

Modul 2

Tantangan dan Faktor Keberhasilan Transformasi Digital

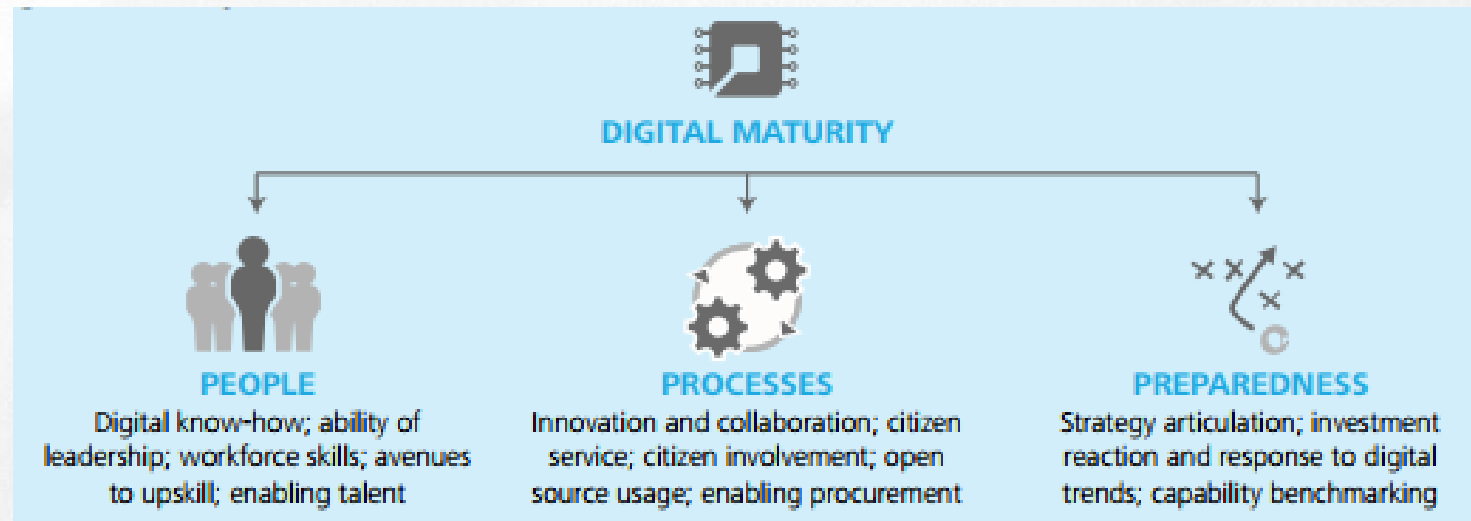
Transformasi Digital dalam Pemerintahan

Fia Mahanani

STC on Digital Government The World Bank



Transformasi digital pemerintahan mayoritas berada dalam fase berkembang. Hanya sebagian kecil yang berada dalam tingkatan matang.



Tantangan berbeda-beda sesuai dengan tahapan kematangan digital.



AWAL

- 1 Kurangnya strategi
- 2 Kurangnya pemahaman
- 3 Kurangnya entrepreneurship & keengganan mengambil resiko
- 4 Terlalu banyaknya prioritas lain
- 5 Kurangnya kelincahan organisasi



BERKEMBANG

- 1 Terlalu banyaknya prioritas lain
- 2 Pendanaan kurang
- 3 Pertimbangan keamanan
- 4 Kurangnya kelincahan organisasi
- 5 Kurangnya strategi



MATANG

- 1 Terlalu banyaknya prioritas lain
- 2 Pendanaan kurang
- 3 Pertimbangan keamanan
- 4 Kemampuan Teknis Kurang
- 5 Kurangnya kelincahan organisasi

Hambatan dan Tantangan Transformasi Digital

Banyak dari institusi pemerintah tidak memiliki strategi yang cukup dalam mencapai transformasi digital

