ANALYSIS STUDY OF OPEN DATA IMPLEMENTATION TO IMPROVE PUBLIC POLICY MAKING PROCESS IN JAKARTA PROVINCIAL GOVERNMENT BASED ON DYNAMIC GOVERNANCE

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Abstract

This research explained about open data implementation in Jakarta Provincial Government which is analyzed through a dynamic governance perspective. Open data is a part of government information disclosure to encourage the transparency, accountability, public participation, and also to make a policy right on the target. Jakarta Provincial Government as The Capital City of Indonesia has been implemented of open data through Data Jakarta Portal. The presence of valid and accurate data, it will certainly encourage regional development and produce policies that are right on the target. In practice, government has to be more dynamic and adaptive towards the global changing, so the government can be well prepared. The results of this study indicate that collaboration between Bappeda and Diskominfotik which is reviewed from the perspective of thinking again is not optimal. The conditions of coordination between the two institutions are still weak and the communication that exists between them is less effective. Whereas from the perspective of thinking across, Jakarta Provincial Government runs the process of thinking across by inviting open data experts from partner institutions to add capabilities, both conceptual, managerial, technical, and social capabilities. However, strengthening organizational capacity is not optimal because there is still bureaucratic fragmentation which is an obstacle. Furthermore, in the aspect of thinking ahead, even though Open Data has been included in the RPJMD, it has not specifically explained the direction and future of Open Data in Jakarta Provincial Government. Therefore it is necessary to explain explicitly and imperatively about the development of Data Jakarta Portal for the future.

Keywords: Open Data, Open Government, Public Policy, Dynamic Governance

I. INTRODUCTION

Jakarta Provincial Government as the Capital City of Indonesia is contributing to realization of public information disclosure based on Law No. 14 of 2008 on Information Disclosure and Governor Law No. No. 181 of 2014 on Data and Information Development Systems and Procedures. The implementation is Data Jakarta Portal (data.jakarta.go.id). The open data policy is carried out by Regional Planning Development Agency and Department of Communication, Informatics, and Statistics of Jakarta Provincial Government. In the Governor Regulation, it is regulated regarding the construction of Data Jakarta Portal which aims to manage data, information that is accurate, up-to-date, open, integrated, accountable, dynamic, reliable, complete, accessible and sustainable. As well as an effort to increase transparency, accountability, increase public participation, and as a reference for making public policy in Jakarta Provincial Government.

Previously, public had felt that getting government information was quite difficult and complicated because it had to go through a bureaucratic flow for quite a long time, of course this would hamper people's productivity to provide input and contribute to development, especially in Jakarta Provincial Government. Not only felt by the public, internal civil servants in exchanging data and information between departments also find it difficult because it has a different standard format, not to mention the results of data that vary between departments.

Data Jakarta Portal, which can be accessed through data.jakarta.go.id, was officially launched on June 30, 2015 with a total of approximately 800 datasets (Suara Pembaruan, 2015). The data was generated from more than 40 departments in Jakarta Provincial Government. Until 2018, the dataset in Portal Data Jakarta continues to increase, namely 2,099 datasets.
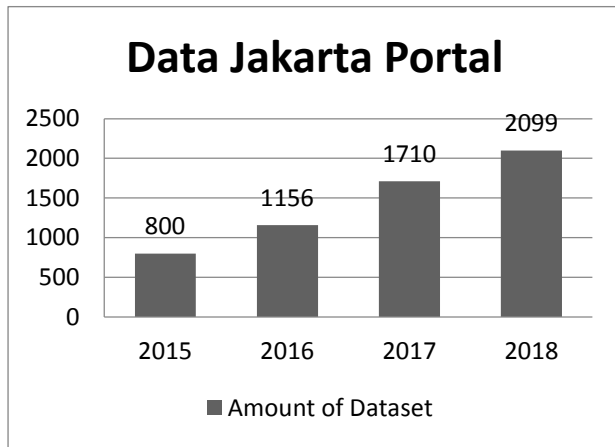
Data Jakarta Portal

Fig 2. Amount of Dataset in Data Jakarta Portal
Source: (data.jakarta.go.id, 2018)

