

The Capacity Building of Electronic Government in the Local Government of Sragen to Improve Public Services Delivery and Decision-Making Process

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ABSTRACT

A service by government is shifting along with the development of Information and Communication Technology (ICT). Electronic government strategies become one of major considerations for many public sector organizations in reforming bureaucracy and public services. In Indonesia, Sragen is a small city known as a pioneer for implementing electronic government's initiative among other local governments. As a result, Sragen obtained 17 awards related to ICT-based public services, in addition to displaying information; they also provide 59 online licensing services and 10 other online services. This initiative is a response to the complexity of public services that are appropriately viewed as capacity-building because of its comprehensiveness, involving all stakeholders, as well as implementing strategic management based on the results and top management. Regarding that, this study identifies three questions, namely: 1) Capacity building of electronic government in Sragen; 2) Capacity building of electronic government to improve public services; and 3) Capacity building of electronic government to improve decision making process. Therefore, qualitative method is conducted. The result shows that capacity building of electronic government in Sragen include the development program of: 1) computer network to integrate 375 units. 2) Information system of 21 applications that directly connected to public services; and 3) IT-skilled human resources. Its success lies in the long-term capacity building of adequate human resources that has been done consistently, flexibly, and uniquely. It also improves the effectiveness of public service delivery in term of services priority program of electronic government that are considered as strategic and public priorities. Its success also depends on the series of decisions making that are cyclical and incremental based on qualified information that is provided to decision makers.

Key words: *Capacity Building, Electronic Government, Local Government, Public Services Delivery, and Decision-Making Process*

1. INTRODUCTION

Recent developments of Information and Communication Technology (ICT) has led the evolution of electronic government (e-Government) strategy. Many countries have realized that there are unlimited potential of electronic services that can be utilized in order to obtain the more effective and efficient public services in various departments, agencies, and local government. The use of ICT becomes a major consideration for many public sector organizations in reforming the bureaucracy and public services. In doing so, it is expected to satisfy constituents and meet the demands of society in embracing the establishment of information society, which is a prerequisite for achieving prosperous, progressive, just, and dignified society life.

Electronic services, in many situations, give benefits to users. The benefits typically include at least three categories, such as: a) electronic access to government information, which people can serve themselves (self-service); b) online transactions with government through the use of electronic forms; and c) the access to- and the ability to interact electronically with government officials, which mostly using multiple channels (e.g. e-mail, chat, SMS, and teleconference).

Sragen, Central Java Province, has been known as a pioneer in implementing the e-Government initiative among local governments in Indonesia. Sragen local government has managed to gain 17 awards related to ICT-based public services. In addition to displaying information, they also provide 59 online licensing services and 10 other online services (Sragen Government, 2011). This indicates the presence of certain success rate in the capacity building of electronic government in Sragen.

The initiative by Sragen local government in implementing electronic government was based on two key problem areas. Those problems are derived from Sragen local government and its society. First, the issue of public services from government include various matters that should be addressed, the huge structure of government, the budgets size, and numerous relevant legal regulations. Second, public service issues derived from the public including a wide area and large population, the management complexity of educational and health services, as well as economic services and community empowerment, and the needs to represent the affairs as a basic public service. Thus, government should manage the problem by having a wise solution.

Problem's complexity both from the government Sragen and its society would even become a huge obstacle once the solution is performed in the conventional ways. Therefore, local government should not empower and give facilities to society in the conventional ways if they want to improve the peoples' life. As a solution, electronic government program by Sragen local government is a suitable response to the public services complexity. This initiative is appropriately viewed as an attempt of capacity-building because it is comprehensive, involving all stakeholders, and implementing strategic management based on the results as well as top management suggestions.

In this study, the capacity building is in the context of electronic government application. The concept of electronic government capacity is the ability of local governments to apply information and communication technology (ICT) effectively in order to achieve the desired goal, namely quality public services. In doing so, institutional approach is used in this study because there were few studies using this approach. This study is similar to prior study about capacity building by Kim & Bretschneider (2004) which used quantitative analysis.

