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The Role of Bureaucratic Reform and E-government in Eradicating Corruption and Improving Public Service Delivery in Indonesia
(A Strategic Action to Create Harmonious Society in Indonesia)

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Abstract
It is apparent that creating good governance means creating harmonious society. Harmonious society and good governance go together. Good governance also means best practice of public service delivery, meaning all stakeholders – government, business and citizen – can live harmoniously. One of the efforts of creating good governance is reforming bureaucratic work culture in Indonesia. Reforming Indonesian bureaucratic work culture needs to be conducted in order to improve government’s public service delivery.

It is inevitable that Information Technology gives many imperatives to an organisation, such as efficiency, effectiveness, accountability and transparency of its organization’s goals achievement process. The use of IT in public organisation also gives many imperatives, including availability of giving more effective, efficient, accountable and transparent public service delivery.

E-government is the use of ICT by government to improve public service delivery. E-government is considered as an innovation in governance, because it emerged recently (in 90’s) and it can improve the role of government in providing public services to achieve a harmonious society. A harmonious society can be means of all stakeholders can live in harmony to conduct their responsibilities and to gain all their rights, including in getting public services.

“Government Process Reengineering” - that emerges after “Business Process Reengineering” concept – needs to be implemented due to an urgent need of reforming Indonesian bureaucratic work culture. Government Process Reengineering is one of prerequisite of best practice of e-government Implementation. By adopting ICT as radical, fundamental and dramatic changes in Indonesian’s bureaucratic work culture, therefore e-government can be improved.

E-government is not a panacea of every problem in Indonesia, such as corruption, collusion, and nepotism; however, e-government can significantly give many benefits for improving public service delivery, such as giving transparent public service delivery – avoiding unnecessary fees; creating efficiency of time and fund for getting public services; creating effectiveness of organization’s goals achievement; and creating accountable public servant.

Furthermore, IT governance principles need to be implemented in public and private organisation that adopting Information Technology. It is to enhance the effectiveness of the achievement of organisation’s goals. IT governance emphasizes on decision making process of using ICT in organization, managing ICT, and deciding priorities of strategic actions regarding ICT matters.

This paper analyses the role of “Government Process Reengineering” and e-government implementation to resolve corruption problem and improving public service delivery in Indonesia. The writer argues that “Government Process Reengineering” needs to be conducted before implementing e-government in Indonesia to gain maximum imperatives of e-government implementation. That prerequisite also needs to be completed by readiness of factors that need to be conducted in an integrated way: improving ICT infrastructure; enacting ICT law and regulations, improving a strong and committed leadership to e-government implementation, improving the willingness to adopt ICT and to share information and improving human resources’ skills and literacy in ICT.

Introduction
Creating a harmonious society is a goal for every country, including Indonesia. Apparently, Indonesia is still facing complex problems, such as ineffective and efficient public service delivery, corruption and static bureaucratic working culture. Efforts for creating good governance in Indonesia is still in the process, however there is still a condition where among Indonesian government’s institutions have lack of coordination. Improving coordination among government’s institutions is one of the ways in enhancing Indonesian’s goals achievement, including to create a harmonious society.

Harmonious society can be described as a condition where all country’s stakeholders (government, business and society) can live together harmoniously and these factors can be fulfilled, such as:

a. There is a responsive public service delivery
b. There is a participative approach in developing its country
c. There is a shift from push to pull approach in every stakeholder’s activities
d. There are transparencies in the stakeholders interconnectivities
e. There are accountabilities in the stakeholders interconnectivities
f. There are efforts for empowering all society elements – such as families, interest groups, NGOs, religion groups.

g. There is a norm of looking at global perspective for local issues (it is important for avoiding conflict and creating harmony)

h. There is global learning, meaning there is motivation to learn new thing and knowledge

i. There is an IT awareness as currently, IT becomes a part of our life

Indonesian citizens have continuing fairness and accessibility problems in obtaining public services. Corruption and collusion are worsening public service delivery. E-government is also believed to be a solution for reducing those problems by increasing transparency of every service. However, the readiness of Indonesia to implement e-government principles needs to be reinforced.

