

# Evaluating the implementation of an electronic-based government system: A lesson from Sukabumi District

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**Abstract:** In the era of globalisation, the Indonesian government has promoted digital transformation through the Electronic-Based Government System (SPBE), as outlined in Presidential Regulation No. 95 of 2018. This study aims to evaluate the implementation of SPBE in Sukabumi Regency using a qualitative case study method. The evaluation is conducted using the maturity level model based on the Ministry of PAN-RB Regulation No. 59 of 2020, which includes four key domains: internal SPBE policies, SPBE governance, SPBE management, and SPBE services. The results of this study show a notable improvement in the SPBE index of Sukabumi Regency, which increased from 1.56 in 2021 to 3.08 in 2023. This indicates substantial progress in the local government's efforts to implement digital governance. The evaluation highlights various strengths and weaknesses in each of the four domains, showing which aspects have improved and which still require development. Furthermore, this study incorporates feedback from multiple stakeholders, including local government officials, SPBE managers, and service users, to gain a more comprehensive understanding of the implementation process. These insights are used to formulate recommendations aimed at enhancing the effectiveness, efficiency, and quality of public services through SPBE. The findings are expected to support Sukabumi Regency in achieving a higher SPBE index rating and contribute to broader national e-government goals.

## 1. Introduction

In the era of globalisation, the development of digital technology encourages the government to transform towards e-government by utilising information and communication technology. E-government is the application of information and communication technology to implement government functions and administration (Huda et al., 2022; Putra et al., n.d.). The increased use of e-government by the government aims to create a more transparent, clean and accountable bureaucracy (Anugrah et al., 2022). The Indonesian government is often perceived as lacking in providing public services that are more open, democratic, efficient, and effective, commonly referred to as good governance (Dinata et al., 2022; Handayani et al., 2022; Luthfi, Hanifan, et al., 2023). Researchers from (Irwansyah & Ardiansyah, 2024; Puji et al. Fajri 2022) It even considers the Indonesian government's lagging in implementing information and communication technology (ICT) within its governmental systems.

Effective governance is characterised by a government's ability to formulate and implement policies while being responsive to the full spectrum of its citizens' needs. It encompasses the capacity to create and execute strategies that address the diverse requirements of the population, demonstrating both efficiency in policy-making and attentiveness to public demands (Ramdansyah et al., 2022).

The development of a system involves a series of interconnected chronological stages, starting from initial planning, then implementation, then the operational phase, and concluding with ongoing maintenance (Putra et al., 2024). Each stage is a crucial part of the system's lifecycle, ensuring its evolution from concept to functional reality (Van Der Geest & Velleman, 2014). Creating a government system with integrity and authority requires implementing superior, effective, high-quality services. This can be achieved by empowering government personnel with specific competencies aligned with their expertise. The key is ensuring that human resources in the government sector have the appropriate qualifications, enabling them to perform their duties and responsibilities optimally, thus supporting good governance (Sajida, 2022).

Philosophically, the implementation of e-government is a form of bureaucratic work that dynamically experiences distortions in the organisation's external environment or demands that require a change (Mensah & Adams, 2020). E-government in Indonesia is regulated in Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems (SPBE) (Nangameka, 2022). Program evaluation is considered an important step in controlling its implementation, which aims to assess the extent to which the policy is successful. The results of the evaluation are used to assign responsibility to the parties involved in the policy (Luthfi, Putra, et al., 2023). Therefore, the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia has a policy, Regulation Number 59 of 2020, concerning the monitoring and evaluation of Electronic-Based Government Systems.

