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Resource Optimization in Government Transformation Academies: A Study at the Ministry of Communication and Informatics in Indonesia

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Abstract.

Various problems in the implementation of highly complex and multidimensional government programs pose challenges to developing countries, including Indonesia. Comprehensive efforts are needed to overcome these constraints, including appropriate resource allocation, institutional capacity enhancement, strengthening good governance, combating corruption, addressing social and economic inequalities, political stability, and adaptation to environmental and geographical factors. This article describes the resources utilized in the implementation of a GTA program based on the types of resources. The approach employed in this study is descriptive and qualitative, while the data collection method utilizes the examination of government documents. The objective of this research is to explore and analyze the current state of resource utilization within government networks with the aim of identifying areas for optimization and improvement. The combination of human resources, partnerships, and technological resources in the GTA program, along with the utilization of qualitative research methods, demonstrates a comprehensive and multifaceted approach to government transformation and resource optimization. The program aims to enhance efficiency, effectiveness, and digital transformation within the government, while the research contributes to a deeper understanding of the current practices and challenges. By integrating these findings into policy and programmatic decisions, governments can strive towards better resource allocation, improved service delivery, and ultimately, more effective and responsive governance in the context of government networks.

Keywords: governance network, resource governance, government program

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1. Introduction

Developing countries often face resource limitations that hinder the government's ability to implement programs optimally. Budget constraints and inadequate infrastructure can impede program implementation and reduce effectiveness. Additionally, government institutions in developing countries often encounter challenges in terms of their capacity, knowledge, skills, and management systems. Insufficient institutional capacity can affect the planning, implementation, and monitoring of government programs, thereby hindering desired outcomes [1].

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Another factor contributing to suboptimal government programs is corruption and weak governance. Corruption can lead to the misuse and misappropriation of public funds, diminishing program effectiveness, and eroding public trust in the government. Poor governance practices can also hinder transparency, accountability, and participation in programme implementation. However, significant social and economic inequalities are believed to contribute to the suboptimal nature of government programs. These inequalities can impact the public's access to government programs, preventing them from achieving their desired targets. Inequalities can further exacerbate disparities and create injustices in the distribution of programme benefits

Indonesia, as a democratic country, faces similar challenges compounded by issues related to political changes and instability. Political changes, conflicts, and instability can disrupt the continuity of government programs. Policy changes, government transitions, or political instability can impede consistent program implementation and hinder the achievement of desired results. Environmental and geographical factors also play a role. With its archipelagic geography, Indonesia often faces unique environmental and geographical challenges. Difficult geographic conditions, such as remote or island areas, can complicate distribution and access to government programs. In addition, the impacts of climate change, natural disasters, or environmental vulnerabilities can affect the optimal implementation of programs.

These factors demonstrate that the challenges faced by developing countries, including Indonesia, in implementing government programmes are complex and multidimensional. Overcoming these constraints requires comprehensive efforts, including appropriate resource allocation, enhancing institutional capacity, strengthening governance, tackling corruption, addressing social and economic inequalities, ensuring political stability, and adapting to environmental and geographical factors.

Experts in the fields of governance, management, and social sciences have recognized the need to optimize resources in governance. Human, financial, technological, and informational resources are important factors in building the strength and success of networks. Furthermore, Kickert et al. [2] view resources as playing a crucial role in facilitating coordination and collaboration between various stakeholders in governance networks. Shared resources, such as information, knowledge, skills, and infrastructure, can enhance inter-organizational engagement and interaction, promote collaboration, and drive the achievement of shared objectives.

Huxham and Vangen [3] also emphasize the importance of resources in establishing interdependence among organizations in governance networks. The resources held by each organization within the network can complement and support one another,

enabling mutually beneficial collaborations. These resources can take the form of specialized capabilities, knowledge, reputation, or access to other networks. Additionally, Klijn and Koppenjan [4] argued that the resources possessed by organizations or entities in governance networks can influence the structure, dynamics, and outcomes of the network. Resources can shape patterns of power, responses, and interactions among organizations within the network, as well as impact the success of collaboration and achievement of shared goals.