The capacity building of government institutions is greatly depending on various factors that can be classified into five dimensions: 1) the action of environment, 2) the public sector institutional contexts, 3) the task network, 4) organizations, and 5) human resources (Hilderbrand and Grindle, 1997, 1994). Therefore, this study focused on the dimensions of organization, the task of internal structures in the institutional capacity development of electronic government, and the organization's relationship with its environment as the achievement of organizational goals, namely the public service performance of Sragen local government.

Based on the aforementioned frameworks, the questions that will be answered in this study are as follows: 1) **How** what is the capacity building of electronic government in Sragen?; 2) How the capacity building of electronic government in Sragen can improve public services delivery?; and 3) How the capacity building of electronic government in Sragen can support decision-making process?.

2. THEORETICAL FRAMEWORK

2.1 *Electronic Government (e-Government)*

The emergence of electronic government - both practice and concept - has become one of the important developments in public administration during the last ten years. This development has introduced a new vocabulary, theoretical models, and the relationship between disciplines, theory, and practice. By its nature, electronic government is a growing phenomenon (Brawn, 2005).

Electronic government is a generic term for web-based services from local government agencies, state, and federal. In electronic government, government use ICT, especially the Internet to support government operational activities, engage citizens, and provide government services. Interaction may occur in the form of information, submission, or payment and some other activities via World Wide Web (Sharma, 2006: 373-378).

The definition of local electronic government is the local governments' ability to apply ICTs effectively to achieve the desired goal, namely quality public services. The core definition of electronic government is a concept to transform government services in order to achieve business excellence and service excellence through the use of ICT (As-Saber et al., 2006). Electronic government is intended to provide attractive benefits, such as a better quality of government services, in order to improve effectiveness and reduce costs (Germanakos et al., 2006 ; Poelmans, 2006).

The capacity of electronic government includes two elements, namely the capacity of ICT and non-ICT (human resources) (Kim & Bretschneider, 2004: 1-5). ICT capacity includes computer networks capacity both hardware and software, website portal capacity, and capacity of applications. While non-ICT capacity is the capacity of human resources which includes resource experts and operational personnel. The capacity building of electronic government can be identified by making use the development level of electronic government capacity, which consist of three levels as follows: 1) core infrastructure, 2) office automation, and 3) services system integration.

2.2 *The Capacity Building of Electronic Government*

Grindle (1997) stated that the capacity building focus is a set of issues about what is needed to do in order to build or develop or strengthen the capacity. These capacity building initiatives are focused on efforts for capacity development of human resources (HR), making an organization works better, or changing the institutional context in which individuals and organizations work. In this context, Grindle defines capacity building as a group of strategies that must be done to improve the efficiency, effectiveness, and responsiveness of government performance. The use of those three words directly implies that: 1) efficiency in using time and resources is required to produce certain benefits, 2) effectiveness of efforts is needed to produce certain benefits, and 3) responsiveness towards relationships between communication needs and capacities taken for it (Grindle, 1997: 5-6).

Ndou (2004) introduces three areas of significant transformation in which electronic government plays an important role in changing and developing society. First, internally, where the ICT adoption by government institutions improves the efficiency and effectiveness of internal transactions, which are conducted through a network of government agencies and the public in terms of the effort, time, and minimum cost required. Secondly, externally, as a chance where several opportunities for citizens to interact with government electronically is open and to carry out activities in a way that is more transparent. The last transformation is a relational field, in which government is trying to rebuild its relations with citizens in a way that creates citizens trust to government and as new ways of doing electronic transactions, which resulted in a fundamental change in terms of people live and societies works.

