# SCALE UP DIGITAL GOVERNMENT TRANSFORMATION IN INDONESIA, THE CASE OF JAMBI CITY.

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## ABSTRACT

The purpose of this research is to examine and identify key elements that emphasize the importance of digital transformation to scale up local government performance through digital transformation. The Indonesian government has initiated a comprehensive overhaul of its traditional governance system, which has long been associated with inefficiency, ineffective bureaucracy, low transparency, and widespread corruption issues resulting in rampant mismanagement. To enhance the quality of public services, Indonesia recognizes the necessity of utilizing technology, collaboration, and more transparency and introduces *Sistem Pemerintahan Berbasis Elektronik* (SPBE) or Electronic-based Government System as digital transformation iniciatives. This research will focus on one of local government in Indonesia called Jambi City, now actively undertaking various measures to achieve digital transformation through the initiation of SPBE through out the 100 Smart City Movement. By employing a mixed method, we aim to gain a comprehensive understanding of the case, and what potential can be offered in the future. Through surveys and interviews, we collected both qualitative and quantitative data to explore the challenges and opportunities associated with implementing digital government initiatives at the local level. Our preliminary analysis reveals that scaling up digital government transformation presents significant challenges, including regulations, silos and government barriers, inadequate infrastructure, and limited resources. However, there are also opportunities for success, such as stakeholder collaboration and public-private partnerships. We contend that by adopting a collaborative approach can effectively advance their digital transformation efforts and better serve their constituents. The implications of our findings are significant for policymakers, practitioners and academics interested in the intersections of technology and government in developing countries.

**Keywords:** *Digital Transformation, Digital Government, Mixed Method, Local Government, Smart Cities*

## 1. INTRODUCTION

The development of information communication and technologies is an inevitable phenomenon, particularly as ICTs proficiency is now considered an indicator of a country's progress. The increasingly advanced state of information technology is already shaping the world, and its impact is felt everywhere. Technology is utilized by both the government and the private sector in every implementation of public service organizations. ICTs play a major role in the work processes of government agencies along with the need for quality, efficient, and timely public services demanding good governance. This requires professionalism from civil servants to improve their capacity and the quality of services they provide to the public (Anthopoulos, 2015; Meijer et al., 2015).

The Indonesian government has embraced the integration of ICTs through the implementation of the Sistem Pemerintahan Berbasis Elektronik (SPBE), also referred to as the Electronic-Based Government System or more commonly known as electronic government (e-government). In the present-day scenario, SPBE has emerged as the principal catalyst for digital

transformation across all governmental tiers in Indonesia. This comprehensive framework leverages information and communication technologies to enhance administrative efficiency, transparency, and public service delivery. Through the utilization of electronic platforms, the Indonesian government aims to streamline processes, optimize resource allocation, and foster citizen engagement. SPBE represents a significant milestone in the country's journey towards a digitally advanced governance model, enabling effective and accessible public administration for the betterment of Indonesian society.

The integration of ICTs and the adoption SPBE in Indonesia align with public expectations for a modern and efficient governance system. Mergel et al., (2019) assert that to meet the public's expectations for the government's ability to provide high-value real-time digital services, the government has modified its operational standards to improve public services' efficiency and effectiveness to achieve its primary goals, including transparency and citizen satisfaction. SPBE reflects the country's commitment to digital transformation. Digital transformation refers to the integration of digital technologies into various aspects of society and organizations to drive innovation, efficiency, and improved services. SPBE serves as a pivotal component of this transformation, as it leverages information and communication technologies to revolutionize the way the government operates. Digital transformation in the public sector considers digital transformation as a comprehensive organizational approach, rather than just a mere technical solution (Bolívar, 2017).

