

## Analysis of One Data Policy Implementation in the “Satu Data Hulu Sungai Selatan” to Digitalization and Regional Development (Study on Implementation of Website Portal “Satu Data Hulu Sungai Selatan”)

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### Abstract

The strategy in overcoming obstacles and obstacles in the Implementation of One Data for Hulu Sungai Selatan in accordance with Regent Regulation Number 40 of 2021 in Hulu Sungai Selatan Regency is to increase the disposition factor or attitude of the implementer which has been successfully implemented optimally. In the indicators for the appointment of bureaucrats, all policy implementers carry out their duties with discipline and responsibility. Meanwhile, on the incentive indicator for the One Data Website admin officer in the Website Portal field, there are no incentives given specifically to the administrator of the One Data HSS Website. One Data Officers have been given a salary and Performance Allowance or honorarium according to their duties and functions. One Data Admin, both from the Ministry of Communication and Informatics and from the OPD, received an assignment from the Head of the OPD to fill in sectoral statistical data on the Hulu Sungai Selatan one data portal. In addition, the last factor, namely the bureaucratic structure, has also been successfully implemented. In the Standard Operating Procedures (SOP) indicator, there are already Standard Operating Procedures (SOP) at the Communication and Information Office of Hulu Sungai Selatan Regency in the Regional Digitization Program in carrying out their duties and carried out according to the SOP. In the fragmentation indicator, all communities are carried out equally without being privileged, either from the relevant agencies such as Bappelitbangda or the general public who are looking for data for research purposes and so on.

**Keywords:** One Data Website, Regent Regulation Number 40 of 2021, Standard Operating Procedures, Implementation.

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### 1. INTRODUCTION

The presence of the Industrial 4.0 era brings a challenge for local governments in providing services to responsive communities where manual activities in the government process will be replaced by digitalization. One of the obstacles in public services, especially in the regions, is the lack of access to information to the public quickly and accurately. Through an application, various information about the city can be accessed quickly by the community. In the current era of information disclosure, the regional government of Hulu Sungai Selatan Regency through the Office of Communication and Informatics which handles mandatory affairs in the field of communication and informatics will continue to improve its roles and duties in line with the vision and mission of South Hulu Sungai Regency (HSS).

One of the local government's efforts to improve the quality of their governance is through the One Data Indonesia (SDI) program which is slowly being implemented in Hulu Sungai Selatan Regency, one of the regencies in South Kalimantan Province. One Data Indonesia is the government's data governance policy to produce data that is accurate, up-to-date, integrated, and accountable, as well as easily accessible and shared between Central Agencies and Regional Agencies through compliance with Data Standards, Metadata, Data Interoperability, and using Reference and Data Codes Parent. Based on the Presidential Regulation of the Republic of Indonesia Number 39 of 2019 concerning One Indonesian Data, so far there has been no provision that regulates One Indonesian Data.

The One Data program is here to provide services using the latest technology and build smart

infrastructure, so that it can provide effective services to all people living in the region so that it is integrated with data at the district/city, provincial and national levels. In addition, the concept of one data will be achieved if it can be understood and supported at the highest level with digital literacy from the local government and has contributed to its implementation in the daily needs of the community. For this reason, local governments need to integrate, and create sustainable programs to obtain accurate, up-to-date, integrated and accountable data.

In order to obtain data that is accurate, up-to-date, integrated, accountable, easily accessible, and shared, it is necessary to improve data governance through the implementation of One Data for Hulu Sungai Selatan. The Communication and Information Office of Hulu Sungai Regency (HSS) as the agency that implements regional policies related to One HSS Data. This is stated in Regent Regulation Number 40 of 2021 concerning One HSS Data, which aims to realize data management that is accurate, up-to-date, integrated, accountable, easily accessible, and shared in accordance with the principle of One Indonesian Data as well as in accordance with Presidential Regulation Number 39/2019 concerning One Indonesian Data. Through the implementation of SDI, the government can collect data in one doors that are accurate, up-to-date, integrated, and easily accessible and shared between central and regional agencies.