Electronic Government will facilitate the development and transformation of society. Development and transformation focus on the following four elements: first, creating an environment that increases the interaction between governments and citizens; second, developing skilled human resources through the effective development programs provided by electronic government; Third, building the information infrastructure that enables citizens to benefit from meaningful information, which is available on government sites; and fourth, helping them carry out various activities and concentrate on improving the ICT industry (Hanna, 2010). In sum, focusing on these elements will change the way how society functions and how citizens view the electronic government initiatives to contribute to the community development.

2.3 *The Concept of Capacity Building of Electronic Government to Improve Decision-Making Process and Public Services Delivery*

Electronic government has emerged as one of the mainstream applications with aspirations that utilized multimedia and network technology, thus it renew the way the government works. The implementation of electronic government will ensure transparency and a better service for community. Achieving electronic governance goal is far beyond than mere computerization of its own office operations, but fundamentally changes how government operates, that becomes the new responsibility for executive, legislature, and society. Regarding that, the efforts should aim to bring about social catharsis, which needs to be regulated in a comprehensive, integrated, and well-planned. Thus, electronic governance is the application of ICT to make the government process works in simple, moral, accountable, responsive, and transparent governance (Ranganath, 2013: 25).

Electronic governance is an instrument of good governance. Electronic governance involves new leadership style, ways to debate and decide a policy and new investment, new ways to access education, new ways of listening citizens, and new ways of organizing and delivering information and public services (Ranganath, 2013, p. 25-28).

2.3.1 *The Capacity Building of Electronic Government and Decision-Making Processes*

The availability of commercial computing technology has largely pushed dominant computing application in the area of information systems. Large and small organizations, both private and public, are dependent on information systems for performing day-to-day operations, planning, and decision making. The effective use of information technology has become a critical success factor in modern society (Yu, 2004, p. 1). This idea meet the needs of the organization (Simon, 1973, p. 276) that have major problems in the organization of information (storage and processing) and the general design principles for analyzing the information systems (organizational and technological) in the abstraction of institutions and departments structure. Thus, a series of decision-making processes associated with achieving these goals were designed using computational technology in order to avoid negligence. Simon also stated that the use of information technology in the decisions for achieving the objectives of public organizations (ends), namely electronic government, can be the effective ways (means). Therefore, electronic government is basically the use of information technology to support the process of making a series of decisions that is effective for achieving public organizations goals, namely public needs fulfillment.

2.3.2 *The Capacity Building of Electronic Government and Public Services Delivery*

The definition of public service based on the decision by state apparatus utilization minister in 2003 about general guidelines for public services organization (Kepmenpan, 2003) are all service activities carried out by public services providers as an attempt to fulfill the service recipients needs and the implementation of legislation provisions. Related to the use of ICT, there are several models of electronic government offered to improve public services, namely: managerial models, consultation based models, participatory model, and disciplinary model (Navarra & Cornford, 2007, p. 1-13).

The attempt to improve public services means trying to achieve the best quality of it. Achieving substantive service quality is possible if the quality of technical service satisfaction has been met. Technical satisfaction of quality is related to the process quality of electronic government. The quality of technical satisfaction includes three factors, namely the organizational capacity to provide electronic services system, the performance of system, and its users. The factor of organization capacity includes quality of vision, leadership, top management support, and professional culture in organizations. The factor of information systems performance and electronic communications include ease of use (User Friendly), flexibility, security, and affordability (Accessibility). While the user factors include: computer user efficacy, training, and awareness of knowledge (Al-Zahri, et al., 2010, p. 4-5).

Electronic government services are classified into several categories based on the receiver of services and benefits (e.g. citizens, public institutions, social and political organizations to citizens, businesses, employees, and non-profit organizations). These categories are government-to-citizen (G2C), community-to-government (C2G), government-to-business (G2B), business-to-government (B2G), government-to-employee (G2E), government-to-government (G2G), and government-to-non-profit (G2N) (Riad, El-Bakry & El-Adl, 2010; Al-Naimat, Abdullah, Osman & Ahmad, 2012).

