Bureaucratic Reform and Public Policy Dynamics: Evaluation Study of One Data Indonesia Program

Mohbir Umasugi

Department of Public Administration, Faculty of FHISIP, Universitas Terbuka, Indonesia
orchid ID: https://orcid.org/0000-0001-8004-2689
Correspondence: mohbir@ecampus.ut.ac.id

ABSTRACT

Bureaucratic reform is one of the strategic agendas in improving the effectiveness and efficiency of governance. One of the main initiatives in this reform is the One Data Indonesia Program, which aims to improve data integration, accuracy, and accessibility to support evidence - based policies. policy). This study aims to evaluate the implementation of One Data Indonesia, identify the challenges faced, and analyze the relationship between public policy theory and the reality of bureaucracy in Indonesia. By using a policy study approach and an evaluation method based on the CIPP model (Context, Input, Process, Product), this study found that this program has succeeded in improving coordination between agencies and transparency in data management. However, a number of obstacles are still faced, such as regulatory inconsistency, bureaucratic resistance, and limited infrastructure and human resource capacity. In addition, there is a gap between the theory of ideal public policy and implementation practices in the field, especially in terms of coordination and openness of data between agencies. The implications of this study emphasize the need for clearer regulatory improvements, increased human resource capacity, strengthened cross-sector coordination, and optimized digital infrastructure to ensure the sustainability of One Data Indonesia. Data-based bureaucratic reform requires not only strong regulations, but also political commitment and implementation strategies that are adaptive to existing challenges.

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INTRODUCTION

Bureaucratic reform is an effort to improve the government administration system to make it more effective, efficient, transparent, and accountable. This reform aims to improve bureaucratic performance in providing quality public services and building good governance. governance). In this context, bureaucratic reform is not only related to changes in administrative policies, but also includes transformations in the institutional structure and work culture of government organizations. Structural changes involve restructuring bureaucratic organizations to be more streamlined, adaptive, and responsive to the needs of the community. Meanwhile, changes in organizational culture emphasize strengthening the values of professionalism, integrity, and innovation in the bureaucratic environment. With bureaucratic reform, it is hoped that state apparatus will be able to work more transparently and accountably in carrying out government functions and providing optimal public services. (**Moynihan, DP (2008)**

Public policy is a series of decisions and actions taken by the government to address problems in society. The process of forming public policy goes through several main stages, namely problem formulation, agenda setting, policy formulation, implementation, and evaluation. In its implementation, public policy often faces various challenges that come from internal and external factors. Internal factors can include resource readiness, inter-agency coordination, and bureaucratic capacity in implementing policies. (**Sudirman, H., & Priyono, F. (2022)** Meanwhile, external factors include political pressure, social change, economic conditions, and community aspirations. The dynamics of public policy are also influenced by the actors involved in the process of formulating and implementing policies, such as the government, parliament, interest groups, academics, and the media. Therefore, in dealing with these dynamics, the government needs to apply an adaptive and participatory approach so that the resulting policies are more effective and in accordance with the needs of the community. (**Indriani, M., & Riant, A. (2020)**

Bureaucratic reform is a strategic need in modern governance, especially to face the challenges of the digital era and globalization that demand faster, more efficient, and more transparent public services. This effort aims to simplify complex organizational structures and administrative procedures, so as to increase effectiveness and accountability in decision-making. According to Moynihan (2008), bureaucratic reform can encourage innovation and increase productivity through the implementation of a modern management system that is responsive to changing community needs. In addition, research by Pollitt and Bouckaert (2017) revealed that appropriate bureaucratic reform can reduce corrupt practices and convoluted bureaucracy, thereby creating a cleaner and more accountable government environment. Thus, transformation in the bureaucratic structure is not only a matter of internal restructuring, but also a fundamental effort to realize an adaptive, responsive, and results-oriented government, which will ultimately improve the quality of public service and encourage sustainable national development. (**Setiawan, M., & Sulastri, H. (2021)**

The One Data Indonesia Program was born from the need for accurate, up-to-date, integrated data integration that can be accessed by various agencies and the public. The background of this program is rooted in the problem of data that is often spread across various agencies without uniform standards, making it difficult to coordinate and make

decisions based on data. The main objective of this program is to create a more integrated data system, supporting evidence - based policies. policy), and increasing transparency and accountability of government. The implementation of this program involves various agencies, ranging from ministries, government institutions, to local governments, which are tasked with collecting, managing, and providing data in accordance with established standards. One form of real implementation is the use of the One Data Indonesia portal which allows open access to strategic data for the public, academics, and industry players. (**Sundaram, A. (2019)**

The role of the One Data Indonesia Program in increasing transparency and efficiency is the One Data Indonesia Program which plays an important role in increasing transparency and efficiency in data management in Indonesia. This program aims to unify various data from various government agencies to make it more structured, accurate, and easily accessible. With uniform data standards, the information provided becomes more reliable and can be used by the public and the government for more appropriate decision-making. Transparency increases because the public can access relevant and accurate data openly, thereby reducing the potential for manipulation or inconsistency of information. (**Ministry of Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia (2020)** On the other hand, efficiency also increases because good data integration can reduce duplication, speed up the analysis process, and support coordination between agencies in formulating data-based policies. Thus, One Data Indonesia is an important foundation in realizing better governance based on valid information. **(Presidential Regulation No. 39 of 2019 concerning One Data Indonesia)**

In this study, the problem formulation is focused on two main aspects. First, this study aims to identify challenges and achievements in the implementation of the One Data Indonesia Program. This program aims to unify and improve the quality of government data to make it more accurate, integrated, and widely usable in the policy formulation process. However, in its implementation, this program faces various obstacles, such as cross-sector coordination, digital infrastructure readiness, and challenges in ensuring compliance with established data standards. Therefore, a comprehensive evaluation is needed to understand the extent to which this program has run according to expectations and what its achievements have been to date.