In accelerating the implementation of One Data Indonesia (SDI) at the regional level, one of the reasons is the main urgency of this research when the increasing need for information in the era of public information disclosure is one of the strategic issues and challenges for the Office of Communication and Information Technology. Through the Sector of Encryption and Statistics formulate technical policies, carry out guidance, supervision, control, evaluation and reporting in the field of information management to support national and local government policies, public information services, strengthening and providing access to information. Based on the Presidential Regulation of the Republic of Indonesia (Perpres RI) Number 39 of 2019 concerning One Indonesian Data so that it can be applied starting at the regional level, starting from the Hulu Sungai Selatan Regency in accordance with the directions of the Hulu Sungai Selatan Regency Regional Regulation Number 9 of 2018 Implementation of Information Technology-Based Government and Communication.

The lack of implementation of development and development of the reach of the use of information technology in the regions is also a strategic issue that will be answered by the establishment of the Communication and Information Office of Hulu Sungai Selatan Regency through the Communication and Information Technology Sector to formulate technical

policies, carry out guidance, supervision, control, evaluation and reporting in the regions. Regional management information system infrastructure services, intranet development and use of internet access, e-Government development, integration of public and government services, development of technology and information resources, as well as domain, sub domain, portal and website services for Regional Government.

Through the use of sensors integrated with real-time monitoring systems, the data collected is then processed and analyzed. The information and knowledge gathered is the key to overcoming inefficiencies or uncertainties in data integration. Therefore, the concept of One Data Indonesia itself must be investigated and studied in depth. How One Data Indonesia can be applied to a city by looking at all the potential possessed by the region or city so that its implementation can run smoothly and successfully. With a web-based application, bank data and information will be formed that can be presented properly and to meet the needs of certain agencies which are the main tasks of the agency concerned. With the hope of having the same perception in realizing the same data from various data sources, so that there is no difference in the presentation of data between related stakeholders.

## 2. LITERATURE REVIEW

### 2.2.1. Policy Definition

According to Inu Kencana, (2013:168) policy (policy) is different from wisdom (wisdom) policy can be interpreted as an order from superiors while wisdom is a change in regulations that have been set by superiors according to the circumstances and conditions.

Carl Friedrich in Rachmat and Dadang, (2016: 98) explains that what is meant by policy is an action that leads to the goals proposed by a group or government within a certain scope in connection with certain obstacles, while looking for opportunities to achieve goals or achieve the desired goal.

### 2.2.2. Understanding Public Policy

Based on the opinion of David Easton in Rachmat and Dadang, (2016:102) explaining the definition, public policy is "public policy is the authoritative allocation of values for the whole society".

Rachmat and Dadang, (2016:102) explain that in essence public policies are made by the government in the form of government actions aimed at the interests of the community. In addition, public policy is something either to do or not to do something that has a specific purpose.

James Anderson, 1984 in Agustino, (2014: 7) in his book public policy making said that what is meant by public policy is a series of activities that have

a specific purpose/objective that is followed and carried out by an actor or a group of actors related to a problem or an issue. ordered thing.

### 2.2.3. The Importance of Public Policy Studies

According to Subarsono (2015:4) public policy has three important benefits in developing knowledge, increasing practitioner professionalism and for political purposes, which will be described as follows:

#### a. Science development

In this context, scientists can place public policy as an affected variable, thus trying to determine the influence variable. This study seeks to find variables that can influence the content of a public policy. For example, a study to identify the factors that influence the issuance of an anti-terrorism law in Indonesia.

#### b. Helping practitioners in solving public problems

The purpose of studying public policy is so that practitioners will have a theoretical basis on how to make good public policies and minimize the failure of a public policy.

#### c. Useful for political purposes

A public policy that is made through the right process with strong theoretical support has a strong position against criticism from political opponents. This policy can convince political opponents who previously did not agree.

## 2.1 Theoretical Concepts

### 1. Development Concept

In general, the meaning of development is every effort to create a better life as defined by a country "an increasing attainment of one's own cultural values" (Tjokrowinoto, 1996: 1). The benchmark of development is not only per capita income, but must be accompanied by an improvement in income distribution, a reduction in poverty and a reduction in the unemployment rate. Meanwhile, according to Gamal Suwantoro (1997: 56) development is advancing and improving or enhancing something that already exist aims to develop quality, balanced and gradual products and services.

### 2. Regional Development Planning Theory

At the time of carrying out any activity, of course, requires a plan in advance in order to achieve work effectiveness. Planning as part of a development instrument; part of efforts to change the conditions and positions of people's lives, in order to achieve a better and meaningful situation (Abe, 2002:44). The urgency of planning is often associated with the efficient allocation of resources in achieving goals. In other words, planning becomes a work guideline so that the efforts carried out as far as possible are getting closer to the goals to be achieved.