Experts have categorized resources into several types. According to Rhodes [5], financial Resources refer to the budget, funds, and financial allocations used to support activities in governance. Regarding Human Resources, Emerson et al. [6] describe human resources as actors involved in governance networks, including leaders, staff, and other stakeholders. According to Klijn and Koppenjan [4], human resources encompass the skills, knowledge, and individual capacities of those engaged in governance networks. Strategizing human resource management in the public sector is essential when working in networks [7]. The second type is knowledge resource. As explained by Emerson et al. [6] knowledge resources encompass relevant knowledge, information, and expertise within governance obtained from experts, research, or practical experience. Klijn and Koppenjan [4] elaborated that knowledge resources include knowledge, data, and information used to support decision-making and policy planning within governance networks. Strategizing public sector knowledge resource management is essential when working in networks to achieve these objectives [8].

Next, Relationship and Partnership Resources involve networks, connections, and collaborations formed among stakeholders within governance networks [6]. Klijn and Koppenjan [4] add that relationship and partnership resources encompass networks, ties, and cooperation between organizations and individuals in governance. Partnerships are an effective way to pool resources and expertise to achieve common goals [9]. The final type is technological resource. According to Emerson et al. [6], technological resources include the technology infrastructure, software, and tools used to support communication, collaboration, and information management within governance networks. Technological resources can be used to facilitate communication and collaboration within these networks [6]

These resource types play crucial roles in governance networks [10]. Financial resources provide the necessary funding for activities and collaborations, whereas human resources bring together the skills and expertise of the individuals involved. Knowledge resources contribute to informed decision-making and policy planning, while relationship and partnership resources foster networks and collaboration among

stakeholders. Finally, technological resources enable efficient communication, collaboration, and information management. By effectively utilizing and optimizing these resources, governance networks can enhance their capacity, foster cooperation, and more effectively achieve their objectives.

The Government Transformation Academy (GTA) is one of eight academies in the Digital Talent Scholarship (DTS) Program organized by the Ministry of Communication and Informatics (Kominfo). The GTA operates in coordination with Kominfo's Center for Education and Training. Since its inception in 2019, this program aims to enhance the competencies of both civil servants (ASN) and non-civil servants working at various levels of government institutions, including central, regional, and village administrations, as well as the Indonesian National Armed Forces (TNI) and National Police (Polri). The primary objective was to equip participants with the necessary skills to utilize information and communication technology (ICT) to perform their organizational duties and provide excellent services. Furthermore, the programme is expected to accelerate digital transformation within government institutions, thereby strengthening institutional capacity.

GTA training is conducted through both online and offline modes with varying durations depending on the specific training modules. This hybrid approach allows flexibility in accommodating the different learning preferences and geographical locations of the participants. The program incorporates a wide range of topics related to digital skills, including data analytics, cybersecurity, e-government, digital marketing, and emerging technologies. By providing comprehensive training, the GTA aims to empower participants with the knowledge and expertise needed to adapt to the evolving digital landscape and contribute effectively to their respective roles within the government sector.

The implementation of the GTA programme signifies the commitment of the Ministry of Communication and Informatics to nurture a digitally competent workforce within the government. By upskilling and reskilling civil servants and other personnel, the programme aims to promote a culture of continuous learning and innovation. Ultimately, the GTA programme is expected to play a crucial role in driving the digital transformation agenda of government institutions, improving service delivery, and fostering more efficient and effective governance for the benefit of Indonesian society.

This article describes the resources utilized in the implementation of a GTA program based on the aforementioned types of resources. Furthermore, it discusses the efforts undertaken by the GTA program implementers to enhance the output and achieve optimal results. This article examines the resources utilized in the implementation of

the Government Transformation Academy (GTA) program in Indonesia, focusing on the various types of resources described in the literature. It highlights the significance of these resources in enhancing the capacity and effectiveness of governance networks, particularly in the context of government programs in developing countries. The article also discusses the efforts undertaken by GTA program implementers to optimize these resources and achieve optimal results in driving digital transformation within government institutions.

