Establishing and Implementing Good Practices E-Government
(A Case Study: Indonesia and South Korea E-Government Implementation 2012 - 2016)

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ABSTRACT

These academic paper aims to describe e-government status in Indonesia and South Korea in the establishment of good practice of E-Government. This academic paper also discussed about the failures and the successful factors of the establishment of e-government, and the possibility of Indonesia in establishing good practice of e-government by referring to South Korea. At least there are factors that Indonesia government needs to learn and see South Korea as a benchmark in implementation of e-Government. First, the central government needs to create a master plan and a grand strategy for e-government as an outlined in laws or government regulation by concerning to the peoples’ need and the environment at that time in aims to make it possible to be absorbed by the peoples. Second, the need for education and human resources training in information technology and communication which are integrated are really important in the realization of e-government. Human resource development in the implementation of e-government needs serious treatment and undertaken jointly by governments, universities, and private parties. Third, it needs a solution in the form of a government policy to embrace the private sector, especially ICT provider in the form of integrated cooperation that is beneficial to both parties. Those factors which are also found as a lack in implementation of e-Government in Indonesia makes South
Korea can be seen as benchmark for Indonesia in adopting the implementation of e-Government practice in South Korea. The researchers use descriptive qualitative methodology in analysing the data by using literature reviews, journals, annual report and books as a secondary data.

**Keywords:** e-government, South Korea, Indonesia, successful, failures.

**INTRODUCTION**

Government all over the world continued to implement new information and communication platform (Hermana & Silfianti, 2011). That platform is known as E-Government. E-government which is also known as electronic government is the way of the government in creating computer based information and communication technologies or ICTs in increasing capability and ability of the government in delivering public services and human resources development (Jonathan, Ayo, & Misra, 2015). The idea of e-government came out due the high number of corruption, collusion, and nepotism in which the level of transparency, efficiency, accountability, effective regulations, and government effectiveness are low. Additionally, a shifting policy is another reason why e-government ideas came out. By implementing e-government, the government has opportunities to enhance transparency and strengthen the relations among the government it-self. In other hand from the survey that being conducted by Center for Technology in Government (2002), e-government allowed the government to make a one stop service or in short realizing what the citizens wants, such as; (1) renewing a driver’s license, (2) voter register, (3) voting on the internet, (4) ordering birth, death, and marriage certificates, (5) state taxes filling, and (6) accessing medical information (Cook, 2000). In public administration aspect e-government will give the government more opportunities in increasing the citizens’ participation on decision-making and public trust in government (Kim, Kim, & Lee, 2009). Using broad space of social media as a medium for the citizens’ in governance is a crucial point in ensuring a better governance accountability (Nurmandi, Achmad; Purnomo, Eko Priyo; Prianto, Andi Luhur; Solahudin; Jaenuri, 2015). Government need to work really hard in establishing e-government. E-government consist by three component government, business or private sector, and citizens that need to work together in which the centre of it is the citizens (Silcock, 2001).

Unfortunately, not all the government has success in implementing e-government. Based on United Nations E-Government Knowledge Database (2016), from 193 countries from 5 regions (Europe, Africa, Americas, Oceania, and Asia) that implementing e-government on 2016 only 97
countries that passed the e-government Development Index (world average index 0.4922 points) (United Nations, 2016).

**Figure 1. E-Government Development Index 2016**

![Chart showing e-government Development Index 2016](chart_url)

*Source: 2016 E-Government Index (United Nations, 2016)*

From the chart above, Republic of Korea was in the third place left United of America and Mauritius behind with a significant point. Republic of Korea government implement e-government in purpose to decrease the number of corruption, increase the transparency, greater convenience, increase in government income, and cost reduction (Kenneth & Kponou, 2017). It also can be seen that ROK is the only Asia country that able to surpass the e-government index. Republic of Korea also became parameter and reference for the other countries in Asia especially in Southeast Asia Region. From 11 countries in Southeast Asia, only 6 (six) countries that able to surpass the world e-government average index, in which Singapore leads with 0.8828 points, followed by Malaysia with 0.6175 points, Philippines 0.5766, Thailand 0.5522 points, Brunei Darussalam 0.5298, Indonesia 0.4478, Lao 0.3090 points, Cambodia 0.2593, Timor-Leste 0.2582 points, and Myanmar ranked in the last place with 0.2362 points. It can be seen that Indonesia has not reach the World Average Index yet in terms of e-government implementation (United Nations, 2016).
Figure 2. E-Government Development Index in Southeast Asia 2016

