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RESEARCH ARTICLE

Collaborative Actors in E-Government Implementation at Lhokseumawe City

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ABSTRACT

This research project aims to analyze the Implementation of the Collaborative Actor concept in e-government development in Lhokseumawe city to facilitate the creation of a smart city. A descriptive qualitative approach was employed in the study conducted in Lhokseumawe city. The researchers will present the study's final results and offer a conclusion. To collect data, researchers used a combination of observation techniques, interviews, and document analysis. This research aims to ascertain the fundamental concepts underpinning the development of collaboration strategies between the government and other actors in the context of e-government development in Lhokseumawe city. The data analysis technique employed is an interactive model. The model comprises three principal elements: data reduction, presentation, and conclusion drawing. The study's findings indicate that collaboration between actors in implementing e-government in the Lhokseumawe city government has not been optimal. This is due to the absence of an agreement to achieve the stated and formulated targets within the collaboration standard. The government continues to exert considerable influence through the Regional Apparatus Organization (OPD). The community is positioned as a mere user group, lacking the capacity to provide input for the improvement of the current e-government implementation. Furthermore, actor collaboration involves PLN Icon Plus. The success of this collaboration is contingent upon several factors, including leader commitment, infrastructure support, community involvement, human resource training, and supportive policies. However, several challenges impede the Implementation of e-government in Lhokseumawe city, including budget limitations, lack of coordination, understanding of e-readiness, resistance to change, and inadequate infrastructure.

INTRODUCTION

In the context of digital transformation, which is increasingly penetrating various sectors, implementing e-government has become a primary strategy for local governments to enhance efficiency, transparency, and the quality of public services. Nevertheless, the success of e-government implementation is contingent upon more than sophisticated technological infrastructure; it also hinges on robust collaboration between the various actors involved in the process. The collaboration of actors in the Implementation of e-government in city government is of great importance, as it allows the government and the private sector to work together to achieve common goals for the benefit of society. This collaboration can potentially enhance the effectiveness and efficiency of public services and increase government transparency and accountability (Rozikin et al., 2020).

The collaboration of actors in e-government implementation is paramount, given the complexity and multidimensionality of digital transformation in the government environment. A multitude of parties, including government agencies, private institutions, civil society, academia, and the general public, play a pivotal yet interrelated role in ensuring e-government success. The collaboration of actors encompasses cooperation in developing technological infrastructure and formulating supportive policies, human resource capacity building, information dissemination, and strengthening public participation in the decision-making process.

It is anticipated that the Implementation of e-government will yield optimal benefits for the community, enhance bureaucratic efficiency, and reinforce the principles of good governance, contingent upon the establishment of a robust and inclusive collaborative framework. Nevertheless, the difficulties in fostering collaboration among the various actors involved in e-government implementation cannot be overlooked. The existence of divergent interests, the scarcity of resources, the reluctance to embrace change, and the lack of comprehension regarding the advantages of e-government can impede the attainment of consensus and the establishment of effective collaboration among the various relevant parties. In the context of e-government implementation, the partnership between the government, the private sector, and the community can facilitate the enhancement of the quality of public services, the expansion of public participation, and the augmentation of the government's capacity to manage information and technology (VMH Goesman, 2016).

The enactment of Minister of Communication and Information Regulation No. 8/2019 has created opportunities for regions to innovate in the welfare and prosperity of their communities without undue constraints, particularly in light of the government's regulatory framework for electronic-based government systems and the Presidential Regulation on One Data Indonesia. The advancement of creativity and Innovation represents a crucial aspect of the developmental process. One such initiative is the government's collaboration with various sectors, including the private sector, academia, and the community, to develop smart cities based on e-government principles. This inter-sectoral collaboration is crucial for the long-term sustainability of e-government. By fostering collaboration, governments can accelerate Innovation and develop the most effective smart city concepts for city dwellers. One notable example is Lhokseumawe City in Indonesia, which has successfully implemented an E-government concept.

