

Collaboration Development of Electronic Government Innovations in Pontianak City

Verdico Arief

Politeknik Negeri Pontianak, Indonesia, verdico.arief@gmail.com

Sri Syabanita Elida

Politeknik Negeri Pontianak, Indonesia, srisyabanitaelida@gmail.com

Endang Wahyuni

Politeknik Negeri Pontianak, Indonesia, 3ndan9wahyun1@gmail.com

Abstract

Pontianak city in Indonesia whose government cares about innovation in field of electronic government. Pontianak is one of the regions that get appreciation from the institute public administration of Republic Indonesia on various creation innovation program policy in public administration sector. To develop electronic government, Pontianak city government collaborated with various parties, so that development could be carried out optimally. From the results of development electronic government, Pontianak city government received appreciation from President of Republic of Indonesia, making this electronic government development process a model for regions and other regional governments in Indonesia. From this phenomenon it's interesting to find out how the Pontianak city government collaborated to develop electronic government. To explore this phenomenon, researchers conduct research in a descriptive manner in order to be able directly explore information. From the results of research we will find various kinds of important information that will be useful for many parties as material to develop other innovations to support process bureaucratic reform in Indonesia.

Keyword: E-Government, Collaboration, Innovation

Introduction

E-government is one of the new paradigms in the world of government and administration. This paradigm was born along with the development of information and communication technology that is increasingly modern. E-government is a new method of interaction between government and society or stakeholders by utilizing communication information technology with the aim of improving the quality of public services (Indrajid, 2017). The presence of e-government changes the paradigm in the world of government and administration from manual systems to automatic systems. With this condition many governments in various regions began to create and develop e-government projects.

To implement e-government, the government must make products. Types of e-government products can be various kind of things, such as the application of computer-based information systems, utilization of communication information technology in completing various jobs in the scope of government and administration, paper less by utilizing e-document, providing public service applications that can be accessed by everyone via a smart phone, and

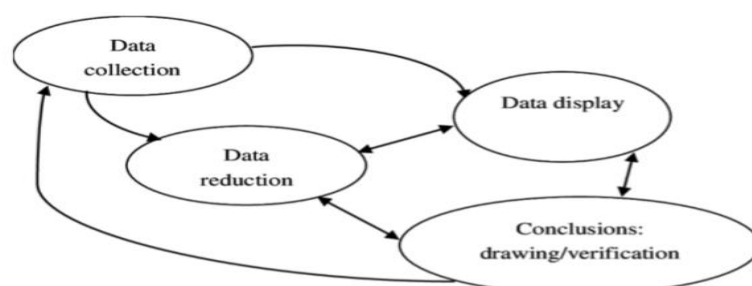
so on. E-government products must be created and adapted to the conditions of the region where the government is located. The purpose of this e-government is to save resources, including money, time, or people. Making e-government projects is not cheap, it requires expensive costs, but with these expensive costs it is expected that in the future it can produce efficiency and effectiveness. In order to achieve that, the government must be smart in formulating strategies on what e-government products should be created and implemented in their regions.

One of local government that tries to implement e-government is Pontianak City. Pontianak City is one of the cities in Indonesia which is considered successful in implementing e-government. There have been many awards won by Pontianak City, one of which was successful in getting appreciation from the Republic of Indonesia State Administration Institute (LAN) by giving Inagara Award in 2016, and in 2017 Pontianak was named as one of the best *open data* cities in Indonesia by the Republican National Planning and Development Agency Indonesia.

One of the e-government products owned by Pontianak City Government is the Gencil application. Gencil is a public service application that can be accessed by the public through a smart phone that has an Android and iOS operating system. Gencil has been implemented since 2016. The Gencil application provides a variety of public services. Public services contained in the Gencil application are expected to be able to help and facilitate the community in carrying out daily life. The Gencil application has received appreciation from the President of the Indonesian Republic Joko Widodo, the President requested that the Gencil can be used as a model for other regions who want to develop the smart city concept. To get appreciation from the President is certainly not easy. Gencil's appreciation means that it can be assumed the Gencil application has good value. Seeing this phenomenon, it is interesting to find out how the Pontianak city government makes this e-government product called Gencil, so that it can get appreciation and be used as reference material for other regions if it wants to create similar e-government products. Research is needed to get data and facts about how is the process of making a Gencil application. So that we can find out the process of creating the application from the first until it is implemented.