Source: 2016 E-Government Index (United Nations, 2016)

From the chart above, Indonesia is in the 8th place after Vietnam and Brunei Darussalam. There are several factors that affect each country’s e-government development index points such as infrastructure or readiness, human skills or human resources, and also the impact of the implementation of e-government to the country economical and social aspect (The World Economic Forum, 2016). The World Economic Forum (2016) classified there unexpected data from 139 countries around the world regarding to the readiness of the infrastructure, the government’s, business, and citizens’ usage, and the impact of implementation of ICT/e-Government based on economical and social aspect (The World Economic Forum, 2016).

Figure 3. Indonesia Infrastructure and Human Resources Skills

From the data above, we can see the differences between Indonesia and ROK in infrastructure and human resources development areas. In 2016 the infrastructure and human resources development gap was very big, which is 0.57 points or a half of it. Meanwhile, the infrastructure and human resources gap in ROK was 1.25 points. It can be simplified from the data shows above that the development of infrastructure in Indonesia keep developing, meanwhile, the human resources are not. In the other hand, the development of Infrastructure and the Human Resources in ROK is almost equal. These conditions are able to affecting the establishment of e-government it-self.

The increase of bilateral relations and cooperation is supported by the complementary nature of the resources and the advantages of each other in addition to the process of economic progress and politic is very good that open opportunities and various sectors are widely open. For Indonesia, Korea offers good opportunities as a resource of technology investment and technology products. Korea becomes an alternative source of technology especially in the field of heavy industry, IT, and telecommunication. At a bilateral meeting between President Joko Widodo and President Park Geun Hye on December 11, 2014 the two leaders agreed to; (1) increase Joint Commission Meeting at the level of foreign ministers of both countries to make it easier for the two countries to monitor the development of cooperation between the two countries and follow up the agreement in the Leader level, and (2) the approval of the formation of a joint committee in e-government (Kementrian Luar Negeri, n.d.). to the data and the problems that have been mentioned above, there are two reasons why this academic paper in this study has become important which are: First, with the existence of the agreement and cooperation that have been build between Republic of Korea and Indonesia which seems does not bring any effect to Indonesia e-government systems that is proven by the data that shown that Indonesia e-
government index is decreasing year by year. Indonesia’s government need to be more focus in implementing the practice of e-government and also the government need to be more serious in solving the problems and challenges that occurs in the process of e-government implementation process such as infrastructural and technological matters. These two problems are very essential in hence to solve the problem that government probably meet in the processes of implementation.

A fine infrastructure and technology government will able to communicate in appropriate way, e-government is believed as one way that can be uses by the government in communicating and implementing good government concept especially effectiveness, efficiency and transparency value. Second, there are a lot of obstacles that Indonesia government faced in implementing e-government shows that Indonesia government status keep decreasing from 2012 till 2016. Based on the data, the reason why Indonesia e-government status decreasing year by years are because there is a several obstacle and failures in the implementation of e-government. In the same time, there is also a lot of consideration and potential implications of implementing and designing e-government also its impact on the citizens that need to be considered by Indonesian government such as referring to Republic of Korea e-government implementation. Furthermore, this academic paper will discuss about what why are the problems and challenges that Indonesia government have in terms of implementing e-government in Indonesia and the possibility of Indonesia government in implementing good practices of e-government refereeing to e-government systems that implement by the Republic of Korea governments’.

**METHODOLOGY**

In analyzing the establishment and implementation of e-government in ROK and Indonesia, researchers are using a descriptive qualitative research method. Moleong in Arizma (2012) explained that qualitative research is a one of research methodology that aims to understand the phenomenon of what is experienced by the subject of the research. For the example; the behavior of the subjects, the subjects’ perceptions, the subjects’ motivations, its’ actions, or the holistically aspect of the subjects that is comes in the form of words and language, in a unusual ordinary context and by utilizing a multiplicity of natural methods (Moleong, 2012).

