other Legitimate PAD, which amounted to Rp107,718,593,739.67 or 70.83%. The contribution of each component to PAD of Soppeng Regency in 2020 is presented in the following table:

Table 3 Composition of PAD in 2020

No.	PAD	Regional Revenue	Contribution
1.	Regional Taxes	19.481.179.569,70	12,81%
2.	Regional Levies	6.264.366.345,50	4,26%
3.	Management of Separated Regional Assets	18.396.001.683,00	12,10%
4.	Other Legitimate PAD	107.718.593.739,67	70,83%

Source: <https://bpkd.soppengkab.go.id/transparansi-anggaran/>, processed by the author (2022)

C. Development of ETPD in Soppeng Regency

In general, the development of ETPD in Soppeng Regency as described through Soppeng Regency ETPD Road Map for 2021-2026 can be summarized as follows:

1. Cashless payment options for Land and Building Tax (PBB) have been introduced, especially through Bank Sulselbar (mobile banking and teller). This bank has also developed other payment options such as through e-Wallets (Tokopedia and Gopay). Moreover, payment for PBB can also be made through the Post Office.
2. Cashless payment for the Land and Building Rights Acquisition Fee (BPHTB) can now be made through the teller at Bank Sulselbar.
3. Soppeng Regency Local Government has collaborated with Bank Sulselbar to facilitate cashless payment using QRIS (Quick Response Code Indonesian Standard) at the collection officers and payment counters for PBB in Soppeng Regency.

Source: Soppeng Regency ETPD Road Map for 2021-2026, processed by the author (2022)

With the implementation of Presidential Decree Number 3 of 2021 regarding the Task Force for Acceleration and Expansion of Regional Digitalization, the adoption of digital transactions in local government was promoted. Likewise, Soppeng Regency promptly responded to this decree by creating local derivative regulations. Local Government then established TP2DD based on the Regent Decree Number KEP-120/III/2021, which was directly signed by the Regent of Soppeng.

To ensure the effectiveness of implementing digital financial transactions in the region a top-down development approach was emphasized (Nugraha, 2018). The role of the central government is crucial for the success of this electronification implementation. This government provides support in various ways including 1) assistance in formulating a vision and mission, 2) appropriate allocation of resources such as human resources, time, and others, 3) provision of supporting facilities and infrastructure, 4) continuous socialization to all relevant parties, as well as 5) fostering coordination and synergy among government levels.

During the preliminary identification interview, it was determined that there are four areas in which improvements can be made to accelerate the implementation of ETPD in Soppeng Regency Local Government. These identified findings were then utilized to conduct SWOT analysis, allowing for a comprehensive mapping and assessment of ETPD implementation within regency. The four identified areas for improvement are as follows:

1. Policy Strengthening

To achieve good governance, local government, including Soppeng Regency, must establish regulations and policies that align with their goals. A concrete example of such the policy

implementation is the issuance of Regent Decree Number KEP-120/III/2021 regarding the Regional Digitalization Acceleration and Expansion Team (TP2DD). The issuance of this decree is expected to serve as a driving force for the implementation of ETPD.

2. Human Resource Competence Enhancement

In the implementation of digital transformation, particularly in transactions within Soppeng Regency Local Government, another key aspect is the improvement of human resource competence among policy implementers, including officials and employees within local government. Soppeng Regency Local Government has conducted various training programs, such as digital application and QRIS usage, especially in the field of information technology, for officials and government employees to ensure shared understanding and equal quality in the implementation of ETPD. Admittedly, it is imperative for government administrators (including State Civil Apparatus) to possess three core competencies, namely knowledge, skills, and behavior, in order to maintain the provision of professional services.

3. Infrastructure Enhancement

The successful implementation of ETPD system undoubtedly relies on the availability of adequate infrastructure in each region. The advent of the digital era 4.0 era highlights the indispensability of technological advancements, prompting government services to adapt to these changes. Furthermore, leveraging technological developments as a strategy approach enables the creation of a productive, effective, and efficient environment. The implementation of digitalization serves as a crucial means for each local government to be accountable

for carrying out honest, transparent, and accountable financial transactions. It is important to note that Soppeng Regency Local Government acknowledges the importance of self-reliance in managing high-quality network and internet infrastructure to support the acceleration and expansion of regional digitalization. In line with this, Local Government, through the Department of Communication and Informatics, established connections among agencies in all sub-districts of regency through a telecommunications network.