## 3. Development Strategy Concept

Strategy is planning, to discuss planning, development, communication or communication strategy, several main concepts are obtained, namely strategy, development and communication. Planning or strategy is more approached by the concept of management. Strategy or planning is essentially an effort that is carried out consciously and continuously and managed to choose the best alternative from various alternatives to achieve certain goals (Cangara, 2013).

In a business, a strategy is needed. By using a good strategy or planning, our goal to introduce goods or services will quickly reach the public. Ofcourse it is also balanced with good communication

## 4. George C. Edward III's Theory of Policy Implementation (1980)

The theory of George C. Edward III, 1980 in Agustino (2014:149) is included in the top down. Where Edward III called it the theory of "Direct and Indirect Impact On Implementation". In addition, according to Edward III, there are four variables that will determine the success of implementing a policy, namely:

### 1) Communication

Communication according to George C. Edward III in Agustino, (2014: 150) really determines the success of achieving the goals of policy implementation. Effective implementation occurs when decision makers already know what they are going to do. Knowledge of what they will do can work if communication goes well, so that every policy decision and implementing regulation must be transmitted to the appropriate personnel department. In addition, the policies communicated must be precise, accurate and consistent. Communication is needed so that decision makers and implementers are more consistent in implementing every policy implemented in society.

There are three indicators that can be used to measure the success of the communication variable, namely:

- a) Transmission: a good communication channel can result in good implementation as well. Often what happens in the channel of communication is a misunderstanding (miscommunication). This can happen because communication has gone through several levels of bureaucracy, so what is expected is distorted in the middle of the road.
- b) Clarity: the communication received by the policy implementer must basically be clear and not confusing. The ambiguity of policy messages does not always hinder implementation. But at another level, this can actually distort the goals to be achieved from the policies that have been set.

- c) Consistency: the order given in the execution of a communication. Where the command must be consistent and clear (to be set or executed). Because if the orders given change frequently, it will result in confusion for the implementers of existing policies.

## 2) Resources

Resources according to George C. Edward III in Agustino, (2014:151) are other important things contained in policy implementation, in implementing policies. The resource indicator consists of four indicators, namely:

- a) Staff: The resource indicator is the main variable. Failures that often occur in policy implementation include the number of officers being insufficient, adequate and incompetent in their fields. Basically the addition of the number of staff and implementers is not enough, but it also requires staff who have the skills and abilities (competent and capable) to implement and implement the policy in accordance with the tasks desired by the policy itself.
- b) Information: this indicator is divided into two forms, the first is information related to how to implement the policy. In this case, implementers must know what they must do when they are given an order to carry out the action. The second is information on compliance data from policy implementers to pre-determined government rules and regulations. The implementor must also know whether other people involved in implementing the policy comply with the law or not.
- c) Authority: in this indicator the authority must have a formal nature so that the orders given can be carried out. Authority is the authority or legitimacy for policy implementers to carry out politically determined policies. When this authority does not exist, the power of the implementers in the eyes of the community also has no legitimacy. So that it can make the policy fail in the implementation process.
- d) Facilities: physical facilities are an important factor in the policy. if the implementor has sufficient staff, understands what must be done and has the authority to carry out his duties, but if there are no supporting facilities (facilities and infrastructure) then the implementation will not be successful.

## 3) Disposition or Attitude of the Executor

The disposition or attitude of the implementer according to George C. Edward III in Agustino, (2014:152) is the third important factor in policy implementation. In implementing the policy to be effective, the implementers of the policy must not only know what to do but also have the ability to implement

it, so that in practice there is no bias. Indicators in the disposition factor or policy implementer, namely:

- a) Appointment of bureaucrats: disposition or attitude of executors that can create real obstacles to policy implementation if existing personnel do not implement policies desired by officials I'm not tall. Thus, the selection and appointment of personnel from implementing policies must be people who are dedicated to the policies that have been made. Especially the interests of the people.
- b) Incentives: one of the suggested ways to overcome the problem of propensity for implementers is by manipulating incentives. Thus, people generally act according to their own interests. So basically manipulating incentives by policy makers can influence the actions of policy implementers. By adding certain benefits or costs, it may be a driving factor that makes policy implementers to be able to carry out orders properly. This is done in the hope of meeting personal or organizational interests.