A key aspect of digital transformation is the emphasis on developing online service policies and transitioning from traditional analog approaches to digital methods in public service. This transformation is shaped by a range of internal and external factors and requires continual adjustments in processes, services, and products to effectively meet external demands.. (Gano, 2013) Given the aforementioned background, it has been found that the government faces difficulties in formulating implementation strategies, as well as managing information and expertise effectively. Nevertheless, success can be achieved by working with a future-oriented perspective, preparing leaders for the future, building digital capabilities, and integrating digitalization into the vision towards digital transformation (Carayannis & Hanna, 2016).

Government transformation has been initiated through various means, and in the Indonesian context, there have been longstanding efforts to embrace effective governance through the adoption of advanced technology. These efforts commenced with Presidential Instruction No. 6 of 2001, which focused on Telematics (Telecommunication, Media, and Informatics). Subsequently, Presidential Instruction No. 3 of 2003 was introduced, outlining the National Policy and Strategy for the Development of E-Government. This instruction explicitly emphasized the objective of developing e-Government to enhance governance through electronic means and effectively improve the quality of public services. The instruction called for the utilization of telematics technology to support good governance and expedite the democratic process. Despite this initiation taking place over 20 years ago, the utilization of information technology in government has not been fully optimized due to various factors (indonesia.go.id, 2022). The implementation of digital transformation in Indonesia shares important similarities with characteristics commonly observed in various developing countries. These shared factors are presented in the Table 1 below.

**Table 1. Challenges and Problems of Digital Government Reforms in Developing Countries.**

| Category | Challenges or Problems |
|---|---|
| Technical and infrastructural | Low levels of ICT infrastructure (lower penetration of electronic devices and the internet among population); |
| | Poorer quality of information and overall e-government platforms; |

| | |
|---|---|
| | Absence of sound privacy and information security system; |
| | Low levels of computer literacy within population. |
| Institutional or managerial | Lack of clearly identified institutional approach to manage e-government (centralized or decentralized); |
| | Lack of financial resources to manage widescale e-government projects; |
| | Lack of leadership skills in technology-led reforms in the public sector; |
| | Prevalence of doubt and resistance to change in traditional governance; |
| | Absence of policy guidelines; |
| | Lack of qualified and skilled personnel to work with |
| Legal and regulatory | Lack of ability to create new legal and regulatory framework for e-government in protecting privacy and restricting online crime. |
| Environmental context | Reluctance to accept new technologies by individuals due to certain cultural and social factors (educational and cultural background, including social structure, language, religion, and economic and political ideology); |
| | Lack of inclusiveness due to geographic and demographic context (geographically dispersed population, and large territories sometimes make ICT infrastructure difficult to access). |

Source: Own elaborations based on literature review (Apleni & Smuts, 2020; Bounabat, 2009; Gasco-Hernandez et al., 2022; Gil-García & Pardo, 2005; R. Y. Maulana et al., 2020; Utama, 2020)

In the present-day scenario, Indonesia, like many other countries, has encountered significant disruptions resulting from the widespread adoption of advanced technology, particularly in the realm of digital transformation. Over the past three years, the impact of the COVID-19 pandemic has triggered a substantial paradigm shift towards digitalization. This transformative shift has been characterized by a notable acceleration in the adoption of advanced technologies and the integration of digital solutions across various sectors in order to navigate the challenges imposed by the pandemic. The recognition of the importance of digital transformation has become increasingly pronounced as organizations and governments in Indonesia strive to adapt, innovate, and build resilience in the face of unprecedented circumstances. (Amankwah-Amoah et al., 2021; Jayasinghe et al., 2020).

The founder of the Institute of Social Economic Digital (ISED), Sri Adiningsih, have stated that Indonesia is also experiencing an acceleration in digital transformation across all sectors. The pandemic has altered behavior, forcing us all to embrace the digital environment in our daily lives (Deja et al., 2021), making digital transformation no longer an option but a necessity. The government's efforts to undertake digital transformation aim to improve performance and enhance the quality of public services. The demand for digital transformation and the readiness of the community to embrace digital services from various sectors necessitate relevant further research on this topic. The government sector faces several challenges in implementing digital transformation, such as data issues and the adoption of new technologies. (Al-Ruithe et al., 2018).