It is crucial to recognize the significance of collaboration among key stakeholders in facilitating the Implementation of e-government in Lhokseumawe City, particularly in the context of developing a smart city. This necessitates a comprehensive examination of various factors, including the nature of interdependence and the quality of relationships between the involved actors. The interdependence and close relationships between the government, the private sector, and the community are essential for achieving common goals that benefit the community. Secondly, the collaboration aims to enhance the effectiveness and efficiency of public services and promote transparency and accountability in government. Thirdly, improving service quality can be achieved through the collaboration of actors. This can be done by optimizing resources, increasing community participation, and improving the government's ability to manage information and technology (Adibowo & Putri, 2016). Fourth, Innovation and e-literacy. Collaboration and e-literacy represent a form of Innovation in the renewal of local government administration in the Implementation of e-government, which can contribute to the development of smart cities (Rozikin et al., 2020). It can be reasonably deduced that the collaboration of actors in the Implementation of e-government in Lhokseumawe City will serve as a robust foundation for realizing the vision of a smart city characterized by efficiency, transparency, and a commitment to the provision of quality public services.

Despite implementing certain measures to advance the development of e-government, several challenges in governance persist, including: The degree of involvement and contribution of various actors (government agencies, private institutions, civil society) in implementing e-government in Lhokseumawe City. Factors that influence actor collaboration in the Implementation of e-government in Lhokseumawe City. - government in Lhokseumawe City, Effective strategies to reinforce cross-sectoral collaboration in the

Implementation of e-government in Lhokseumawe City, The impact of actor collaboration on enhancing bureaucratic efficiency and the quality of public services in Lhokseumawe City, Obstacles and challenges encountered in the formation of actor The following aspects require further investigation: (1). Collaboration in e-government implementation in Lhokseumawe City. (2). Efforts to build public awareness and participation in supporting actor collaboration in e-government implementation in Lhokseumawe City

It can be concluded that a collaborative governance model (Collaborative Actor) is required to overcome the complexity inherent in the development of e-government. The Quadhelix (Quadruple Helix) Model of collaboration in e-government development represents a significant approach to achieving the objective of smart city development, which is inclusive, sustainable, and oriented towards enhanced public services. The Quadhelix model entails the integration of the four primary helixes, namely academia, industry, government, and society, in a collaborative process aimed at developing innovative and effective solutions (Fitriadi & Fahmy, 2022). A comprehensive investigation into the phenomenon of actor collaboration in e-government implementation in Lhokseumawe City is essential to ascertain the underlying factors that either facilitate or impede such collaboration, to devise efficacious strategies for fostering inter-sectoral collaboration, and to proffer recommendations to local governments and other stakeholders for the enhancement of cross-sector cooperation and the attainment of shared objectives in the pursuit of responsive, efficient, and quality public service-oriented governance.

2. LITERATURE REVIEW

A collaborative actor is an entity that engages in collaborative activities with other actors.

The term collaboration can be defined as a form of cooperation between actors, organizations, or entities with shared interests or goals, which can be undertaken independently or in conjunction with other parties. In Indonesian, the terms "cooperation" and collaboration are still used interchangeably, and there has been no effort to elucidate the nuances of the term "collaboration." According to Ansell and Gash, "collaborative actor" is a novel strategy in governance that convenes diverse stakeholders in a single forum to achieve a unified consensus (Ansell & Gash, 2008).

As (Sepriandi & Hussein, 2019) posited that... collaboration is defined as a process whereby actors interact through formal and informal negotiations, collectively establishing rules and structures that govern their relationships and modes of acting and decision-making concerning issues that unite them. Lasker et al. posit that collaboration has become a crucial instrument in public management. It can foster collaboration between actors at various levels, including governmental, public agency, private institutional, and civil society entities. The collaborative approach enables society to work constructively in achieving public goals that one party cannot achieve if implemented alone. Governance has four main elements: the rules of the game, collectives, decision-makers, and the absence of a formal control system that can dictate the pattern of cooperation and the impact obtained. Emphasize that Effective communication and stakeholder engagement are central to the success of collaborative governance, as highlighted in the research (Chhotray & Stoker, 2008).