Several previous studies have been conducted related to the evaluation of Electronic-Based Government Systems (EBS) (Ipung Sutejo et al., 2023). The results of evaluating SPBE in Bekasi City using a qualitative descriptive method showed that Bekasi City obtained an SPBE Index Value of 3.36 with the predicate "GOOD." (Indrijantoro & Irwansyah, 2024). The evaluation was carried out using the maturity level and SWOT analysis, concluding that the implementation of SPBE in Bekasi City has been running well and according to standards. Furthermore, (Pratiwi et al., 2020) They evaluated the implementation of e-government in Sumbawa Besar Regency using the SPBE framework with descriptive qualitative methods. The Office of Communication and Information's assessment results received a score of 2.8, which is included in the good category. The assessment for indicators in the Indicator Aspect received a score of 3, which is also classified as good.

Sukabumi District has implemented a policy through Regent Regulation No. 71 of 2022 on the Implementation of an Electronic-Based Government System (SPBE) (Jalaludin, 2023). Thus, periodic evaluations are required based on the Minister of Administrative Reform and Bureaucratic Reform Regulation No.5 of 2018 concerning Guidelines for Evaluating Electronic-Based Government Systems (SPBE). It aims to achieve effective, efficient, open, and accountable work processes, as well as to measure and improve the quality of services to the community (Jalaludin, 2023). The index value in the following graph measures the development and determines the level of progress of SPBE implementation in government agencies in the Sukabumi Regency.

The Sukabumi Regency was 1.56 in 2021, increased to 2.29 in 2022, and increased to 3.08 in 2023. These figures result from the Ministry of Administrative and Bureaucratic Reform (Kementerian PAN-RB) monitoring and evaluating the SPBE policies of the Sukabumi Regency. The target rating for the SPBE index can be seen in the following table.



Figure 1. SPBE Index Value of Sukabumi District 2021-2023.

Table 1. SPBE Index Predicate

No	Index Value	Predicate
1	4,2-5,0	Satisfactory
2	3,5 - < 4,2	Very Good
3	2,6 - < 3,5	Good *
4	1,8 - < 2,6	Fair
5	< 1,8	Less

Source: Ministry PAN-RB, 2024.

Based on Table 1, the SPBE index predicate can be considered good at 2.6 - <3.5. However, it can be considered satisfactory if the number reaches 4.2 - 5.0. Implementing SPBE is expected to achieve a satisfactory value in the Sukabumi District. A satisfactory SPBE index value can be optimised through the domains, aspects, and assessment indicators attached below.

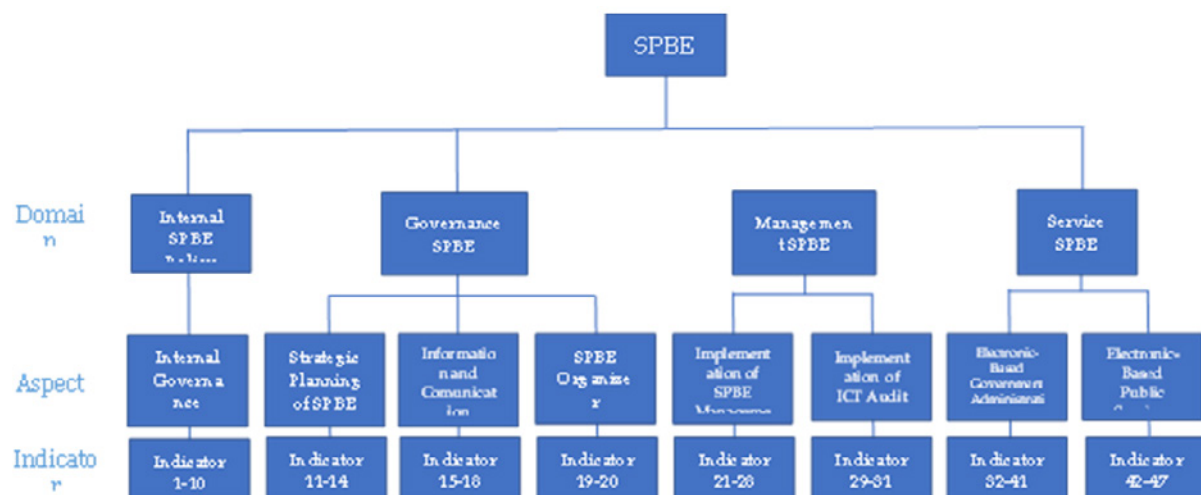


Figure 2. SPBE Maturity Level Assessment Structure

Figure 2 of the SPBE Maturity level assessment structure shows that four domains, eight aspects and 47 indicators must be optimised. Evaluation of the SPBE Maturity Level Model is used to assess the

extent of SPBE development through process capability and technical function capability, with details of the stages in the attached Table 2