Based on President Instruction No. 5 year 2004 about efforts for eradicating corruption, collusion and nepotism; and President Instruction No. 3 year 2003 about e-government implementation in Indonesia, there is a good commitment in using IT as a media that can reduce corruption, especially in public service delivery for the citizens. It is clear that government has good commitment in reforming its bureaucrats – that is already famous with its notorious – especially in giving public service. This effort in reforming bureaucracy is by using IT

A harmonious society also meaning there is no corruption in bureaucracy, including in public service delivery for the people. However, Indonesia’s corruption level according to Transparency International (Sinar Harapan, October 2005) is at the sixth level from all countries in the world. Meaning Indonesia is included in the sixth worst corrupt country in the world. For example in getting services from bureaucrats, people should bribe in order to get better services (faster services).

Face to face communication in service delivery create chances in conducting corruption. Therefore, e-government implementation is highly recommended in Indonesia in eliminating and reducing corruption. It is believed that e-government as one of the resolution in creating good governance and harmonious society. E-government is not a panacea for every Indonesia’s problems, albeit it can improve public service delivery, reducing corruption and improving coordination among Indonesia government’s institutions or in other words e-government can assist to create a harmonious society.

This paper argues that e-government - as one innovation in governance- can improve public service delivery and create a harmonious society in Indonesia. However, before conducting it, Indonesia needs to reform its bureaucracy by conducting BPR/GPR (Business Process Reengineering/Government Process Reengineering). Other factors, namely IT literacy, good commited leaders in e-government implementation, ICT laws, ICT infractucture, also need to be improved in an integrated way in order to improve e-government implementation in Indonesia.

Below is a scheme to describe logical flow of this paper: bureaucratic reform and e-government implementation in creating a harmonious society in Indonesia.
First section of this paper analyses the need of bureaucratic reform in Indonesia by conducting BPR/GPR (Business Process Reengineering/Government Process Reengineering). Second section examines e-government imperatives and implementation in Indonesia. Third section examines IT governance as a practical approach in implementing e-government. Fourth section examines other prerequisite factors in enhancing e-government implementation in Indonesia. Finally, fifth section concludes this topic and provides suggestions for further implementation in Indonesia.

1. **Bureaucratic Reform = Business Process reengineering/Government Process Reengineering**

There are some factors need to be considered in creating an integrated bureaucracy through e-government implementation. Even in private sector, IT implementation at private sector is a strategical action as part of their strategic planning. IT implementation needs a clear orientation/vision for its organisation, therefore IT is not an obstacles for its organization but as a media to enhance their business process. Hence, putting IT implementation as an organization strategic action is one solution for avoiding budget’s obstacle. BPR concept (Business Process Reengineering) emerged at 90’s at private sector. At private sector, IT implementation is a systematical analysis of business process or it is a very radical working process.

Every organization must conduct its working process in achieving its goals. Process can be defined as a collection of activities that takes one or more kinds of inputs and creates an output that is of value to the customer (Institute of Systems Science, 2004). BPR (Business Process Reengineering) can be defined as the fundamental rethinking and radical re-design of business processes to achieve dramatic improvements in critical measure of performance, such as cost, quality, service, and speed (Hammer & Champy, 1993). GPR – as a phrase that is adapted by the writer – is BPR in government institutions, which is a process approach in conducting their working process, based on fundamental, radical and dramatic actions.

Based on that definition, there are some important key words, namely BPR is an action that fundamental, radical and dramatic. According to Institute of Systems Science, Singapore (2004), fundamental meaning determining what an organization must do and then how to do it; radical
meaning getting to the root of things and inventing completely new ways of doing work; and dramatic meaning achieving quantum leaps in performance and not marginal or incremental improvements.

