

Implementation of Web-Based Work Program Submission Through the Local Government Information System (SIPD) Web in Ngampelsari Village

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ABSTRACT

Objective: This study aims to analyze the implementation of web-based work program submissions through the Regional Government Information System (SIPD) in Ngampelsari Village, Sidoarjo Regency, with a focus on the effectiveness of SIPD in supporting transparency, accountability, and smoothness of the village development planning process and evaluating the obstacles faced by village governments. **Method:** This study uses a descriptive qualitative approach with data collection techniques through interviews with village officials (Kaur Planning) and documentation of the 2025 APBDes, which is then analyzed using George C. Edward III's policy implementation theory with four main indicators, namely communication, resources, disposition, and bureaucratic structure. **Results:** The results of the study show that the implementation of SIPD in Ngampelsari Village is still not running optimally, as can be seen from communication constraints regarding authority between villages and districts which caused some proposals to be rejected, limited human resources who control SIPD (only two people out of seven village apparatus) and lack of training, the disposition of village officials which although committed is still limited to administrative and does not touch the aspect of public transparency. as well as weak bureaucratic structures due to the absence of SOPs, irregular cross-level coordination, and dependence on district instructions. **Novelty:** This research makes a new contribution by presenting empirical data on the use of SIPD at the village level through the framework of Edward III's theory comprehensively, which shows the complex interaction between communication, resources, disposition, and bureaucratic structure in the implementation of digital policies in villages, and can be a reference for the development of village governance digitalization policies in other regions.

INTRODUCTION

Digital transformation in the Indonesian government is an important mandate contained in various regulations. One of them is the Regulation of the Minister of Home Affairs (Permendagri) Number 70 of 2019 concerning the Regional Government Information System (SIPD) which affirms the obligation of local governments in managing planning, budgeting, reporting, and evaluation of development based on electronic systems. This regulation is strengthened by Law Number 23 of 2014 concerning Regional Government, which emphasizes the importance of transparency, accountability, and efficiency in the administration of government. With the existence of SIPD, it is hoped that governance at the regional level, including villages, can be more integrated and support the principles of good governance [1]. In line with this, Amanah emphasized that Permendagri Number 8 of 2014 is an important basis for the development of the Regional Development Information System (SIPD), even though its implementation still faces obstacles in cross-institutional coordination[2].

In East Java, the implementation of SIPD has been evenly distributed in all districts and cities. This province is one of the regions with the largest number of villages in

Indonesia, so the success of SIPD at the village level greatly determines the integration of regional development as a whole. However, various reports show that there is a disparity in the use of SIPD between villages. Some villages are able to optimize SIPD as a planning tool, while other villages are still constrained by digital literacy of village devices, limited internet networks, and weak coordination between bureaucratic levels. This condition shows the need for an in-depth evaluation so that SIPD can truly become an effective instrument for regional development in East Java.