The term collaborative actor is used to describe the various parties involved in a collaborative endeavor, including the government, the private sector, academia, the community, and the mass media. In this context, collaborative actors cooperate to attain shared objectives. This was exemplified by implementing e-government initiatives in various cities, including Probolinggo and Padang. The collaboration involved local governments, academic institutions, communities, and the private sector (Indarto & Ratnawati, 2021). The term "collaborative actors" describes the various parties that engage in cooperative activities to achieve common goals within a specific context. One illustrative example is the Implementation of e-government at the city level, as discussed by (Rahmayanti, 2021). To maximize the impact of government programs, it is essential to foster collaboration between relevant actors (Septiawan, 2022). Collaboration between actors is necessary for tourism development to realize the Tourism Village pilot project in Harapan Jaya, Way Ratai District, Pesawaran Regency. Active participation of actors or policymakers is needed to achieve the project's common goals. Collaborative governance entails a more profound engagement of potential policy

actors, departing from conventional policy structures (Abrianto, 2023). Those typically excluded from policy debates, such as disenfranchised or isolated communities, are encouraged to participate and recognized as valuable contributors with diagnostic insights into policy. Consequently, a new approach is required: a factual perspective that assumes numerous factors influence the collaboration process (Veni Robiatal Adawiyah & Amy Yayuk Sri Rahayu, 2022).

E-government

E-government is a city that employs information and communication technology (ICT) effectively and efficiently, utilizing various resources to achieve cost and energy savings, enhance service quality and the quality of life of its citizens, and reduce its environmental footprint. This supports Innovation and a green economy (Cohen, 2014). E-government is a municipal entity that has integrated information and communication technology into its daily governance operations to achieve greater efficiency, enhance the quality of public services, and improve the well-being of its citizens. E-government represents a positive indicator of a city's performance, reflecting a sophisticated integration of activities, studies, discoveries, and awareness among the city's residents.

As identified by (Hao et al., 2012), e-government is characterized by several key attributes. The interconnection of urban areas is facilitated by e-government, which combines communication networks, the Internet, sensors, and recognition to facilitate communication between people, thereby enabling the interconnection of urban areas. The integration of urban information systems, internet-related matters, and cloud computing will be employed in all business sectors to integrate application systems, data, and the Internet into core elements that support urban operations and management. Urban management and service cooperation, the interconnection of urban components, and the support of urban management application systems and services with the coordination of urban critical systems and participants will facilitate the optimal functioning of urban operations.

The following section will delineate the various collaborative actors involved in implementing e-government.

The relationship between the collaborative actor and e-government is one of proximity, as both entities prioritize active participation and collaboration between the government, private sector, community, and other stakeholders. This relationship can be observed in the following ways: Firstly, the Collaborative Actor emphasizes the significance of community involvement in decision-making and implementing public policy. In the context of e-government, the community's involvement is also a significant factor. Secondly, there is the issue of collaboration between the government and the private sector. It is often the case that e-government involves cooperation between the public and private sectors. The government assumes the policy maker and regulator role, while the private sector furnishes technology, services, and innovative solutions.

Thirdly, there is the aspect of joint planning and decision-making. Collaborative actors promote the Implementation of inclusive and participatory planning and decision-making processes. In the context of e-government, this entails the involvement of a diverse range of stakeholders in formulating the vision, goals, and strategies for the development of e-government. Fourth, Conflict Resolution and Mediation. Collaborative actors also facilitate the resolution of disputes that may arise in the context of e-government implementation. In the context of e-government, differences of opinion and interests between stakeholders may arise. The collaborative actor provides a framework for fair and transparent conflict resolution and mediation, which allows for constructive dialogue, settlements that benefit all parties, and better decision-making in advancing the e-government agenda.