The presence of Data Jakarta Portal, Jakarta Provincial Government is committed to improving public services through the provision of data and information to public, as well as to realize the principles of good governance. However, to accelerate towards good governance, the government must be able to adapt more quickly and move dynamically to face the global challenges which keep changing, moreover Jakarta Provincial Government still has a lot of homework that must be completed quickly, therefore for the implementation, it used Dynamic Governance perspective. Because, the principle of dynamic governance has a comprehensive explanatory power to explain the phenomenon of a contingent government to realize the principles of good governance.

the presence of Data Jakarta Portal is an important momentum to continue to improve public services, regional development, increase public participation, and become the basis for making public policies more targeted. In order for the implementation of open data to not run normatively, it is necessary to internalize additional concepts in the form of dynamic governance. This argument is the main reason for researcher to conduct open data practice research on the basis of dynamic governance analysis

II. LITERATURE REVIEW

Dynamic Governance

The concept of dynamic governance is part of the evolution of good governance practices (L. R. Andhika, 2017). Therefore inherently, dynamic governance has a critical capacity for the development of good governance. Dynamic governance was introduced by Neo and Chen (2007) to answer the reality of how complex problems in the world of public administration, especially those related to future situations. Changes that occur in public organizations need to be responded proactively by creating various

innovations to solve problems and dynamic public interests. So, briefly dynamic governance can be interpreted as the government's ability to continue to adjust policies, institutions, structures that adapt to various changes and uncertain situations to remain relevant, so that long-term interests are achieved in accordance with the demands and needs of the public.

In the context of public administration in Indonesia, long-term goal of the bureaucratic reform agenda is towards dynamic governance in the next 2025. Therefore understanding deeply dynamic governance is an urgent agenda for improving bureaucracy in Indonesia. However, in the midst of the conditions of public organizations in Indonesia which are considered to be so fat, rigid, rigid, complicated and inefficient, the ideas and practices of dynamic governance face enormous challenges. Because the application of dynamic governance needs to be supported by great political commitment and a strong atmosphere of cultural change. The Indonesian government must be able to get out of the anti-change establishment. The government has begun to think seriously to start updating various outdated regulations. Must start implementing new ways so that they do not necessarily get caught up in rigid procedures and working mechanisms.

In order for public organizations not to stutter the changes that are present, dynamic capabilities and bureaucratic culture are needed to become the foundation of motion in government. The bureaucratic culture referred by Neo and Chen (2007), namely integrity, incorruptibility, meritocraacy, market, pragmatism, multi-racialism, including culture, are state activism, long term, relevance, growth, stability, prudence and self-reliance. Paradigmatically, this bureaucratic culture can be a representation of adaptive shared learning in an effort to translate the problems that the government goes through. The experience in the learning process is shared and converted into a mental model of an organization. This cultural change is needed to make institutional changes which in time will be an important factor in influencing decisions in preparing public policies that are adaptive to changing situations. However, it must be acknowledged, some of these organizational cultures are still a rare thing in the bureaucratic body in Indonesia.

Then, dynamic capabilities include thinking ahead, thinking again, and thinking across. These two elements must be sustained by able people and agile processes, and influenced by future uncertainties and external practices.
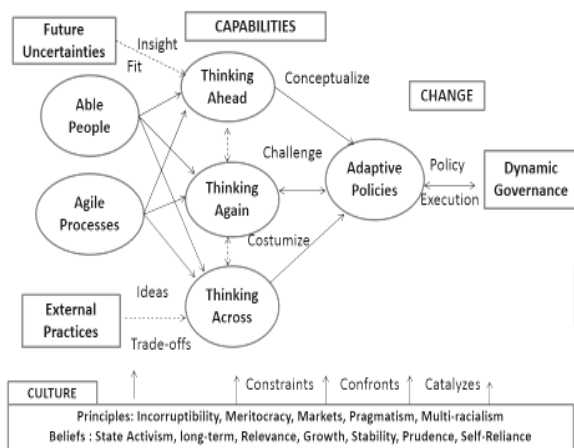
Fig 3 . Framework of Dynamic Governance
Source: Neo and Chen (2007)

Thinking ahead is the thinking capacity possessed by public officials and public administrators in formulating future conditions that might have an impact on an institution. With this capability, the government is obliged to proactively proactively identify environmental factors by making adaptive policy alternatives so as to provide an opportunity for the community to be able to overcome threats that may be present in the future.