Second, this study also seeks to understand how the dynamics of bureaucratic reform affect public policy. Bureaucratic reform is a government effort to improve effectiveness, efficiency, and transparency in governance. This reform process not only impacts institutional structures and administrative procedures, but also affects the resulting public policies. By understanding the relationship between bureaucratic reform and public policy, this study will provide an overview of the extent to which reform has succeeded in improving the quality of service and data-based decision making.

The objectives of this study include two main things. First, this study aims to evaluate the implementation of the One Data Indonesia Program by identifying factors that support and hinder its success. Second, this study aims to analyze the contribution of bureaucratic reform to public policy, especially in the context of data management and evidence-based decision-making. The significance of this study lies in the implications of the findings that can provide recommendations for improving

bureaucratic policies and practices. By examining in depth the challenges and impacts of the One Data Indonesia Program and bureaucratic reform, this study can be the basis for formulating more effective and data-oriented policies. In addition, the results of this study are also expected to provide insights for stakeholders in improving coordination between institutions, strengthening data governance, and optimizing the use of information for more accurate and targeted policies. (**Wahab, MN (2021)**

Several studies have been conducted on bureaucratic reform and public policy, particularly in terms of government digitalization and data management. Previous studies have shown that good data integration can improve bureaucratic efficiency, accelerate public services, and support the formulation of more targeted policies. Several studies have also highlighted challenges in implementing data reform, such as inconsistencies in standards between agencies, resistance to change, and lack of adequate technological infrastructure. However, there is a research gap that still needs to be explored further, particularly in terms of the concrete impact of the implementation of One Data Indonesia on the effectiveness of public policy and improving governance. Comparative studies with other countries that have successfully implemented similar systems are also still limited, thus opening up opportunities for further research in identifying best practices. practices that can be applied in Indonesia. (**Babbie, E. (2010)** The following can be seen below, the public policy evaluation framework is carried out to assess the effectiveness and impact of a policy in achieving the expected goals.

Figure 1. Public Policy Evaluation Framework

Several evaluation approaches that can be used in assessing the implementation of One Data Indonesia include Public policy evaluation is an important process in assessing the effectiveness and impact of a policy in achieving the goals that have been set. In the context of the One Data Indonesia Program, evaluation is needed to understand the extent to which this policy has succeeded in improving data governance and increasing transparency and accountability of government. Several evaluation approaches can be used to analyze the implementation of this policy more comprehensively. (**Stufflebeam, DL, & Shinkfield, AJ (2007)**

The first approach that can be applied is the CIPP Evaluation Model (Context, Input, Process, Product). This model allows for a comprehensive policy assessment by considering four main aspects. Context focuses on analyzing the background and urgency of the One Data Indonesia policy, including the main reasons for issuing this policy and the problems it wants to solve. (**Fitzpatrick, JL, Sanders, JR, & Worthen, BR (2011)** Input assesses the readiness of policy implementation by looking at aspects such as the regulations that govern it, the human resources involved, and the technological infrastructure used. Furthermore, Process evaluates how the policy is implemented in various government agencies, including the obstacles or challenges faced in its implementation. Finally, Product measures the real results of this policy, both in terms of increasing bureaucratic efficiency and its benefits to the community in terms of data accessibility and integration. (**Patton, MQ (2008)**

The second approach is Stakeholder Analysis, which focuses on identifying actors involved in policy implementation. This evaluation aims to understand the roles, interests, and levels of influence of various parties in supporting or hindering the success of One Data Indonesia. This analysis is important because data-based bureaucratic reform does not only involve the central government, but also regional agencies, the private sector, and the community as data users. (**Bryson, JM (2004)**

In addition, the Outcome-Based approach Evaluation can be used to assess the long-term impact of this policy on the effectiveness of bureaucracy and public services. This evaluation aims to measure the extent to which One Data Indonesia has increased the efficiency of government administration, improved the quality of public services, and facilitated data access for the public and the private sector. By assessing the results produced by this policy, it can be seen whether the initial objectives of the policy have been achieved or still require further improvement. (**Gilmour, JB, & Grissom, L. (2013)** By implementing a comprehensive evaluation approach, the government can obtain a clearer picture of the effectiveness of the implementation of One Data Indonesia. The results of this evaluation can also be the basis for formulating improvement strategies and ensuring that this policy is running in accordance with the broader objectives of bureaucratic reform.