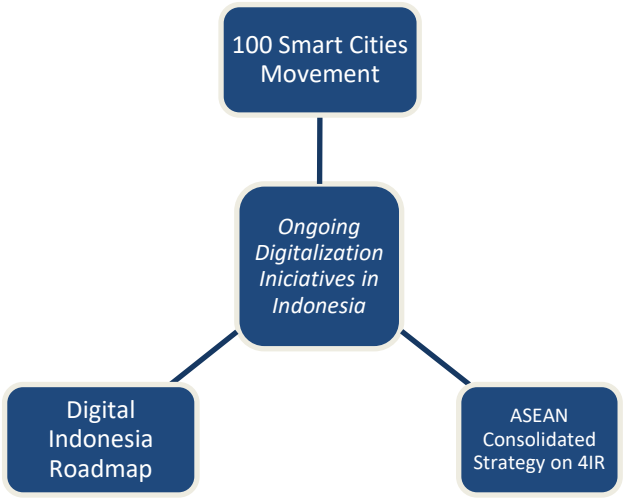


Figure 1. Digitalization Iniciatives in Indonesia **(YCP Solidiance, 2020, 2022)**

In its journey, SPBE has provided space for so many digital projects in various sectors (See Figure 1), one of Indonesia's digital transformation agenda takes shape through the establishment of smart cities across the country. The government plays a crucial role as the catalyst for digital transformation within the framework of the 100 Smart Cities Movement. The city's need to offer exceptional services necessitates a facilitator to enhance community services. Discussions on the future of urban development in many Western countries have increasingly revolved around smart cities, leading to a rise in popularity of the smart city concept among local governments in recent years. Consequently, the Indonesian government, the application of Smart City is also encouraged by Urbanization in Indonesia which has increased enormously following the country's rapid growth. By 2025, about 68% of the population is predicted to live in urban areas, and the number will reach 83% by the end of 2045 (YCP Solidiance, 2020).

Indonesia's central and local governments mutually agree that smart cities can be the solution to address urbanization issues. With the involvement of the Ministry of Communication and Information Technology (Menkominfo), the Ministry of Home Affairs, the Ministry of Public Works (PUPR), the National Development Planning Agency (Bappenas), and the Presidential Staff Office, has launched the 100 Smart Cities Movement, an initiative aimed at 100 smart cities implementation in Indonesia by 2045. To support this endeavor, the central government has developed a comprehensive plan, issued regulations, and established a strategic national project. However, due to the dynamic landscape, diverse characteristics, and rapid urbanization, each city faces unique challenges in realizing the smart city concept. The implementation phase poses significant obstacles for many cities. Consequently, cities have adopted a collaborative and interdisciplinary approach to overcome these challenges and ensure successful smart city implementation. The complex nature of urban issues has necessitated the use of cross-disciplinary collaboration as a crucial instrument for achieving the goals of the smart city initiative. (Herdiyanti et al., 2019).

In comparison to other global cities, the development of smart city concepts in many Indonesian cities is progressing at a slower pace due to a lack of knowledge in identifying suitable action steps. It is crucial to receive immediate support from the private sector to expedite progress. The Indonesian government strongly recommends collaboration with various entities to facilitate smart city development, without limitations on the types of collaboration or the companies involved. There are significant technological gaps, such as IoT, Big Data, and AI/Machine Learning, which present real opportunities for both local and foreign companies with specialized expertise to contribute to the smart city initiatives (YCP Solidiance, 2020).