4. Synergy and Coordination Enhancement
A crucial aspect of readiness for local government in implementing ETPD is the support received from banking institutions. This can be observed in local government where financial transactions are facilitated by their respective Regional Development Banks (BPD). Similarly, in Soppeng Regency, the South Sulawesi, and West Sulawesi Regional Development Bank, also known as Bank SulselbarSoppeng Branch, has become a partner to government in facilitating financial transactions in local government. Effective coordination plays a crucial role in supporting the success of digitalizing financial transactions in local government because each party has its role, with Bank Sulselbar serving as the "gateway" for regional finances. To foster collaboration and synergy, Soppeng Regency Local Government, and Bank Sulselbar have established a cooperative relationship through the signing of a Memorandum of Understanding (MoU) to promote the development of financial digitalization in regency. Additionally, Bank Sulselbar is a member of TP2DD. According to informants interviewed, in the first quarter of 2021, Soppeng Regency Local Government, in

collaboration with Bank SulselbarSoppeng Branch, introduced cashless payment options for Land and Building Tax (PBB) through the mobile banking platform of Bank Sulselbar. In the second quarter (May) of 2021 also, they expanded the cashless payment system by introducing the usage of QRIS for regional taxes and levies.

D. Internal and External Factors

The implementation of the Electronic Tax Payment and Documentation (ETPD) system in Soppeng Regency has made efforts to address all the aspects described above. However, in practical terms, local government still faces several threats. To gain a comprehensive understanding, SWOT analysis was conducted in this study by first compiling a matrix that includes internal and external factors identified through in-depth interviews with State Civil Apparatus within Soppeng Regency Regional Finance and Asset Management Agency (BPKAD). SWOT analysis matrix for the development of ETPD strategy is presented in the following table.

Internal Factors

1. Strengths

- a. Derivative policies from the central government have been made through Soppeng Regent decree regarding the implementation of regional digitalization acceleration.
- b. Good regional autonomy gives authority to Soppeng Regency Local Government to manage the budget in accordance with the plan to accelerate the digitalization of financial transactions.
- c. Local government employees have switched to the millennial or generation z, hence, they can easily understand the implementation of ETPD program.
- d. The push for bureaucratic reform can improve the quality and quantity of Soppeng Regency Local Government apparatus.

2. Weaknesses

- a. The long bureaucratic chain is still found in

the implementation of financial transactions digitalization in Soppeng Regency Local Government.

- b. The relevant apparatus has not yet monitored the implementation of financial transactions digitalization within Soppeng Regency Local Government.
- c. Local government does not socialize the implementation of ETPD to the community or other stakeholders.
- d. The competence and understanding of all local government employees regarding the implementation of ETPD are still minimal.

External Factors

3. Opportunities

- a. There is support from the central government as a clear legal protection related to the implementation of regional financial digitalization in Soppeng Regency.
- b. There is also support from the banking sector and e-commerce platforms in terms of providing financial digitalization services in Regency.
- c. Internet access which is no longer expensive allows all citizens to access these services without having to incur high costs.
- d. Socialization support from the central government to local government can help the implementation of ETPD in Soppeng Regency.

4. Threats

- a. Bank Sulselbar has not been able to provide supporting facilities, such as EDC, for the implementation of ETPD.
- b. The community is not accustomed to using digital electronics for everyday life (lack of digital literacy).
- c. The community is not used to paying regional taxes or levies using a cashless mechanism.
- d. The telecommunication network is not evenly distributed in every area of Soppeng Regency.

E. Calculation of IFAS and EFAS

Based on the above identification, the calculation of the Internal and External Strategy Factors Analysis Summary (IFAS and EFAS) matrices was conducted using weighting and rating techniques. The assessment weight was assigned as follows: 0.2 for very strong, 0.15 for above average,

0.10 for average, and 0.05 for below average. Similarly, the ratings were divided into four categories, ranging from a scale of 4 for very influential to 1 for not influential. IFAS and EFAS calculation results for the implementation of ETPD in Soppeng Regency are shown in the following table:

No	Internal Factors	Weight	Rating	Score
Strengths				
1	A derivative policy from the central government has been made through Soppeng Regent decree regarding the implementation of regional digitalization acceleration	0,15	3	0,45
2	Good regional autonomy gives authority to Soppeng Regency Local Government to manage the budget in accordance with the plan to accelerate the digitalization of financial transactions	0,20	4	0,80
3	Local government employees have switched to millennial or generation z, hence, they can easily understand the importance of implementing ETPD program	0,10	4	0,40
4	The push for bureaucratic reform can improve the quality and quantity of Soppeng Regency Local Government apparatus	0,05	2	0,10
Subtotal		0,50		1,75
Weaknesses				
1	The long bureaucratic chain is	0,20	4	0,80

still found in the implementation of financial transactions digitalization in Soppeng Regency Local Government