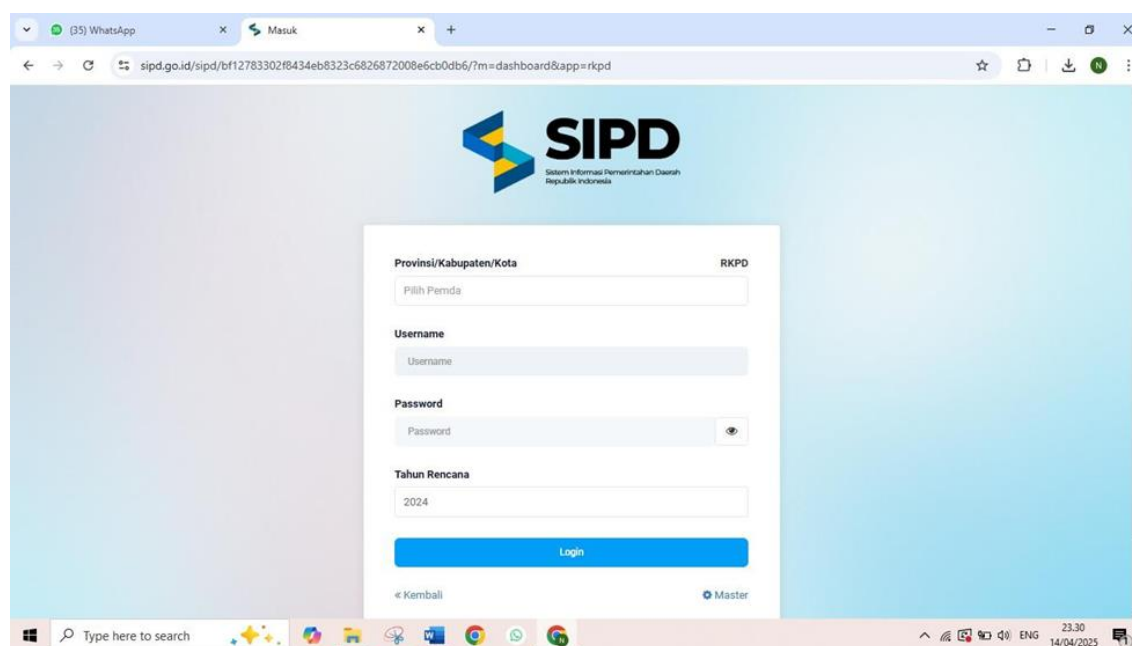


Figure 1. SIPD login.

Ngampelsari Village, Candi District, Sidoarjo Regency, has used SIPD in submitting work programs to the district level. Based on an interview with Mrs. Winarti and Mr. Ilman as the Head of Planning, every year the village always accesses SIPD to submit programs. Some of the programs that have been proposed include the construction of paving in the Bumi Candi Asri Housing and Candiloka Park Housing areas, as well as the construction of waterways in the Bumi Candi Asri Housing. However, not all programs can be realized because there are constraints of authority. For example, the proposal to build village facilities that turned out to be under the authority of the district was rejected in the system. This causes SIPD to be considered less effective, even though it is still used as a formal instrument in the preparation of village development proposals.

Although normatively SIPD is expected to be a solution for digitizing governance, implementation on the ground presents significant challenges. The obstacles that arise include the lack of competence of human resources, the lack of training of SIPD operators, so that it is a major obstacle for village officials in understanding authority between villages, districts, and provinces. As a result, many work program proposals were rejected not because they were irrelevant, but because of the wrong placement of authority. This causes SIPD to be often considered ineffective in supporting regional development, especially at the village level which is the spearhead of public services.

Table 1. Allocation of the Ngampelsari Village Development Budget in 2025.

Sub Fields	Total Budget
Education	IDR 29,350,000.00
Health	IDR 540,559,023.14
Public works and Spatial planning	IDR 6,000,000.00
Residential Areas	IDR 15,400,000.00
Communication, Communication and Informatics	IDR 2,821,549.00

Source: of the Ngampelsari Village Development Budget in 2025

The table above shows that the allocation of the Ngampelsari Village Regional Budget in 2025 is dominated by the health sector with a total of IDR 540,559,023.14, which reflects post-pandemic development priorities. The education sector received Rp29,350,000.00 as a form of support for improving the quality of village human resources. Meanwhile, the field of public works and spatial planning only received IDR 6,000,000.00, and residential areas amounted to IDR 15,400,000.00. Finally, the transportation, communication, and informatics sectors received IDR 2,821,549.00. This imbalance in budget distribution shows that although the need for physical infrastructure development is considerable, priority is still focused on the health sector.

In addition, if examined more deeply, the budget allocation for residential areas which reaches Rp15,400,000.00 illustrates that the submission of work programs through SIPD in Ngampelsari Village tends to be directed towards improving basic community facilities, such as environmental drainage, repair of uninhabitable houses, or fulfillment of sanitation facilities. This is in line with the results of the interview of the village apparatus Mr. Ilman as the head of planning which stated that "*The majority of community proposals that come in through village deliberations are related to residential improvements, because they are considered the most urgent for the daily comfort of residents.*" From this, it is emphasized that although the portion of the health budget is larger, the real needs of the community at the village level are more oriented towards improving residential areas, which are then accommodated through SIPD. Thus, the SIPD system plays an important role as a digital channel that is able to channel the aspirations of the community into village planning and budgeting documents in a more transparent and measurable manner.