The thinking ahead capacity encourages the government to continuously review ongoing policies and strategies, update targets and objectives, and develop new steps to prepare for the future. Therefore, through thinking ahead, the government and also stakeholders as manifestations of governance need to think strategically so that they are able to see more rational future development agendas, not merely jargonistic expectations. Through thinking ahead, all parties position themselves to train themselves diligently in thinking to explore the signals that will come, so that we are more sensitive to the threats and obstacles that will be traversed in the future.

Next, thinking again is the ability to open up to see comprehensively the policies that have been implemented to be evaluated and redesigned in order to improve quality, improve policies and maximize the achievement of goals. Thinking again is carried out by steps to compare the performance of policies and programs that have been running with the desired initial objectives. This thinking again anchors on the results of a rigorous analysis that is based on objective conditions with actual data, reliable information, measurement and feedback, identifying problems that can hinder performance, then the results are used to formulate specific policies or programs to find solutions needed by the public . This thinking again is triggered by the process of both success and

failure experienced by a previous policy to rethink better and superior policies and remain relevant to rapid global changes (Aminullah, 2015; Kusuma, 2015). Therefore, diligence and perseverance to dare to get up in the practice of continuously reviewing and redesigning policies becomes an important spirit of capital in the process of thinking again. In other words, learning organizations are characters that need to be owned by bureaucracies / public organizations in Indonesia.

Open Government and Open Data

The study that will be carried out in this research is to explore open data practices in government. Conceptually, open data is part of the open government agenda. Therefore, the birth of open data cannot be separated from the presence of open government discourses and practices in the world of governance. In the past ten years, open government has become an important movement among governments throughout the world. Open government is a manifestation of the democratization process that is running globally to improve the quality of government openness and public services. An important platform that became the background of this open government breakthrough was the increased awareness about the right of the community to obtain information that has become a universal understanding that needs to be followed up. Therefore, the government must manage and publish data and information as part of fulfilling community needs (Retnowati, Manongga, & Sunarto, 2018).

Open government is a form of evolution from the concept of good governance which is criticized as a model of new imperialism and colonialism. As the antithesis of good governance, open government aims to explore new ways and models in managing and managing government well to solve government problems (Lesmana Rian Andhika, 2017). Therefore open government is expected to be able to improve the quality of democracy and improve the fulfillment of the real needs of society.

Open government is a multilateral, political and social process, which includes transparent, collaborative and special participation by the government and administration (Wirtz & Birkmeyer, 2015). Furthermore Wirtz, Weyerer, & Rosch (2017) emphasize that open government can also stimulate transparency, accountability, increase public participation, and stimulate economic growth. Open government is based on several principles such as transparency, participation and collaboration (Harrison, 2012). In this case, there are important aspects in the implementation of open government, namely transparency, collaboration and participation. The

transparency aspect presents encouraging active involvement of the community in every process of governance. Through collaboration, the government cannot be a single actor in compiling, implementing and evaluating various public policies. Therefore participation is an important pillar to strengthen the capacity of the community to build an inclusive socio-economic situation and democratic government. There are many advantages of implementing open government, including making it easier for people to access data and government activities, regulations, open data that can be used by the public for various purposes (Lesmana Rian Andhika, 2017).

Indonesia is a country that has commitment in implementing open government. In 2011, Indonesia and seven other countries took the initiative to build a global movement that helped promote the disclosure of the government in the world called the Open Government Partneship (OGP). Of course this is a good opportunity and momentum for the Indonesian government to uphold the importance of information disclosure to the public, therefore to maintain the spirit of open government various policies and programs are needed that can support the atmosphere of openness. Following this OGP, Indonesia has formed the secretariat of Open Government Indonesia (OGI) which is a collaboration between government institutions and non-governmental organizations.