**Table 2.** The maturity level of the process capability and the SPBE tennis function

Maturity Level in Process Capabilities		Maturity Level in Technical Function Capabilities	
1. Stub	Arrangements are in draft form, and governance processes are implemented ad hoc.	1. Information	SPBE services in the form of one-way information
2. Managed	Arrangements have been established to meet some of the needs of Government agencies, and governance processes are implemented with documented management fundamentals.	2. Interaction	SPBE services in the form of two-way information
3. Standardised	Arrangements have been established to meet all government agencies' needs, and governance processes have been fully implemented with standardisation.	3. Transaction	SPBE services in the form of information exchange and services
4. Integrated and scalable	Arrangements have been established to meet the needs of intergovernmental relations, and governance processes are implemented with quantitative performance measurement.	4. Collaboration	SPBE services are integrated with other SPBE services
5. Optimum	Arrangements have been established and evaluated against the needs of the internal and external environment, and governance processes have been implemented with increasing quality.	5. Optimisation	SPBE services can adapt to changes in the internal and external environment

Source: Diskominfo Sukabumi Distrct, 2024.

Based on Table 2, the maturity level is assessed through each of the five levels of capability, with the needs and interests in each region. Process capability is applied to the internal policy and SPBE governance domains. Meanwhile, technical function capabilities are applied to the management and SPBE service domains. The higher the level obtained by an agency, the more mature the agency's SPBE implementation.

Implementing the Electronic-Based Government System (SPBE) in Sukabumi District is evaluated using the Maturity Level model established by the PAN-RB Ministerial Regulation. This is to support sustainability and achieve satisfactory SPBE scores in each Central Agency and Regional Apparatus so that the SPBE policy of Sukabumi Regency can run optimally and excel in the implementation of SPBE.

This means that the problem being studied measures the extent of optimisation of the SPBE program to increase the SPBE index value in Sukabumi Regency, to achieve a satisfactory SPBE index value predicate. Compared to previous research by (Anugrah et al., 2022), this study is unique in its use of

trend data on SPBE index scores from 2021 to 2023, comprehensive evaluation at the district level, and in-depth analysis of 4 domains, eight aspects, and 47 SPBE indicators (Pratiwi et al., 2020). This research also differentiates itself by focusing on the process capability and technical function capability of SPBE, as well as a more comprehensive evaluation compared to previous studies that were limited to one agency or used different analysis methods. Thus, this research is expected to make a new contribution to the evaluation and development of SPBE at the district level, especially in Sukabumi District. With this phenomenon, the problem studied is the extent to which the optimisation of the program can increase the index value of the Electronic-Based Government System (SPBE) in Sukabumi District so that it gets a satisfactory predicate.

## 2. Literature Review

### Public policy evaluation

Successful policy implementation requires the involvement of stakeholders in a democratic and participatory manner. Stakeholders and policymakers must continuously engage in dialogue to analyse the consequences of the policy implementation. Therefore, an evaluation of policy implementation needs to be carried out to see accountability and improve the performance of a public policy (Amanda, 2020). According by (W. Dunn, 2016)The term evaluation has related meanings, each pointing to the application of some scale of value to the results of policies and programs. In general, the term evaluation can be equated with appraisal, rating and assessment, which express an attempt to analyse policy outcomes regarding value units. In a more specific sense, evaluation is concerned with producing information about the value or benefits of policy outcomes. When policy outcomes do have value, this is because they contribute to goals or objectives. In this case, it can be said that the policy or program has reached a meaningful level of performance, which means that policy problems are made clear or addressed (Yorinda Febiyanti & Kriswibowo, 2023).