3 RESEARCH METHOD

Qualitative approach is used in this study in order to achieve the objectives of the study. Generally, the research strategies pursued are as follows: 1) problem limitation and study design, 2) preparation, 3) data collection and analysis, and 4) results analysis and conclusion. Qualitative data collection methods that were used in this study were interviews, focus group discussions, document tracking, field observations and the other less-structured ways. Qualitative data collection and analysis in this study is conducted simultaneously. The findings are collected in the form of written notes as the process of data collection and analysis. Based on the notes, researcher tracked the thought and built a final conceptualization that answer research questions and offer a theory as an explanation for the answer. All in all, this study follows interactive data guidelines analysis by Miles, Huberman, and Saldana (2014) which includes collecting data, displaying data, condensing data, and drawing conclusion.

4 RESULTS

A set of data collection activities show that the capacity building program of electronic government in Sragen have created these following results.

1. The capacity building of electronic government services include network development program, system application development program, and ICT-resource development program.
2. Network development that is called Sragen Net development program is a computer network development with internet system network and intranet system, which integrates computer network totaling 375 units from all local government units, have finished in 2007. These units are Regional Secretary (SEKDA), secretary of Regional People's Representative Assembly (SEKDPRD), inspectorate, all government offices, all agencies, all offices, all Office Technical Implementation Units (UPTD), all districts, and all villages. Besides, network maintenance has been done well until now. Yet, there are some obstacles such as handling network disruption in rural village offices on rainy season due to limited network technician who are capable to handle those complaints.
3. Development and operationalization of application system, which is still running until this study is conducted, have achieved as many as 21 applications that contain 13 self-built applications and 8 applications as a result of collaboration works and third-party supports. Besides, some obstacles to be solved is the application design that varies because of no basic standard application yet as a reference for improvement in each local government public services.
4. Developing the quality of resources has met the needs but lack of quantity of technician networks who handle networks disruptions especially in villages.
5. The growth of capacity of e-government services has reached integration stage, especially service portal sragenkab.go.id, which is in the early stages regarding database structure, server computer networks, and system application.

5 DISCUSSION

5.1 The Capacity Building of Electronic Government in Sragen

Based on the data analysis, it can be concluded that there are three programs related to the capacity building of electronic government in Sragen. The development programs includes: 1) the development program of computer network with computers server and its supporting devices; 2) the development program of information system application to support the activities of administration and public services. and 3) human resource development programs. In sum, these three programs are integral and mutually supporting one another.

The first program is the development of network capacity, such as computer hardware, computer networks, operating systems, and software networks. The development is supported by intranet and Internet in Sragen Net network that integrates computer network totaling 375 units from all local government units. This becomes the firm foundation to support the improvement of electronic government capacity in the implementation of management information systems of Sragen's local government. As a result, the operation of administration and public services can be held effectively regardless of place differences. In the same vein, prior studies (Chen, Gibson, & Geiselhart, 2006; Dawes, 2008) stated that the digitization, networking, and globalization are connecting individuals and organizations globally and reduce the importance of geographical boundaries. They also added that the acceleration of access to information is changing the

supply process and the shape of public services. Thus, the network construction by Sragen local governments is comparable to what has already been done by other government around the world is pursuing electronic government solutions, which are highly relevant to themselves and stakeholders (Wirtz, Mory & Ullrich 2012).

The second program is the development of applications that includes the procurement of operating systems software, security systems, office applications system, as well as custom application development that is self-designed either for office administration or public services. The development is created comprehensively and reliably both for performing administration and for public services, thus becoming a strategic instrument in improving public services both in quantity and quality. Since this initiative began, application development is relatively rapid in these 12 years. In this period of time, it has been able to operate 21 applications that directly connected people of the state to public service. The operation of application indicates the following performances: 1) standardization of public services procedures, 2) data based arrangement to support planning, controlling administrative activities and services, as well as evaluation, 3) provision of adequate information, clear, and easily accessible regarding services, ordinances, procedures, costs, personnel, and time., 4) the interaction between citizens and government for 24 hours, 5) increasing the efficiency, effectiveness, ease and convenience of service, and 6) service monitoring facilities and online complaint system. Thus, the government can optimize the efficiency and effectiveness of services through improving the administrative productivity and substantial cost reductions (Wirtz et al. 2014).