Example of GPR implementation is treating e-mail exactly the same with paper. Meaning the role of paper is equal to e-mail in daily working process in government institutions. This activity will enhance efficiency and effectiveness of bureaucrat’s working process, for instance they not need to duplicate or photocopying letters (paper format), just sending them online and save them in the database. Therefore, copying activity can be eliminated. This means efficiency in papers and budget.

The main goal of GPR is for the achievement of working performance in organization’s critical factors, namely cost, quality, service and speed. BPR is needed because there is a tendency of actions accumulation that have non value added activities to organization – that if those actions do not being eradicated, hence there is inefficient bureaucratic condition which is like current condition in Indonesia.

The benefits of GPR implementation in relation with IT implementation are important, especially because of the role of IT for organization. The real power of technology is not to make older process work faster, but to create a new way to operate the organization (Institute of Systems Service, 2004). Because, one organization that uses old method with IT will only create costly old organization. Hence, by applying GPR’s principles in organization can make organisation has working pattern that is more effective and efficient.

In public organization and its bureaucrat, the IT implementation should be conducted after deciding a strategic approach about maximum benefit of IT implementation for organisation’s goals. The preliminary question before implementing IT in organization is “what does organization want for implementing IT for its organization?”. The question is not: “what can IT do for organization?”

If an organization use the second question, hence that organisation always uses IT without thinking the benefit of implementing it for organisation. Further question is: Does organisation and its human resources ready to implement IT? That question also needs to be answered, because lack of e-literacy among bureaucrat can reduce benefits of implementing IT in organization. For example, duplication of documentation process eventhough the letter is sent by e-mail. Meaning, there is inefficiency for duplicating the online letter (photocopying it), therefore treating e-mail as usual letter (not photocopying it again, just save them in the computer) is considered as more efficient and a radical action.

That illustration shows bureaucratic reform or BPR (Business Process Engineering) or GPR (Government Process reengineering) in public sector. Bureaucratic reform is a preliminary effort before we adopt IT in bureaucrat’s working process or e-government implementation. Hence, it is not e-government that will assist to create bureaucratic reform but bureaucratic reform is one of the factors that need to be conducted before implementing e-government.

Reviewing management process in organization before conducting BPR/GPR is essential. Because we need to think radically about factors that need to be changed based on BPR principles. According to Hutton (1996: 26) in Armistead, C. & Rowland, P., BPR is very relevant in changing bureaucrat's image, BPR can change bureaucrat’s working process that related to public service, paying tax, government’s transaction, and recording. It is because BPR/GPR concerns about thinking of outcome and process of bureaucrat’s working process. All routine, repeatable and online bureaucrats's responsibilities are possible to be conducted by IT-based. IT based or GPR is not an incremental effort, because to solve Indonesia’s complex problem need a radical, fundamental and dramatic action that is BPR/GPR. Radical action is to have a value added of IT. This reform is a significant effort to analyse internal and eksternal factors of organization (SWOT) or politics, economic, social and technology factors (PEST).
Furthermore, according to Hutton (1996:27) in Armistead, C. and Rowland, P., there are seven Critical Success Factors (CSF) that should be implemented in reforming bureaucracy or BPR at public sector, namely:

- Willingness to change the status quo. Meaning customer focused organization need to be enhanced in public organisation.
- Sustained commitment, patience and active involvement at the highest level through out the program
- Clear and consistent strategic focus and share long-term vision across the organization
- Set demanding goals
- Ensure good planning and management
- Continuous dialogue with stakeholders to decide organisation’s priorities
- Continuous measurement of performance

Those factors show the need of convincing all staffs, leaders, citizen and stakeholders about the importance of reforming process and bureaucracy.

2. The Nature of E-government

E-government emerged after e-business implementation in private institutions. The use of IT as a media and tools in assisting government’s duties can improve efficiency and effectiveness of government’s objectives. IT and good bureaucracy can improve government’s working process as long as being managed effectively.

E-government Definitions

E-government refers to the use of Information and Communication Technologies (ICT) such as wide area networks, the Internet, and mobile computing by government’s agencies to improve their services (Wibisono and Sulistyaningsih, 2002). E-government is generally related to the use of the Internet. Thus, e-government generally means the development of Internet based solutions in government services.