## 4) Bureaucratic Structure

In the opinion of George C. Edward III in Agustino, (2014: 153) even though all the indicators in the implementation of the policy have been successfully implemented, the policy is still not implemented and realized this can be due to the weaknesses contained in the indicators of the bureaucratic structure. Such a complete policy requires the cooperation of many people. When the bureaucratic structure is not conducive to the available policies, this will cause the resources to become ineffective and ineffective. The bureaucracy as the implementer of a policy must be able to support policies that are decided politically by coordinating well.

In this organizational structure factor, according to Edward III, there are two characteristics that can boost the performance of the bureaucratic structure in a good direction, namely implementing Standard Operating Procedures (SOPs) and fragmentation. Standard Operating Procedures (SOPs) can be interpreted as a routine activity that allows employees (policy implementers/administrators/bureaucrats) to carry out their daily activities and in accordance with predetermined standards. While fragmentation can be interpreted as an effort to spread in the form of responsibility for activities or employee activities among several work units.

## 3. MATERIAL AND METHODS

### 3.1 Research Approach

The selection of a qualitative approach in this study was due to the data used as the object of research in the form of facts regarding the Regulation of the South Hulu Sungai Regent Number 34 of 2021

concerning the Implementation of an Electronic-Based Government System and the Hulu Sungai Selatan Regent's Regulation Number 40 of 2021 concerning One Data for the South Hulu Sungai against Digitization and Regional Development. This research is focused on How the One Data Policy Implementation Strategy Against Digitalization in Regional Development in Hulu Sungai Selatan Regency on the website portal "One Data Hulu Sungai Selatan" at the Communication and Information Office of South Hulu Sungai Regency. In addition, this approach was also chosen with the intention of being able to describe the implementation of the One Data Indonesia development policy in accordance with the Presidential Regulation of the Republic of Indonesia (Perpres RI) No. 39 of 2019 concerning One Indonesian Data so that it can be applied starting at the regional level, starting from the Hulu Sungai district. South in accordance with the direction of the Hulu Sungai Selatan District Regulation Number 9 of 2018 Implementation of Information and Communication Technology-Based Government.

Researchers have determined research informants who are deemed to be able to provide the widest possible experience, especially related to the implementation of One Data Hulu Sungai Selatan in accordance with Presidential Regulation Number 39/2019 concerning One Data Indonesia which focuses on research on the Website Portal "One Data Hulu Sungai Selatan" at the Department of Communication and Information, Hulu Sungai Selatan Regency. The research subjects are as follows:

- a. Head of the Communication and Information Office of Hulu Sungai Selatan Regency
- b. Head of Control and Evaluation Division of Bappelitbangda Hulu Sungai Selatan Regency
- c. Functional Planning of Bappelitbangda
- d. Head of Technology, Information and Communication Division of the Communication and Information Office of Hulu Sungai Selatan Regency
- e. Statistics Functional Officer
- f. Website Portal Manager Admin "One Data Hulu Sungai Selatan"
- g. General Public in the Hulu Sungai Selatan administrative area.

## 4. RESULT AND DISCUSSION

### 4.1 RESULT

#### Implementation of the One Data Policy in Hulu Sungai Selatan Regency on Digitalization and Regional Development

In Hulu Sungai Selatan Regency, there is one Regent Regulation which is used as a reference material in several Diskominfo in Hulu Sungai Selatan, namely Hulu Sungai Selatan Regent Regulation Number 40 of 2021 concerning One HSS Data as the basis for the formation of the One Data website which aims to improve the quality of service to its stakeholders, namely the existing offices in the district of Hulu

Sungai Selatan as well as the general public both within the scope of the HSS district or outside the scope for certain purposes. The Regent's regulation has also been implemented at the Communication and Information Office of Hulu Sungai Selatan Regency in the Regional Digitization Program. One of the things that are regulated or implemented at the Communication and Information Office of Hulu Sungai Selatan Regency to support Regional Digitization is in the creation of the One Data Hulu Sungai Selatan Website Portal. Where in the implementation of One Data in making this Website Portal, of course there are inhibiting factors and supporting factors in its implementation. In order to know the implementation of the policy on One Data for Upstream South River in this Regional Digitization, the researcher wants to know its implementation using the theory of policy implementation according to George C. Edward III. Where according to Edward III's theory of policy implementation there are 4 indicators of success in implementing policies and regional development, namely communication, resources, disposition or attitude of implementers and bureaucratic structure, which will be described below:

#### 1. Communication

Based on Edward III's theory of policy implementation, the first factor for regional policy development is communication. According to Edward III in Agustino (2006:157) communication can be interpreted as one of the important factors in the development of public policy areas, communication will determine the success of achieving the goals of public policy implementation. Effective implementation will take place, if decision makers know they will do it. Information that decision makers know can only be obtained through the good. In addition, Edward III distinguishes communication factors in policy implementation in three variables. Where these three variables can be used in measuring the success of communication variables, namely:

#### a. Transmission

Transmission According to Edward III in Agustino (2006:157) can be interpreted as the distribution of communication. Where a good communication channel will result in good implementation as well. Often there are problems in the distribution of communication, namely a misunderstanding (miscommunication) due to the many levels of bureaucracy that must be passed in the communication process, so that what is expected is distorted in the middle of the road. In the implementation of the One Data Hulu Sungai Selatan program on the Hulu Sungai Selatan Website Portal within the framework of the Regional Digitization Program for the Hulu Sungai Selatan Regency, the Regional Apparatus Organizations (OPD) involved were the Communication and Information Office of the Hulu Sungai Selatan Regency in the Regional Digitization Program and related stakeholders such as

the Development Planning Agency, Regional Research and Development (BAPPELITBANGDA).

The same thing was expressed by one of the One Data officers at the Communication and Information Office of Hulu Sungai Selatan Regency in the Regional Digitization Program who already knew clearly about this One Data, but it was a little different according to him, it was very unfortunate for One Data in the Website Portal field because of the very interest of the community. Low and open the Website Portal only when needed.

Currently, Diskominfo HSS has finished creating the One Data Hulu Sungai Selatan Portal as a data container that is integrated both into ONE NIK, ONE MAP and OPEN DATA HSS. This activity is an effort so that One HSS Data can run well. The activity also presented the first expert statistician from the HSS Central Statistics Agency, Ilma Ainun Fitriana who conveyed the Rules for Making Statistical Data.

## 2. Resources

According to Edward III in Agustino (2006:158-159), resources are important in implementing good policies. In this resource factor, according to Edward III, there are four variables that are used to see the extent of the regional development resources of the policy, which consist of:

### a. Officer

The main indicator contained in the resource factor is staff or employees (street-level bureaucrats). Failures that often occur in policy implementation, one of which is caused by inadequate, sufficient, or incompetent staff in their respective fields. The addition of the number of staff and implementers is not enough to solve the problem of policy implementation, but it requires an adequate number of officers with the necessary skills and abilities (competent and capable) in implementing the policy.

In order to find out about the officers at the Communication and Information Office of Hulu Sungai Selatan Regency in the Regional Digitization Program in implementing the One Data Hulu Sungai Selatan program on the Website Portal at the Diskominfo of Hulu Sungai Selatan Regency, all officers who handle the One Data Hulu Sungai Selatan program on the Website Portal at Diskominfo of Hulu Sungai Selatan Regency are adequate and competent in their respective fields. But there is hope from the Head of Service and officers that there will be socialization and training for officers to improve HR as admins and data managers, especially those related to digital matters, which still have to be improved, because there are still many human resources at Diskominfo that are not in accordance with the knowledge they have, so requires integrated training related to Data management. Another thing that can be improved is the management

and socialization for the community so that more people know and access the Satu Data Hulu Sungai Selatan Website Portal and can increase human resources and infrastructure digitally. So that it can be concluded that the indicators of existing officers on the resource factor have been successfully implemented.

## 3. Disposition (Attitude of Implementing)

According to George C. Edward III, the disposition or attitude of policy implementers is the third important factor in the approach to implementing a public policy. If the implementation of a policy is to be effective, then policy implementers must not only know what to do but also have the ability to implement it, so that in practice it does not happen. Furthermore, Edward III distinguishes this disposition factor (attitude) in two important variables. Where the presence of these two variables can determine the success of the implementation, namely as follows:

### a. Appointment of Bureaucrats

The first indicator contained in the disposition factor or attitude of the implementer according to Edward III's theory is the appointment of bureaucrats. The disposition or attitude of the implementer can overcome real obstacles to policy implementation if the existing personnel do not implement the policies desired by higher officials. Therefore, the appointment and selection of policy implementing personnel must be people who are dedicated to the policies that have been set, more specifically to the interests of the community.