Methodology

This research was conducted qualitatively. Qualitative research is a study aimed at describing and analyzing phenomena, events, social activities, attitudes, beliefs, perceptions, thoughts of individuals individually or in groups, (Sukmadinata, 2010). Qualitative research methods are basically research methods that are based on the philosophy of *postpositivism*, used to examine the condition of natural objects, where the researcher is a key instrument, (Sugiyono, 2016). To get the data needed in making research, researchers conducted observational, interview and documentation studies, and the informants were determined by *purposive* and *snowboal* methods, (Creswell, 2002, 2007, 2012).



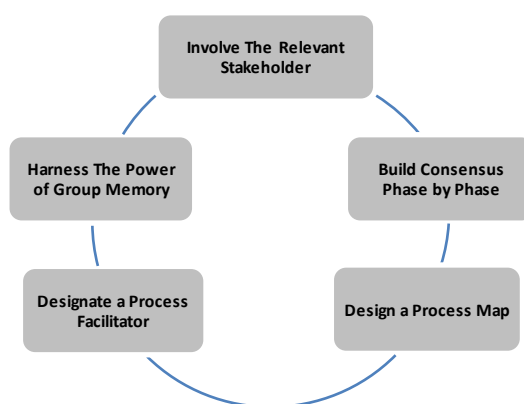
Source: Adapted Concept Miles and Huberman,1992

Picture 1. Concept Data Analyzed

After all the research data needs are obtained, the data is analyzed using concepts proposed by Miles and Huberman. Which include data collection, data presentation, data reduction, and conclusion drawing (Miles and Huberman, 1992). The research using data source triangulation to get valid data.

Literatur

Collaboration is carried out as an effort to set a range of strategies to deal with public challenges in society that are currently difficult (Linden 2002; Agranoff & McGuire 2003; Vangen & Huxham 2003;). Collaboration is a joint activity carried out by two or more institutions carried out with the aim of increasing public value by working together rather than working separately (Bardach, 1998, & Reddick, 2008). Collaboration is carried out in expectation that it can save resources, increase productivity, get new information and raise the level of legitimacy, (Donahue and Zeckhauser, 2011).



Source: Adapted Concept Collaboration David Straus, 2002

Picture 2. Collaboration Model

Collaborative research in the creation and development of this Gencil application uses a collaboration model from David Straus. To find out how far collaboration has been carried out, Straus stated that a search must be carried out as to how the collaborating parties carried out activities related to *involve the relevant stakeholder, build consenses phase by phase, design a process map, designate a process facilitator dan harness the power of group memory*, (Straus, 2002).

Involve The Relevant Stakeholder

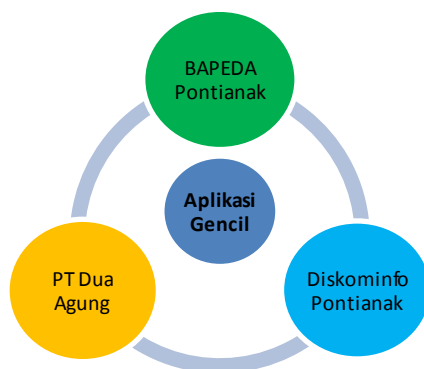
Pontianak City Government collaborated to make the Gencil application involve various relevant stakeholders. In a collaborative process, the quality of decisions depends on who makes the decision (Straus, 2002: 46). The success or failure of collaboration depends on the ability of the people who work in it, and in this case how various institutions collaborate with each other, collaborating in creating the Gencil application. For this reason, appropriate stakeholder involvement is the main requirement for the success of collaboration. The first thing to note at this stage is the accuracy in identifying various stakeholders through concept of *rings of involvement*. The deepest circle is the *core problem solving group*. The number of these groups is very dependent on the number of stakeholders who are potentially involved in achieving the goals. In collaborating to make the application of Gencil, the parties involved consist of several government organizations and private parties. From the government side there are several institutions including Badan Perencanaan dan Pembangunan Daerah Kota

Pontianak, Dinas Komunikasi dan Informatika Kota Pontianak, and the private sector, PT Dua Agung, the company is owned by the Pontianak Digital Stream. The three institutions are institutions that are considered competent in their respective fields, as well as in accordance with their functions and needs.