E-government can also be defined in relationships to the policy making process and citizen involvement. E-government is characterized by inter organizational relationships including policy coordination, policy implementation and by the delivery of services online or through other electronic means to citizens (the United Nations, 2001, p. 54). Further definition of e-government is stated by the World Bank as cited in Wahyudi (2001, p. 2): e-government is a process of using information and communications technologies to improve the efficiency, effectiveness, transparency, and accountability of government.

Furthermore, the definition of e-government can be based on priorities in government strategies, namely: e-government is Internet service delivery and other Internet-based activity such as e-consultation; e-government is equated to the use of ICT (Information and Communication Technology) in government with focus on the delivery of services and processing and all government activity; and finally, e-government is the capacity to transform public administration through the use of ICTs, or to describe a new form of government that uses ICTs (OECD, 2003, p. 23). In this definition, e-government is not only used to improve service delivery, but also in a public consultation process. Overall, e-government is the use of ICT by government to improve effectiveness, efficiency, and transparency in public service delivery and democratization processes.

E-government is contained three different relationships. E-government should allow two-way communication between government and the people, government to government and government to business (Prins, 2001, p. 92). It means that e-government does more than just provide electronic
services to citizens but also to business, and among government agencies. Hence, relations between those government’s stakeholders can be improved through the use of ICT, such as the Internet.

E-government also conveys information or products to citizens at any moment and place without boundaries due to the flexibility of using the Internet. As Zweers and Planque cited in Prins (2001, p. 92) acknowledge, electronic government provides information, services or products through electronic means, by and from governmental agencies, at any given moment and place.

Overall, e-government can be seen from different aspects:

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<th>1</th>
<th>focus: administrative citizen-centric</th>
<th>2</th>
<th>focus: policy &amp; power citizen-centric</th>
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<td>example: E-Service</td>
<td>example: E-consultation Policy implementation</td>
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<th>3</th>
<th>focus: administrative organization-centric</th>
<th>4</th>
<th>focus: policy &amp; power organization-centric</th>
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<td>example: the use of ICT by Public Administration</td>
<td>example: Policy coordination</td>
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1. E-service means citizens can access all public services online, such as downloading forms or paying taxes. The government has a responsibility to provide and improve the site’s effectiveness. It focuses in administrative issue and it has citizen centric (2). E-consultation and policy implementation involves citizens, government, and other parties (such as NGO). E-consultation means citizens can conduct two way traffic communications with the government. It focuses in policy and power and it has citizen centric (3). E-administration means government uses ICT in their administration process, therefore it needs structural change. It focuses in administrative issue and organization centric (4). Policy coordination means among government agencies can coordinate each other online. It focuses in policy and power and it has organization centric.

**E-government Stages**
This table shows stages of e-government implementation, based on different opinions:

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<thead>
<tr>
<th>The United Nation</th>
<th>Hughes</th>
<th>Lau</th>
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<tr>
<td>1. Emerging presence</td>
<td>1. Information</td>
<td>1. Information</td>
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<tr>
<td>2. Enhanced presence</td>
<td>2. Interaction</td>
<td>2. Interaction</td>
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<td>3. Interactive presence</td>
<td>3. Processing stage</td>
<td>3. Transaction</td>
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<td>5. Fully Integrated</td>
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According to the United Nations (2001), there are five stages of e-government implementation. **Firstly**, emerging presence means a country has a formal but limited websites with static organizational or political information, contact information, or FAQs (Frequently Asking Questions). **Secondly**, enhanced presence means a country has expanded its number of official websites, the content is more dynamic, specialized information is frequently updated, there is link to other official pages, government publications, legislation, newsletters, ministries and department, and, search features, e-mail address are available. **Thirdly**, interactive presence means availability of accessing a wide range of government institutions and services, the content is regularly updated, e-mail, post comments, specialized databases, download forms and application of dispatch are available. **Fourthly**, transactional presence
are available, providing transactions such as obtaining visas, passports, birth and death records, licenses, paying fines, utility bills and taxes, procurement facility. Finally, there is a seamless or fully integrated means availability of ministerial, departmental and agency in cyberspace without lines of demarcation. According to the United Nations (2001), Indonesia is in enhanced presence. This means it has official web sites in government’s departments and agencies. Some of them have links to other official sites, update their sites frequently, provide their e-mail addresses, and provide search features. Moreover, not all government agencies or departments have identical situation, nevertheless most of them are still in providing information to the citizens through their sites. Efforts to improve into further stages should be conducted.