The third program is the development of ICT human resources who are adequately equipped with both quantitative and qualitative decision making. The expertise adaptation process with technological advances also become a key to determine the network service assurance and the application development of public services that improve electronic government services of Sragen. The program is the key of long-term capacity development success to electronic government that has been done in Sragen. The key value of human resource in making this activity succeed lies in its competence. Competencies can support and realize a website as a medium of electronic government that is well-functional so that it shows an appeal, flexibility, and uniqueness in a certain level (Gil-Garcia, 2012: 168). Therefore, Sragen local government is implementing some of the capacity building program.

Starting the capacity building program in 2005, employee recruitment pathways require basic ICT skills. Afterwards, the requirement changes into a program of Computer Science. Additionally, human resource capacity development is running in the scope of: 1) dispatching IT employees, who are civil servant, to continue studying in the master degree of Informatics Engineering or the relevant one, 2) dispatching employees to attend various courses related to managing and developing government services electronic in their environments, and 3) assistantship of new employees to senior employees. These activities is supported by Hilderbrand and Grindle, (1997: 14) who suggests four factors regarding organization capacity are doing recruitment, usage, training and maintenance of human resources, particularly for those who have the ability of managerial, professional, and technical.

The aforementioned explanation shows that the capacity building of electronic government has been running effectively, which encourage the development of electronic government services up to the level of integrative based on a model by Kim & Bretschneider (2004). Attaining the integrative level means that the implementation of the three development programs in Sragen has met three stages of integration including core infrastructure level, otomation office level, and integration level. Additionally, Kim & Bretschneider (2004) also stated that the capacity building of electronic government includes the dimensions of ICT and human resource. Regarding the dimensions, the three programs also indicate conformity, which ICT development in Sragen is divided into two programs, namely the development of network capacity and application.

A series of development programs in Sragen have obtained achievements, yet there are shortcomings that must be handled. For example, although the construction of Sragen licensing application has been updated towards Self Service Orientation, the other information system of public service is still designed as Back support Service in order to facilitate staff performs their duties more effectively. This is due to the community low level of ICT literacy in Sragen which is actually categorized as poor areas. Human Development Index (HDI) as an indicator of public welfare put Sragen on 28 rank as compared with other districts / cities in Central Java, which totally 35. The rating describes the number of poor people reached 20.3%. Even though ICT training was held annually, the number are quiet small that has not been able to raise

public awareness in using ICT significantly. The low IT literacy in Sragen also led to the low level in using information provided by Sragenkab.go.id website.

5.2 The capacity building of electronic government to improve public services delivery

Public service is the main task of local government. The main reason of local government existence is to provide guidance in the implementation of essential public services to the community such as security and public order, health, education, infrastructure and roads, and so forth. The existence of such institutions in the public service becomes a guarantee of services continuity that is provided with equal access as well as affordable to various social and cultural background of society (Eigeman, J., 2007).

Public service is an essential function in the relationship between government agencies and its citizens or public. Citizens as customers have the right to request certain services to government in the form of: fast, accessible, quality, and affordable price. In order to improve the relations quality between governments with citizens, there should be three aspects of services, namely: citizens' satisfaction, trust, and reliability (Eigeman, J., 2007).