Adopting the collaborative actor approach can facilitate the inclusion of a more significant number of participants in e-government implementation, encourage greater participation from all stakeholders, and enhance the sustainability of the process. The collaboration between the government, the private sector, the community, and other stakeholders is a robust foundation for realizing a successful e-government vision

that benefits the community (Emerson et al., 2012). In the context of e-government development, the specific characteristics of a collaborative actor include Community involvement in the decision-making process and public policy implementation (Fisip Usk et al., 2023). Inclusive, sustainable, and public service-oriented solutions facilitate integrating various stakeholders in creating innovative and effective solutions (Firman & Rahmawati, 2023). The Collaborative Actor approach to governance management involves multiple stakeholders from the public and private sectors and civil society working together constructively to achieve common goals in e-government development.

3. RESEARCH METHOD

This primary research employs a qualitative approach to facilitate a more nuanced comprehension of a subject, phenomenon, or fundamental law of nature. This research is designed to understand the Collaborative Actor process in E-government development comprehensively. The research will be conducted in the city of Lhokseumawe. The rationale for selecting this area as a research location is that it is one of the cities in Aceh Province that has implemented e-government. In this case, the data collection techniques employed by the researchers include observation, interviews, and documentation. The interview is a valuable tool for maintaining the researcher's memory and guiding the research process. Document analysis is a useful complement to using observation and interview methods in qualitative research (Sugiyono, 2016). In this study, data analysis techniques are employed using an interactive model. This model comprises three principal elements: data reduction, presentation, and conclusion drawing (Muhammad Idrus, 2009). In qualitative data analysis, words are constructed from the findings of interviews or observations, which are then described and summarized.

4. RESEARCH RESULTS

A. Collaborative Actors in the Implementation of e-government in Lhokseumawe City

The Implementation of e-government in Lhokseumawe City involves several collaborative actors, each of whom plays an essential role in creating a more efficient and transparent government system. The actions taken by the local government demonstrate an effort to leverage digital technology to enhance public services. The Lhokseumawe city government has initiated multiple initiatives to accelerate the electronic-based government system (SPBE) implementation. One notable initiative is a comparative study of several cities that have implemented digitalization in government, including working visits to Bandung city and Sumedang district. This study aims to gain insights from these cities' experiences and apply the most effective practices in the context of Lhokseumawe.

From the researcher's perspective, the introduction of the Sipinter application represents a significant milestone in the digital transformation of the government in Lhokseumawe. The strengthening of the application means a commitment on the part of the government to facilitate the integration of electronic and online systems within the context of services and administration at the governmental level. This application has been designed to improve data integration between Regional Apparatus Organizations (OPD) and facilitate enhanced communication between the government and society. This process commences with a sound design and planning process, intending to achieve the vision and mission of the city government.

Implementing e-government in Lhokseumawe City entails the involvement of multiple actors to facilitate the rollout of the Electronic-Based Government System (SPBE). In this context, collaboration between the government and private parties, such as technology developers, is essential to create effective solutions. For example, in developing the Sipinter application, the government invited technology companies to contribute to developing a superior system. Joint involvement is undoubtedly necessary, particularly in providing technological equipment and applications. There is a clear need for companies or institutions supporting information and communication technology development in government.

In addition, the community serves a dual role as both the end user of e-government services and as a vital contributor to their effectiveness and efficiency. By actively engaging in the process, the community can

provide invaluable feedback, enabling the government to refine and enhance its services continuously. This collaborative approach fosters a more responsive and people-centric environment, aligning with the principles of collaborative governance.

The community's pivotal role will influence the value of system enhancements and policy alterations. In the context of participation in policymaking, the community can provide input related to policies made by the government, thereby contributing to improvements in the quality of public services. Concerning information access, e-government provides the public with easy access to information, enabling them to develop better selection skills. For example, detailed information regarding taxation can be obtained online, making it easier for people to manage their finances.