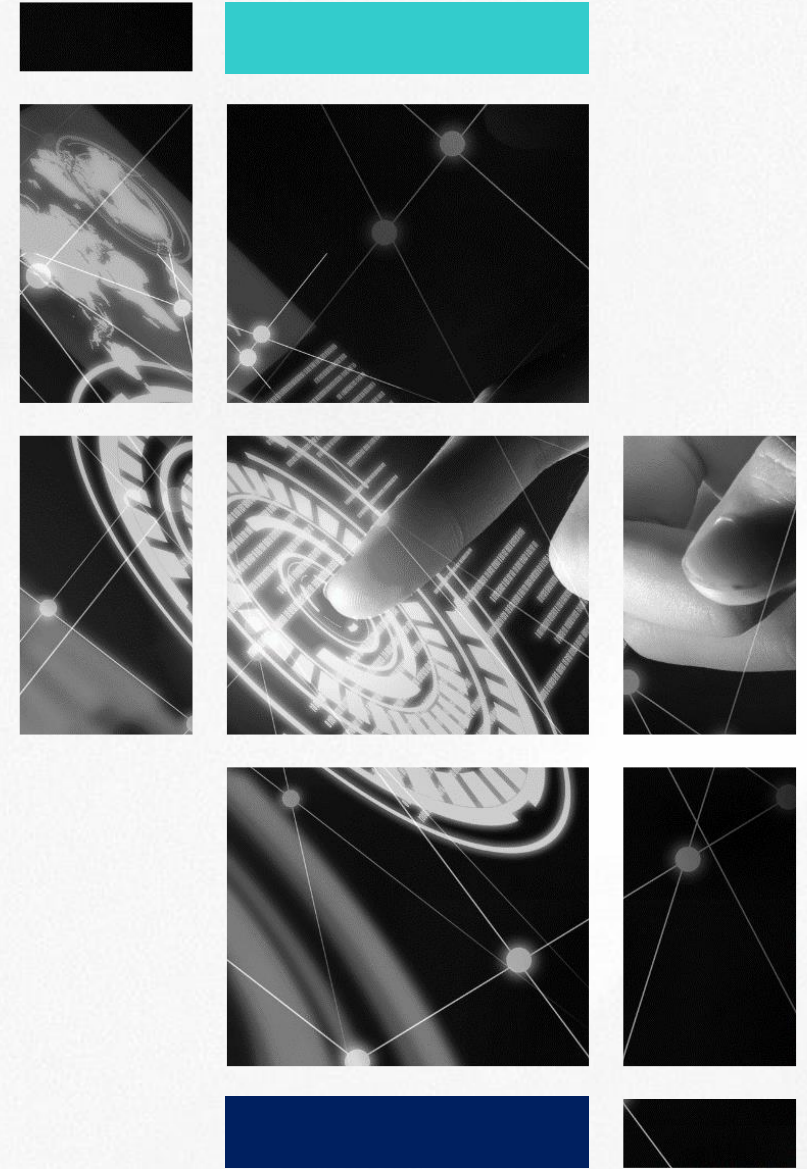
Kekurangan ketrampilan digital SDM merupakan tantangan besar dalam bertransformasi

Lembaga kekurangan elemen utama dari “pola pikir digital” : fokus pengguna, fungsionalitas terbuka, dan pengembangan Agile.

Faktor Keberhasilan Transformasi Digital

Faktor keberhasilan dalam transformasi digital dapat dilihat dari factor-factor yang merupakan penggerak atau enablers dari jenis transformasi ini.

Berikut ini terdapat beberapa sumber yang menyebutkan enablers yang diperlukan guna mengaktifasi transformasi digital.



Enablers



Strategi



Tata Kelola dan
Organisasi



Kepemimpinan,
Talenta dan Budaya



Teknologi

McKinsey Center for Government, Digital by default: A guide to transforming government.