So that in implementing the One Data Hulu Sungai Selatan program policy on the Website Portal at Diskominfo, Hulu Sungai Selatan Regency, all policy implementers must have high dedication and responsibility and be disciplined in carrying out their duties. Furthermore, the last indicator contained in the disposition factor in policy implementation according to Edward III's theory is incentives. This incentive is one of the suggested techniques to overcome the attitude problem of policy implementers by manipulating incentives. Basically people move based on their own interests, so manipulating incentives by policy makers affects the actions of policy implementers. By increasing certain profits or costs, it may be a driving factor that makes the implementers carry out orders well. This is done as an effort to fulfill personal or organizational interests. Based on the results of interviews from policy implementers above, it can be concluded that the incentive indicators contained in the disposition factor (attitude) according to Edward III's implementation theory have been running effectively.

## 4. Bureaucratic structure

The last factor in the theory of policy implementation according to Edward III is the bureaucratic structure. Even if the resources to implement a policy are available or policy implementers know what should be done and have the

desire to implement a policy, it is possible that the policy cannot be implemented or realized due to weaknesses in the bureaucratic structure. So in this case Edward III distinguishes the bureaucratic structure factor into two variables, namely as follows:

#### a. Standard Operating Procedure (SOP)

According to Edward III Standard Operating Procedures (SOPs) are routine activities that allow employees (or policy implementers / administrators / bureaucrats) to carry out their activities on a daily basis in accordance with applied standards (or minimum standards required by citizens). Furthermore, to find out the Standard Operating Procedures (SOPs) contained in the Communication and Information Office of Hulu Sungai Selatan Regency in the Regional Digitization Program in implementing the One Data Hulu Sungai Selatan program on the Website Portal at Diskominfo, Hulu Sungai Selatan Regency.

#### b. Fragmentation

The last indicator contained in the bureaucratic structure factor according to Edward III's implementation theory is fragmentation. Implementation of fragmentation is an effort to spread responsibility for activities or employee activities among several work units. Standard Operating Procedures (SOPs) should apply to all communities who wish to obtain information on One Data Hulu Sungai Selatan.

The description above shows that there are still no special rights granted to OPD or certain communities. The treatment of all officers to OPD or people who want to get data in One Data Hulu Sungai Selatan is the same and if necessary, data related to mapping, basic statistics, sectoral statistics and complaint information can be maximized and the effect of digitization can be optimized. In addition, it cuts the bureaucracy which usually takes time and energy so that flexibility can be fulfilled.

## 4.2 DISCUSSION

The results of the research above are used to see the implementation of the South Hulu Sungai One Data Program on the Website Portal of the South Hulu Sungai Regency Diskominfo in the South Hulu Sungai Regency Regional Digitization Program using the theory of Edward III's policy implementation. Then the discussion obtained by using Edward III's policy implementation theory is divided into four factors that influence the success or failure of policy implementation in regional development and digitalization, namely, communication, resources, disposition or attitude of implementers and bureaucratic structure.

#### a. Transmission

The results of the research above regarding the transmission indicators show that the implementers of

the One Data policy at the South Hulu Sungai Regency Diskominfo in the Regional Digitization Program already know well about the South Hulu Sungai One Data. As the Head of the Communications and Informatics Service of Hulu Sungai Selatan Regency in the Regional Digitization Program said that with the One Data Hulu Sungai Selatan, the community is easier and closer in terms of OPD (regional device organizations) in searching for regional development planning data. one data. As with the related OPD, Bappelitbangda is the intermediary for data search and regional development for the Hulu Sungai Selatan area. However, what is still lacking in its implementation is related to the socialization of the use of Data which has actually been provided by the Satu Data Website. People still receive minimal socialization if access to personal data can be through the One Data Website Portal at Diskominfo. But Mr. Saubari from Bappelitbangda found out about Satu Data when he saw the information on the Diskominfo website.

From the results of field observations, even though Hulu Sungai Selatan Regency already has a comprehensive control mechanism and quite intensive socialization from Diskominfo to villages and sub-districts to the community at Diskominfo, Hulu Sungai Selatan Regency in the Regional Digitization Program, this has not worked as it should. For example, BAPPELITBANGDA as the party that carries out technical supervision, is still picking up the ball and only relies on reports on the implementation of One Data from Diskominfo. Meanwhile, the One Data that has been prepared has been able to run as it should even though it is still in the stage of preparing and perfecting the system at Diskominfo. So if it is associated with the theory of Edward III's policy implementation, what is desired is the communication factor in the transmission indicator. So it can be said that the South Hulu Sungai One Data Program on the Website Portal at the Communication and Information Office of the South Hulu Sungai Regency has been able to run but must be improved again.