Therefore, to find out the practical implementation of SPBE as digital transformation projections, especially in the Smart City context, in this research we focused on Jambi City, in

Jambi Province, Indonesia. Along with 25 other cities, Jambi City became one of the early pioneers of smart cities in Indonesia in 2017. The objective of implementing the smart city concept in Indonesia is to construct sustainable and competitive cities for the nation's future. The ultimate outcome of the SPBE will be smart governance, guided by the following objectives: (1) Digitizing public services to make them accessible through digital platforms and applications, (2) Developing digital-capable public infrastructure, such as a command center to monitor smart city operations, and (3) Facilitating increased business transactions, particularly through partnerships with technology companies and start-ups to enhance the growing digital ecosystem.(YCP Solidiance, 2022)

However, it is essential to recognize that the digital transformation of the Indonesian government does not solely rely on government. The process of digitizing Indonesia and establishing smart cities requires collaboration between the private and public sectors. For example, the successful implementation of the smart city concept in Bandung was the outcome of cooperative efforts involving academic institutions, conglomerates, government ministries and other stakeholders. This dynamic presents an opportunity for businesses, particularly those in the technology and infrastructure sectors, to capitalize on. For this reason, a comprehensive, inclusive, and truly implementable strategy is needed in accordance with the digital readiness of the local government (Budi et al., 2020; R. Maulana, 2020).

This research is oriented towards presenting a theoretical framework on digital government and digital transformation, emphasizing issues and structural barriers and obstacles related to digital transformation to implement smart cities movement in the realm of smart governance in Indonesian Local Government. The aim of the empirical research is to examine and identify key elements that emphasize the importance of digital transformation to scale up local government operations and enhance collaboration. In the line of the research orientation, the main research questions are:

(1) What form of government digital transformation framework is needed by the local government?
(2) What are the key areas needed to scale-up on policies and services delivery in relation to digital transformation in Indonesian local government?
(3) What are the key parameters for digital transformation in Indonesian local government?

## 2. RESEARCH METHODOLOGY

This study adopts a mixed methods approach, which combines qualitative and quantitative methods (Belardinelli & Mele, 2020; Creswell & Clark, 2007; Schoonenboom & Johnson, 2017), with a focus on analyzing the quality of the information and data obtained. The data collected consists of both quantitative and qualitative data, such as in-depth interviews, researcher field notes, personal documents, official documents, surveys, and statistical analysis of numerical data. The main objective of this study is to describe the logical-empirical relationships behind the phenomenon with the hope of obtaining a deep, comprehensive, detailed, and complete meaning. The use of mixed methods approach in this study aims to integrate and align qualitative and quantitative data in order to provide a complete and comprehensive picture of the observed phenomenon, as well as to validate and strengthen the research findings using statistical methods (Creswell & Creswell, 2018). Data were collected through various sources, including literature and documentation research, observation, in-depth interviews, and surveys with a number of informants consisting of city government officials, the community, and other non-governmental organizations related to their main tasks and functions. The data collection was carried out carefully and systematically to ensure reliability.