2	The relevant apparatus has not yet monitored the implementation of financial transactions digitalization within Soppeng Regency Local Government	0,10	2	0,20
3	Local government does not socialize the implementation of ETPD to the community or other stakeholders	0,15	3	0,45
4	The competence and understanding of all local government employees regarding the implementation of ETPD are still minimal	0,05	1	0,05
Subtotal		0,50		-1,50
TOTAL INTERNAL FACTORS		1,00		0,25

No	External Factors	Weight	Rating	Score
Opportunities				
1	There is support from the central government as a clear legal protection related to the implementation of regional financial digitalization in Soppeng Regency	0,10	2	0,20
2	There is support from the banking sector and e-commerce platforms in terms of providing financial digitalization services in Soppeng Regency	0,20	4	0,80
3	Internet access which is no longer expensive allows all	0,15	3	0,45

citizens to have access to these services without having to incur high costs

4	Socialization support from the central government to local government can help increase the competence of ETPD-implementing employees in Soppeng Regency	0,05	1	0,05
Subtotal		0,50		1,50
Threats				
1	Bank Sulselbar has not been able to provide supporting facilities for the implementation of ETPD such as the provision of EDC	0,20	4	0,80
2	The community is not accustomed to using digital electronics for everyday life (lack of digital literacy)	0,05	2	0,10
3	The community is not used to paying regional taxes or levies using a cashless mechanism	0,10	3	0,30
4	The telecommunication network is not evenly distributed in every area of Soppeng Regency	0,15	3	0,45
Subtotal		0,50		-1,65
TOTAL EXTERNAL FACTORS		1,00		-0,15

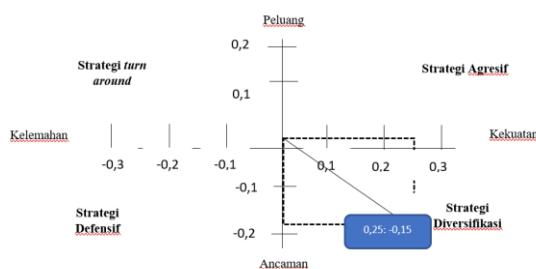
F. Cartesian Diagram

Based on the identification table regarding weighting and rating in IFAS and EFAS calculations above, the internal factors for the elements of strengths and weaknesses are +1.75 and -1.50. Furthermore, the external factors for the

elements of opportunities and threats are +1.50 and -1.65 respectively. To visualize the results of the previous calculations, the data was presented in a Cartesian diagram, and the coordinates were determined as follows:

- Coordinates of internal factors = $1.75 - 1.50 = 0.25$
- Coordinates of external factors = $1.50 - 1.65 = -0.15$
- The coordinates are $(0.25; -0.15)$

Diagram 1 Cartesian Diagram



From Diagram 1 above, it can be seen that the analysis of external and internal factors in the implementation of transactions digitalization in the Soppeng Regency Local Government indicated the strategy to be developed in Quadrant which suggests the need for diversification. This situation revealed that the P2DD Task Force possesses

significant strengths but also encounters numerous threats. The strengths come from the readiness of human resources, the relatively successful regional autonomy seen from PAD, and the fairly well-implemented bureaucratic reforms. However, the implementation of ETPD poses threats both in terms of technological and information readiness, the ability of all aspects to keep up with digital advancements, and the infrastructure. Therefore, crucial for the P2DD Task Force to adopt a diversification strategy by implementing new approaches that do not rely solely on traditional methods. This will ensure that internal strengths are optimized to effectively address both short-term and long-term threats.