The collaboration of actors in e-government is a relationship between institutions with the same digital-based goals. The Lhokseumawe City Regional Development Planning Agency seeks to implement e-government to achieve its goals more quickly. E-government increases government transparency and accountability by providing accurate and open information, allowing the public to monitor and understand government activities better.

E-government facilitates acquiring public services via digital platforms, encompassing registration, tax payments, and business licenses. This results in greater convenience and efficiency in accessing public services. Furthermore, e-government facilitates public involvement in governmental processes by enabling them to contribute and provide feedback. This may result in increased community involvement in development and governance systems. In the Implementation of collaboration between actors in the development of e-government in Lhokseumawe city, the city government, in conjunction with several regional apparatus organizations (OPD), the private sector, the community, and academics engaged in e-government design consultations, plays a pivotal role. Each entity contributes to accelerating government digitalization by fulfilling their respective roles.

The Lhokseumawe city government is a principal actor in this initiative, and it is visiting other regions to learn best practices in e-government. Furthermore, it oversaw the launch of the Sipinter application, which represents the inaugural step towards establishing a fully digital government. The Regional Apparatus Organization (OPD) is the following entity to be considered. All OPDs in Lhokseumawe City are involved in developing and implementing e-government systems to ensure integration and efficiency in public services. They are essential in piloting applications and identifying areas that require improvement.

Figure 1: Actor Collaboration

The collaboration of various government entities is a priority in developing e-government. The Lhokseumawe City Government, in this case through the Public Relations field, is an initial participant in this process. Other collaborating entities include the Communication, Information, and Coding Office (DISKOMINSA), Population and Civil Registry Office, Health Office, Regional Revenue and Finance Office, Community Empowerment Office, and Gampong Government in the Lhokseumawe area. The initiatives undertaken by OPDs in Lhokseumawe City to support e-government may include the development of official websites, the Implementation of information technology, the development of integrated applications, the

improvement of network infrastructure, the provision of training and socialization, and the fostering of collaboration between agencies. However, these activities are predominantly conducted individually and not integrated effectively.

From an analysis of the provided information, it can be inferred that collaboration within the Local Government Organization (OPD) is primarily conducted through information and communication technology for processing, transferring, and communicating data to the government. Each OPD coordinates more with DISKOMINSA in terms of reporting. Concerning reporting via applications, they coordinate more with the central government as derivatives of reporting applications to related ministries. DISKOMINSA and BAPPEDA must synchronize data with each other. At the gampong level, the SIGAM (gampong information system) application is facilitated.

In disseminating information to the public regarding the latest progress or updates concerning specific events and fostering comprehension of the concept of "i-government," the DISKOMINSA Lhokseumawe City government provides information through the city government website, websites managed by Regional Government Organizations (OPD) and social media platforms such as Instagram and Facebook. The Lhokseumawe One Data program is mandated by the presidential regulation on Indonesia One Data. However, this regulation has a derivative, namely the Mayor's regulation, in which DISKOMINSA is appointed the data guardian. The e-database that bridges the data is housed in the regional development planning agency.

The evolution of technology management in the public service sector has also given rise to the issuance of several regulations, commencing with Presidential Regulation No. 95 of 2018 concerning Electronic-Based Government Systems. This regulation provides a robust foundation for fostering collaboration within the government sector and among entities engaged with electronic systems. Furthermore, the most recent development is assessing e-government performance in public services based on the implementation index of an electronic-based government system (SPBE). This regulation was issued to strengthen the Implementation of e-government in government.

The regulations proposed by the central government will inevitably impact the programs presented by the local government. These changes must be effectively communicated to enhance public confidence in the local government's ability to implement the proposed program changes. The central government's regulatory improvements will undoubtedly influence the regional technical guidelines and regulations, affecting the interpretation of needs and the subsequent budget allocation. Consequently, this service is tasked with standardizing data across a unified government information sector.