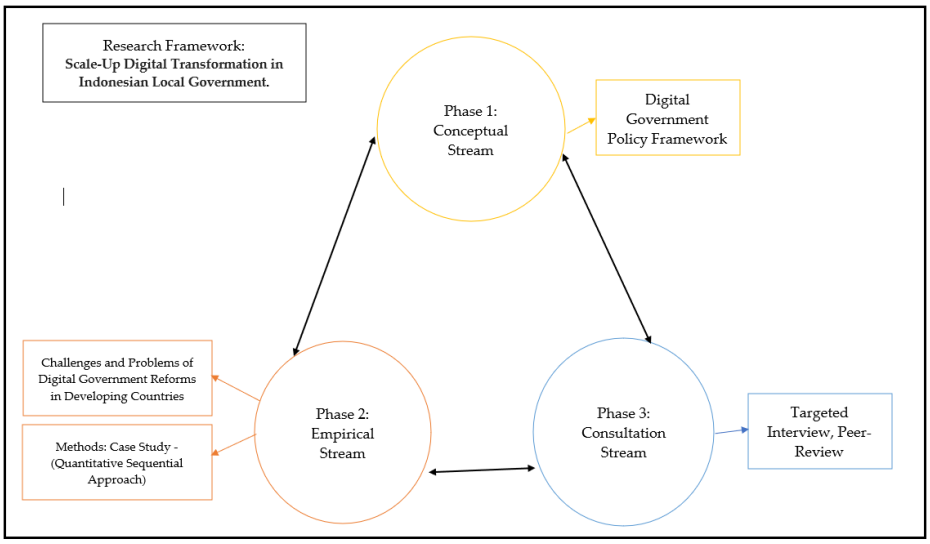


**Figure 2. Research Framework**

The main objective of this study is to describe the logical-empirical relationship behind the phenomenon in the hope of obtaining a deep, comprehensive, detailed, and complete understanding. Data analysis was performed using appropriate qualitative and quantitative techniques, such as content analysis, descriptive analysis, factor analysis, and regression analysis. Thus, the mixed methods approach used in this study is expected to provide a deeper and broader understanding of the phenomenon under investigation and generate more accurate and reliable findings according to the trusted mixed methods experts' views.

## 3. PRELIMINARY RESULTS AND DISCUSSION

### 3.1 SPBE as Digital Transformation Iniciatives in Indonesia

The Indonesian government's commitment to advancing digital transformation is evident through the introduction of government policies focusing on the Electronic-based Government Systems (SPBE). The SPBE represents the application of information and communication technology to optimize government functions and deliver services to the public. This dedication is underscored by the issuance of Presidential Regulation No. 95 of 2018, specifically addressing the Electronic-Based Government System (SPBE).

The SPBE policy holds significant importance in driving digital transformation in Indonesia, responding to the demands of an increasingly advanced era. Through this policy, the aim is to provide information and services to the public across various sectors, encompassing Government to Citizen (G2C), Government to Business (G2B), Government to Government (G2G), Government to Employee (G2E), and Government to Non-Profit Organization (G2N) interactions. By implementing the SPBE policy, the government strives to enhance accessibility and efficiency in delivering information and services to these different stakeholders.

SPBE is also expected to enhance public services by leveraging information and communication technology. The advancements in public services can take various forms, such as establishing an accessible information network and facilitating transactions for public services that are available anytime and anywhere. Furthermore, the implementation of paperless programs aims to reduce transaction costs associated with public services. The interactive relationship between the government and the business sector is also emphasized, ensuring up-to-date communication and collaboration. The ease of communication between relevant government institutions is prioritized to improve facilities and public services. Moreover, SPBE aims to ensure transparency

and efficiency in government performance. Additionally, the career development system for government employees is crucial not only for enhancing human resource quality but also for supporting processes like mutation, rotation, demotion, and promotion across all government personnel.

The policy of digital transformation in Indonesia has started since 2001, marked by the enactment of Presidential Instruction No. 6 of 2001 on the Development and Utilization of Telematics (Telecommunications, Media, and Information Technology). This presidential instruction was the first policy made by the Indonesian government as an effort to require the government to use telematics technology to support good governance. Through this presidential instruction, it was also hoped that the potential of communication technology could be utilized so that Indonesia would not lag behind other nations.

The digital transformation policy in Indonesia then continued with the issuance of Presidential Instruction No. 3 of 2003 on the National Policy and Strategy for the Development of Electronic Government Systems, which contains a detailed explanation of the implementation of e-government in Indonesia. The issuance of this policy was based on the need of the Indonesian people for effective, efficient, transparent, and accountable public services for the creation of better public services. This was also supported by the rapid advancement of communication and information technology at that time. Regenerate response
In addition to issuing policies that encourage the implementation of digital transformation in Indonesia, the Indonesian government has also established a special institution tasked with promoting the digital transformation process in Indonesia. This institution is called the National Information and Communication Technology Council (Wantiknas) and is headed by the President of the Republic of Indonesia, as stated in Presidential Decree No. 1 of 2014. A special institution established by the Indonesian government for the development of telematics in Indonesia has been in place since 1997.