METHOD

The research approach used in this study is a qualitative approach with a policy study method (policy analysis). This approach was chosen because the study focuses on public policy analysis in the context of bureaucratic reform, especially in evaluating the implementation of the One Data Indonesia Program. Policy studies allow this study to

examine the process of formulating, implementing, and evaluating policies implemented by the government in order to improve national data governance. (**Birkland, TA (2016)**

In conducting policy analysis, this study uses two main models, namely Policy Cycle Analysis and Stakeholders Analysis. Policy Cycle Analysis is used to understand how the One Data Indonesia policy is designed, implemented, and evaluated in various stages of the policy cycle, starting from agenda setting, policy formulation, adoption, implementation, to evaluation. This approach helps identify the extent to which bureaucratic reform in the One Data Indonesia policy has been carried out in accordance with the stated objectives. (**Howlett, M., Ramesh, M., & Perl, A. (2009)**

Meanwhile, Stakeholders Analysis is used to identify the main actors involved in this policy, such as the Ministry of National Development Planning/Bappenas, the Ministry of Communication and Information, the Central Statistics Agency (BPS), and local governments. This analysis allows research to understand the role of each stakeholder, the dynamics of relationships between actors, and factors that support or hinder policy implementation. Thus, this study not only evaluates the effectiveness of the policy normatively, but also sees how the policy is influenced by various interests and political-administrative dynamics in bureaucratic reform. (**Colebatch, HK (2006)**

1. Data Collection Techniques

In order for policy analysis to be carried out in depth, the following techniques can be used:

Document Study Analysis in the Evaluation of the One Data Indonesia Program

Document study is a data collection technique used to examine various official documents related to the One Data Indonesia policy. This technique is carried out by reviewing regulations, technical guidelines, and evaluation reports issued by government agencies and related institutions. Through document analysis, research can gain an in-depth understanding of the legal basis, objectives, implementation, and effectiveness of policies in supporting bureaucratic reform and data integration. (**Fischer, F., & Forester, J. (1993)**

One of the main documents reviewed in this study is Presidential Regulation (Perpres) No. 39 of 2019 concerning One Data Indonesia. This Perpres is the legal basis for implementing data integration policies in Indonesia by emphasizing the principles of standardization, interoperability, and coordination between government agencies. In its analysis, this study will examine how this regulation was designed, the objectives to be achieved, and the challenges that arise in its implementation. In addition to the Perpres, other relevant documents are various program evaluation and audit reports issued by related ministries, such as the Ministry of PPN/Bappenas, the Ministry of Communication and Informatics, and the Central Statistics Agency (BPS). These reports provide an overview of policy achievements, technical and bureaucratic obstacles, and recommendations for improvement in the implementation of One Data Indonesia. A review of these reports will help in understanding the effectiveness of the policy, the extent to which data integration has been realized, and how bureaucratic reform affects the implementation of this program.

In addition, the document study also includes technical guidelines and derivative regulations that regulate the procedures for implementing the program, including data

standards, data sharing mechanisms, and the roles and responsibilities of various policy actors. Analysis of these documents will reveal the extent to which this policy has been operationalized at the technical level and how coordination between institutions is running. With this document study approach, research can compile a more comprehensive analysis of the suitability of policies to practices in the field, implementation constraints, and the effectiveness of coordination between policy actors. The results of this document study will also be compared with data from interviews and observations to ensure the validity of the findings and strengthen the analysis of bureaucratic reform in the context of the One Data Indonesia Program. **Birkland, TA (2005)**

depth interviews. interview), non- participatory observation, and focus group discussions (FGD) as additional options. Each of these methods aims to gain a deeper understanding of the implementation of the One Data Indonesia policy in the context of bureaucratic reform and public policy dynamics. In-depth interviews were conducted involving key actors who have significant roles in the One Data Indonesia policy. Relevant ministries, such as the Ministry of National Development Planning/Bappenas, the Ministry of Communication and Informatics (Kominfo), and the Central Statistics Agency (BPS), became the main informants because they played a role in the formulation and implementation of this policy. Interviews with officials or technical staff from these ministries helped explore how this policy was designed, the challenges in its implementation, and its effectiveness in improving data integration between agencies. (**Sabatier, PA, & Weible, CM (2014)**

In addition, interviews were also conducted with local governments, considering that the implementation of One Data Indonesia does not only take place at the central level but also requires support from local governments. Local governments that have adopted this policy can provide insight into technical constraints, inter-agency coordination, and benefits felt at the local level. Furthermore, this study also involved research institutions and academics who have studies on bureaucratic reform and data openness. Academic perspectives can help evaluate policies more objectively and provide input based on public policy theory. Finally, interviews with the private sector and data users were conducted to understand how this policy impacts the non-government sector, including how data openness can be utilized by the business world, media, and civil society. (**Cairney, P., & Kwiatkowski, R. (2017)**

In addition to interviews, this study also used non- participatory observation as a data collection technique. Observations were conducted by attending coordination forums, seminars, or training related to the One Data Indonesia policy. In these forums, various stakeholders gather to discuss policy developments, implementation problems, and future improvement strategies. Through observation, researchers can directly observe how this policy is communicated by the government to stakeholders and how interactions and coordination between agencies occur. In addition, observation also allows researchers to capture the dynamics of discussions, including challenges that arise and solutions proposed by various parties. This technique provides more natural data because researchers can see how policies are implemented in real contexts without direct intervention.

As an additional technique, focus group discussions (FGDs) can be conducted if possible. FGDs involve various stakeholders in one forum to discuss the effectiveness of

the One Data Indonesia policy and the challenges faced in its implementation. FGDs can provide richer insights because they allow for direct interaction and debate between actors involved in the policy. FGD participants can consist of representatives from ministries, local governments, academics, as well as representatives from the private sector and the community. With this method, various perspectives can be compared and analyzed in more depth. Through focused discussions, this study can identify various policy recommendations to improve the implementation of One Data Indonesia in the future. (**Sundstrom, R. (2017)** Overall, the combination of in-depth interviews, non-participatory observation, and FGDs (optional) allows this study to obtain comprehensive data on bureaucratic reform and public policy dynamics in the context of the implementation of the One Data Indonesia Program.