The evaluator and motivation play important roles in ensuring that a policy evaluation is conducted with integrity and good intentions. As such, it is important to ensure that evaluators are motivated by a genuine public service orientation. This will support a policy evaluation process that is transparent, objective and focused on improving policy quality to benefit society. The following are indicators in evaluating a policy according to (W. Dunn, 2016)effectiveness, efficiency, adequacy, equity, responsiveness, and appropriateness. This research uses the theory of public policy evaluation proposed by William N. Dunn, (2003) As an analytical framework, Dunn defines policy evaluation as assessing the results of policies and programs using a certain scale of values to produce information about the value or benefits of these policy outcomes.

In his theory, Dunn emphasises the importance of the evaluator's role and motivation in the evaluation process to ensure integrity and objectivity. Furthermore, Dunn identifies six key indicators in conducting a policy evaluation, namely effectiveness (achievement of desired results), efficiency (effort required to achieve results), adequacy (the extent to which results solve problems), equity (distribution of costs and benefits), responsiveness (satisfaction of certain groups with policy outcomes), and accuracy (usefulness or value of the results achieved). By applying these theories and indicators, the study was able to comprehensively evaluate the implementation of the Electronic-Based Government System (EBS) in Sukabumi District to ensure that the program provides maximum benefits to the community and meets the standards expected in the context of e-government.

## E-government

E-government is the application of digital technology in government activities to change how government operates, aiming to improve effectiveness, efficiency, and service to the community (I Made Sukarsa et al., 2020). Meanwhile, (Nangameka, 2022 Van Der Geest & Velleman, 2014) Provide a similar view by describing e-government as a government system that utilises Information, Communication and Technology to facilitate the communication and transaction process for citizens, business organisations, government agencies, and their staff. The growth and utilisation of Information and Communication Technology (ICT) must be tailored to the needs of society, including the creation of applicable solutions to address national problems and improve people's welfare. The Ministry of Administrative Reform and Bureaucratic Reform (PAN-RB) continuously promotes such initiatives. E-Government, which stands for the Implementation of Electronic-Based Government Systems (SPBE), aims to optimise the use of resources available in government institutions to improve effectiveness and efficiency in services to the community (Dinata, 2023).

The government's development of Information and Communication Technology (ICT) must focus on the needs and welfare of the community (Adam, 2020). The implementation of e-government or Electronic Based Government System (SPBE), encouraged by the Ministry of PANRB, aims to optimise resources and improve the effectiveness and efficiency of public services. Through developing various relevant applications, the government seeks to provide easier access to services for the wider community. The ultimate goal is to provide excellent services that meet the community's real needs, optimally utilise ICT advances, and ultimately improve the welfare of the people (Chohan & Hu, 2022). Thus, the implementation of e-government is beneficial for the government and should significantly impact people's lives.

## 3. Research Methods

This research uses qualitative research methods with a case study approach to study in depth with a descriptive approach. According to (Creswell, 2016) The qualitative research is a method for exploring and understanding the meaning that a number or group of people ascribes to social or humanitarian problems. This qualitative research process involves important efforts, such as asking questions and procedures, collecting specific data from participants, analysing data inductively from specific themes to general themes, and interpreting the meaning of data. The final report for this research has a flexible structure or framework. Anyone involved in this form of research must apply an inductive-style research perspective, focus on individual meaning, and interpret the complexity of a problem.

This research uses purposive sampling. The determination of informants in this study used purposive sampling techniques, including in-depth interviews and observations. Key informants in this study were the head of the Sukabumi District Communication and Information Service, a community of e-government access users. This study uses the theory of policy evaluation from Dunn (2003), where there are 6 (six) dimensions: effectiveness, efficiency, adequacy, equity, responsiveness, and forwardness.