Government agencies must collaborate internally to implement e-government initiatives successfully. Information and communication technology advancement, which was previously managed by disparate government entities such as OPDs and village governments in Lhokseumawe City, has been unified through a collaborative strategy within a single city government channel. This represents the following strategy for the Lhokseumawe city government, which aims to encourage all relevant parts and work units to integrate government data into i-government. This seeks to realize a smart city in terms of public services and management in the future. The integration of data in existing applications is inadequate, including database systems that have not been integrated in a manner that allows for the impact on existing data to be run in an integrated manner in real-time. As a result, unsynchronized data will occur without synchronization in the database. The same applies to protocols between software so that one application may not be able to utilize the results of another application. This is then fixed by government collaboration, which has become increasingly important.

The next phase of the collaboration will involve the National Cyber and Sandy Agency (BSSN). The partnership with BSSN aims to leverage electronic certificates and facilitate digital transformation in Lhokseumawe City. The next actor is PLN Icon Plus, which collaborates with the municipal government to develop internet network infrastructure and applications that support electronic-based government systems. The collaboration between the Lhokseumawe City Government and PLN Icon Plus considerably

impacts the advancement of e-government in the city. Various programs that support the realization of the SPBE architecture are designed to provide optimal services based on digital technology, including the establishment of call centers, the provision of public WiFi, and the Implementation of innovative CCTV to monitor developments and environmental conditions within the Lhokseumawe city government area.

Effective communication is a crucial aspect of actor collaboration. The quality and transparency of communication are essential factors in maintaining the long-term sustainability of the partnership. The communication between the parties has been satisfactory thus far; however, there is no fixed schedule for communication. Direct communication typically occurs during work meetings, work evaluations, and informal time if there are irregularities in the application of technology in government. Nevertheless, coordination can still be conducted online via social media. The simplicity of utilizing social media and networks undoubtedly presents an opportunity for those with demanding workloads to maintain their engagement with the collaboration network on WhatsApp (WA), a widely used social media platform.

Coordination in collaboration between actors is carried out consistently and synchronized to avoid duplication and ensure efficiency. This is particularly important in conflict resolution, especially in cases where actors within the collaboration group are involved. The effective allocation and utilization of resources, including funds, information, and expertise, can also be observed. The time actors contribute to the collaboration is also a crucial aspect to consider.

Furthermore, the effectiveness of collaboration between actors in achieving the desired goals or targets and the impact on subsequent changes in e-government implementation and policy is also considered. Furthermore, this collaboration finds both short-term and long-term timeframes, which are crucial for evaluating the collaboration experience and improving the process of future activities. Ultimately, the collaboration of these actors will impact the actors and society, influencing public perception of the effectiveness and transparency of the government or other organizations.

From the researcher's perspective, the primary effects of the collaboration between actors carried out by the Lhokseumawe city government in implementing e-government can be observed in the network infrastructure improvement. This collaboration encompasses the development of internet and intranet network infrastructure, which is paramount for supporting electronic-based government systems (SPBE). A superior infrastructure will facilitate increased public access to digital services, enabling more practical and productive services. Moreover, PLN Icon Plus plays a pivotal role in advancing digital applications and services, including the Sipinter application launched by the Lhokseumawe City Government. This application aims to enhance data integration between regional apparatus organizations (OPD) and facilitate access to information for the community.
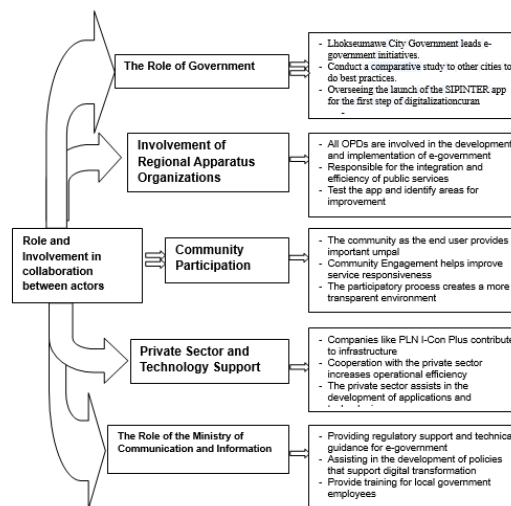