Further e-government stages are defined by Hughes (2003, pp. 188-189). The first stage is information, meaning that departments have web sites to provide information only without real provision of services. Secondly, interaction stage, meaning that there is two-way online communication between citizens, business and the government, forms can be downloaded, and limited feedback from the government. Thirdly, the processing stage, meaning that the citizens can pay their tax, license, and fines online. Finally, the transaction stage, meaning that there is a portal that has wide range of government services and links between all departments and agencies.

In addition, Lau (2003) cited in KDI school states the first stage in e-government is “information” that means publishing websites that give information to citizens. The second stage is interactive information, meaning stage 1 and accessibility, and intractability through the sites. The third stage is transactions, meaning stage 1 and 2 and conducting transaction with government’s agencies through the sites. The last stage is data sharing, meaning stage 1, 2 and 3, and accessibility of government agencies to share data with the user’s approval.

Each source cites similar stages, however, Lau’s sharing data stage describes clearly where among government agencies can share data without boundaries with the users’ approval.

Based on those categories, some departments and agencies in Indonesia are still in information, interaction, or processing stages. Not all departments and agencies in Indonesia are in the same stages, because each department or agency has a decentralized authority or their own policy.

E-government Imperatives
E-government is not a panacea for all problems that occur in service delivery. According to the United Nations (2003, p. 132), e-government is only a powerful tool to develop opportunities. E-government can improve efficiency, effectiveness, transparency, and accountability of government due to the use of ICT. According to Gronlund (2002, p. 101), there are two key benefits of conducting e-government, namely citizen empowerment and more effective and efficient information and services delivery. Citizen empowerment means there is more public participation and interaction with the government (Gronlund, 2002, p. 101). Citizens can communicate online with the government through e-government, including public consultation, and public participation processes. Overall, e-government can improve citizens’ engagement in government programs.

Moreover, according to OECD (2003, pp. 11-12), benefits of implementing e-government are improving efficiency and services, helping achieve specific policy outcomes, helping build trust between governments and citizens, by preventing corruption, and helping citizens’ voice to be heard in the mass debate. The nature of ICT in e-government implementation makes those benefits possible. Democratization will be enhanced, as individual voice can be conveyed electronically to all government departments and agencies without boundaries.

According to the Asian Development Bank (2003), e-government gives benefits, including “lower administrative costs, faster and more accurate response to requests and queries (all day everyday), direct access to transaction or customer accounts held in different parts of government, and the ability to harvest more data from operational systems, thus increasing the quality of feedback to managers and policymakers”. Implementing e-government in Indonesia can reduce costs and time for processing, increase level of services, encourage the development of knowledgeable resources, and enable
information exchange. This means there are effectiveness, efficiency, and accountability of government’s services and encouragement of human resources capability in ICT.

Every citizen can access the Internet without boundaries, hence efficiency, effectiveness, and transparency will occur. According to Layne and Lee (2001, p.134), e-government is very persuasive in increasing efficiency and effectiveness of government, its service should be available to one hundred percent of citizens. Overall, e-government can improve government capacity to serve its citizens. As a recent UK Government White Paper (the United Nations, 2001, p.6) states, the principles of e-government are giving services based on citizen’s choice, making accessible government’s service, simplifying social scope, providing valid information and using government resources effectively and efficiently.