Open government is held with a dynamic spirit and adaptive ability to change, therefore open government is very open to changes and technological developments that are so fast (Rajshree & Srivasta, 2012). Rapid technological development and able to penetrate the boundary between government and society, transparency efforts are always expected to be useful by using technology (Bannister & Connolly, 2011). The presence of technology is able to become a way of debureaucratization to significantly reduce procedural paths that tend to be rigid and even convoluted. But of course we are fully aware that technological developments have not spread evenly. There are developed countries that have used various advanced technologies, there are also countries that still have low technological and information capabilities. Likewise in the context of a pluralistic country like Indonesia, there are still disparities in mastering the ability and access of technological and information resources in several regions in Indonesia. But in the implementation of open government, technological and information capabilities are not an absolute requirement. The implementation of open government in an area does not have to have mastery of high-level technology and information first (Yu & Robinson, 2012). What is needed is a high commitment from the government regarding the transparency of data

and information on government institutions that are publicly published. So, even though with a simple method, data disclosure can stimulate the process of increasing awareness and participation of the community regarding supervision of government activities (Pawelke & Canares, 2012).

Another important thing that needs to be elaborated in the implementation of open government is to build an ecosystem of government openness that is supported by facilitating increased literacy of funds and information to the public (Pawelke & Canares, 2012). With good data and information literacy skills, community participation in monitoring the government is certainly far more critical (Soegiono, 2017).

III. RESEARCH METHODS

This study used qualitative methods with a case study approach. Qualitative methods are procedures for collecting data that produce descriptive data in the form of written or oral words from people and observed behavior (Moleong, 2004), while the case study approach is a strategy that is more suitable if the subject of a research question concerns how and why. In addition, case studies are also appropriate if researchers have little opportunity to control events that will be investigated and if the focus of their research lies in contemporary phenomenon. Umar (2004) revealed that the advantages of a case study approach include being able to support larger studies in the future, which can provide hypotheses for further research. mFor this research used Naturalism to observe how the implementation Open Data through Data Jakarta Website that can be influence the attitude and behavior of the authorities whether there is a desire to keep running the innovation in their works and promote public services in Jakarta Provincial Government. This research is being conducted by depth interview with Diskominfotik and Bappeda as the responsible of Open Data Jakarta, Liason Officers of Open Data Jakarta, The Experts Team of Open Data Jakarta, and The Users.

IV. RESULT AND DISCUSSION

In realizing good governance, Indonesia Government continues to strive for improvements in its public services, thus with one of the most important things through accessing public information. After issuing Law No. 14 of 2008 on Information Disclosure, central government encourages each regional governments to improve the quality of information disclosure. During this time, in accessing public information, the public

often gets into trouble and has to go through complicated bureaucracy.

Information disclosure becomes very important. In carrying out regional development planning, of course there must be involvement of the public and private elements, which will influence a city planning, and become the basis for making policies that are right on target in Jakarta Province.

The presence of Open Government is one of the efforts of central government to encourage convenience, efficiency, and increase effectiveness in accessing public information. One of them is through Open Data, to realize Open Government. Jakarta Province as the Capital of Indonesia, has implemented Open Data through Data Jakarta Portal which is addressed at data.jakarta.go.id. In the Data Portal contains 114 organizations consisting of 22 departments, 11 agencies, 10 Bureaus, 5 City Administrations, 1 Thousand Island District, 1 Inspectorate, 1 DPRD Secretariat, 1 Central Bank of Indonesia Representative Office of Jakarta Province, 2 Tourism Management Offices, 1 District Hospital, 12 Sub-Districts, and 45 urban villages. However, in the collection of organizations in Data Jakarta, not all organizations have entered data in Data Jakarta Portal and based on confirmation to Diskominfotik, that for certain data, such as population data, is directly coordinated to the Office and / or to the Mayor of the Administrative Region.

Thinking Again: Re-reading Open Data Implementation through Data Jakarta Portal

Data is the potential and existence that will always be used according to the interests of users. Data can be a potential profit, but data can also be managed in such a way as the basis for better public policy development to solve public problems. In this function, of course this interest is the duty of the government. The government must also begin to carry out its governance by utilizing data.