#### b. Clarity

When a policy is made, it must be communicated between all policy implementers and the community. In addition, the communication received must be clear. If the communication received by the implementers of the policy is not clear, it will be confusing and not easy to communicate well. Especially to communicate to the public. In this policy there is a legal basis that regulates it so that the communication becomes clear. In the implementation of the South Hulu Sungai One Data program on the Website Portal at Diskominfo of South Hulu Sungai Regency, there are two legal bases that regulate it, namely the South Hulu Sungai Regency Regional Regulation Number 40 of 2021 concerning One South Upstream Data in accordance with Perbup Number 9 of 2018 concerning

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However, in the implementation of the South Hulu Sungai One Data Program policy on the Website Portal at Diskominfo, Hulu Sungai Selatan Regency, it can be said that it is still not running optimally. Because there are still policy implementers, especially One Data officers at the Communication and Information Office of Hulu Sungai Selatan Regency. In the Regional Digitization Program, almost all of them do not know the legal basis for implementing the One Data policy. Most of the officers only know the basis of Regent's Regulation Number 40 of 2021 concerning One HSS Data. The reason is because there is no socialization from other policy implementing agencies to stakeholders. They are still in the early stages of socializing one data and must be improved further because no one yet knows the legal basis for the implementation of One Data Hulu Sungai Selatan.

So, if it is related to the theory of policy implementation according to Edward III, it can be said that the communication factor on the clarity indicator has been successfully implemented but must be increased to the stakeholders.

### c. Consistency

The results of the research above show that the consistency indicator which is the last factor in the theory of Edward III's Implementation of the South Hulu Sungai One Data Program on the Website Portal at Diskominfo of South Hulu Sungai Regency has been fully implemented. All policy implementers in the Hulu Sungai Selatan Regency Diskominfo in the Regional Digitization Program that implement One Data have carried out their duties consistently which in this case is in accordance with the legal basis related to the Hulu Sungai Selatan Regency Regional Regulation Number 9 of 2018 Implementation of Information Technology-Based Government and Communication integrated with Regent Regulation Number 40 of 2021 concerning One HSS Data.

In addition, according to ODP and the community within the HSS Regency, regarding the use of the One Data Website for the Hulu Sungai Selatan Regency in the Regional Digitization Program, they receive the same treatment and in accordance with the explanation of the One Data Service Standard in the Communication and Information Office of the Hulu Sungai Selatan Regency in the Regional Digitization Program. the whole process if you want to take statistical data such as the Recap of Natural Disaster Data, Complete Basic Immunization Achievement Data for Hulu Sungai Selatan Regency, Development of Bumdesa/Bumdesma in Hulu Sungai Selatan Regency, Covid19 Data in Hulu Sungai Selatan Regency, Stunting Data in Hulu Sungai Selatan Regency and

other data. Other data in the Dataset menu in the form of PDF, Excel and Word or links to related websites.

### Supporting and Inhibiting Factors Implementing One Data Portal Website Diskominfo for Hulu Sungai Selatan Regency in the Regional Digitization Program for Hulu Sungai Selatan Regency

From the results of the research above, it shows that on the communication side, the transmission aspect is considered less good, while the resource and clarity aspects have been running quite well, while the consistency aspect is considered quite good. Therefore, it can be understood that there are still gaps in the implementation of the Website Portal policy with the One Data program at the Communications and Information Technology of Hulu Sungai Selatan Regency. This can be understood from the theory of Edward III (Winarno, 2011: 181) which states that

"...the more accurately decisions and implementing orders are passed on to those who have to carry them out, the higher the probability that these policy decisions and implementation orders will be implemented".