2. Data Analysis Techniques

In research using the policy study method (policy analysis), the data analysis technique applied aims to understand how the One Data Indonesia policy is designed, implemented, and its impact on bureaucratic reform. Several analytical approaches used in this study include Policy Cycle Analysis, Stakeholder Analysis, Thematic Analysis, and Data Triangulation.(**Babbie, E. (2013)**

First approach, Policy Cycle Analysis, used to understand the policy cycle in the One Data Indonesia Program. This analysis includes the stages of policy formulation, implementation, evaluation, and possible policy revisions. Through this technique, the study will trace how this policy was designed by the government, the regulations that are the basis for its implementation, and how the policy is implemented by various agencies. In addition, an evaluation of the policy is also carried out to identify whether the program has been running according to its initial objectives, and whether there are obstacles that require changes or improvements to the policy. (**Yin, RK (2018)**

Next, Stakeholders Analysis is used to identify the main actors involved in the One Data Indonesia policy, including ministries, institutions, local governments, as well as the private sector and data users. Each stakeholder has different interests and roles in the implementation of this policy. This analysis helps in understanding how interactions between actors affect the success or failure of the program. In addition, to provide a clearer picture of the relationship and level of influence between stakeholders, this study can compile a stakeholder map (stakeholder mapping), which shows who has a dominant role in the success of the policy. (**Brynard, DJ, & Hanekom, SX (2006)**

Then, the data obtained through interviews, policy documents, and observations were analyzed using Thematic Analysis (Thematic Analysis). Analysis). This technique is done by grouping data into main themes that are relevant to the focus of the research. For example, the main themes that emerge in this study can include policy effectiveness, obstacles in implementation, synergy between agencies, and the impact of bureaucratic reform on public data openness. In this way, research can identify key patterns or findings related to the implementation of the One Data Indonesia policy. (**Howlett, M., & Ramesh, M. (2003)**

Finally, to ensure the accuracy and credibility of the research results, the Data Triangulation method was used. This technique combines various data sources, such as policy documents, stakeholder interview results, and field observations. (**Harris, M., & Long, P. (2008)** By conducting triangulation, research can verify whether findings from

one source are consistent with other sources. This approach also aims to increase the validity of the research, so that the results of the analysis are more objective and do not only depend on one data collection method. By applying these four data analysis techniques, the research can provide a comprehensive picture of the dynamics of the One Data Indonesia policy, how this policy plays a role in bureaucratic reform, and the factors that influence its effectiveness.

This study has several limitations set in order to maintain focus and systematization in the analysis process. The first limitation is the limitation of substance, where this study will only focus on aspects of public policy in the context of bureaucratic reform related to the One Data Indonesia Program. (**Miles, MB, & Huberman, AM (1994)** therefore, technical aspects such as IT infrastructure systems, technology-based data management, or technical details of the digital platforms used in this program will not be part of the study. In addition, this study will also not discuss all policies related to data openness, but only policies that are directly related to Presidential Regulation No. 39 of 2019 concerning One Data Indonesia.

Furthermore, this study has a time limit, namely it will only analyze policies since the issuance of Presidential Regulation No. 39 of 2019 until the specified research period (until 2024). Policies related to data transparency or bureaucratic reform implemented before or after that period will not be part of the main discussion. In terms of regional coverage, this study also has regional limitations to be more focused and not too broad. If the research is conducted in a national scope, the analysis will focus on implementation in central agencies and several pilot areas that are considered to represent the conditions of policy implementation at the local level. However, if the research only focuses on a certain area, the study will be limited to policy implementation in that area without analyzing all regions in Indonesia. (**Fitzpatrick, JL, & Worthen, BR (2017)**

Finally, this study also applies actor limitations, which means that it will only analyze the roles and involvement of key actors in the policy, such as the central government, related ministries, and other stakeholders who directly contribute to the implementation of One Data Indonesia. Thus, this study will not examine in depth the perspectives of public data users in general, such as the general public or private parties who utilize data from this program. With these research limitations, it is hoped that the study can be more focused and in-depth in analyzing how the One Data Indonesia policy is implemented in the context of bureaucratic reform, without being distracted by aspects that are outside the scope of the study.

RESULTS AND DISCUSSION

A. Evaluation of the Implementation of the One Data Indonesia Program

The One Data Indonesia Program is a government initiative to support bureaucratic reform by increasing data integration and transparency between agencies. Evaluation of the implementation of this program is important to understand the extent to which this policy has been successfully implemented, the obstacles faced, and its impact on data governance in government. In this study, the evaluation was conducted by analyzing the achievements and obstacles in policy implementation, as well as case studies from

several government agencies as a concrete illustration of the implementation of this program in the field.

1. Achievements and Obstacles Encountered

Since the issuance of Presidential Regulation No. 39 of 2019 concerning One Data Indonesia, a number of positive achievements have been achieved in the implementation of this policy. One of the main successes is the improvement of coordination between government agencies in terms of data management. Previously, data spread across various ministries and institutions was often unsynchronized and difficult to access. With the principle of standard, interoperable, and easily accessible data, various agencies can now more easily exchange and integrate data, thus supporting data-based policy making (evidence-based policy). (**Moynihan, D.P. (2008)**

In addition, the existence of the One Data Indonesia Portal (data.go.id) has provided wider access to various datasets that were previously difficult to obtain. The central and regional governments have also begun to implement better data openness principles, encouraging transparency in governance. Several regions such as DKI Jakarta and West Java have been more advanced in developing data systems integrated with the One Data Indonesia platform, enabling more effective digital-based public services.