Figure 2: The collaboration of actors in the Implementation of e-government research results

To increase local revenue, this cooperation also includes the utilization of payment gateways for the digital payment of local tax levies. This will facilitate public transactions and enhance transparency and accountability in regional financial management. Furthermore, this collaboration of actors presents PLN Icon Plus as being committed to supporting human resource development in Lhokseumawe, which is crucial to ensure that government employees can utilize new technology effectively. HR training and development will help improve capabilities in managing e-government systems.

In collaboration with various stakeholders, the Lhokseumawe city government has set an ambitious goal of becoming a smart city. It is anticipated that this collaboration will serve as a model for other regions, stimulating Innovation in public services and, in turn, enhancing the quality of life for the community. The involvement of the community and the private sector is also crucial in supporting digitalization and guaranteeing that public services align with the needs of citizens. Through collaboration between these actors, Lhokseumawe City aims to enhance efficiency and transparency in government services by implementing e-government.

2. Factors that Facilitate and Impede Actor Collaboration in e-government Implementation in Lhokseumawe City

Implementing e-government in Lhokseumawe City will enhance public service efficiency, transparency, and accountability. In this process, collaboration between various actors, including the government, the community, and the private sector, is of significant consequence. Nevertheless, some factors can impede or facilitate this collaboration. This report will provide a detailed examination of these factors. The following section will present some factors that enable actor collaboration in implementing e-government in Lhokseumawe City. These include, but are not limited to, the following; Leadership Commitment: In this case, the commitment of the head of government, namely the Mayor, is of particular importance in encouraging collaboration between various actors to facilitate the acceleration of e-government implementation within the government.

The Lhokseumawe city government has taken several steps to support the Implementation of e-government, demonstrating a solid commitment to this initiative. The initial step in implementing e-government in the Lhokseumawe city government is to alter the mindset of leaders. Government policies that support the Implementation of e-government, including those that provide a clear framework for its Implementation, ensure that all actors are involved and have clear responsibilities in the implementation process. This strengthens the government's commitment to invite all elements, especially those in government and society, to contribute to the development of the city of Lhokseumawe.

Moreover, the Lhokseumawe city government extends an invitation to private entities to engage in collaborative efforts to facilitate the development of the city of Lhokseumawe. The government's digitalization process is further supported by the development of PLN Icon Plus's Internet and intranet network infrastructure. This infrastructure enables faster and more efficient access to e-government services, facilitating public engagement. Despite the Implementation's recent inception, initial steps have been taken toward collaboration with the government in the digitization process following the established guidelines.

It is also imperative that the private sector collaborate with internal government employees. Consequently, the development of human resources must also be a continuous process. The capacity building of human resources among government employees plays an essential role in the success of e-government. Training provided by PLN Icon Plus and other partners helps employees understand and utilize new technologies effectively, thus improving their performance in delivering public services.

The subsequent phase is to engage the community, where involvement in utilizing e-government services is essential. By incorporating the public into developing applications such as SiPinter, the government can identify areas for enhancement and enhance user satisfaction. Community feedback facilitates the creation of a more responsive service. Although not occurring in real-time, the government is beginning to receive

feedback from citizens regarding their experiences with public services and general applications, such as letter processing and monitoring the use of public facilities. This is done through closed-circuit television (CCTV) cameras in Lhokseumawe City, which the local KOMINSA agency operates.

The Implementation of e-Musrembang and e-Planning has encountered obstacles due to difficulties in data inputting and delays in Implementation, particularly in coordination with the Gampong government, the smallest governmental unit in the system.