The application of ICT in the public service is widely understood as an electronic government or electronic public services, which is also part of the concept of electronic services. The results of field research related to public services in Sragen show that:

- a. Application development meets all the classification elements of electronic government services (e-Government), such as government-to-citizen (G2C), community-to-government (C2G), government-to-business (G2B), business-to-government (B2G), government-to-employee (G2E), a government-to-government (G2G), and government-to-non-profit (G2N) (Riad, El-Bakry & El-Adl, 2010; Al-Naimat, Abdullah Osman & Ahmad, 2012). Some examples of electronic government services in Sragen, namely SIMSARASWATI (application for poor people health service; G2C), SIM PERIJINAN (application for business people services; G2B), SIMASET (application for managing governments' assets; G2G), and SIMPEG (application for government's employees administrative services; G2E) are among the 21 applications.
- b. The orientation of electronic government services design should ideally be divided into three, namely: 1) design and orientation of data based reporting, 2) design and orientation of supporting service processes, and 3) design and orientation of self-service. Thus, there are only two system applications that meets those three oriented functions, namely "SIM perijinan"(licensing services) and SIM pelayanan informasi" (information services) through sragenkab.go.id.. While the design of 20 other applications only met two functions: 1) functions-oriented data basedand reporting, and 2) support-oriented service process.
- c. Services are adjusted to how complete and thorough a public information that is provided, yet accessible at anytime and anywhere. The public service vision to provide services that is easy, fast, secure, transparent, comfortable, friendly and doubtless has been applied in the following examples, such as "SIM pelayanan publik (public services), information services in sragenkab.go.id website for instance, "SIM pelayanan perijinan kabupaten" (local government licensing services), and "SIMPATEN" (licensing and non licensing of district service).
- d. The amount of benefits that is obtained by citizens and public regarding electronic government services. For example, people can access information via Sragenkab.go.id website for 24 hours a day. Additionally, numerous topic of information are provided, which consists of 15 main topics and at least 50 subtopics, and attempted to increase every year.

The embodiments of government services provided as the aforementioned are align with Bynoe statement. Bynoe stated that regardless to what approach is adopted, the overall goal of policy must improve and maintain the quality of all public services; to ensure that the services meet the needs so that socially recognized; to ensure the access of services for all citizens who are in need and fairness in the allocation of resources for those who have the greatest need (Bynoe, 1996, p. 109). Therefore, achieving this goal requires a fundamental transformation in the nature of concerned organization and a continuously responsive to changing socio-economic conditions.

Public services in Sragen gain recognition and appreciation from government, community, and business partner by obtaining at least 81 awards and achievements during 2004 to 2016. Thus, the above description shows the services expansion that has covered all service group classifications in the

development of electronic government, such as services to society, business, government, and employees. Nevertheless, there are a number of things to do and refined in the future.

5.3 The capacity building of electronic government to Improve Decision-Making Process

Decision-making is the study about identifying and choosing alternatives based on the values and preferences of decision maker. Making a decision implies that there are alternative of options to consider, which in one case we do not want to only identify as many alternative as possible butto choose the one that best suits the purpose, desire, values, and so on (Harris, 1980).

Field findings in the decision-making process by Sragen local government illustrates that in the capacity building of electronic government is always associated to the interests of administrative organization and service organization as a strategic goal in order to maintain its viability. Sragen local government divided the decision type into two major groups, namely the strategic decisions and operational technical decision. First, strategic decisions are decisions regarding the strategic objectives contained in the strategic plan to meet the needs of society in Sragen. Strategic decisions related to the decision in the form of local regulations, such as Long Term Development Plan (RPJP), Medium Term Development Plan (RPJM), and Local Government Work Plan (RKPD). Second, technical decisions are related to organizational processes. The forms of technical and operational decision include regent regulations, regent decision, regent instruction, or the regent circulars containing guidance.