Data Jakarta Portal continues to make efforts to improve public services through the provision of data and information. The process for improving these services is to evaluate the implementation of Data Jakarta Portal to find out what targets have been achieved and what obstacles have been encountered to accelerate activities for the next period.

In the perspective of dynamic governance, the implementation of open data in Jakarta Province needs to be critically reviewed through the capacity to think again. Thinking again is the ability to open oneself to see comprehensively the policies that have been carried out to be evaluated and redesigned in order to improve quality, improve policies and maximize the achievement of objectives (Neo & Chen, 2007). According to the results of document review and observation, efforts to think again in the implementation of open data are still not optimal.

The two main agencies implementing Data Jakarta Portal, namely Bappeda and Diskominfotik, carry out internal evaluations in accordance with their institutional responsibilities. This happens because the level of collaboration between the two implementing agencies is not yet optimal. In fact, as a joint implementer, collaboration is the key to successful implementation, because both the success and failure of a program, the public will still assess the government as a whole.

Diskominfotik and Bappeda as to be responsible of Data Jakarta Portal, still do not have a specific evaluation format, but it is still limited to the coordination meetings needed. New evaluation meetings are only conducted by internal Diskominfotik through the Public Information Services Section by conducting semester evaluations together with an internal team of Jakarta Diskominfotik Data Portal Experts to evaluate targets for the number of data inputs to the Jakarta Data Portal.

Related to institutional factors, collaboration in implementation of open data is not optimal because of the tendency of institutions involved in collaboration, especially from the government who tends to apply a hierarchical structure to other institutions involved in the collaboration or collaboration. Institutions that are still too strict to adopt a vertical structure, which is why institutional accountability and policy direction are also vertical, are not suitable for collaboration because collaboration requires horizontal ways of working or organizing.

Theoretically and empirically, the ability to implement dynamic governance must actually be supported by able people and must be carried out with agile processes. Able people are people who can or are able to read the future that will approach based on facts, symptoms and current developments plus projections due to rapid global change. Capable people also mean people who have authority, because many people have the ability as mentioned above but do not have the opportunity and authority (formal authority / academic authority).

Table 1. The Thinking Again Process in Open Data Implementation in Jakarta Provincial Government

No	Thinking Again Process	Activity	Note
1	Analyze and review recent performance based on community feedback	Providing input channels for the community through social media, email and telephone,	Limited, there are some inputs but not the main input.
2	Reviewing policies, strategies and programs to identify the salient factors causing success and failure	Coordination Meeting and Evaluation Meeting	Limited, coordination meetings and evaluation meetings conducted by Diskominfotik by inviting Bappeda.
3	Design and implement policies and programs, in part or in whole so that performance can be improved and goals achieved better, so that people and customers enjoy for better services and outcomes.	KPI Open Data	Entering data input into Data Jakarta Portal to increase the quantity of data in Data Jakarta Portal, so that the data can be updated periodically.

Source: Data processed by researchers (2019)

When examined from this perspective, able people at the middle management level as executors are not yet present in the body of public organizations. In other words, there is no figure at the middle management level as a program translator who is truly concerned about the practice of open data. So that in the field, open data is still a complementary activity instead of the main activity. In fact, once again, data is potential. In this context, Jakarta Provincial Government actually has a big task how this potential can be actual in the body of government.

Thinking Across: Cross-border Learning to Encourage Bureaucratic Open Data Out of the Box Practices

In order to improve policy, basically it requires open and out-of-the-box thinking, and a willingness to learn to adopt thoughts, opinions and ideas from across organizational boundaries (Faedlulloh, Yulianto, & Karmilasari, 2019). The key for maintaining the quality of public organization services is adaptation to change. But often in the field, bureaucratic performance is confronted with fundamental problems that do not have a self adjusting mechanism to overcome all problems and challenges for all developments in the community and bureaucratic work (Firman, Rahmawati, & Trijayanto, 2017; Faedlulloh & Wiyani, 2019).

In this case, these problems can be minimized by making various innovations so that services, in this case information and data services, remain relevant to the real needs of the community. One of these innovations can be obtained through the process of thinking across, namely learning from the experiences and thoughts of others in managing a country or government will get fresh ideas and thoughts in making innovations to improve policies, strategies, and programs for the community.