The development of e-government relates to the benefits that e-government can give. Reasons for the development of e-government are “overcoming the complexity of bureaucracy and simplify the process of dealing with public bureaucracy, providing seamless electronic public services, increasing efficiency, transparency and accountability of public resources, prevent fraud and corruption” (the United Nations, 2003, p. 33). E-government in Indonesia should be improved, to assist eradicating corruption, one of Indonesia’s biggest problems, and simplifying the process of dealing with Indonesian bureaucracy.

Eliminating too many layers in our bureaucracy needs to be conducted. IT imperatives in e-government implementation provide processes of cut across organizational function even to eksternal organization. IT department in an organization not only has function to handle hardware and software of the departments but also as an integrated department for all departments in that organization. It also integrates internal organization with its eksternal organisation by its cross functions aplication. This function can be drawn as follows:

Adapted from Institute of Systems Science, 2004
3. IT Governance
IT Governance emerged from private sector. By implementing e-government, hence IT government needs to be implemented in public organisation, even between both entities has significant different objectives such as their motive – vision and mission.

Public sector has a prime responsibility to give services to the citizens, hence in its IT governance implementation should be based on the achievement of public’s goals effectively, efficiently, accountably and transparently. Therefore, for effective achievement public organisation’s goals, then public organisations should put IT adoption in its strategic planning and in its budgeting plan. As Weill dan Ross (2004:15) state that “to address an issue that IT is expensive, so many enterprises are creating or refining IT governance structures to better focus IT spending on strategic priorities”.

Weill dan Ross (2004:2) define IT governance as “specifying the decision rights and accountability framework to encourage desirable behavior in using IT”. Therefore, IT governance focused on decision-making process about all activities regarding to IT implementation in one organization. Moreover, in IT governance also being discussed how to manage the use of IT in an organization, especially in assist it to achieve the goals. And finally, in IT governance also is included prioritizing process of deciding strategic activities in achieving organisation’s goals.

Top level management has significant role in deciding strategic actions in adopting IT in their working process to achieve their goals. Weill dan Ross (2004: 223-224) state that top level management should actively participate in every activities regarding with its IT implementation, such as all decisions about the use of IT, and evaluation process of working performance that use IT. Furthermore, to improve the effectiveness of output and outcome of the use of IT and improving coordination among department and units, hence a CIO needs to be appointed in all departments. The role of a CIO is to coordinate information from each departments, hence evaluation process will be more effective. CIO is someone that manages and coordinates all information in organization. Ideally, CIO is in all department and at the top level in organization. CIO at the top level is the one that coordinate all CIOs in each departments. Weill dan Ross (2004:223) state the role of CIO in their book “IT Governance” is a CIO have to be more effective in IT governance, for the sake of the achievement of the goals.

Below scheme describes general CIO position in organization where central CIO is at the top level and in each departments also have each CIOs.
CIO performance needs to be evaluated for controlling activity and getting better goals. According to Weill dan Ross (2004:231), evaluating CIO's performance is based on three factors, namely: (1) IT’s cost and level of service that can be provided, (2) Management process, (3) Leadership and teamwork. Measuring the IT cost is based on cost of using IT yearly and then measuring complains from the citizens about government’s e-services. Management process is measuring working performance of the organisation whether has significant contribution or not to the achievement of government’s goals. Finally, measuring CIO cooperation with other stakeholders, such as managers, head of departments, other leaders, especially in achieving organization’s goals. It is clear that CIO evaluation is not only from its output and outcome but also from cooperation with other key factors.

Furthermore, according to Weill and Ross (2004:114), there should be three characteristics in IT governance mechanism namely: (1) Simple implementation i.e clear IT governance mechanism. It has clear responsibility or goals in staff’s working process (2). Transparent implementation, meaning clear mechanism of IT implementation for people affected by IT decisions, (3). Involving people that
competent in IT and the decision is based on organisation’s needs. Those three factors become characteristics for IT mechanism in organization.