2. Methods

This study focuses on the optimization of resources in Government Networks. The approach employed in this study is descriptive and qualitative, while the data collection method utilizes the examination of government documents. The objective of this research is to explore and analyze the current state of resource utilization within Government Networks with the aim of identifying areas for optimization and improvement. A descriptive qualitative approach was chosen to provide a comprehensive understanding of the factors, dynamics, and challenges associated with resource optimization.

Through a descriptive qualitative approach, this research aims to capture and analyze the qualitative aspects of resource allocation, management, and utilization within Government Networks. This approach enables researchers to delve into the intricacies of resource optimization, including the decision-making processes, policies, and practices employed by government agencies.

To collect data for the study, the researchers examined government documents. This method involves a systematic review and analysis of the relevant official documents, reports, policies, and guidelines issued by government institutions related to resource allocation and management in Government Networks. By extensively reviewing these documents, this study aims to extract valuable insights and information regarding the current state of resource utilization, existing challenges, and potential areas for improvement.

The use of the examination of government documents as a data collection method offers several advantages. First, it provides a rich source of primary data directly from official government sources, thus ensuring the credibility and reliability of the information obtained. Second, it allows for a comprehensive analysis of the policies and practices implemented by government institutions, offering insights into the underlying factors influencing resource optimization. Finally, this method provides a cost-effective and

efficient way of gathering data, as the documents are readily available and accessible for review.

Through a combination of the descriptive qualitative approach and the examination of government documents, this research aims to contribute to the existing body of knowledge on resource optimization in Government Networks. The findings of this study will shed light on the current practices, challenges, and potential strategies for improving resource utilization within government agencies. The research outcomes can inform policymakers, government officials, and practitioners in their efforts to enhance the efficiency and effectiveness of resource allocation and management, ultimately leading to better service delivery and outcomes in Government Networks.

3. Results and Discussion

3.1. Financial Resources

The implementation of the GTA programme involves various budget allocations for different purposes. Initially, in 2019, the Ministry of Communication and Informatics (for). However, starting in 2022, a shared-budget model was implemented. Under this model, Kominfo continues to allocate funds to instructors and committee members, while the remaining expenses are covered by local government authorities in the respective districts and cities.

In the context of GTA implementation at the local government level, such as in district or city administrations, the Ministry of Communication and Informatics solely provides a budget for instructors and committee members from Kominfo. The remaining expenses, including travel costs for the organizing committee and instructors, participants' meals and allowances, transportation costs for participants, and meeting packages during the training implementation, were funded by the local government

This shared budget approach allows for a more decentralized and collaborative funding arrangement wherein local governments actively contribute to the financial aspects of GTA implementation. This enables local authorities to have a greater role and ownership in the program, ensuring its alignment with local needs and priorities.

By involving the local government in budget allocation, the GTA programme promotes a sense of accountability, shared responsibility, and sustainability. It recognizes the importance of the local context and ensures that resources are allocated appropriately to address the specific requirements of each region. This collaborative funding model strengthens the partnership between the Ministry of Communication and Informatics

and local government authorities, fostering more effective and efficient implementation of the GTA program at the local level.

The data provided by 2021 describe budget allocation and optimization efforts for the GTA program in Indonesia. In April, the training budget for GTA was initially set at Rp. 11,312,050,000,- (RM), with a target of 2,000 participants. However, in June, there was a reduction in the RM budget and an increase in Non-Tax State Revenue (PNBP), resulting in a revised budget for Rp. 18,056,941,000,-. The revised budget consists of the RM Rp. 10,508,630,000,- (58%) and PNBP Rp. 7,548,311,000 (42%), with a target of 14,700 participants.

In September, there was another reduction in the RM budget, leading to a revised budget for Rp. 10,256,564,000,-, comprising RM Rp. 2,708,253,000,- (26%) and PNBP Rp. 7,548,311,000 (74%), while maintaining the target of 14,700 participants.