ENABLER GOVTECH

Kepemimpinan & Skill Digital

Meningkatkan skill digital di
sector public, mendorong
budaya berbasis data

Strategi & Regulasi

Keseluruhan Pemerintah,
Tata Kelola Data

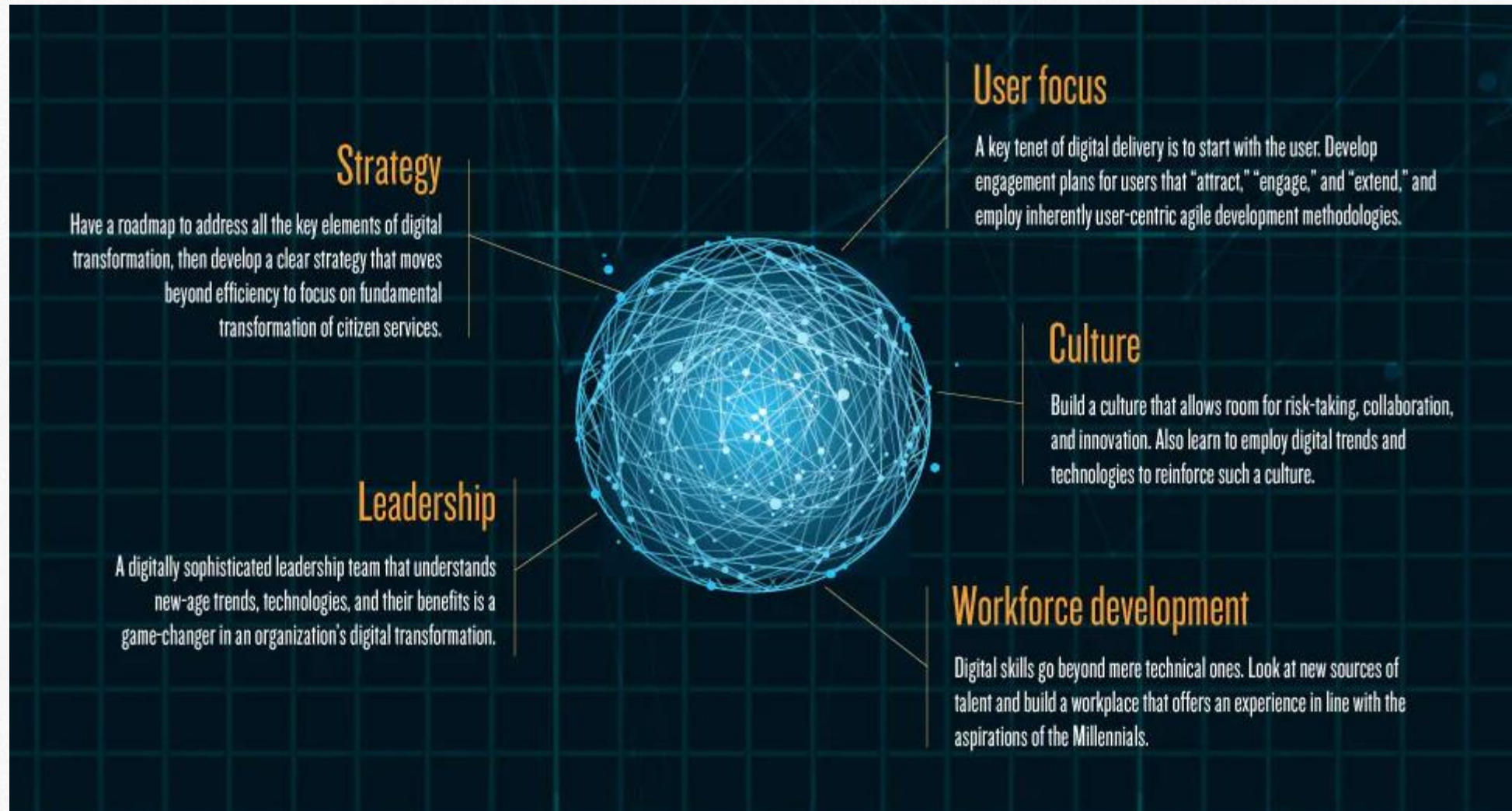
Institusi

Institusi yang meng-
enable dan melindungi


Inovasi

Inovasi sector public,
investasi dan skill sector
privat

World Bank, 2020, GovTech State of Play: Challenges and Opportunities



Deloitte Digital Global Survey (2015) *The Journey to Government's Digital Transformation.*



Faktor Keberhasilan Transformasi Digital

1. Strategi
2. Kepemimpinan
3. Tata Kelola dan Organisasi / Institusi
4. Kerangka Legal
5. Talenta
6. Budaya
7. Teknologi / Inovasi

Strategi

Strategi yang jelas sangatlah penting.

Pemerintah akan dimudahkan dengan adanya roadmap yang menyorot setiap elemen kunci dalam transformasi digital.

Tentunya strategi ini harus dibarengi dengan mekanisme untuk melacak dan mengukur kemajuan untuk tiap-tiap tujuan digital yang telah ditetapkan.