G. SWOT Matrix

The series of strategy formulation through SWOT analysis can be seen by creating SWOT matrix. The best alternative formulation in the implementation of ETPD in Soppeng Regency is shown in the following table:

	IFAS	Strengths (S)	Weaknesses (W)
EFAS		Decree regarding the P2DD Task Force in Soppeng Regency Optimal regional autonomy (increased PAD) Young and active employees The push for successful bureaucratic reform	Long bureaucracy The absence of monitoring for the implementation Lack of socialization Inadequate competence
Opportunities (O) - Central government support - Third-party support (banking and e-commerce) - Internet access is no longer a luxury item - Socialization support from the central government to improve competency		In this SO strategy, the P2DD Task Force can utilize its strengths to seize existing opportunities. An example of a strategy that can be implemented is leveraging the composition of young teams, which brings forth abundant creativity, to conduct ETPD transition campaigns through social media. This approach would be effective as a significant portion of the community already uses gadgets in their daily lives, making communication more accessible. The	In this WO strategy, the Task Force can mitigate its weaknesses by capitalizing on opportunities. One example of this strategy is to participate in training or virtual workshops organized by the central government to address inadequate competence. Nowadays, training does not necessarily require physical attendance because online

	quantitative calculation for this strategy is $1.75 + 1.50 = 3.25$.	webinars can provide the same knowledge. The central government can adopt such approaches to ensure the implementation of ETPD in the region. The quantitative calculation for this strategy is $1.50 + 1.50 = 3.00$.
Threats (T)	In this ST strategy, the P2DD Task Force can use strengths to overcome threats. The quantitative calculation shows that this strategy provides the largest analysis value of $1.75 + 1.65 = 3.40$. One strategy that can be implemented is to use regional revenue to organize some training for internal employees within the SKPD, business actors, and the community to increase their interest in digitalization, especially related to local government financial transactions.	In this WT Strategy, the P2DD Task Force should use a defensive strategy by reducing weaknesses and avoiding threats. The quantitative calculation of this strategy produces the value $1.50 + 1.65 = 3.15$. One strategy that can be implemented in this phase is trying to keep running ETPD with the existing capacity. Local government may still resort to manual methods to ensure the achievement of the previously set revenue targets.
<ul style="list-style-type: none"> - Bank Sulselbar has not yet provided facilities and infrastructure - Digital literacy among the community of Soppeng Regency is still lacking - The community is not familiar with cashless payment - The telecommunication network is not adequate 		

Based on the quantitative calculation above, the most favorable combination of internal and external factors for Soppeng Regency Local Government is the **ST** (strengths and threats) strategy, which yielded a total of $1.75 + 1.65 = 3.40$. This strategy involves leveraging the existing strengths to deal with the identified threats. When translated into qualitative form, the strategy that can be used are as follows:

1. With the issuance of a decree signed by the Regent of Soppeng, local government can strengthen cooperation with Bank Sulselbar by owning a designated account in the Bank for regional revenue. This partnership should focus on increasing the provision of EDC machines and other banking facilities that can facilitate the engagement of the community in digital transactions.
2. Soppeng Regency Local Government can expand alternative payment methods for regional taxes and levies using QRIS or through the use of EDC machines. This

expansion should result from the collaboration with Bank Sulselbar.

3. In order to accelerate the digitalization of financial transactions, all Regional Work Units (SKPD) and relevant units within Soppeng Regency Local Government must work in tandem to successfully implement the program. They should take the initiative to improve services, especially those related to electronic transactions. Furthermore, each SKPD and other units can have the opportunity to collaborate with Bank Sulselbar in procuring payment merchants. These units may include the Health Office in relation to the Regional General Hospital, the Regional Health Laboratory, the SKPD managing local taxes and levies, the Tourism and Youth Office, as well as the Trade, Industry, Cooperative, and MSME Office.

CONCLUSION

In conclusion, based on SWOT matrix analysis, the highest value (3.40) was obtained from the combination of internal strengths and external threats. This indicates that the P2DD Task Force in Soppeng Regency should utilize its strengths to address the identified threats by developing new strategy to achieve the objectives of ETPD program.

Based on the above conclusion, this study provides several recommendations to local government, specifically the P2DD Task Force, for the successful and sustainable implementation of ETPD. These recommendations include:

1. Increasing training on digital usage (literacy) for internal government employees, business actors, and the community. 1. Increase Digital Literacy Training: Provide comprehensive training on digital usage for internal government employees, business actors, and the community to enhance their digital skills and understanding.
2. Enhancing both physical (such as banners in each village) and non-physical (official social media channels owned by local government) means of socialization to raise awareness and promote the benefits of ETPD.
3. Strengthening cooperation with Bank Sulselbar for the provision of payment merchants in each the technical implementation unit responsible for collecting regional taxes and levies.
4. Expand alternative methods of payment for regional taxes and levies, such as through QRIS, to provide convenience and flexibility to taxpayers.
5. Each SKPD and unit under Soppeng Regency Local Government should improve public services and adapt to the current pandemic situation.

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