In addition to determine parties or anyone who collaborates directly in developing the gencil application. One thing that must not be forgotten is about the division of tasks between each other. This can be called the second circle in collaboration. The second circle is *task forces*, which are defined as the parties involved because they know about certain things related to the problem that they are facing.

In this case, each of the institutions that collaborate directly, intensely, and continuously is given different duties and authority in creating and developing the Gencil application. In making the Gencil application Dinas Komunikasi dan Informatika (DISKOMINFO) Kota Pontianak act as the person in charge and the maker of legality. Then Badan Perencanaan dan Pembangunan Daerah (BAPEDA) Kota Pontianak acts as the controller of the development of Gencil application, starting from incorporating the development of gencil applications into the Pontianak city strategic plan, and determining the application development budget. Furthermore, PT. Dua Agung acts as the maker of application software.

After the two steps are carried out by institutions that collaborate with each other, they must also pay attention to the next step, that is the third circle is *input and feedback meetings*, this circle is filled by parties who may attend the meeting, whether through *hearings* or *brainstorming*, where people can give ideas or reactions to parties in the first circle or second circle, but indirectly involved in the collaboration process. Parties outside of the institutions participating in the collaboration in making the application are all Pontianak City regional organizations and various other external institutions in Pontianak City, which are not direct subordinates of Pontianak City Government, in this case they include Bank Indonesia , PDAM Tirta Katulistiwa, and Pontianak City Police, as well as institutions that are under the coordination of the central government of the Indonesia Republic.



Source: Research, 2018

Picture 3. Collaborative Patterns of The Making and Developing Gencil Application

After the three basic steps of the collaboration are carried out, there is one more step that must be considered, and should not escape the attention, that is the outer circle that involves *broad-based communications* and *outreach activities*, stakeholders involved in this circle are parties who receive information from various types of media information. By knowing the stakeholders involved, it will be easier to determine the method that must be used so that the collaboration process can run well. In this case the party that became the forerunner of the

formation and development of the Gencil application is the community of Pontianak City. Because basically they want the Pontianak city to become a city that cares about the development of information communication technology and its government can protect and absorb the aspirations of its people to realize the development of the Pontianak city to be better than before.

Paying attention to people's aspirations by involving them in making a Gencil application is a positive step. They can provide input/information on how the government can protect the community in the right way, appropriate, and in accordance with the wishes of the community. Because it is useless for an application to be made but not in accordance with the needs of the community, it will be very difficult to assess whether the existence of the application is useful and successful in helping the community because the people themselves do not want or rarely use the application facilities.

Build Consensus Phase by Phase

After determining the division of tasks between institutions, the thing to note is that every institution that collaborates must be able to *build consensus phase by phase*. This can only be achieved if when the parties involved agree to support a certain decision. Agreement is not an instant process, to create it requires good relations through work processes carried out periodically and *phase by phase*.

Building consensus is very different from the negotiation process, which is usually done by mediators, Straus argues that "*Consensus building always needs a fallback decision-making process. Some way of coming to a decision if consensus won't be reached*", (Straus, 2002: 8). So that the agreement that was built was not based on the interests championed by one party, but an agreement in the consensus was reached based on agreements from various parties. After reaching a consensus, the success of the collaborative process is very depending on the suitability of the actions between participants and the consensus that has been built, as stated by Straus "*Effective collaborative problem solving requires that the whole stay focused group and together in the same phase and sub-phase of problem solving*", (Straus, 2002: 63).