In open data implementation, Jakarta Provincial Government is also assisted by strategic partners of several non-government organizations. Among them are Hivos, Pulse Lab, Ford Foundation. Through several cooperation forums, Jakarta Provincial Government through Bappeda and Diskominfotik as implementers can learn across organizations, even some open data experience outside Indonesia. On this occasion, Jakarta Provincial Government can and find practices in implementing open data from various places.

To improve the learning process and absorb public needs, Jakarta Provincial Government in collaboration with several NGOs organized a HackJak competition as a stimulus to the public in the use of data. Jakarta Provincial Government held a HackJak competition which is held every year starting in 2014. Specifically, in 2016 the HackJak that was held focused on the theme "The Budget of Jakarta Provincial Government". There are three categories that are contested, namely hackathon, scrapathon and visualthon.

The thinking across process is manifested by the existence of various actors involved in developing open data. This is manifested in various joint education agendas as a form of exchange of opinions and ideas between actors, so that there is learning, innovation, creativity and constant change.

Table 2. Thinking Across Process in the implementation of Open Data in Jakarta Province

No	Thinking Across Process	Open Data Implementation
1	Look for and find practices implementing an activity / program that is more or less the same / has similarities	Benchmark website interface from data.gov.uk and data.gov portals
2	Reflect on what the other party is doing, why and how to do it	Not implemented yet
3	The relationship between new ideas or a combination of different ideas that can create innovative approaches to emerging issues	The results of the HackJak competition. In the form of making applications, data visualization, and data scrapping

Source: Data processed by researchers (2019)

However, these conditions should not make Jakarta Provincial Government become complacent in the implementation of open data. There would

be no loss if Jakarta Provincial Government began to adopt or adapt the management model for implementing open data in other countries directly. From the document review, researchers have not found comparative study activities conducted by Jakarta Provincial Government.

In fact, this is an important part of the process of thinking across. There is no need for comparative studies in the form of large-scale groups that are relatively high-cost, but it is enough to give assignments to certain personnel in charge of open data to learn best practices in other countries over a certain period of time.

The Improvement for Public Policy Through Open Data in Thinking Ahead Aspect: Pioneering Open Data for the Future

In the practice of implementing Open Data through Data Jakarta Portal using Dynamic Governance analysis is a way to measure the practice of governance in process of formulating public policies with adjustments from internal and external developments (Pajri, 2018). In the aspect of capability through thinking ahead, it is the ability of government institutions to identify environmental developments and future community needs, understand the implications of activities in achieving organizational goals and identify the various strategies and choices needed to anticipate them (Neo & Chen, 2007).

The thinking ahead process includes activities: exploring and anticipating future development trends that may have a significant impact on policy objectives, understanding these developments will affect the achievement of current objectives and testing the effectiveness of the strategy, developing strategic options that can be used to prepare for emerging threats and take advantage of new opportunities, and influence key decision-making and stakeholders to think about issues that arise seriously and involve them in strategic conversations about responsive responses (Neo & Chen, 2007).

In practice, the implementation of Open Data, the executors (Bappeda and Diskominfotik) have included in the planning of the Regional Development Medium-Term Development Plan (RPJMD) program. With the explanation of Open Data in an official government planning document, this shows that there has been good commitment and political will from regional leaders on open data. In other words, Open Data in Jakarta Province is the future of Jakarta itself. However, what needs to be seen is the action and consistency in the management of the open data portal so far.

During the presence of Data Jakarta Portal, it has become one of the supporting data in policy making, such as in the utilization of data in the Jakarta Smart Plus Card policy. In this policy, Jakarta Provincial Government analyzes data so that the distribution of the Jakarta Smart Plus Card beneficiaries is right on target. In addition, the data in Data Jakarta Portal is also utilized by Department of Environment of Jakarta Province to procure the number of motorized garbage trucks in each area in Jakarta Province.

In an effort to improve the quality of Data Jakarta Portal, Bappeda and Diskominfotik implement several important strategies that are implemented synergistically. One another's efforts is totality towards certain goals. Strategy is a process of determining the plan of top leaders who focus on the long-term goals of an organization, and accompanied by the preparation of a way or effort so that these goals can be achieved and carried out in accordance with the plan (Stephanie, 2002).