This can be seen from the issuance of Presidential Decree No. 30 of 1997 on the Indonesian Telematics Coordination Team (TKTI). In 2006, considering that the TKTI that had been formed, concidering no more relevant. Therefore, in 2006, the President issued Presidential Decree No. 20 of 2006 on the establishment of Wantiknas. Wantiknas's main task is to formulate general policies and strategic guidelines for national development through the use of ICT. Wantiknas is responsible for preparing a blueprint and roadmap for ICT in Indonesia to determine the direction of steps that must be taken to realize a knowledge-based Indonesian society by 2025.

Presidential Regulation No. 95 of 2018 on Electronic-Based Government Systems highlights the objective of SPBE to establish a clean, effective, transparent, and accountable governance system while delivering high-quality and reliable public services. Recognizing the pivotal role of SPBE in supporting all sectors of development, the government has taken steps to promote its implementation by issuing sector-specific laws and regulations mandating the adoption of information systems or SPBE. Currently, ministries, agencies, and local governments have individually implemented SPBE based on their respective capacities, resulting in varying levels of progress nationwide. To foster synergy and ensure a legally binding implementation of SPBE across ministries, agencies, and local governments, the creation of a National SPBE Master Plan becomes essential. This master plan will serve as a guideline for central agencies and regional governments to achieve an integrated SPBE system. It takes into account policy directions, strategies, and initiatives in the governance of SPBE, SPBE services, information and communication technology (ICT), and human resources (HR) to meet the strategic goals of SPBE for the period of 2018-2025. The plan aligns with the objectives outlined in the National Medium-Term Development Plan 2005-2025 and the Bureaucratic Reform Grand Design 2010-2025, focusing on the development of the state apparatus.

The implementation of SPBE serves as a catalyst for Local Governments in their pursuit of realizing Smart Cities. By adopting SPBE, local governments can leverage information and communication technology (ICT) to streamline the collection, processing, and analysis of data in a more efficient and effective manner. This enables them to make well-informed decisions that

align with the Smart City concept, ultimately leading to the development of smarter and more sustainable cities. The Smart City approach emphasizes the central role of data and technology in the decision-making and management processes of a city. Therefore, the utilization of SPBE, which harnesses technology to collect and analyze building and environmental data, aligns perfectly with the principles of the Smart City concept.

### 3.2 Development of Smart Cities Movement as Digital Transformation Iniciatives in Local Government

The implementation of SPBE not only supports local governments but also acts as a facilitator in the realization of Smart Cities Movement. By embracing SPBE, local governments can harness the power of information and communication technologies (ICTs) to streamline various aspects of data collection, processing, and analysis. This enhanced efficiency and effectiveness enable them to make more informed decisions that align with the Smart City concept, ultimately contributing to the development of smarter and more sustainable cities.

One of the key principles of the Smart City framework is the integration of data and technology into the core of city decision-making and management. By adopting SPBE, local governments can establish a robust framework that leverages technology to collect and analyze crucial data related to buildings and the environment. This data-driven approach enables them to gain valuable insights and make data-backed decisions to address urban challenges and improve the quality of life for their residents.

Through the utilization of SPBE, local governments can effectively collect data on various aspects of the city, including infrastructure, transportation systems, energy consumption, waste management, and public services. This data can then be processed and analyzed to identify patterns, trends, and areas for improvement. Such insights allow local governments to implement targeted strategies and initiatives that optimize resource utilization, enhance service delivery, and promote sustainability within the city.

By aligning SPBE with the Smart City concept, local governments can pave the way for comprehensive urban transformation. The effective utilization of technology and data not only enhances decision-making processes but also enables proactive planning and management of city resources. As a result, cities can become more resilient, sustainable, and responsive to the evolving needs and expectations of their citiens.