The researcher uses secondary data sources in which the data were obtained indirectly. The data were gained from analyzing the documents in forms of literature, annual report, governments’ archives, books, and previous individual or institutional research that relevant to research

In analyzing the data, there are four steps that the researcher conducted. First, the researcher compiled all of data from two countries and classifying the data in aims to determines if is sufficient and useful or if it is not. Second, the researcher analyzing each country’s data based on the indicators that had been mentioned above. The third step is data processing, in which involves the selection and arrangement of the data gained into qualitative data. Fourth, the researcher will compare two data that had been gathered in aims to answer the research questions.

DISCUSSION AND FINDING

A. E-Government Establishment in Indonesia

In Indonesia, e-government was officially introduced to public administration by Presidential Directive No 6/2001 on Telemetric, which states that the government of Indonesia has to use telemetric technologies to support good governance. Haryono and Widiawardono (2003), implies that there is at least 5 (five) reasons why Indonesia government must implement e-government; (1) as a support for the government change towards a democratic governance practices, (2) to support the application of authority balances between central and local government, (3) as the facilitation for central and local government to communicated, (4) giving an access to the public to gain more openness and as an opportunities for the government to increased the public trust, and (5) as a transformation towards information society era (Haryono & Widiwardono, 2003).

Followed by Presidential Decree No. 3/2003 which mentioned several crucial points regarding to the e-government implementation; (1) government need to develop the reliable and trustworthy services in where affordable for the public, (2) it is a compulsory for the government to be equal in restructuring the management systems and the working processes of e-government in central and local government, (3) government need to optimizing the utilization of information and technology development,
government need to improve the numbers of participation of the private or business sectors in the development of e-government, (5) government need to develop the human resources in the government offices and improving the e-literacy in the communities, and (6) by using systematic approach government need to understand the realistic measurement in aims to develop e-government (Dekrit Presiden, 2003).

Followed by the Ministry of Communication and Informatics (KEKOMINFO) with a guideline that regulated all government agencies both central and local government. The guideline regulates the development of government portal infrastructure, management of government electronic documents, planning development of e-government, ICT training for supporting e-government implementation, and implementation of the local government websites (Kementrian Komunikasi dan Informasi, 2003). Another policy that regulated e-government is Law No.11/2008, this law focus on; (1) a legal certainty, where written rules are needed in order to implementing the application equally, (2) the information and technology are used as the facility of the peoples, (3) there should be no discrimination in implementing the development of technology (Presiden Republik Indonesia, 2008). Based on National Long-Term Development Plan 2005 - 2025 and National Midterm Development Plan 2015 – 2019, the targets of the government are to strengthen National Connectivity to Balance Economy and Infrastructure Development (BAPPENAS, 2005).

**Figure 5. National Development Plan**

<table>
<thead>
<tr>
<th>National Long-Term Development Plan 2005 - 2025</th>
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<tr>
<td>National Midterm Development Plan 2015 - 2019</td>
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<tr>
<td><strong>Target:</strong> Strengthen National Connectivity to Balance Economy and Infrastructure Development</td>
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Figure 6. Midterm Stages 2005 - 2025


Most of broadband infrastructure is expected to be done in Indonesia before the mid of RPJMN – 3. In hence, the development of RPJMN – 3 is more focused on the level and quality of utilization (Kementrian Komunikasi dan Informasi, 2015).

Figure 7. Broadband Development Direction Concept Based on RPJMN 2015-2019

In realizing the program, Indonesia governments make four targets as stated in National Midterm Plan 2015-2019, there are; (1) Minimizing the Blankspot by converging 100% of telecommunication and internet access and converging 80% of TV and radio broadcasting, (2) High speed internet access that able to reach 497 district/city capital in optic backbone network, 71% penetration of broadband service (20Mb), and 10% penetration of broadband mobile services (1Mb), (3) Optimizing spectrum frequency use with a 500 Mhz spectrum frequency availability for wireless broadband (LTE), (4) Connecting all of government institution through ICT or making integrated government systems (BAPPENAS, 2015).

According to Ministry of Communication and Information Republic of Indonesia (KEKOMINFO), there are around 950 out of 3150 Higher Education Institutions teach a program related to ICT with around 550,000 students in 2015. In hence, based on KEKOMINFO this numbers was more than enough for the human resources that Indonesia needed in realizing e-government practices in Indonesia. Moreover, the ICT investment is keep growing in aspects of hardware and software, and networking which is focussed in government usage. In term of policy and regulations Indonesia government had develop the content of the policy and regulations, such as; (1) National ICT Council will be focusing in Coordinating ICT Flagship, (2) Ministry of Communication and Information focus in the use of ICT for community access point, (3) Ministry of Education is focus in promoting the use of ICT for teaching and learning (Kementrian Komunikasi dan Informasi, 2015).