Building a consensus and relationships with each other requires a strong commitment, so that one day there will be mutual trust between each other. Mutual trust will produce good productivity, including in the implementation of collaboration. Various ways are carried out by various institutions in building a good climate of cooperation. This is done by communicating intensively with each other, then giving each other important information needed with each other even though the information is not requested.

In addition to building a good communication climate, the creators and developers of the Gencil application also take advantage of each other's beneficial actions so that the collaboration can be more solid. This is shown by dividing the authority in making and developing a Gencil application in accordance with its function. For content that is of public interest, the idea arises from government institutions, while for business content, the idea comes from private institutions. If the private institution wants to benefit from the Gencil application, the government allows it. The government agreed not to ask for profit-sharing from economic benefits from the results of making and developing applications. This was done so that cooperation in making the application of the gencil could still run well. All forms of cooperation in the manufacture and development of the Gencil application are contained in the memorandum of understanding. This is done to make it comfortable among the institutions that collaborate in work, because with the memorandum of understanding, it means that there is clear legal certainty about the cooperation activities that they do.



Source: Research, 2018

Picture 4. Content of Service Gencil Application in Smart Phone

The gencil application has quite a lot of content, which is six content with various functions. E-lawar content is content that contains and functions to accommodate public complaints about all kinds of problems related to public services provided by the Pontianak City Government, which are not in accordance with the proper functions. If you find these problems, people can report it through the e-lawar application content. Public reports sent and received by the admin will be delegated to the authorities who handle the problem thoroughly.

Daily basic needs are an important concern of the Pontianak City Government, such as prices of staple food and other food prices. When people need it, people can buy it, among them in the markets found in the Pontianak City. To pamper the community, Pontianak City Government makes a Food Info content in the Gencil application that serves to provide information on the prices of food sold in traditional markets in Pontianak every day.

Content news application is application content that contains all important news that exists and occurs around the area of the Pontianak City and its surroundings. The presence of news application content can make it easier for people to access various types of news, without having to bother opening many browsers or other news service provider applications. Simply open the news application content in the Gencil application than the community can get various types of news information they need.

Then there is also the culinary application content which is an information service provider about the culinary places in Pontianak City. People can find out various culinary places that are popular from the content of this application. Furthermore, there is a place application content, an information channel to find out various kinds of important places around Pontianak City, starting from Government-owned public facilities such as offices, hospitals, markets, places of worship and so on, to commercial facilities such as recreational entertainment venues, shopping centers or malls, hotels, and so on. The last content is event content, an information channel that gives and provides various kinds of information related to important events that will be held in Pontianak City, whether government or private events. For example, people can find out information about job vacancies, music concert schedules, religious activity schedules, cultural festival schedules, etc. through the content of this application.

Design a Process Map

Design a Process Map, before starting a collaboration, it is better to make a mapping of collaborative work processes from beginning to end, so that the parties involved know what, how, who and when the right time he does a job. Strauss proposed several elements to describe this stage, that is making a work frame of reference based on *pathways to action model*, planning the agenda as a design process, making *process maps* which are a collection of agenda processes illustrated as a series of activities every time, and how to involve various stakeholders interest in the design process, (Straus, 2002 : 82).

The agencies that work together make the gencil application have a master plan for the gencil application. Starting from the initial stage to the next stage which aims to make the Gencil application an application that supports the smart city ecosystem in Pontianak city. To make the application gencil at first, a fund of around two billion rupiah was needed. But in 2016 the Pontianak City Government did not have that. But in order to this application can still be made, all kinds of ways are finally done. Come by inviting the private sector to create a Gencil application. With the help of the private sector, the Pontianak City Government does not have to spend a large amount of money to create a Gencil application. The private sector is free to make the application software, they just want to contribute to building a smart city ecosystem in Pontianak City.

The gencil application was created to implement the e-government concept in the field of government to citizen. It is hoped that with the Gencil application the Pontianak City Government can provide more maximal service to the people of Potianak City. Providing maximum service to the community will make the level of satisfaction and trust in the government as high as possible. It is expected that the relationship between the government and the community will be better, there will no longer be a skating bureaucracy that hinders the interaction between the government and the community. E-government makes governance management easier and better also transparent.