## 4. Results and Discussion

Implementing the Electronic-Based Government System (EBS) program policy is necessary to improve governance. Evaluation of the Electronic-Based Government System (EBS) implementation program is carried out using the PAN RB maturity level method; this includes an assessment based on William Dunn's theory, which includes several important dimensions, namely effectiveness, efficiency, adequacy, equity, and responsiveness.

## Effectiveness

William Dunn's theory of effectiveness in public policy evaluation is strongly relevant to implementing the electronic-based government system (EGMS) in Sukabumi District. Dunn asks, "Have the desired results been achieved?" which can be answered with "towards effectiveness." Despite positive developments, the SPBE in Sukabumi District has not yet reached full effectiveness. Dunn's definition of effectiveness, which is the extent to which an alternative achieves its intended results, aligns with the SPBE effectiveness outlined. The importance of continuous evaluation emphasised by Dunn is reflected in SPBE policy regulations that require evaluation and monitoring, as seen in the district's increased annual assessments. Dunn's focus on policy outcomes and impacts is seen in the tangible benefits that SPBE provides to the community through public service applications, although not yet optimal. Dunn's theory also considers implementation challenges, including the digital divide, the need for active involvement of all regional apparatus, and optimisation of governance and management. The policy context that Dunn emphasises is reflected in the implementation of SPBE, which is based on Presidential Regulation No. 95/2018. Finally, Dunn's recognition that achieving effectiveness is often a gradual process is reflected in Sukabumi District's SPBE status, which is still in development. Thus, the analysis of SPBE effectiveness in Sukabumi District aligns with Dunn's theory, indicating the need for continuous evaluation and improvement per the principles of public policy evaluation that he outlined.

The implementation of the Electronic-Based Government System (EBS) in Sukabumi District can be analysed in depth using William Dunn's public policy evaluation framework. Dunn emphasises the importance of assessing the extent to which a policy achieves its intended results. In the case of Sukabumi's SPBE, this has shown progress but has not yet reached optimal effectiveness. Dunn's concept of effectiveness, which measures achieving desired outcomes, aligns with SPBE's goal of improving public services.

Continuous evaluation, a key aspect of Dunn's theory, is reflected in the SPBE regulation that requires regular assessments, which is evident in the district's annual score increase. Dunn's focus on policy impact is seen in the tangible benefits of SPBE to society, although not yet maximised. The theory also considers implementation challenges, such as the digital divide and the need for inter-agency coordination. The policy context, which Dunn emphasises, is reflected in the alignment of SPBE with Presidential Regulation No. 95/2018. Recognising that effectiveness is a gradual process is consistent with Sukabumi's evolving SPBE status. This analysis shows that continuous evaluation and improvement are required, aligning with Dunn's public policy evaluation principles.

## Efficiency

William Dunn's theory of efficiency in public policy evaluation can be used to analyse the implementation of the Electronic-Based Government System (EGMS) in Sukabumi District. Dunn asks the key question, "How much effort is required to achieve the desired result?", which is relevant to the situation of EGMS in this district. The implementation of SPBE shows mixed progress, but it is not yet fully efficient, as some public services have not been centralised, including the implementation of information security and data integration. This aligns with Dunn's concept of efficiency, where the effort required to achieve results is still not optimal. However, the planned integrated service portal shows the potential for future efficiency improvements, which aligns with Dunn's resource optimisation principle.

From the public perspective, SPBE is perceived as helpful in accessing government services online, saving time and being more practical. This reflects the efficiency aspect that Dunn emphasises, where the public spends less effort to access services. However, Dunn also emphasises the importance of

considering context and constraints in policy implementation. In this case, significant challenges arose regarding the digital divide, especially for the elderly and communities in remote areas. This shows that the efficiency of SPBE has not been evenly distributed across society.