The actual expenditure on the GTA program reached 86% or Rp. 8,860,279,247 out of the revised budget for Rp. 10,256,564,000,-. The training was conducted both online and offline at Pusdiklat, with 6,283 applicants and 5,744 verified participants. Ultimately, 4,262 participants successfully completed the training and received certificates, resulting in a GTA achievement rate of 39% in Pusdiklat.

The training initially commenced online in June 2021 owing to the high prevalence of the Covid-19 pandemic in Indonesia. In October, a hybrid approach was adopted in collaboration with the Jember Regency, West Nusa Tenggara Provincial Government (NTB), Central Kalimantan Provincial Government, and West Sulawesi Provincial Government. Furthermore, in November, collaborations were established with the Bangka Belitung, Mojokerto, and South Sulawesi provincial governments.

Based on the data provided, the optimization of the budget for the GTA program involved adjustments to the RM budget, inclusion of PNBP, and adherence to target participant numbers. These efforts aimed to effectively utilize the allocated resources and ensure the successful implementation of the training program in collaboration with various government entities through online and hybrid approaches.

3.2. Human Resources

In the implementation of the Government Transformation Academy (GTA) program, the Training and Education Center (Pusdiklat) of the Ministry of Communication and Informatics (Kominfo) utilizes human resources from its own Pusdiklat Kominfo, as well as from the Civil Servants (ASN) of Kominfo's Technical Implementation Units (Unit Pelaksana Teknis) spread across eight working regions.

The ASN from Pusdiklat Kominfo, with its specialized knowledge and expertise in various areas related to communication and informatics, plays a crucial role in driving the GTA program. Their familiarity with the specific needs and challenges within the ministry enables them to contribute effectively to the program's objectives.

Additionally, ASN from local governments are also engaged as supporting personnel in the execution of the GTA program. These ASN from local governments provide valuable insights and perspectives, having a deep understanding of the local context and conditions. Their participation as auxiliary staff aids in tailoring the programme's initiatives to address region-specific challenges and cater to the needs of local communities.

Moreover, the recruitment of dedicated support staff was undertaken to further enhance the smooth functioning of the GTA program. These support staff members were selected based on their relevant skills and competencies, enabling them to assist in various administrative, logistical, and documentation tasks required for the efficient operation of the program.

By harnessing the human resources from Pusdiklat Kominfo, involving ASN from the Technical Implementation Units, engaging ASN from local governments as supporting personnel, and recruiting competent support staff, the Training and Education Center of Kominfo ensures a comprehensive and collaborative approach to executing the GTA program. This integrated effort aimed to optimize the program's effectiveness, encourage innovative practices, and foster positive transformations in the fields of communication and informatics across Indonesia.

3.3. Information and Knowledge Resources

In the implementation of the Government Transformation Academy (GTA) program, the Training and Education Center (Pusdiklat) of the Ministry of Communication and Informatics (Kominfo) offers a comprehensive range of 22 training themes tailored to the needs of government organizations and the interests of the participating Civil Servants (ASN).

These training themes cover various aspects relevant to the government sector and are designed to enhance the skills and knowledge of participating ASN. Each training theme was carefully curated and prepared by a team of developers comprising professional associations, universities, and subject-matter experts.

The module development process involves collaboration among stakeholders to ensure that the training materials align with industry standards, best practices, and

emerging trends in the respective fields. The expertise and insights provided by professional associations contribute to the relevance and practicality of the training content, whereas the involvement of universities ensures a strong theoretical foundation.

These modules are structured in a manner that facilitates effective learning and provides a systematic and progressive approach to skill development and knowledge acquisition. The content is designed to be engaging, interactive, and applicable to real-world scenarios, enabling participants to apply their newly acquired skills directly in their work environments.

By offering a diverse range of training themes and involving various experts in module development, the Training and Education Center of Kominfo aims to cater to the specific needs and interests of participating ASN. This comprehensive training program equips ASN with the necessary competencies to contribute effectively to the government's transformation goals and enhance their professional growth and development.