Once in a year, open data implementers conduct a Data Discovery Workshop, which is to trace the output data from each Regional Apparatus Organization based on the Organizational Structure and Work Procedure (SOTK) and the work program of the Regional Apparatus Organization.

In addition, the strategy to improve the quality of the Jakarta Data Portal is to carry out regular technical guidance once a year by inviting speakers from government partner organizations who explain the optimal use of Open Data. In this training module is also provided as a learning material for LOs in each Regional Organization.

In addition to maximizing coordination in the implementation of Data Jakarta Portal, a Data Forum is also held at the end of the year as a form of synergy between statistical and data management and evaluation of the Open Data implementation in Jakarta Provincial Government.

Latest, since 2018 to continue to improve the performance of Open Data, Jakarta Provincial Government has developed a system in the format of Key Performance Indicator (KPI). Theoretically, KPIs are created after an organization has a strategy and objectives. KPI helps organizations ensure how far the goals have been and will be achieved.

According to Pella & Inayati (2011), a good indicator of strategic measures needs to meet the following elements: 1)ability of the organization to communicate their strategy for measures 2)the selected measure adequately focuses on the strategic issue, 3) quantifiable, can be evaluated objectively, 4)the measures are quantifiable, reliable and repeatable, 5) the frequency of updates are meaningful, 6)meaningful targets for improvement are established, 7)benchmarking is feasible and/or desirable, 8)validity of measures – not old invalid measures, 9) availability of data and

resources, 10)cost of measures not more than benefit of measures

In the context of the Open Data Portal, based on the results of the study of researchers, the KPI used by the implementers has fulfilled the elements of 1) the ability of the organization to communicate their strategy for measures, 2) the selected measure adequately focuses on the strategic issues, 3) quantifiable, can be evaluated objectively, 4) the measures are quantifiable, reliable and repeatable, 5) the frequency of updates are meaningfull, 6) meaningful targets for improvement are established, 7) validity of measures - not old unvalid measures and 7) availability of data and resources.

After the KPI was implemented, there was an impact of the results of the improvement and increase in open data target in Jakarta Province. As stated by two resource persons who are fully responsible for the sustainability of open data, that the results of the joint evaluation of KPI released in early 2018 have shown an increase in maintaining the performance of the open data portal.

Table 3. Data Portal Quality Improvement Strategy

No.	Data Portal Quality Improvement Strategies	Purposed
1	Data Discovery Workshop	Digging data based on the work program outputs of regional apparatuses and organizational tasks and functions
2	Technical guidance	Training activities for LO Data in analysis, processing, and inputting data to the Jakarta Data Portal
3	Data Forum	LO Data Forum meeting of Jakarta Province by inviting speakers. This activity is to provide knowledge to LO Data about Open Data and its use.
4	Key Performance Indicator (KPI) Open Data	Monthly targets that must be achieved by each institution in DKI Jakarta Province by inputting a certain amount of data in accordance with the agreement of the outputs of the agency's work program

Source: Data processed by researchers (2019)

To maintain the rhythm of Open Data implementation in Jakarta Provincial Government, as a manifestation of the Governor Regulation 181 of 2014 on Development Data and Information Systems and Procedures, each Regional Apparatus Organization signs open data commitments, in which each OPD is required to input data in Data Jakarta Portal regularly and comprehensive.

Signing of the commitment certainly cannot only be present on paper, the commitment must be in the concrete form of each OPD in updating and refreshing data so that the public can obtain actual data and information rights. However, the results of the document review show that there are still some OPDs that have not been optimal in implementing open data.

Based on information obtained by researcher from LO Data informants, there are several obstacles that are found and are fundamental even though the amount is not significant. OPD Parties are not optimistic in the implementation of open data due to human resource factors in the operation of computers and IT.

The context of human resources is actually not only related to the resources of the government apparatus, but also the whole community. Means the level of education, morals and culture of the community will determine the level of acceptability of a change which in turn affects the mindset, leadership style, and ability of government apparatus resources, because the government apparatus is part of the citizens of the community.