According to Weill and Ross (2000: 115-116), there are five principles that need to be implemented before implementing IT governance. Those five principles of IT governance implementation are:

1. IT governance mechanism is based on: the achievement of goals of decision making process, goals of cooperation, and goals of communication mechanism.
2. Framing decision-making structure. Shorter decision-making structure then smaller chances contradiction will emerge.
3. In designing IT governance, there is a need for avoiding inharmony between business and IT decisions.
4. Implement the use of IT in all level of organization.
5. Re-clarify accountability of IT impelementation.

It can be concluded that IT Governance implementation in public organization is really depend on cooperation and decisions between IT’s leaders and management actors (Weill dan Ross, 2004:214). Those factors need to be considered because different working culture between private and public organization. In the case of Indonesia, the role of IT department has not optimum. Meaning not all organization have IT department or consider IT as an important unit as one part of that organization. Moreover, lack coordination among department in one organization is a big issue in Indonesia. In Indonesia, lack of unity about IT department decisions within one organization cause ineffectiveness of e-government implementation. Lack of coordination and/or cooperation among units within department also causes ineffectiveness of e-government implementation. President Instruction No. 3 year 2003 about e-government implementation should be understood and obeyed by all departments and units in every public organization in this country. By implementing e-government, transparency, effectiveness, efficiency and accountability of working process and goals can be enhanced. Moreover, public organization’s working procedure needs to be improved. Our bureaucrat’s working procedure need to be more focus to regulation, rule, more transparent and justice (Weill dan Ross, 2004:214). Those factors are important in reforming bureaucracy and reducing corruption, colussion, and nepotism.

4. Other Prerequisite Factors
Factors to be improved in e-government implementation in Indonesia include: willingness to adopt ICT and to share information, followed by good management and control of e-government implementation within the bureaucracy; a strong and committed leadership to e-government implementation; improving ICT infrastructure; improving human resources’ skill and literacy in ICT; and enforcing cyberspace law and regulations. By improving those factors, the government’s capacity to serve its citizens will be enhanced, because the benefits of e-government implementation can be obtained significantly.

1. ICT Infrastructure
Indonesia still has minimal ICT infrastructure, moreover it is not distributed equally in the archipelago. There is still big gap of accessibility and availability of ICT infrastructure between rural and urban areas. Big cities have better ICT infrastructure compared to other areas. The quality of accessing Internet also still needs to be improved due to limited speed of accessing it. Warnets or Internet cafes are provided to resolve digital divide in Indonesia. However, such infrastructure needs to be made equally accessible in all areas. The use of wifi is one alternative to resolve the digital divide in Indonesia, because of the cheaper cost gained through the use of only an aluminum antenna, a wireless network card, and free radio bandwidth. More investment in ICT infrastructure’s program and public- private partnerships are efforts to improve ICT infrastructure.

The development of ICT infrastructure also are affected by disaggregating of policy in ICT development due to the changing of Presidency that related to disaggregate of different Presidencies’ policy making and implementation.

The availability and accessibility of the Internet in departments, agencies, and other government institutions also needs to be improved to enhance e-government implementation. Managing sites, its
attractiveness and responsiveness are still need to be improved. Improving e-government stages in all government’s institutions, from information into further stages still should be enhanced.

2. Cyberspace Law
At the time of writing, cyberspace law is unavailable, as the government and the legislative were still processing it. Cyberspace law is essential in e-government implementation, such as in regulating security, privacy, digital signature and e-procurement activity. All stakeholders (government, business and citizens) should be protected by law when conducting e-government.

3. Leadership and Bureaucratic Culture
Indonesia has no commitment by the national leadership to e-government. Other countries, with more success in e-government implementation have proved that committed leadership to e-government implementation is crucial in improving e-government. A nationally committed leadership to e-government improvement, followed by good management and control of e-government implementation will result in its significant improvement. A leader plays a crucial role in deciding the vision, mission, and strategy of e-government implementation.

Moreover, Indonesia’s bureaucracy still has limited willingness to share information, hence coordination and improvement in the service delivery process is limited as well. The reason can be fear of losing income, additional income (incentive), and their job and position. Corruption and collusion are still notoriously attached to Indonesia’s bureaucracy. The use of ICT will help to eliminate them, however some public servants will not conduct e-government due to fear of losing the benefits of such misconduct.