The process of making strategic decisions related to the implementation of local development planning is governed on the Local Regulation of Sragen No. 9, 2005, about the Procedures for Preparation of Long Term Development Plan (RPJPD), Medium Term Development Plan (RPJMD), Strategic Plans of Regional Work Units (RSSKPD), Local Government Work Plan (RKPD), Work Plan of Regional Work Units (RKSKPD), and Implementation of Regional Development Planning Meeting (MKPD) of Sragen. Regarding that, the Regional Development Planning Meeting (MKPD) stages include: 1) planning, 2) plan establishment, 3) controlling the plan implementation, and 4) evaluating the plan implementation.

In order to complete this strategic decision, the planning documents are not only to professionals-technically qualified but also must meet the aspirations of community representative. Development Planning Meeting (Musrenbang) becomes an important forum where planning documents obtain legitimacy from community as a sovereign state. These findings are in line with the idea of making a rational decision proposed by Litchfield. Making rational decisions should follow the logical steps of rational thinking which is comprised of a number of steps namely: 1) problem restriction, 2) analysis of situation that has occurred, 3) calculation and selection of alternatives, 4) deliberation, and the final choice (Litchfield, 1956).

Besides, other forums that play a role in the decision-making process is working meeting. Working meeting is an instrument to achieve the strategic objectives contained in the Medium Term Development Plan (RPJM) of Sragen. Working Meeting of Regents also called a coordination meeting serves as the decision-making and exert control over a wide range of government activities in Sragen. The role of electronic government information system applications that are built into an important factor supporting the availability of quality information to support the decision made by the regents in working meeting. Through the mechanism of working meetings as media for decision-making and controlling, which has been underway since 2004 until this research is conducted that actually the cause of the development and advancement of electronic government capacity building in Sragen which reached the level of integration development (Kim & Bretschneider, 2004).

Based on the above explanations, the following depiction of activities control process of Sragen local government.