Based on the results of the interviews, the effectiveness of submitting work programs through SIPD in Ngampelsari Village is considered to be low, only about 50% of proposals are received. The SIPD operator, who is also the Head of Planning, admitted that he had never received special training so the operation was carried out self-taught under the direction of the village treasurer. Communication between village officials is carried out through RT and RW representatives, but the main obstacle arises in the category of development authority. If the proposal is considered to be outside the authority of the village, then the system automatically rejects it. In addition, the absence of an explanation of the reason for the rejection made it difficult for the village apparatus to improve the proposal in the next period. This shows the weak aspects of communication, human resources, and bureaucratic structure in the implementation of SIPD.

Previous studies have reinforced these findings. Vitriana & Ahyaruddin (2022) found that the main obstacles to SIPD in Pekanbaru are limited human resources and lack of operator training[3]. Wilansari, Jumiati, & Agustino emphasized the importance of coordination between levels of government in the use of SIPD in Lebak Regency[4]. Meanwhile, Afifah, Subarno, & Akbarini emphasized that the success of SIPD implementation in Wonosobo Regency is highly determined by the quality of communication and operators' understanding of the authority category[5]. Based on the results of the previous research, this study aims to analyze the implementation of the submission of a SIPD-based work program in Ngampelsari Village using the theory of George C. Edward III. This theory highlights four main pillars, namely communication, resources, disposition, and bureaucratic structure, so that it can provide a comprehensive overview of the dynamics of SIPD implementation at the village level as well as formulate recommendations to improve its effectiveness[6].

Based on the results of previous research studies, it can be concluded that the implementation of SIPD in various regions shows varied results, both in terms of success and obstacles. For example, the research of Nanda and Kusuma emphasizes the importance of the role of communication and coordination across levels of government in supporting the successful implementation of SIPD in Banyumas[7], while Vitriana and Ahyaruddin found that the main obstacles often lie in the limitation of human resources and infrastructure readiness in the region[3]. In line with that, Lubis also highlighted that clear regulations are not fully able to ensure the effectiveness of the implementation of SIPD without a good understanding from the implementing officials in the field[8]. Taking into account these findings, this study has the main objective of analyzing the implementation of web-based work program submissions through SIPD in Ngampelsari Village using the implementation theory of George C. Edwards III. This analysis is important because it can explain how communication, resources, disposition, and bureaucratic structure affect the effectiveness of SIPD implementation at the village level. Thus, this research not only provides an academic contribution through the enrichment of literature on the implementation of information technology-based policies in village government, but also offers practical recommendations that can be used as a reference by village and district governments in improving the mechanism for submitting work programs digitally to be more effective, transparent, and accountable.

RESEARCH METHOD

This study uses a qualitative approach with a descriptive method that aims to understand in depth the implementation of web-based work program submissions through the Regional Government Information System (SIPD) in Ngampelsari Village, Sidoarjo Regency. The selection of a qualitative approach is based on the need to explore social and administrative phenomena more broadly, especially in the context of digitization of village governance which involves interaction between village apparatus, communities, and district government policies. George C. Edwards III's policy implementation theory is used as a cornerstone of analysis because it provides a comprehensive framework that includes four main pillars: communication, resources, disposition, and bureaucratic structure. These four aspects are important to assess the

extent to which digital policies such as SIPD are able to be implemented effectively at the village level. This study also pays attention to previous findings such as those expressed by Nanda & Kusuma, Vitriana & Ahyaruddin, and Lubis that the effectiveness of SIPD is highly dependent on technical readiness, human resource capacity, and clarity of bureaucratic mechanisms in following up on proposed programs. Therefore, this study seeks to connect theory and practice to produce a deeper understanding of the challenges and opportunities of SIPD in Ngampelsari Village.