From the description of Edward III's theory above, it is better if a government agency in addition to prioritizing aspects of communication, transmission and resources, the agency should also prioritize aspects of monitoring and evaluation as supporting factors and obstacles to the running of a program. In accordance with the opinion of Situmorang (2016) which states that policy evaluation is carried out to find the causes of policy failure and whether the policy ends in the desired impact. So, do not be surprised if the evaluation is said to be a functional activity that is not only carried out at the end, but also at every stage of the policy. Evaluation activities consist of specifications, measurement, analysis and recommendations. The types of policy evaluation according to James Anderson as quoted by Situmorang (2016), consist of three types, namely:

- a. Evaluation is a functional activity so it is seen as an activity that is as important as policy.
- b. Evaluation focuses on the performance of a policy, thus choosing honesty and efficiency in its implementation
- c. A systematic policy evaluation that attempts to provide answers to questions about the suitability of the policy with its original objectives, the costs involved and the benefits achieved, and the beneficiaries.

Evaluation has steps, as stated by Edward A. Suchman (in Situmorang, 2016). The following are the steps of policy evaluation: identification of program objectives, problem analysis, description and standardization of activities, measuring at each stage of change, determining the causes that create change, and determining indicators of impact emergence. Of the six stages, according to him, identifying the problem is the

most crucial stage. The purpose of the evaluation is to provide an understanding of the objectives of a policy, how it will be implemented, and what kind of impact it will have. There are three elements that the evaluator must carry out in carrying out the evaluation, namely:

- a. Explain the policy outputs that are the result of the policy.
- b. Evaluation relates to the ability of a policy to improve social problems.
- c. Evaluation relates to each policy consequence in the form of reaction to government action.

Meanwhile, the impact of a policy has five dimensions. The five dimensions include: the impact on public problems and on the people involved in it, the impact on the condition of other groups outside the target of a policy, the impact on current and future conditions, and the costs that are indirectly borne by the community in implementing the policy. access data through digital information. The policy evaluation process has problems because it involves multiple interests, so failure to define criteria can hinder this process.

## 5. CONCLUSION

Based on the results of the research and discussion, it can be concluded that the Analysis of the Implementation of the One Data Policy in the South Hulu Sungai on Digitalization and Regional Development in accordance with the South Hulu Sungai Regent Regulation Number 40 of 2021 concerning One South Upstream Data Policy as a whole can run optimally but there needs to be improvement in several sectors. This can be seen from the following factors:

1. The success rate of implementing the Implementation of the Website Portal "One Data Hulu Sungai Selatan" in accordance with the Regent's Regulation Number 40 of 2021 in Hulu Sungai Selatan Regency has been running quite optimally, judging from the communication factor that has been successfully implemented to the community in regional digitization because of the following indicators: indicators that have been implemented optimally are communication, resources, disposition and bureaucratic structure.
2. Obstacles and obstacles in the implementation of the One Data Policy in the Upper South River on Digitalization and Regional Development are the Resource Factors, although they have been successfully implemented, there are two indicators that need to be further improved.
3. The strategy in overcoming obstacles and obstacles in the Implementation of One Data for South Hulu Sungai in accordance with Regent Regulation Number 40 of 2021 in Hulu Sungai Selatan Regency is to increase the disposition factor or attitude of the

implementer which has been successfully implemented optimally. In the indicators for the appointment of bureaucrats, all policy implementers carry out their duties with discipline and responsibility.

4. In addition, the last factor, namely the bureaucratic structure, has also been successfully implemented. In the Standard Operating Procedures (SOP) indicator, there are already Standard Operating Procedures (SOP) at the Communication and Information Office of Hulu Sungai Selatan Regency in the Regional Digitization Program in carrying out their duties and carried out according to the SOP. In the fragmentation indicator, all communities are carried out equally without being privileged, either from the relevant agencies such as Bappelitbangda or the general public who are looking for data for research purposes and so on.

## 6. RECOMMENDATION

- a) There is a need for joint discussions between relevant agencies in the implementation of the South River Hulu One Data Website Portal. Such as efforts to improve the quality of human resources (HR) in this case the implementing officers of the South River Upstream Data Unit in the Regional Digitization Program.
- b) Socialization regarding the South River Upstream One Data Program should also be given to the community. Either direct socialization, for example, providing socialization by holding a meeting in collaboration with the Head of the RT to gather the community and hold socialization within the RT. Either indirectly by using social media and the internet or through explanations placed in each RT so that the public knows the Satu Data Hulu Sungai Selatan website portal, especially data information on this Website Portal.
- c) The government of Hulu Sungai Selatan Regency should conduct intense socialization and touch all levels of society about the importance of open and easily accessible data. This is important to increase community participation and avoid the emergence of brokers who offer their services to the general public.

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