Designate a Process Facilitator

Designate a process facilitator is "*Most collaborative processes involve face to face meetings, and the effectiveness of those that are critical to the success of collaborative effort*" (Straus, 2002: 107). The meeting process plays an important role in collaboration, but often leaders are trapped in positioning themselves as leaders in running the meeting. In the collaboration process, a leader should act as a facilitator who gives neutral direction to the collaborative process, it is how they should interact.

In communicating each institution has its own way in order to create a conducive communication climate. In collaborating on developing this Gencil application, so that communication is not impressed as a command and too coordinated, the Mayor of Pontianak took the initiative to appoint the Communication and Information Agency as the initiator in communicating, acting as a massanger. This is done to prevent things that are authoritarian which will be able to disrupt the cooperation relations between institutions in the field of collaboration. Besides that, every institution is also given to communicate conveying their rights and opinions regarding the development of Gencil application freely, as long as it is in accordance with the rules of karmic order.

Intense and conducive communication needs to be done to be able to work and collaborate well. Communication can be done in various ways, both formally and informally. Communication can be done by using or utilizing information communication technology or communicating manually in a face-to-face manner. The communication techniques that are carried out are also diverse, some are done with formal meetings, group discussion forums, question and answer by chatting casually in places like the café, coffee shop, and so on. A variety of ways of communication are carried out and built to modify and strengthen

cooperation between parties. In order to obtain more data, it is not uncommon for institutions involved in collaborating on making and developing Gencil applications inviting external parties to exchange opinions and thoughts in order to get positive input. Good communication will facilitate all matters related to the Gencil application.

Harness The Power of Group Memory

There are various problems in the meeting that will disrupt a person's memory, such as reducing ideas, *lack of level playing fields*, agreeing with other people's ideas, losing focus, limited words, overloaded information, being disturbed by people arriving late, misunderstanding in agreement. For this reason, we need the power to change the physical environment, for example through *rearrange the seats in semicircles, tape sheets of newsprint on the wall, and have someone recorder* (Straus, 2002 : 9).

In working to carry out activities in order to collaborate in developing this Gencil application, the institutions involved always capture and document each activity. Starting from the work activities of developing the Gencil application, to activities of meetings, conferences, discussion forums, socialization and so forth. Documentation activities are various. For physical activities such as creating and developing applications, the institutions work in accordance with the strategic plan that has been created, and a memorandum of understanding that has been predetermined. Each activity is documented in various ways, such as work agenda records, activity reports, photos or videos, and storing files or documents step by step in making application programs. For activities that are meeting, conferences, discussion forum, or socialization, documentation is carried out by using work agenda notes, activity reports, news activity reports and capturing the moment by making photos or videos.

Documentation is done in two ways, that is by utilizing the data format in digital form, and formatting the data in physical form, then the documentation is copied and stored in different places. This is done in order to maintain the existence of documents stably and to have backups, so that documents are not easily lost. With the documentation of the activities of the collaborating parties, it will be easy to control and evaluate the work they have done, to improve their performance in developing the Gencil application in the future..

Congclution

The gencil application is made from cooperative relationships between several government and private institutions. Engaging many institutions in creating an e-government product is an effort to save resources. In the process of working together to make the application Gencil there are no obstacles. Collaboration on the making of gencil applications is cohesive. There is no party that becomes an obstacle in the collaboration between the Gencil application. The pattern of cooperation carried out by Pontianak City government can be emulated by other regions.

However, any collaborative activity cannot escape the conflict. The collaboration between institutions in making the Gencil application is considered good. But it is better if further research is carried out in the future to find out how the Pontianak city government manages the gencil application. Because basically managing, and caring for something is more difficult than making it. Then no less important is conducting research related to the evaluation of the existence of the Gencil application as a whole, so that a complete review of the existence of the Gencil application that is useful to be used as an evaluation material for all parties, especially for Pontianak City government and the advancement of science in the scope of government and administration in the field of e-government.

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