- 1) **Memberikan visi untuk masa depan**
- 2) **Menyediakan rencana detail untuk menyorot elemen kunci dari transformasi digital:**
- 3) **Membangun kapabilitas organisasi:**
- 4) **Mengatasi hambatan:**



Kepemimpinan

- 1) Komitmen kepemimpinan
- 2) Kesadaran



Tata Kelola, Organisasi / Institusi

Tata Kelola yang baik dapat mendorong kolaborasi berbagai Lembaga serta memobilisasi berbagai sumber daya yang diperlukan untuk bertransformasi.

- Tata Kelola yang efektif perlu didesain secara partisipatif, membutuhkan analisa stakeholder, dan penentuan prioritas dan isu lintas Lembaga.
- Tata Kelola juga perlu memahami perbedaan kematangan teknis dan identitas tiap insitusi yang unik.



Kerangka Legal / Regulasi / Kebijakan



Kerangka legal diperlukan untuk:

- membangun hubungan antar pemerintah dan keselarasan strategis pada tingkat legislative untuk membangun pemerintahan digital; dan
- menjelaskan peran formal organisasi yang berpartisipasi dalam proses pembangunan kebijakan pemerintahan digital.
- Kerangka legal berisi:
 - ✓ Pembagian kerja diantara Lembaga pemerintah
 - ✓ Tanggung jawab
 - ✓ Sumber daya
 - ✓ Konsentrasi kewenangan
- Contoh: Korea Selatan, sebagai salah satu pioneer pemerintahan digital, telah merintis penetapan kerangka legal Computer Network Act pada tahun 1986 yang secara gradual terus menerus dilengkapi guna mendukung transformasi digital nya.



Talenta


Civil Service with relevant digital skills is the key of successful digital transformation.

Digital talents prefer industry than civil service, however digital talents seeks for significant and impactful assignments.

McKinsey Center for Government, Digital by default: A guide to transforming government.

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GDS Academy

The GDS Academy teaches public sector professionals the digital skills they need to transform public services.

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Who we are

The GDS Academy offers a range of courses, with introductory sessions for non-specialists, specialised courses for people in digital roles and training for leaders responsible for digital services.

Founded by the Department for Work and Pensions (DWP) in 2014, the Digital Academy became part of GDS in May 2017. It is part of the [Digital, Data and Technology Profession](#).

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Smart Nation Fellowship Programme

Overview


Singapore is embarking on a journey to build a Smart Nation, with the aim of harnessing technology and data to improve the lives of citizens. If you are an established data scientist, engineer, software developer, technologist, designer or applied researcher, we need your expertise and experience! Take three to six months to collaborate with us to co-create digital or engineering solutions that will make an impact on people's lives.

Work on projects that we have pre-identified, or propose new, innovative projects across tech domains from artificial intelligence, blockchain, cloud, data science, app development, cybersecurity to sensors & IoT.

Part-time consultancy can be arranged if you are unable to commit to a period of three to six months. If you are unable to commit to a project, you can also join us as a Technical Mentor, and provide technical guidance to our project teams. To learn more about you may join our pool of technical mentors, email us AreYouT@tech.gov.sg

All these resonate with you? We'd love to hear from you. [Apply Now](#)

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Start your digital career in government

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Are you passionate about digital technologies? Do you have a knack for problem solving?


Work on things that matter with a digital or technical career in the Australian Government.

Apply once to access many digital and technical roles for early career professionals. Or start a new career — no degree necessary.

A career with the Australian Government can give you valuable industry experience while working on projects that help everyone. From technical problem solving and analytics to digital design and development, you can find an opportunity to suit your level of skill and experience.

Civil Service Fast Stream

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Digital, Data & Technology

On the Digital, Data and Technology Fast Stream you will be a key member of teams that design, build and run government digital services, transforming the lives of millions of people.