The research participants consisted of two main informants, namely Mrs. Winarti as the Head of Planning and Mr. Ilman who also served as the Head of Planning, because both of them played a direct role as SIPD operators in Ngampelsari Village. The research instrument is in the form of semi-structured interview guidelines and documentation used to obtain data on the work program submission process, communication constraints, understanding authority, and follow-up of program proposals by the district government. The research procedure was carried out through direct observation of the use of SIPD, in-depth interviews with operators, and tracing of related documents such as APBDes reports and work program submission archives. Data analysis uses Miles & Huberman's interactive analysis techniques that include data reduction, data presentation, and conclusion or verification. The data obtained was then analyzed based on the four pillars of Edwards III's implementation theory, so that the results can clearly illustrate how communication between actors, resource availability, implementation attitudes, and bureaucratic structure affect the success and obstacles of SIPD implementation at the village level. Thus, this research method is designed to be able to provide a comprehensive and accurate picture of the reality of the implementation of SIPD in Ngampelsari Village.

RESULTS AND DISCUSSION

Results

This study analyzes the implementation of the Regional Government Information System (SIPD) in Ngampelsari Village using the theoretical framework of George C. Edward III's policy implementation. This theory was chosen because it is able to explain the key factors that affect the success or failure of public policy implementation, especially in the context of the digital transformation of village government. According to Edward III, the success of implementation is influenced by four main aspects, namely communication, resources, disposition, and bureaucratic structure. Communication functions to ensure that policies are clearly conveyed to implementers, resources include infrastructure support and human resource competencies, dispositions describe the attitude and commitment of implementers in implementing policies, while the bureaucratic structure determines the coordination flow and work mechanisms between institutions[9].

In the context of SIPD in Ngampelsari Village, these four aspects are key in understanding how the work program submission process is carried out digitally. Communication plays a role in conveying information from the district government to the village apparatus and vice versa, resources determine the ability of the village apparatus to operate the system, the disposition reflects the attitude of the village

apparatus in accepting manual to digital system changes, while the bureaucratic structure shows the extent to which the flow of authority and formal procedures support the smooth submission of the program. Therefore, the results of this study will be discussed based on these four indicators, starting with a theoretical definition, followed by the results of interviews and empirical data, and strengthened through comparison with relevant previous research.

1. Communication

According to George C. Edward III's policy implementation theory, communication is a fundamental aspect that determines the extent to which policy messages can be understood by implementers at the field level. Good communication ensures that policies are translated into clear, easy-to-understand, and consistent instructions from the central to the technical implementers at the village level. If there is a communication barrier, the implementer has the potential to misunderstand the authority, mechanism, and category of the proposed work program. In the context of SIPD, communication is not only about the technical delivery of system operation, but also about the alignment of understanding of authority between villages, sub-districts, and districts.

The results of the interview with Mrs. Winarti (Head of Ngampelsari Village Planning) show that village officials often experience obstacles in understanding the categories of activities that are in accordance with the authority of the village and district. He said, *"Sometimes we are confused whether the submission is under the authority of the village or district. If you enter the wrong category, the application will automatically be rejected at SIPD."* The same thing was expressed by Mr. Ilman (Head of Planning), who added *"Program submissions are indeed made every year, but not all of them are accepted. Usually there is rejection because the authority of the agency is different, even though from the village side the program is considered a priority."* From the quote, it can be seen that communication constraints cause misconceptions in proposing programs, thus affecting the level of realization of village work programs.

Empirical data show that even though programs have been included in the SIPD, not all of them are realized. For example, the construction of paving at BCA and waterways at Bumi Candi Asri Housing has not been realized, while the construction of Candiloka facilities has been realized in June-July. This shows that there is a gap between proposals and realized results, one of which is influenced by communication between levels of government.

Table 2. Status of Realization of the Ngampelsari Village Work Program through SIPD in 2025.