However, despite the progress, the implementation of this program still faces a number of obstacles. One of the main challenges is the inconsistency in the implementation of policies in various regions and agencies. Not all agencies have adequate technical capacity and human resources to implement the One Data Indonesia principle optimally. Several regions experience limited technological infrastructure and a lack of understanding of the importance of data standards, so that much data is still not well integrated.

Another obstacle is the difference in interests between institutions, where some institutions are still reluctant to share data due to bureaucratic and organizational political reasons. Although the Presidential Regulation has regulated the data exchange mechanism, in practice there is still resistance due to sectoral egos and concerns regarding data security and utilization. In addition, there are gaps in regulations and technical policies, where several implementing regulations still need to be refined to support comprehensive implementation.

Strategic Solutions for Optimizing the Implementation of One Data Indonesia, Although the One Data Indonesia Program has achieved various advances in improving data integration and accessibility between government agencies, a number of challenges still hinder optimal implementation. (**Suryadi, D., & Haryanto, M. (2020)** Therefore, a strategic solution is needed that includes strengthening regulations, increasing human resource and infrastructure capacity, and improving coordination mechanisms between institutions so that this policy can run more effectively and have a broad impact on governance and public services.

One of the main solutions is to improve regulations and technical policies so that the implementation mechanism of One Data Indonesia is clearer and more assertive. The government needs to issue derivative regulations that regulate data interoperability standards in more detail, including a system of sanctions and incentives for agencies that have not implemented the principle of data openness. Regulation harmonization also needs to be carried out to overcome policy disparities at the central and regional

levels, so that all agencies can work within the same standard framework without any differences in understanding or interpretation of the applicable rules.

In addition to regulations, strengthening technological infrastructure and human resources (HR) is a crucial step in supporting the sustainability of this program. The central government must provide technical support for regions that still experience limitations in data management, both through the provision of more easily accessible digital platforms and special budget allocations for the development of data systems in disadvantaged areas. In addition, training and capacity building of HR in each agency needs to be carried out periodically so that government employees have a better understanding of data standards, interoperability, and the benefits of data transparency in evidence-based policy making.

To overcome sectoral egos and resistance in data sharing, there needs to be a mechanism for incentives and stricter sanctions. The government can implement performance-based incentives for agencies that are active in sharing data and using One Data Indonesia as part of policy formulation. Conversely, for agencies that are still reluctant to share data without clear reasons, there needs to be an administrative sanction mechanism so that data transparency and integration can run according to the mandate of this policy. In addition, the formation of a more active and structured cross-sector coordination forum can be a solution to unite visions between agencies in implementing this policy more collaboratively.

Finally, to increase trust in data security, the government must strengthen a more secure data protection and management system. Improvements to policies related to personal data protection and information security need to be made to reduce concerns from various parties regarding data misuse. Strict security standards must also be implemented in the Satu Data Indonesia platform, so that various agencies feel more confident in sharing and utilizing data more openly and transparently.

By implementing these solutions, the One Data Indonesia Program is expected to run more optimally, not only in improving data integration between agencies, but also in realizing a more efficient, transparent, and evidence-based government. This effort will not only have an impact on improving bureaucracy, but also improving the quality of public services and encouraging policy innovations that are more responsive to community needs.

2. Case Studies in Several Government Agencies

To get a more concrete picture of the implementation of One Data Indonesia, this study analyzes case studies in several government agencies. One interesting example is the implementation of this program at the Central Statistics Agency (BPS), which has an important role as a data guardian in the One Data Indonesia ecosystem. BPS has been active in providing metadata standards and methodologies to ensure that data produced by various agencies meets the principles of standards, interoperability, and openness. However, the main challenge faced is the difficulty in aligning data collection methodologies across agencies that still use different standards. (**Brynard, DJ, & Hanekom, SX (2006)**

At the ministerial level, the Ministry of Communication and Informatics (Kominfo) also plays a role in building digital infrastructure that supports One Data Indonesia. Kominfo has developed a national data integration system and conducted socialization

related to data interoperability. However, there are still challenges in ensuring compliance of government agencies in using established data standards. In addition, limited regulations in the use of cross-sector data are still an obstacle in optimizing this program.

At the regional level, the DKI Jakarta Provincial Government has become one of the successful examples in implementing data integration through Jakarta Satu, a platform that integrates various data sources from various local agencies. This program has helped in making more accurate policies, such as in spatial planning and public services. However, the challenge that is still faced is the alignment of data with the national system, where not all regional data can be properly connected to the Satu Data Indonesia Portal due to differences in the formats and standards used.

Overall, the implementation of One Data Indonesia has shown positive results, especially in improving coordination between agencies and building a more open data ecosystem. However, there are still various obstacles, both in terms of technical, regulatory, and coordination between agencies. Therefore, further efforts are needed to strengthen regulations, increase human resource capacity, and encourage changes in bureaucratic culture so that the One Data Indonesia principle can be implemented comprehensively and sustainably.