Thinking ahead is the ability to analyze future conditions that are full of uncertainties from the external environment by looking at new opportunities and potential threats that exist. This capability enables an institution to predict future developments.

In the context of the implementation of Data Jakarta Portal, Jakarta Provincial Government through the collaboration of Diskominfotik and Bappeda has made several strategic efforts in preparing future projections. This is indicated by the urgency of open data in several official development planning documents. Ideally this is so, through the capacity of thinking ahead, the implementation of regional government must be able to analyze and project what will be faced in the long term based on the direction of the trend of change, political constellation, and socio-economic society.

In carrying out a government needed a figure who is able to bring the community, or in the language of Neo and Chen, namely able people. Able people can be present in the figure of public leaders who have high commitment.

During the last decade, Jakarta Provincial Government has been led by public leaders who have a track record and have succeeded in becoming able people, there is the figure of Ir. Jokowi who has now become the president of Indonesia, Basuki Tjahaja Purnama (Ahok) and Anies Baswedan. The three figures, apart from the political contestation that occurred, they are leaders who are committed to the implementation of good governance, one of which is the service of public information transparency.

However, commitment can be interpreted more broadly, not only attached to the personal leader. Commitment is interpreted as seriousness from the regional government and leaders of agencies / offices, regional agencies / institutions to carry out transformation and reform that is consistent and sustainable for regional progress. Of

course, the commitment of regional leaders is very basic, given their position and authority as policy makers and implementers of policies.

As policy makers, they have the authority to determine the direction of development to be achieved through all local regulations and other supporting decisions, and as executors they also carry out and oversee whether or not the policies that have been made. The commitment to organize Data Jakarta Portal in Jakarta Provincial Government has begun to be seen. In particular, after there is a KPI that is used as an official indicator and is mutually agreed which must be fulfilled by all agencies.

Diskominfotik and Bappeda have worked hand in hand to do all the activities of conducting open data based on the capacity of thinking ahead. However, there are some points to be critized, namely after the presence of various regulations, instruments and data portal platforms, the absence of serious and comprehensive research on the future of open data itself is carried out internally by the government.

So that the various analysis of projections is input from the results of the study of the government's strategic partners. In fact, every government agency has a R&D division, especially Bappeda. Even though futuristic studies are not only conducted by research organizations, universities or non-governmental organizations, but also the government itself. Therefore, this needs to be restarted to understand future open data needs from a government perspective that inherently has direct interaction with citizens.

V. CONCLUSION

Jakarta Provincial Government has a good initiative to provide Open Data through Data Jakarta Portal, it is to encourage transparency and accountability in government. In a contemporary democracy situation, obtaining government information and data is part of the rights of the community, as well as to encourage public participation, transparency, and a portion of checks and balances.

In Thinking Again aspect, the two main agencies implementing Data Jakarta Portal, namely Bappeda and Diskominfotik, carry out internal evaluations in accordance with their institutional responsibilities. This happens because the level of collaboration between the two implementing agencies is not yet optimal, which conditions the coordination between the two agencies is still weak and the communication established between them is less effective.

It will be easy for Jakarta Provincial Government to involve the group because strategically there are many universities in Jakarta that also have a variety of Non-Government Organizations engaged in Open Data.

In thinking Across aspect, Jakarta Provincial Government has not yet run the process of thinking across optimally in the implementation of open data. The thinking across process carried out by Jakarta Provincial Government is to bring in open data experts from partner institutions to add capabilities, both conceptual, managerial, technical, and social capabilities. Strengthening the organizational capacity of the learning process is unfortunately not yet optimal because there are still bureaucratic boxes that are obstacles.

Thinking Ahead aspect, even though Open Data has already been listed in the RPJMD, but it has not specifically explained how the direction and future of Open Data in DKI Jakarta, giving the impression that the Jakarta Data Portal still seems half-hearted . Therefore, in the process of preparing the next RPJMD, it is necessary to explain explicitly and imperatively about the development of Data Jakarta Portal on future studies. This is done to encourage regional development, increase public participation, and the basis for making policy on targets.

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