B. E-Government Establishment in Republic of Korea

In 1986, right after the government was established, ROK for the first time introduced e-government to the public by enacted Act on Promotion of Information and Communication Network Utilization and Information. ROK use e-government in aims to strengthening the nations by enhances the relations either between the government institutions or between the government to the public and businesses. ROK sees e-government as a tool to combats corruptions, collusion, and nepotism. On 1988, ROK government guaranteed its citizens to be able to access all of the information of any government institution and other entities activities by enacting The Public Agencies regulation in 1988. To support this program, ROK joined G20 which was established on 1999 and establishing the Korea Independent Commission Against Corruption on 2002.

By holding to the transparency value, ROK government work hard in ensuring that every level of its people are able to access the government facilities, in this case is e-government or ICT. ROK is one of the biggest
countries that have wires all over the land which means all regions or areas in ROK received the same access easily from any places in ROK. ROK held a Foundation Assemble and established “Association of Information Telecommunication Promotion” on 1987 and launched “Information and Society” as a monthly magazine in the end of 1987. Followed by the establishment of “Korea Database Agency” by Constitution Commission on 1994 and designed as a Statistic Organization by the Korea National Statistical Office on 1995. Additionally, on 2000 ROK established and affiliate organization called as “Korea IT Human Resources Development Center (IHD)” in which renamed as “Korea Association of Information and Telecommunication” in the mid of 2001(Korea Association for ICT Promotion, 2017).

On the Act on Promotion of Information and Communications Network Utilization and Information Protection No. 13520/2015 Article No. 2, Amended by Act No. 7139/2004; Act No. 8289/2007; Act No. 8778/2007; Act No. 9119/2008; Act No. 10166/2010; Act No. 12681/2014; Act No. 13343/2015, defines the term of information and communication network as an information and communication system in collecting, processing, storing, searching, transmitting or receiving information by using telecommunications facilities and equipment (National Law Information Center, 2015).

The preparation of policy of utilization of information and communications networks and protection of information is regulated in article No. 4, Amended by Act No.10465/2011; Act No. 11690/2013, in which The Minister of Science, ICT and Future Planning (MSIP) or the Korea Communications Commission shall prepare the policies as a foundation for an information society through the promotion of utilization of information and communication networks, the stable management and operational of any networks, the protection of personal information of the users, or other related activities.

The article also pointed out several descriptions that need to be included in the implementation of the policy as development and dissemination of technology related to the information and communication networks, standardization of information and communications networks, promotion of the use of information and communications network, facilitation of sharing information through information and communication networks (ICT), promotion of use of Internet, protection of any personal data of the users, protection of juvenile in information and communication networks, enhancement of safety and reliability of information and communications networks, and other matters necessary for the promotion of utilization of
information and communication networks, the protection of information, or other related matters (National Law Information Center, 2015).

In the Act on the Development of Cloud Computing and Protection of Its Users No. 13234/2015, Chapter II Article No. 5 about the Formulation of Master Plans and Implementation Plans stated that MSIP shall collect plans, policies, and etc. formulated by central administrative agencies related to the promotion of development and use if could computing and the user’s protections. In aims to assistance in establishment of integrated information and communications facilities based on cloud computing technologies the central administrative and local government may provide administrative, financial, technical assistance to persons who intend to establish information and communication facilities integrated by using the technologies as explained in Chapter II Article No. 17 of Act No. 132334/2015 (National Law Information Center, 2016).

Furthermore, in 1986 ROK officially introduced e-government for the first time to the public together with the enactment of Act on Promotion of Information and Communication Network Utilization and Information. However, the establishment and the realization of e-government it-self were started in 1997 under the leadership of President Kim Dae Jung. In 2014, Ministry of Science, ICT and Future Planning (MSIP) as the ministry who is in charge of ROK’s industrial innovation is concentrating on spreading the power of industries under the new vision of creative economy, and promises to open a new possibility for ROK in the future based on international cooperation with an endless passion and global spirit (Salsabila & Purnomo, 2017).