Strategic Solutions for Optimizing the Implementation of One Data Indonesia in Various Government Agencies, Based on case studies in several government agencies, the implementation of One Data Indonesia has shown significant progress in increasing data integration and openness. However, a number of challenges still hamper the optimization of this policy, especially in the alignment of data collection methodologies, compliance with interoperability standards, and harmonization of cross-sector regulations. Therefore, a comprehensive strategic approach is needed so that this policy can be implemented more effectively in all agencies, both at the central and regional levels.

One of the main solutions is strengthening regulations and harmonizing policies across government sectors. The government needs to ensure that every agency, both at the central and regional levels, adopts uniform metadata standards and methodologies in data management. To address gaps in cross-sectoral regulations, it is necessary to issue more technical implementing regulations, which provide detailed guidelines on data interoperability standards, agency obligations in sharing data, and compliance monitoring mechanisms. These regulations also need to include sanction and incentive mechanisms to ensure that every agency truly implements the One Data Indonesia principle in its data governance.

In addition to regulations, increasing the capacity of human resources (HR) and technological infrastructure are crucial steps to overcome technical gaps between agencies. Regular training and technical assistance must be expanded to ensure that employees in each agency have adequate competence in managing data according to the One Data Indonesia standard. The government also needs to allocate special funds to strengthen digital infrastructure, especially for regions that still experience technological limitations. This program can include the development of a more flexible national data integration system, so that it can accommodate different data formats and standards without hindering the interoperability process.

To improve agency compliance in implementing the One Data Indonesia standard, a stronger and more effective coordination mechanism is needed. The government can form a One Data Indonesia National Coordination Team, consisting of representatives from ministries, institutions, and local governments, tasked with ensuring data integration and resolving obstacles faced by agencies in sharing data. In addition, the implementation of a regular communication forum between agencies can be a forum for sharing experiences, evaluating implementation progress, and developing more collaborative improvement strategies.

At the regional level, the success of the Jakarta Satu program shows that data integration can improve the effectiveness of evidence-based policy making. Therefore, this model can be replicated to other regions with full support from the central government. The government can provide incentive schemes for regions that successfully develop integrated data systems, thus encouraging more regions to actively participate in the Satu Data Indonesia ecosystem. In addition, to overcome obstacles in regional data connectivity to the national system, there needs to be standardization of compatible formats and technologies, so that all regions can easily integrate their data into the Satu Data Indonesia Portal.

Finally, bureaucratic culture change is a key factor in the success of One Data Indonesia implementation. The persistence of sectoral egos and resistance to data sharing shows that this policy reform requires not only technical solutions, but also a change in mindset among government officials. Therefore, the government must encourage a more collaborative, open, and data-based bureaucratic culture transformation, for example by integrating One Data Indonesia principles into agency performance assessments and strengthening leadership commitment in every government institution.

By implementing these strategies, One Data Indonesia can run more effectively and provide a wider impact in supporting transparent, efficient, and data-based governance. The success of this policy will not only improve the quality of public services, but also strengthen Indonesia's competitiveness in facing the digital era and the industrial revolution 4.0.

B. The Role of Bureaucratic Reform in Public Policy Dynamics
1. Impact of Reform on Program Effectiveness
Bureaucratic reform plays an important role in driving the effectiveness of the One Data Indonesia Program. This reform seeks to eliminate bureaucratic obstacles that often become obstacles in the implementation of public policies, including in the management and utilization of government data. One of the most visible impacts is the increase in coordination between government agencies in managing data, which was previously often fragmented and non- standardized. Through the One Data Indonesia policy, the government has set clearer data governance standards, including strengthening the role of data guardians and data coaches in each agency. (**Moynihan, DP (2008)**

However, the effectiveness of this program still faces various challenges, especially in terms of regulatory synchronization and HR (Human Resources) readiness. Although bureaucratic reform has provided a stronger legal basis, there are still differences in understanding and implementation at various levels of government. Several agencies still tend to maintain the old siloed (separate) work patterns, thus hampering data

accessibility and interoperability between agencies. In addition, the readiness of technology and digital infrastructure that is not evenly distributed in several regions is also a major obstacle in ensuring the effectiveness of this program nationally. (**Pollitt, C., & Bouckaert, G. (2017)**

Overall, bureaucratic reform has had a positive impact in clarifying the roles and responsibilities of each agency in data management. Although there are still various obstacles, the existence of more structured regulations and the government's commitment to accelerating the digitization of bureaucracy shows that this program is on the right track to increase the effectiveness of data-based public services.

Strategic Solutions to Address the Impact of Reform on the Effectiveness of the One Data Indonesia Program, Bureaucratic reform has provided a stronger foundation for the implementation of the One Data Indonesia Program, especially in improving coordination between agencies and clarifying data governance standards. However, to ensure the effectiveness of this program runs optimally, a comprehensive solution is needed that includes regulatory alignment, increasing HR capacity, improving digital infrastructure, and strengthening coordination between government agencies. (**Indriani, M., & Riant, A. (2020)**

One of the main solutions that must be implemented is regulatory alignment and policy harmonization at all levels of government. Although bureaucratic reform has provided a clearer legal basis through Presidential Regulation No. 39 of 2019 concerning One Data Indonesia, there are still differences in understanding and implementation in various government agencies, both at the central and regional levels. Therefore, the government needs to issue more detailed technical guidelines to ensure that each agency implements this policy with uniform standards. In addition, strengthening the monitoring and evaluation mechanism periodically is also needed so that the implementation of this program can continue to be adjusted to the needs in the field. (**Hood, C. (1991)**