According to Dunn's theory, efficiency evaluation should consider outputs and processes. The implementation of SPBE in Sukabumi District, which is still in development, reflects the continuous process towards higher efficiency. Technical challenges such as system integration, information security, and the need to increase people's capacity to use digital services demonstrate the complexity of achieving optimal efficiency. Dunn emphasised that efficiency is not just about reducing costs but also about optimising outcomes. Therefore, a comprehensive strategy involving technology development and community capacity building aligns with the holistic approach advocated in Dunn's policy evaluation theory. Thus, the analysis of SPBE efficiency in Sukabumi District based on Dunn's theory shows progress, but further efforts are still required to achieve an optimal and equitable efficiency level.

Interpretation of Electronic-Based Government System (EBS) implementation in Sukabumi District based on William Dunn's efficiency theory shows a complex and dynamic picture. The E-Governance System shows positive developments but is still in a transitional stage, reflecting the incremental nature of public policy. The efficiency achieved is partial, with improvements in online access but room for improvement in service integration and information security. The key challenge of the digital divide underscores that efficiency depends not only on technology but also on user capacity. The complexity of SPBE implementation involves technical, social, and institutional aspects, indicating a gap between the potential and reality of implementation. The analysis emphasises the need for a comprehensive strategy that includes technology development and community capacity building, aligning with Dunn's holistic policy evaluation thinking. Given specific geographic and demographic challenges, the need for continuous evaluation and customisation to the local context is key. The gap between expectations and the reality of SPBE efficiency demonstrates the importance of expectation management in public policy. Overall, the implementation of SPBE in Sukabumi District can be seen as a learning process that illustrates the adaptive nature of effective public policy, with significant potential to improve government efficiency despite facing complex challenges. Evaluation based on Dunn's theory highlights the importance of a phased, adaptive and comprehensive approach to technology policy implementation in the public sector.

## Adequacy

William Dunn's theory of adequacy in public policy evaluation can be applied to analyse the implementation of the Electronic-Based Government System (EGMS) in Sukabumi District. Dunn poses the key question, "How far does the achievement of the desired result solve the problem?" This is relevant in assessing the effectiveness of EGMS in this district. SPBE implementation in the Sukabumi district showed varying levels of adequacy. In terms of infrastructure, although some consider it adequate, there are still significant gaps. The existence of blank spot areas such as Surade, Cidolog, and Nyalindung shows that SPBE has not fully solved the accessibility problem of government services. This aligns with Dunn's concept of adequacy, where the solution offered (SPBE) has not fully addressed the existing problems.

The public perspective that SPBE infrastructure still needs significant improvement also reflects the adequacy aspect of Dunn's theory. Limited internet access and a lack of adequate devices indicate that the results have not fully solved the problem of efficient and inclusive public services. Dunn emphasises that adequacy is about achieving goals and how effectively the solution addresses the root of the problem. Although SPBE has been implemented in this context, infrastructure challenges and the digital



divide are still major obstacles. This suggests that the SPBE policy, although potentially effective, has not yet reached an optimal level of adequacy in solving public service problems throughout the Sukabumi District.

The Sukabumi District Government's efforts, particularly through Diskominfo, to address infrastructure issues demonstrate an awareness of the importance of improving SPBE's adequacy. However, by Dunn's theory, an evaluation of adequacy should consider not only the efforts made but also the effectiveness of those efforts in addressing the problem as a whole.

Interpreting the Electronic-Based Government System (EBSS) implementation in Sukabumi District through the lens of William Dunn's sufficiency theory illustrates a complex and dynamic situation. SPBE has shown progress but has not yet reached an optimal level of adequacy in solving public service problems. The existence of blank spot areas and infrastructure gaps reflects that the solutions offered have not fully addressed accessibility challenges. Public perspectives that expect significant improvements show a gap between expectations and implementation realities. Efforts by local governments, especially through Diskominfo, to address these issues indicate awareness of the need for improvement, but their effectiveness still needs to be evaluated further. This analysis highlights the importance of a holistic approach that focuses on infrastructure provision, capacity building, and awareness of all stakeholders. While potentially effective, the persisting digital divide indicates that SPBE policies have not yet achieved adequacy in reaching all levels of society. Therefore, continuous evaluation and strategy adjustments are needed to improve the adequacy of SPBE in solving public service problems in the Sukabumi District. A more comprehensive and adaptive approach is needed to ensure that SPBE implementation meets the community's needs and effectively addresses existing challenges.