4. Human Resources
The number of human resources that have good ICT’s skill and literacy ability are still limited. Moreover, there is tendency for capable human resources in ICT to work in the private sector due to better salary, incentive, and welfare. It is proved by the small number of capable human resources in ICT that work in the public sector. The need of capable human resources in ICT to improve e-government implementation is crucial, due to their role as the subject and object of e-government implementation. Managing websites is also still a problem. Integrated actions in training and controlling its and supported by related policy can improve that drawback.

Indonesia as a country with a huge population still faces problems, such as collusion and corruption. E-government is not a panacea for those problems. However, by conducting e-government, those problems can be significantly reduced, and effectiveness, efficiency, transparency, and accountability of service delivery can be improved.

The importance of e-government improvement is needed to enhance the government’s capacity to serve its citizens and to achieve national goals, such as improving Indonesian welfare. Considering the complex factors that relate to e-government implementation, such as technology, budgeting, to what extent of private sector’s influence, and cost and benefit analysis of e-government implementation in Indonesia, further research about e-government implementation in Indonesia is highly desirable.

Conclusions
Like in other developing countries, IT implementation in public sector (e-government) is not an easy effort. There is a need of good committed leaders in implementing e-government and bureaucrat. In the case of eliminating and reducing the chances of corruption in Indonesia, hence a radical, fundamental and dramatic actions e.i. BPR/GPR (Government Process Reengineering) need to be conducted in Indonesia. This effort needs to be conducted due to corruption’s condition in Indonesia that has already in an extraordinary condition, meaning there is a need to conduct radical, fundamental and dramatic actions in bureaucrat’s working process. Moreover, IT imperatives will not maximally being benefited by the people, as long as old processes have not been changed in bureaucrat’s working process and public service delivery to the people.
Old working process which is caused by working process that is not giving added value to organization; and wrong perception of bureaucratic reform in e-government implementation can reduce and hindrance bureaucratic reform and efforts to eliminate corruption, collusion and nepotism.

BPR (Business Process Reengineering that is adopted by public organization into GPR (Government Process Reengineering) is dramatic, radical and fundamental changing working process for achieving organisation’s goals effectively and efficiently. One of GPR implementation is the use of IT in public organization or e-government. Hence, before implementing e-government, there is a need for restructuring bureaucracy that will significantly affect bureaucrat’s working process and working culture.

IT governance’ characteristics and principles need to be implemented due to efficiency and effectiveness of the organization’s goals achievement in e-government implementation as it means the use of IT by government or public entity/public organization.

Other prerequisite factors that need to be improved in enhancing e-government implementation namely improving ICT infrastructure, e-literacy, good committed leaders in e-government implementation and enforcing cyberspace law in Indonesia. Those factors should be conducted in an integrated way in order e-government implementation in Indonesia can be improved.

By adopting IT in bureaucrat’s working process or e-government implementation, hence it can enhances public service delivery to the citizens, eliminate corruption, improve coordination, transparency, participation and accountability in government’s institutions. Improved coordination covers all stakeholders of a country due to the IT imperatives, namely citizens, government and business. Good coordination, transparency, participation and accountability among stakeholders are the principles of good governance and harmonious society, therefore e-government can assist bureaucrats to create a good governance and a harmonious society.

Suggestions
Improving e-government in Indonesia needs to be put in Indonesia' national strategic action plan with supported by good committed leaders on e-government implementation. Moreover, there is a need for improving the role of private sector and good foreign investment in improving e-government implementation in all Indonesia’s areas as Indonesia is facing complex problems in budgeting and economics. Improving public-private partnerships in Indonesia is one resolution for improving e-government. Moreover, ICT law in Indonesia is an urgent need, hence the legislative should put good concern on enforcing it urgently. As globalisation in economics and investment need certain law for future investors in Indonesia.

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