In addition to regulatory alignment, increasing human resource capacity is a crucial step in ensuring the sustainability of One Data Indonesia. Many agencies still face challenges in adopting openness and interoperability data policies due to a lack of understanding and technical skills in data management. To address this, the government needs to hold training and certification programs for civil servants in various sectors, especially for data guardians and data managers in each agency. This training must cover aspects of data standardization, information security, and the use of technology in data governance so that state civil servants (ASN) can be better prepared to implement this policy more effectively. (**Setiawan, M., & Sulastri, H. (2021)**

In addition to human resources factors, improving digital infrastructure throughout Indonesia is also a top priority in ensuring that the One Data Indonesia policy can be implemented evenly. Currently, there is still a technological gap and limited internet access in several regions, which causes inequality in data integration between the central and regional governments. Therefore, the government needs to allocate a special budget for the development of digital systems in areas that are still lagging behind, including the provision of more reliable servers, stronger cybersecurity systems, and stable internet connectivity. (**Bertot, JC, Jaeger, PT, & Grimes, JM (2010)**

Better coordination between agencies is also needed to eliminate silo-like work patterns. One solution that can be implemented is the establishment of a national data

coordination forum involving relevant ministries, local governments, and non-governmental organizations engaged in data openness. This forum can function as a forum to resolve obstacles in data synchronization, align policy standards, and overcome sectoral egos that still occur in several agencies. In addition, there needs to be a firmer incentive and sanction mechanism, where agencies that contribute to data openness are rewarded, while those that do not comply with the policy will be subject to certain administrative sanctions. (**Sudirman, H., & Priyono, F. (2022)**

By implementing these solutions, it is hoped that bureaucratic reform can further strengthen the effectiveness of the One Data Indonesia Program, not only in improving data integration and openness, but also in supporting more accurate and responsive evidence-based policy-making. Sustainable reform, supported by clear regulations, competent human resources, adequate infrastructure, and better coordination, will ensure that One Data Indonesia becomes a key pillar in the digital transformation of a more modern, efficient, and transparent government.

2. Data Integration and Transparency as a Result of Reform

One of the important achievements of bureaucratic reform in the context of the One Data Indonesia policy is the increasing integration of data between agencies and the increasing level of transparency of public information. Before the reform, government data was often spread across various ministries and institutions without uniform standards, causing data inconsistencies that could potentially hamper the planning and decision-making process. With the implementation of One Data Indonesia, the government has required the provision of more accurate, up-to-date, integrated, and accessible data for various stakeholders.

In terms of transparency, this reform also has an impact on the openness of data access for the public and the private sector. Various ministries have begun to open their data through the data.go.id portal, allowing the public, academics, and business actors to access information that was previously difficult to obtain. This step reflects the government's commitment to building a more accountable and evidence -based bureaucracy. policy). However, in practice, there are still several agencies that have not fully implemented data transparency, either due to security reasons, internal regulations, or unpreparedness of digital infrastructure.

With ongoing bureaucratic reform, it is expected that data integration and transparency can continue to be strengthened. The success of One Data Indonesia does not only depend on the regulations that have been set, but also on the commitment of all stakeholders in adopting and implementing the data standards that have been determined. This reform is the first step towards more effective, efficient, and open information-based governance.

C. Critical Analysis

In this study, a critical analysis is conducted to assess the relationship between public policy theory and bureaucratic reform with the actual implementation of the One Data Indonesia Program and to see its implications for improving bureaucratic policies and practices in the future.

1. The Relationship between Theory and Real Implementation

Conceptually, public policy theory emphasizes that the effectiveness of a policy depends on clear formulation, coordination between stakeholders, and implementation mechanisms that are adaptive to challenges in the field. In the context of One Data Indonesia, this policy refers to the theory of public administration and data governance, which emphasizes the importance of data integration between agencies, information transparency, and the effectiveness of bureaucratic coordination. (**Smith, P. (2007)**

However, in actual implementation, there are several gaps between theory and practice. One of the main obstacles is bureaucratic fragmentation, where each agency still has its own data management system without optimal integration. This is contrary to the concept of data interoperability and cross-sector coordination, which are the main principles in digital governance policy theory. In addition, policy theory also emphasizes the importance of strong political commitment and leadership in implementing public policy. Although regulations have been stipulated through Presidential Regulation No. 39 of 2019, realization at the regional level still faces obstacles in the form of lack of infrastructure readiness and limited human resources who understand the integrated data management system. (**Lipsky, M. (2010)**

In addition, the New Public Policy theory Management (NPM) emphasizes that bureaucratic reform must be directed at increasing efficiency and technology-based services. In the implementation of One Data Indonesia, although a digital platform has been developed, many regions still experience obstacles in technology accessibility and the technical capacity of government officials in utilizing this system optimally. (**Osborne, D., & Gaebler, T. (1992)** This shows that ideal theories in public policy often face complex implementation challenges, especially in bureaucracies that still tend to be hierarchical and less flexible in adapting to technological changes.