The Implementation of e-government in Lhokseumawe City is not without challenges, which impede the smooth functioning of the collaboration mechanism and hinder the overall process of Implementation. One of the main obstacles to the Implementation of e-government is budgetary limitations. Inadequate financial resources can impede the development of the infrastructure and applications necessary to support e-government. Notwithstanding the assistance provided by PLN Icon Plus, challenges persist concerning the availability of adequate infrastructure. In some areas, unstable or unavailable internet access may impede the utilization of e-government services, particularly in remote locations. This can also result in constraints in the training and development of human resources. Furthermore, this can be an obstacle when coupled with a lack of comprehension of e-government readiness among government employees. Without an adequate understanding of the technology and systems to implement, employees may encounter difficulties optimally operating and utilizing e-government systems.

This lack of coordination between actors then extends to the situation. Inadequate coordination between disparate regional apparatus organizations (OPDs) and other actors can impede the efficacy of e-government implementation. Without effective communication, the information required for decision-making cannot be conveyed optimally, which has a detrimental impact on the quality of public services. Furthermore, there is a prevailing resistance to change in specific government segments. Resistance from government employees to change can also impede the Implementation of e-government. Some employees may be content with traditional work practices and reluctant to adapt to new systems. This necessitates the Implementation of an effective change management strategy to address dissatisfaction and mitigate concerns about job security.

The Implementation of e-government in Lhokseumawe City involves many actors, each of whom plays a pivotal role in creating a more efficient and transparent governmental system. This collaboration's success is contingent upon several enabling factors, including leader commitment, infrastructure support, community involvement, human resource training, and supportive policies. Nevertheless, obstacles such as budgetary limitations, lack of coordination, misinterpretation of e-readiness, resistance to change, and inadequate infrastructure must be surmounted to attain the anticipated e-government objectives. By discerning and addressing these impediments, e-government implementation in Lhokseumawe City is expected to proceed with greater ease, yield optimal benefits for the community, and foster a more responsive and accountable government.
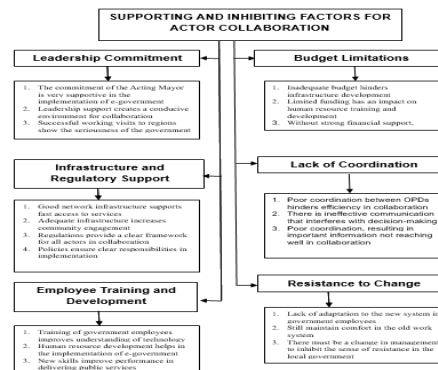

Figure 3: The following section will examine the factors facilitating or impeding collaboration among the various actors involved.

Implementing e-government in Lhokseumawe City will enhance public service efficiency, transparency, and accountability. Collaboration between various stakeholders, including the government, community, and private sector, is paramount in this process. This report will discuss the participation and contribution of multiple stakeholders in this collaboration, as well as its impact on the success of e-government in Lhokseumawe.

5. CONCLUSIONS

The collaboration of actors in the Implementation of e-government in the Lhokseumawe city government has not been optimal. This is due to the absence of an agreement to achieve the stated and formulated targets within the collaboration standard, where all stakeholders have not fully participated and contributed optimally to attaining the target or vision. The government's policy dominance persists, mainly through the Regional Apparatus Organization (OPD), namely DISKOMINSA and BAPPEDA of Lhokseumawe City. Active collaboration is encouraged by the government in the Implementation of government regulations regarding data. Moreover, the community is merely positioned as users who have been unable to participate in providing input to improve the current Implementation of e-government in the city government. The subsequent actor collaboration involves the National Cyber and Code Agency (BSSN). The collaboration with BSSN aims to utilize electronic certificates and support digital transformation in Lhokseumawe City. The next actor is PLN Icon Plus. Implementing e-government in Lhokseumawe City involves some actors, each essential in creating a more efficient and transparent government system. For this collaboration to succeed, some supporting factors must include leader commitment, infrastructure support, community involvement, human resource training, and supportive policies. However, challenges such as budget constraints, lack of coordination, misunderstanding of e-readiness, resistance to change, and inadequate infrastructure must be overcome to achieve the expected e-government goals.

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