In Jambi City, the government has recognized the importance of digital transformation and has taken initiatives to adopt e-government practices. One of the key components of digital government in Jambi City is the implementation of the SIKOJA Application. This application serves as the main portal for an integrated information system that consolidates various e-government services and facilities.

Since 2017, Jambi City has embarked on its journey toward becoming a smart city. To solidify these efforts, regional regulation number 1 of 2019 has been enacted, demonstrating the strong commitment of the Jambi City government. This commitment aligns with the mandate of the national electronic-based government system (SPBE) master plan, which emphasizes the importance of robust, dedicated, and innovative leadership as a key determinant of SPBE's success at the local government level.

As a flagship program for the Jambi City Government's Smart City initiative, the SIKOJA Application serves as the primary portal for an integrated information system that incorporates various e-government service facilities in Jambi City. The optimization of the SIKOJA Application ensures that each department or agency (SKPD) is no longer permitted to develop its own independent information system. Instead, coordination with the Information and Technology Office (Diskominfo) is required to ensure connectivity with the SIKOJA application.

The utilization of information technology must be able to create a stronger relationship between the government and the public, which implies that there is an obligation for this city's government

to be able to utilize the advancements in information technology to improve their ability to process, manage, deliver, and distribute information in public services.

This was then answered by the Jambi city government by providing 14 smart city applications that open public services that can be accessed by the community online, including: Employee Archive Digitalization, Online PBB Billing Information, E-Agenda, Online Licensing, Online PPDB, ASN Data Information, Digital Clipping Application, PPID Application (Public Information Request), Dataset Application (Secretariat Data), Dishub Sign On, Dishub Smart, Si Raja Koja (Government Goods and Services Procurement Information System of Jambi City), and Si Kesal (Public Complaint Handling System). Online Citizen Complaint Information. Regarding the slow digitization of governance in Indonesia, what was done by the city of Jambi is also being done by many other regions in Indonesia.

The Jambi city government has implemented an IT system that connects all departments (OPD) to enhance service delivery to the community. To promote the implementation of the Smart City agenda, the government of Jambi city consistently collaborates with department heads (SKPD) to identify and address issues within their respective institutions that can be resolved through technology, thereby improving community service. Jambi city takes pride in being the first city in Sumatera to establish a City Operation Centre (JCOC) as part of its Smart City initiatives. The JCOC serves as a control center that monitors various activities in the city, including the implementation of the Traffic Control System (ATCS) to monitor traffic conditions. Furthermore, the JCOC also utilizes the SIKESAL app to track and address public complaints. In support of the JCOC, CCTV cameras have been installed at almost every intersection in Jambi city. Additionally, Jambi city has implemented an electronic traffic law enforcement system (E-TLE), commonly known as electronic ticketing. Notably, Jambi city is the second region in Indonesia, after DKI Jakarta, to implement E-TLE as part of its Smart City endeavors (R. Y. Maulana et al., 2020).

**Table 2. Optimization in SIKOJA features.**

| Sikoja's Features | Current Function | Potential Use of AI | Proposed Function |
|---|---|---|---|
| CCTV | Provide Visual Information | Monitor (IoT), Act, Interact, anticipate (Recognize patterns) | Automated CCTVs can be connected to the traffic management. Record vehicle license plate of the traffic violators. Generate ticket and send it to the traffic violators email. Provide automatic warning (from recording) for certain traffic violators. Predictive maintenance of monitored public facility. |
| Jelajah | Information of public area | Analyse | Directing user to the location with google mapsNotify users whenever the sites are closed. |
| Info Covid | Information of Covid-19 spread | Analyse, Act, Interact | Analyses the pattern of the covid-19 spread according to the patient travel history (red zone). Send warning to the users within the red zone. Notify the users of covid-19 updated cases. Remind the users to wear mask whether they are going |