2. Implications for Improving Bureaucratic Policies and Practices

The findings in this study have several important implications for improving policies and bureaucratic reform in the future. First, it is necessary to strengthen cross-sector coordination by clarifying the roles and responsibilities of each agency in implementing One Data Indonesia. Without good coordination, this policy risks becoming only a symbolic initiative without any real impact in improving the effectiveness of government data governance. (**Bovens, M., Goodin, RE, & Schillemans, T. (2014)**

Second, the need to strengthen the capacity of government officials through training and technical assistance so that they can understand and operate the integrated data system optimally. Currently, many regions still experience difficulties in implementation due to the lack of human resources who have technical competence in managing digital data. Therefore, investment in developing human resource capacity and technological infrastructure is a crucial step in accelerating data-based bureaucratic reform. (**Kettunen, P., & Kallio, J. (2019)**

Third, the need for a periodic evaluation mechanism for policy implementation to identify obstacles and adjust strategies to field conditions. This evaluation can be done through policy audits and stakeholder surveys, so that the policies implemented can continue to be improved and adjusted to needs and technological developments.

Fourth, the importance of building a data- driven culture governance, where every decision-making in government is based on accurate and integrated data. To achieve

this, not only regulations need to be strengthened, but there must also be incentives for agencies that are able to optimally implement the One Data Indonesia policy. (**Sudarsono, I., & Pratama, S. (2020).**

With these implications, it can be concluded that the success of One Data Indonesia in bureaucratic reform is highly dependent on regulatory integration, resource readiness, and the effectiveness of coordination between government agencies. Data-based bureaucratic reform requires not only good policies, but also adaptive implementation strategies to real challenges in the field.

The results of this study provide important insights into the implementation of the One Data Indonesia Program in the context of bureaucratic reform and public policy. The findings obtained show that this program contributes to increasing transparency, accountability, and data integration between agencies. However, in practice, there are still various challenges that need to be overcome, such as the lack of cross-sector coordination and differences in data standards applied by each government agency. The main implication of these findings is that the success of data-based bureaucratic reform requires a more structured approach, including stronger regulatory support and increased human resource capacity in data management and its use in public policy. (**Setiawan, M., & Sulastri, H. (2021)**

In addition, One Data Indonesia has great potential in supporting more accurate and responsive data-based decision-making. However, the lack of data synchronization between the central and regional governments is one of the main obstacles in implementing policies effectively. Therefore, a better data integration system is needed so that the available information can truly be utilized optimally in the process of planning and evaluating public policies.

Based on these findings, there are several strategies that can be implemented to improve the effectiveness of the One Data Indonesia Program. One important step is to improve regulations, which include establishing clearer data management standards for each agency to ensure data integration and consistency. In addition, it is necessary to improve technological infrastructure, so that the data management system can run more safely, integrated, and easily accessible to stakeholders. Training and capacity building of human resources are also crucial aspects, especially in ensuring that state officials have adequate competence in managing and utilizing data for formulating evidence-based policies. (**Priyono, F., & Setiawan, S. (2021)**

Weak coordination between agencies is a factor that hinders the effectiveness of this program. Therefore, several strategic steps are needed to improve coordination, such as the formation of a national coordination team responsible for data integration and monitoring the obstacles faced by each agency in sharing data. In addition, it is necessary to implement incentive and sanction mechanisms for agencies that do not comply with the data standards set in One Data Indonesia, in order to encourage compliance and discipline in data management. Finally, strengthening cooperation between the central and regional governments is an important aspect so that data standards applied at the national level can be adopted uniformly by regional governments, so that data integration can run more effectively throughout Indonesia.

By implementing these strategies, it is hoped that One Data Indonesia can be more optimal in supporting bureaucratic reform and improving the quality of public policies based on accurate and reliable data.

CONCLUSION

Based on the discussion in this article, it can be concluded that **bureaucratic reform and public policy** have a very important role in driving the effectiveness of **the One Data Indonesia Program. The bureaucratic reform carried out aims to increase transparency, accountability, and data integration between agencies, so that it can support evidence-based** policy making. **policy)**. However, in its implementation, there are still various obstacles that need to be overcome, such as **lack of cross-sector coordination, regulatory inconsistencies, and limited human resources and technological infrastructure in the regions.**

In the context of public policy, this study shows that **the gap between theory and real implementation** is still a major challenge. Although conceptually this policy has been designed with reference to public administration theory and data governance, in practice there is still bureaucratic fragmentation and resistance to change. This shows that the success of bureaucratic reform depends not only on strong regulations, but also on **political commitment, effective leadership, and technological and human resource readiness to support change.**

In addition, this study confirms that the success of **One Data Indonesia** is highly dependent on several key factors, such as **improving regulations, increasing human resource capacity through training and technical assistance,** and **strengthening digital infrastructure throughout Indonesia.** To ensure that the implementation of this policy runs optimally, a **continuous policy evaluation mechanism is needed,** including regulatory audits and stakeholder surveys, so that policy strategies can be adjusted to conditions on the ground.

As an implication for future policies, it is necessary to strengthen data- **driven culture. governance,** where decision-making in government must be based on accurate and integrated data. To achieve this, data-based bureaucratic reform not only requires improvements to systems and regulations, but must also be supported by **a more adaptive implementation strategy,** incentive mechanisms for agencies that successfully implement data openness, and strengthening coordination between agencies at the central and regional levels. With continuous improvement efforts, **One Data Indonesia** can be increasingly optimal in improving the quality of governance and public policies that are more effective, transparent, and based on valid data. Bureaucratic reform that is oriented towards digitalization and data integration will be the main key in creating a more responsive and innovative government in the era of digital transformation.

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