## Equity

The implementation of the Electronic-Based Government System (EBS) in Sukabumi District can be analysed using William Dunn's theory of equity. This theory asks the key question: "Are costs and benefits distributed equitably to different groups?" Despite efforts to equalise services, significant challenges are still evident in distributing SPBE benefits. The Sukabumi District Government is trying to provide equitable services, but disparities are still evident. Some communities' ignorance about available public service applications indicates unequal information distribution, in line with Dunn's concept of the importance of equal access to policy resources. Infrastructure constraints in areas such as Jampang, particularly related to electricity supply, reflect inequities in the distribution of SPBE benefits, which Dunn emphasises as an important aspect of policy justice.

Community perspectives highlighting inequalities in access between urban and rural areas align with Dunn's focus on disparities in the distribution of policy benefits. People's expectations for greater equity underscore the importance of distributive justice principles in public policy implementation. Following Dunn's theory, this analysis shows the need for a comprehensive strategy to address the digital divide, including infrastructure improvements and education programs. This approach aligns with Dunn's thoughts on the need for policies that consider the needs of various community groups.

Interpreting the Electronic-Based Government System (EBS) implementation in Sukabumi District through the perspective of William Dunn's theory of equity reveals a complex and challenging situation. Despite government efforts to provide equitable services, the reality on the ground shows significant disparities. This inequality can be seen in several aspects: first, there is an information gap where some people are not aware of the available public service applications; second, there is infrastructure inequality, especially in areas such as Jampang that experience instability in electricity supply; and third, dif-

ferences in access between urban and rural areas. This situation reflects the challenge of realising the principle of distributive justice emphasised by Dunn, where the benefits of policies should be evenly distributed to all levels of society. Public expectations for better equity underscore public awareness of the importance of fairness in policy implementation. This analysis demonstrates the need for a more comprehensive and strategic approach to SPBE implementation, which focuses on technology provision and considers the diverse socioeconomic and geographical aspects of the Sukabumi District. Based on Dunn's principles of equity in public policy evaluation, continuous evaluation and policy adjustments are needed to address existing gaps. Thus, equity efforts in implementing SPBE in Sukabumi District still require further attention and improvement to ensure fair and equitable distribution of benefits to the entire community.

## Responsiveness

William Dunn's theory of responsiveness in public policy evaluation can be applied to analyse the implementation of the Electronic-Based Government System (EBS) in Sukabumi District. Dunn poses a key question: "Do the policy outcomes satisfy the needs, preferences or values of particular groups?" Implementing the E-Government System in Sukabumi District shows varying levels of responsiveness. From the government's perspective, especially Diskominfosan, public services are considered quite responsive based on SPBE indicators that measure the level of service maturity. This positive assessment reflects the government's efforts to meet the community's needs, which aligns with Dunn's policy responsiveness concept.

However, community perspectives indicate a gap between expectations and reality. Although SPBE is considered important, there are still constraints on service speed. This is in line with Dunn's theory, which emphasises the importance of considering the preferences and values of various groups in society. The difference in perceptions between the government and the community regarding the level of responsiveness indicates the need for a more comprehensive evaluation using Dunn's approach, which emphasises the importance of involving various stakeholders in policy evaluation. Diskominfosan's effort to use a sample of various agencies to measure public service indicators reflects an awareness of the importance of representative data. Still, Dunn's principle of comprehensive information collection in policy evaluation needs to be expanded to get a more accurate picture.