| | | | |
|---|---|---|---|
| | | | out to public spaces (according to the movement of the device). Chat-box (Basic questions can be answered, freeing up time for experts). |
| Cuaca | Information of weather forecast | Analyse, Act, Interact | Determine alternative policy based on weather monitoring data and parameters from danger or threat. |
| Sikesal | information on public complaints | Act | Provides options for the problem (shortcut) to complain, and then connects citizens' complaints directly to related agencies in the chat-box. The form submitted above (complains) classify themselves. The data that has been inputted into the system are then classified according to the category of urgency, issues that have a higher priority are processed first, for example, group fire, blackout, flood. |
| Social Media | Shortcut to social media platform | Analyse, Act | Gather and identify problems and public sentiment from social media. Analyse the trend of information spread in various social media platform. Tailor certain policy communication to specific audience, such as Jambi City curfew regulation for the detected device in public space. |

Source : (Saadah, 2021)

The centralistic strategy is still considered an effective and efficient solution in digitizing the country, in the name of public service interests. Of course, this is sweetened with various "most digital" contests among these regions. For example, the Jambi City Government has won prestigious awards at the national level, namely the Indonesia's Attractiveness Award (IAA) for 3 consecutive years.

In 2019, the Jambi City Government was awarded the title of Best Medium City in the Public Service Sector with a Platinum ranking in a competition held by the relevant ministry. This article attempts to unravel whether the digital transformation strategy implemented by the government is an effective strategy and capable of addressing the fact that digital transformation

can widen the digital divide between those who have access to technology and those who do not. Speaking of this divide, it is a common issue in the country, in addition to other problems such as increased risk of technical errors and vulnerabilities, and several other challenges.

It must be admitted that digital transformation in public service systems does not always bring ease. Behind the existing modernization, challenges also arise such as digital divide, especially in a diverse society like Indonesia. Around 270 million people live in Indonesia with all the differences in cultural backgrounds, customs, economics, characteristics, needs, and desires.

By positioning Jambi City as a general representation of cities outside of Java Island that are striving to follow in the footsteps of government policies aimed at achieving Digital Transformation, it is hoped that this research can provide an overview of how the government's strategy should be in realizing Digital Transformation, which can be done with the spirit of "no one left behind" as often echoed by the Ministry.

## 4. Pre-Conclusion

In this research, we aim to show that the city of Jambi has taken significant steps in adopting information and communication technology (ICT) to improve the efficiency and effectiveness of public services, thus participating in the movement towards digital transformation. Through the use of various applications and other electronic services, the Jambi city government has successfully increased transparency and public participation in decision-making processes, as well as demonstrated concrete actions to reduce bureaucracy and time required to obtain public services. Additionally, the collaborative and participatory approach adopted by the Jambi city government also helps strengthen community involvement in the development process.

However, despite significant progress in digital transformation, there are still several challenges that need to be addressed by the Jambi city government to drive a wider and integrated digital government transformation in Indonesia. Some of the challenges faced include the lack of support and strong role from the central government, limited human and technological resources, as well as security and access issues. This is similar to many other regions in Indonesia. To overcome these challenges, we recommend that the Jambi city government continue to strengthen their digital transformation efforts, placing the community at the center of the transformation process and building an integrated ecosystem of collaboration between the government, private sector, and community.

To ensure the success of digital government in Jambi City, collaboration between different stakeholders is crucial. This includes coordination between government departments, private sector partners, academic institutions, and citizens. Collaboration facilitates the sharing of resources, expertise, and best practices, fostering innovation and sustainability in digital government initiatives. In conclusion, the digital government in Jambi City focuses on utilizing technology and information systems to improve government services, enhance governance processes, and promote transparency and citizen engagement. The implementation of the SIKOJA Application and the adoption of data-driven decision-making are key components of digital government in Kota Jambi, aimed at providing efficient and accessible services to the residents while driving effective and transparent governance.

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