Duration **4 years**

Salary **£28k**

Location **UK-wide**

About

As a Digital, Data and Technology Fast Streamer you will work with experts to design, build and run services which are used by millions of people every day. Services such as [register to vote](#), [apply for a driving licence](#) or [apply for a UK passport](#). You may be:

- [gathering and analysing data](#), including user research
- [product managing](#) a new feature or improvements to an existing government service

Requirements

- Eligible to work in the UK
- You need, or expect to have, a 2:2, a degree apprenticeship or post-graduate degree in any subject
- Existing civil servants can



Bergabung bersama Jabar Digital Service

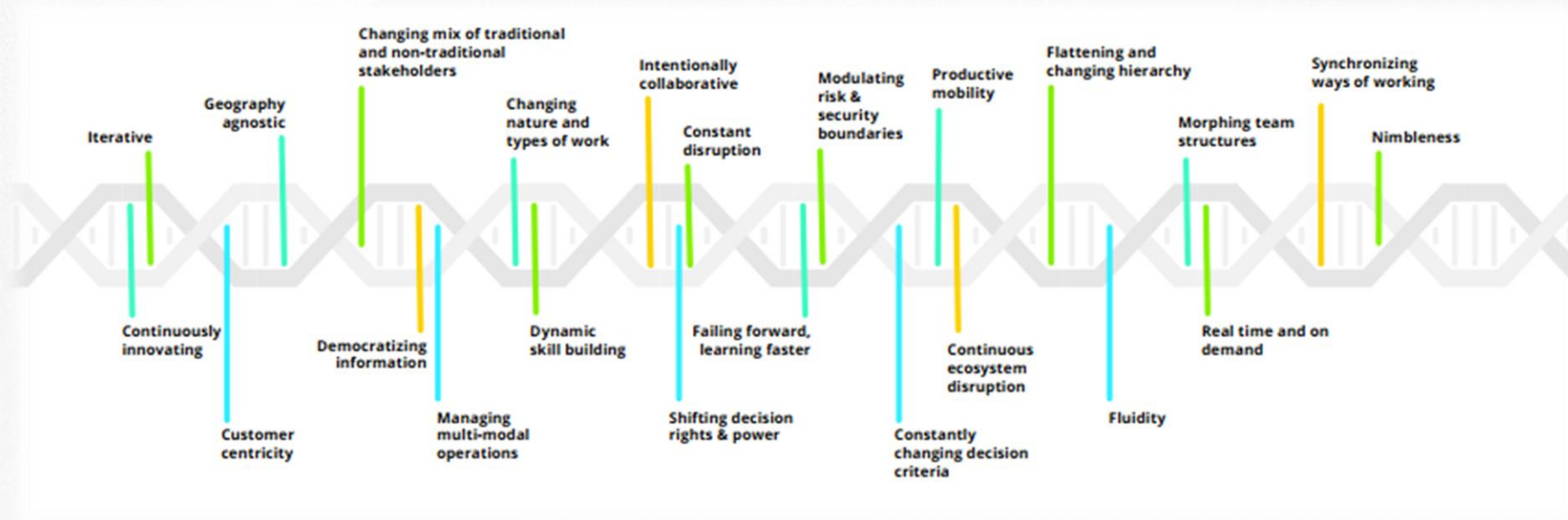
Kamu bisa jadi bagian dari perubahan Jawa Barat yang lebih baik melalui teknologi dan desain dengan bergabung bersama JABAR DIGITAL SERVICE!

Ayo bergabung, KAMI SEDANG MEREKRUT!

Jabar Digital Service membuka kontrak jangka pendek untuk posisi TENAGA AHLI dan TENAGA TEKNIS guna membantu penanganan COVID-19 di Jawa Barat. Klik tombol di bawah untuk info lebih lanjut!

- Jakarta Smart City
- Jabar Digital Service
- Digital Transformation Office, Ministry of Health
- WarTek, Telkom – Ministry of Education

Budaya



Penelitian mengindikasikan organisasi dengan DNA digital dapat mencapai tujuan kematangan digitalnya dengan lebih baik.

DNA digital adalah kumpulan 23 karakter seperti kelincian dalam menghadapi disrupsi terus menerus dan struktur tim yang selalu menyesuaikan (lihat gambar).



Teknologi / Inovasi

- Model untuk secara cepat membangun layanan baru dengan memperhatikan teknologi eksisting
- Metode pengembangan Agile dalam skala besar
- Platform analitik untuk mendukung upaya big data dan open data
- Langkah dan control keamanan siber yang kuat

The background of the image is a dark blue field with a repeating, interlocking geometric pattern. The pattern consists of various shapes, including circles, squares, and lines, creating a complex, woven appearance. The colors are different shades of blue, ranging from a very dark navy to a slightly lighter, muted blue.

Terima Kasih.