Each of the strategies that are made by Ministry of Science, ICT and Future Planning (MISP)’s Vision has different focus and goals, the first strategy called as Establishment of Creative Economy Ecosystem focused in encouraging and realizing the public ideas and imaginations since the ROK government believe that a innovation will lead the country to be a better country. The second strategy is National Research Development & Innovation Reinforcement focus in making a strong innovation capacity and national research development for scientist to pursue research works. The third strategy of MSIP is Promotion of SW and Content as the Core of Economy in which, the main idea of 1+1 amount to ∞ or there is no limitation in promoting and spreading the technologies as same as the information delivery. The fourth strategy, International Cooperation and Globalization, is focus in making a strong Korea with advanced research
environment and competitive research partners. Additionally, the fifth strategy called as *Happier Korea with Wider Use of ICT*, in a strategy that focus in making a wider ICT usage (MSIP, 2014b).

In realizing this program, the strategy that ROK takes is to change the *Closed Ecosystem* to *Open Ecosystem*. The *Closed Ecosystem* is a system that each of the user institutions and businesses are developing and building application software, platforms, or servers on their own in a closed method, this system causing a low rate of performances development. Meanwhile, the *Open Ecosystems* is a system that anyone can develop and provide services using an open platform. In such an open innovation ecosystem, ideas are transformed into services, creating the possibility where the potential of each individual (government institution and business) can maximized their performances to give the best public service to the citizens (MSIP, 2014a).

ROK is marked as the best country in establishing e-government. ROK keeps making a significant development in e-government. It is proven by the e-government index score that ROK gain each year. As reported in the e-government development index by United Nations, ROK was in the 1st position in term of e-government development index from 2012 until 2014 (United Nations, 2014). However, in 2016 ROK e-government index decreased that causing ROK to move to the 3rd position. This condition merely happened because the political issue that occurs in 2016 that makes the level of public trust to the government was decreased (The World Economic Forum, 2016).

Hyun Seok Kim in Tatang Muttaqin (2017), argues that there are four factors that sustain e-government success in ROK. First, the approach of the changing management based on a solid commitment that is supported either by political infrastructure and technical infrastructure. Second, e-government as a joint project was led by the President which makes it possible to make an integrated government organization with the private sectors including the synergy of planning and budgeting. Third, government was focused in developing collective agreements that involving the government, mass media, business, community, and non-governmental organization in aims to generate a public support. Fourth, a solid cooperation between institutions so it is able to resolve internal conflicts and get an external support from International Organization by prioritizing the strategic planning process which is able to integrate the performance of implementation monitoring and support the basis legitimacy by the establishment of e-government (Muttaqin, 2017).
Referring to the Ministry of Science, ICT and Future Planning plan, ROK government is already able to achieve their plan. It is proven by the data that being reported by The World Economic Foundation. ROK able to realizing the plan into the reality are due the strong leadership, a solid government organization, an integrate performance between all actors that engaged in the implementation of e-government, and a strong determination and consistency of the government. These factors are the successful factors that make ROK keep leading in e-government implementation and remarked as the best country that establishing good practice of e-government.

In hence, in establishing and implementing a good practice of e-government, Republic of Korea or ROK governments work very carefully by letting the citizens giving their ideas and opinion as the baseline for the government in making the regulations towards e-government program. The government will cultivate the ideas that have been delivered by the public and use it as the baseline of the master plan. As it has stated by MSIP, that one of ROK government goals is to ensure the realization of the people’s ideas. Furthermore, after the master plan is ready the government will immediately implement the program or the plan to the society and start to put some investment in various sectors in terms to make sure the program or the plan implemented well.

C. The Possibility of Indonesia in Establishing and Implementing a Good Practice of E-Government

According to The World Economic Forum (WEF), Indonesia currently in 98th position (ROK is in 11th position) in case of infrastructure, for the skill of its human resources is in 63rd position (ROK is in 39th position), and 77th position for the usage of the program (ROK is in 6th position).

The data shows that the human resources skill will affect usage of the programs. It is not going to be easy for Indonesia in establishing a good practice of e-government as ROK did. The culture differences and also structural differences will make it impossible for Indonesia to copy the establishment of e-government in ROK. Although, the numbers of educational institutions that exist in Indonesia are more than enough to provide a high quality of human resources skill in ICT, Indonesia still struggling in the establishment and implementation of a good practice of e-government.
From that analysis it can be seen that the other problem is because the government does not consider public ability and the environment in absorbing the new regulations or programs in this matter is e-government systems. This action that government made will affect a lot in the establishment of e-government as stated by Cohen and Levinthal (Cohen & Levinthal, 1990).