3.4. Network and Partnership Resources

In the implementation of the Government Transformation Academy (GTA), partnership resources play a crucial role in enriching the program. The Training and Education Center of the Ministry of Communication and Informatics (Kominfo) collaborates with various stakeholders, including Local Governments at the district/city and provincial levels, Ministries or State Institutions, professional associations, private institutions, and universities.

The GTA receives support and active participation in program execution through partnerships with Local Governments at the district/city and provincial levels. Local Governments serve as strategic partners by providing local insights, a deep understanding of the regional context, and the needs of local communities. This collaboration allows the GTA to adapt the program more effectively to local contexts and challenges.

Additionally, involving other Ministries or State Institutions provides the advantages of knowledge exchange, sharing experiences, and relevant resources. Collaborating with other government agencies enables the sharing of best practices, successful policies, and mutual learning to achieve a holistic government transformation.

Professional associations, private institutions, and universities also play important roles in GTA implementation. They contribute specialized expertise, broad perspectives, and access to the latest knowledge in the fields of communication and informatics. Collaborating with professional associations ensures the inclusion of current practitioner perspectives and needs in the program, whereas partnerships with private institutions

and universities enrich the curriculum with academic expertise and cutting-edge innovations.

By engaging various partnership resources, the implementation of GTA becomes more inclusive, holistic, and result-oriented. Collaboration with Local Governments, other Ministries or State Institutions, professional associations, private institutions, and universities fosters sectoral synergy, extensive knowledge exchange, and the application of best practices in government transformation efforts.

3.5. Technological Resources

Technological resources such as the learning management system and digital portal are utilized in the implementation of the Government Transformation Academy (GTA). Digital platforms play a crucial role in facilitating the delivery and management of GTA programs.

The Learning Management System (LMS) serves as a centralized platform where participants can access training materials, modules, and resources. It provides a digital space for organizing and delivering online courses, enabling participants to engage in self-paced learning, access multimedia content, and participate in interactive activities. The LMS also offers features for tracking progress, monitoring performance, conducting assessments, ensuring effective learning outcomes, and providing feedback to the participants.

In addition to LMS, the GTA program utilizes a digital portal. This portal serves as a comprehensive online platform that offers a wide range of resources including e-learning modules, webinars, articles, and tools related to digital skills and competencies. The digital portal was designed to enhance participants' digital literacy and enable them to acquire new skills and knowledge in various areas of digital transformation.

By leveraging these technological resources, the implementation of the GTA program became more flexible, accessible, and scalable. Participants could engage in learning activities at their own convenience, access relevant materials anytime and anywhere, and benefit from interactive and multimedia-rich content. The learning management system and digital portal contribute to the efficiency, effectiveness, and user-friendliness of the GTA program, ultimately empowering participants to thrive in the digital era and contribute to government transformation efforts.

4. Conclusion

The GTA program is supported by the human resources of the Ministry of Communication and Informatics (Kominfo) and local government officials who contribute their expertise as trainers and support staff. The program covers a wide range of training themes tailored to the needs of government organizations and the interests of participating officials. The development of the training modules involves collaboration with professional associations, universities, and experts to ensure comprehensive and relevant content.

Furthermore, the GTA programme leverages partnerships with various stakeholders, including Local Governments, other Ministries or State Institutions, professional associations, private institutions, and universities. These collaborations provide valuable insights, local perspectives, and expertise in the fields of communication and informatics, enriching the program and fostering sectoral synergy. Additionally, the program benefits from technological resources such as the Learning Management System (LMS) and the Digitalent portal, which enhance accessibility, flexibility, and overall learning experience for participants.

Overall, the combination of human resources, partnerships, and technological resources in the GTA program, along with the utilization of qualitative research methods, demonstrates a comprehensive and multifaceted approach to government transformation and resource optimization. The program aims to enhance efficiency, effectiveness, and digital transformation within the government, while the research contributes to a deeper understanding of the current practices and challenges. By integrating these findings into policy and programmatic decisions, governments can strive towards better resource allocation, improved service delivery, and, ultimately, more effective and responsive governance in the context of Government Networks.

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