The public expectation of improved responsiveness for faster and more effective handling of requests and complaints indicates a gap between policy outcomes and public expectations, an aspect that Dunn emphasises in evaluating policy responsiveness. Interpreting the Electronic-Based Government System (EBS) implementation in the Sukabumi District through the lens of William Dunn's responsiveness theory reveals a complex and dynamic situation. There is a gap between government perception and community experience, reflecting the challenges in realising ideal policy responsiveness. On the one hand, the positive assessment of Diskominfosan based on SPBE indicators shows the government's efforts to meet the community's needs. However, public complaints about service speed indicate that policy outcomes have not fully satisfied public preferences.

The use of samples from various agencies for the evaluation shows awareness of the importance of comprehensive data, but still requires expansion to get a more accurate picture. Public expectations of improved responsiveness in handling requests and complaints emphasise the need for policy adjustments more oriented to user needs. These differing perceptions highlight the importance of more inclusive evaluations and more effective feedback mechanisms, which align with Dunn's principle of involving a wide range of stakeholders in policy evaluation. Despite progress in SPBE implementation, there is still significant room for improvement in responsiveness.

## Accuracy

The government System (EBS) in Sukabumi District can be analysed using William Dunn's theory of appropriateness, which asks the key question: "Are the desired outcomes (objectives) useful or valuable?" This perspective helps evaluate how SPBE fulfils its objectives and provides value to society. According to government informants, SPBE is considered appropriate and necessary to address societal challenges. This view aligns with Dunn's policy appropriateness concept, which must provide tangible benefits. SPBE is seen as a tool to increase trust in the bureaucracy, reflecting this policy's expected value and usefulness.

From the public's perspective, SPBE is appreciated as an innovation, but there is an expectation for improvement and increased service accuracy. This is in line with Dunn's theory, which emphasises that policy appropriateness should be measured from the beneficiaries' perspective. These community expectations indicate that while SPBE is considered useful, there is still room for improvement in its value and usefulness.

The government's commitment to continuously improve and refine SPBE reflects an awareness of the importance of continuous accuracy in policy implementation, by Dunn's thoughts on dynamic policy evaluation. The appreciation of public input also aligns with Dunn's concept of the importance of feedback in improving policy fidelity.

Interpreting the Electronic-Based Government System (EBSS) implementation in Sukabumi District through the lens of William Dunn's accuracy theory reveals a complex and dynamic situation. This analysis shows that SPBE is seen as an appropriate and valuable step, but still requires refinement to maximise its benefits for the community. The government's perspective that sees SPBE as an answer to societal challenges and a tool to increase trust in the bureaucracy reflects this policy's expected value and utility. However, public expectations for improved and enhanced service delivery indicate that while SPBE is considered a useful innovation, there is still significant room for improvement.

The government's commitment to continuously improving SPBE and appreciation of public input shows awareness of the importance of continuous evaluation and improvement, which aligns with Dunn's thinking on dynamic policies. However, the need for improved service quality, more intensive system maintenance, and more effective feedback mechanisms indicates that SPBE's fidelity has not been fully optimised.

The gap between government perceptions and public expectations highlights the importance of better communication and higher responsiveness to user needs. This reflects Dunn's principle that policy appropriateness should be assessed not only from the perspective of policymakers but also from the perspective of beneficiaries.

## 5. Conclusion

The evaluation of the Electronic-Based Government System (EBS) Implementation Program in Sukabumi District shows significant positive developments, although there are still some challenges. Analysis using the PAN RB maturity level model and William Dunn's theory revealed that the Sukabumi District Government has demonstrated a strong commitment to SPBE policy, but governance and management still require improvement. SPBE services showed the most significant progress, providing tangible benefits to the community and improving efficiency. However, obstacles remain, such as system integration, digital divide, and equal access in remote areas. SPBE has improved the responsiveness of government services, but still requires continuous improvement to better meet society's needs.

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