In other hand, there is a possibility of Indonesia government to establishing good practice of e-government by referring to ROK e-government systems by considering several contexts. The first is government need to consider and focus on the public demand, so the regulations and the program will run well. There are four points that Indonesia’s government need to consider with, there are;

- The government needs to prepare a strong regulation that able to regulate all of the details of the implementation so the program able to be executed well.
- Government needs to make a blue print and the stages of implementation in line with the governmental structure and culture that already exist in Indonesia in hence to make the implementation structured and controlled well.
- A solid team work that able to manage and able to combine the top-down and bottom-up approach, and also expanding the support from all of ministries, governmental institutions, non-government institutions, local government, private sectors, public, and mass media.
- Government need to consider to make a collaboration with international organization such as World Bank to reduce the risk of the establishment of e-government (Muttaqin, 2017).
The data shows the differences between Indonesia and ROK in terms of steps that the government took. In Indonesia case, the government has not considered public ability and the environment in absorbing the new regulations or programs in this matter is e-government systems yet. It is proven by the first step that the government took is making a regulation. This action that government made will affect a lot in the establishment of e-government as stated by Cohen and Levinthal that government need to be really be careful in introducing a new program or plan to the society since the government need to understand the demand and also the ability of the society and the environment in absorbing a new thing (Cohen & Levinthal, 1990).

In other hand, there is a possibility of Indonesia government to establishing good practice of e-government by referring to ROK e-government systems by considering several contexts. The first is government need to consider and focus on the public demand, so the regulations and the program will run well. This is very important for the government in understanding the public demand and the government needs to prepare a strong regulations that able to regulate all of the details of the implementation so the program able absorbed by the society and able to executed well. Second, government needs to make a blue print or a master plan and the stages of implementation in line with the governmental structure and culture that already exist in Indonesia in hence to make the implementation structured and controlled well. Third, government really need a solid team work that able to manage and able to combine the top-down and bottom-up approach, and also expanding the support from all of ministries, governmental institutions, non-government institutions, local government, private sectors, public, and mass media.

CONCLUSION

The development of infrastructure for ICT facilities in the Korean government began in 1997 and has been used as the Three Annual Plan for ICT Infrastructure Construction of the period 1997 - 1999. This then has changed to the Comprehensive Plan for ICT Use Elementary and Secondary School for the period 1998 - 2000 out of 1998. The policy had been changed back, and the last one is to be a Five Year Plan for Education Development for the period 1999-2003. From thus data, it is proving that ROK government is a only few steps ahead of Indonesia. With the development of the ICT sector, ROK improve infrastructure related information and technologies, expand the sales network via the Internet, high speed and high capacity
networking systems, prepare regulations to encourage private sector participation, competition in the market, issues related to labor and also techniques privatization optimal. The successful factors of e-government establishment and implementation from the ROK related to its infrastructure in how they identify the infrastructure to support the economy in accordance with the Five-year Development Plan. Besides that, the role of leaders and policy makers in the implementation of the strategy that has been set and also in the allocation of resources that create coordination among ministries and also cooperation in developing infrastructure related policies.

When the government sets the focus of the economy is exports, the whole strategy developed is directed to support exports, and infrastructure is an important factors. One of the things that inhibit Indonesia's economic growth is the lack of infrastructure and poor infrastructure.

However, there is big possibility for Indonesia to be in the same level as ROK by considering several aspects. First, the central government needs to create a master plan and a grand strategy for e-government as an outlined in laws or government regulations, and instructions for implementation requires technical implementation actions and the provision of means and not merely just a concepts but also by concerning to the peoples’ need and the environment at that time in aims to make it possible to be absorbed by the people. In addition, the central government and local governments need to consider the operating budget and adequate maintenance budget. Second, need for education and human resources training in information technology and communication which are integrated are important in the realization of e-government. Human resource development in the implementation of e-government needs serious treatment and undertaken jointly by governments, universities, and private parties. The most important is the successful implementation of e-government lies not in the technology but relies on the human ability to manage. Third, in terms of facilities and infrastructure; it needs a solution in the form of a government policy to embrace the private sector, especially ICT provider in the form of integrated cooperation that is beneficial to both parties.

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