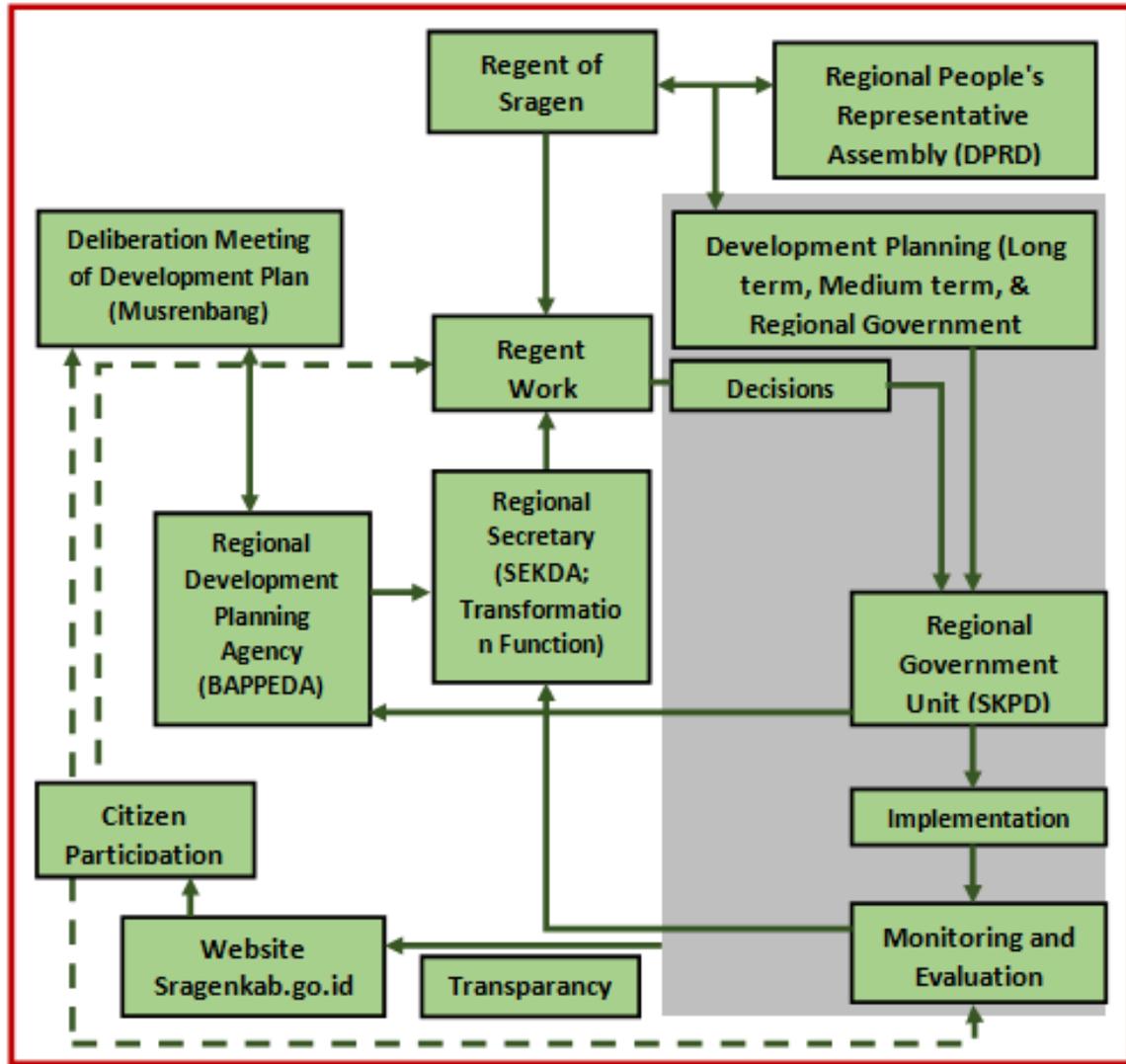


Figure 1. Decision Model as Control Mechanism of Sragen Local Government

The decision models, according to Lawson, shows the decision process as a control mechanism that is cyclical. It basically contains an element of information gathering, threat evaluation and its resources, alternatives identification, alternative actions analysis, alternative choice of action as decisions, resource allocation as support, implementation, and results analysis as the evaluation (Lawson, 1978).

Thus, it can be concluded that the improvement and development of electronic government capacity of Sragen occurs because of the decision-making mechanisms that are systemic and cyclical, impacting accumulatively in Sragen local government (figure 1). As a result, the decision-making system and mechanisms will develop more complex following the progress of society. It occurs because of the success of service performance previously and the increasingly competitive environment and more globally.

6 CONCLUSION

Based on the above discussion, it can be concluded that:

1. The capacity building of electronic government in Sragen local government includes:

1) the development program of computer network has managed to integrate computer network totaling 375 units from all local government units.; 2) the development program of information system application has managed to establish and operate 21 applications that directly connected to public services.; and 3) human resource development programs has shown competencies improvement of IT-skilled human resource. In sum, these three programs are an integral and mutually supporting one another.

b. The key to success of electronic government lies in the long-term capacity building of adequate human resources that has been done consistently, flexibly, and uniquely. However, the low level of IT literacy led to the low usage of information supplied by sragenkab.go.id website.

2. The electronic government capacity in Sragen to improve public services delivery are:

a. The effective capacity development of electronic government in Sragen has improved the effectiveness of public service delivery to local government units, starting from the level of departments, agencies, secretariat, district, until village.

b. Services priority program of electronic government that have been done primarily on public services that are considered strategic and public priorities. Those public services have met the services classification which bridge the gaps between government and various other parties, providing a variety of information topics, and can be accessed anytime and anywhere, in order to provide benefits to the community as much as possible.

3. The electronic government capacity in Sragen in improving decision-making are:

a. The effective capacity development of electronic government has also been improving the information quality provided. Thus, it has increased the capacity of decision making in developing policies and development programs of electronic government needed to improve public services in Sragen.

b. The success of electronic government capacity building in Sragen that has been achieved today is the result of a series of decisions making that are cyclical and incremental, 2004 to 2015.

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