Activity Program	Realized status
Perum BCA Paving Development	Not yet realized
Construction of Perum BCA Water Channel	Not yet realized
Construction of Perum Candiloka Facilities	Realized (June-July)

Comparisons with previous research show similar results. Wilansari et al found that in Lebak Regency, inconsistent communication between devices made some programs not integrated into SIPD[4]. Sundari et al in their research in Probolinggo Regency also noted that the limitations of cross-bureaucratic communication caused delays in the

realization of development programs[10]. Meanwhile, Lubis emphasized that the implementation of Permendagri 70/2019 still faces obstacles in terms of communication due to the lack of comprehensive technical training for implementers in the regions[8]. Thus, the results of this study are consistent with previous research that communication that is not optimal has a direct impact on the effectiveness of program submissions through SIPD

2. Resources

In the framework of George C. Edward III's theory, resources are the main foundation that determines whether a policy is successfully implemented. Edward emphasized that policies, no matter how good their formulation is, will fail if they are not supported by adequate resources, both in terms of quantity and quality[8]. In the context of the implementation of the Regional Government Information System (SIPD), the resources in question include human resources (HR), hardware, internet network infrastructure, budgets, and the existence of supporting documents such as SOPs and training programs. Vitriana & Ahyaruddin added that in the implementation of SIPD, the availability of skilled operators and technical support in the form of hardware and a stable internet network greatly affect the effectiveness of data input[3].

The results of interviews with Ngampelsari Village officials show real problems related to limited human resources. Mr. Ilman as the operator of SIPD said "We learn SIPD only self-taught, there is no special training from the beginning. Only two operators can actually run the system, so if they get in the way, work is often delayed." This statement shows that there is a gap between the need for complex digital systems and the readiness of resource capacity at the village level. The limited number of operators causes dependence on certain individuals, so that when one of the operators is obstructed, the data input process in the SIPD is disrupted. Furthermore, this condition creates an unbalanced workload, considering that the management of village development planning data requires high precision and must be carried out repeatedly.

Table 3. Ngampelsari Village Apparatus Resource Data Related to SIPD.

Resource Type	Description	Unit	Current Conditions	Ideal Needs	Information
TBSP	Village Officials who understand SIPD	Person	2 out of 7 people	Minimum 5 people	Need for additional training
TBSP	Active SIPD operator	Person	1 person	2 people	Additional recommendations are needed if major operators are unable to attend
Hardware	Computer/la	Unit	1 unit	3 units	There must

	ptop for SIPD input				be a computer for SIPD
Hardware	Stable Internet connection	Mbps	5 Mbps unstable	10 Mbps (Dedicated)	Frequent interruptions when uploading data
Budget	SIPD Training Fee	Rp	Not available	Rp. 5.000.0000/ Year	Proposed in the APBDes
Training	Training on the use of SIPD	Activiti es	Never been impleme nted	Minimum 1 Time/Year	Need cooperation with Districts/DP MD
Documenta tion	SOP for the use of SIPD in the Village	Docum ent	Not Available Yet	1 Documents	For standardizati on

The table above clearly shows the gap between the real conditions on the ground and the ideal need to support the implementation of SIPD. In terms of human resources, only 2 out of 7 village officials understand SIPD, far from the need for a minimum of 5 people so that the distribution of workload is more even. There is only 1 active operator, even though ideally there are 2 to replace each other if one of them is in the way. In terms of hardware, only 1 laptop unit is available, while a minimum of 3 units is needed so that the data input process is not constrained. The internet connection is also unstable, with a capacity of only 5 Mbps, so there are often interruptions when uploading large enough data. In addition, there is no specific budget for SIPD training, and until now formal training has never been implemented. In fact, important documents in the form of SOPs for the use of SIPD are also not yet available.

This finding strengthens the results of the research of Prastiwi and Jumino (2018) who emphasized that the effectiveness of digital applications is greatly influenced by the technical readiness and literacy of users, so that without adequate training, the implementation of the system often does not run optimally.[11]. Afifah et al found that in Wonosobo Regency, limited human resources and lack of technical training led to delays in input of development data[5]. Sari in East Kutai also emphasized that without increasing human resource capacity, SIPD will only become an administrative burden[6]. Balqis et al in West Aceh even highlighted how hardware and internet network limitations hamper the effectiveness of SIPD, even though applications are already available[9]. This is in line with the findings of Sundari et al in Probolinggo Regency, which states that without budget support and standard SOPs, the implementation of SIPD will be non-uniform in each village[10].

The limited resources in Ngampelsari Village also have implications for the aspect of work efficiency. With only two operators, workloads become centralized and tend to be error-prone because they are done in a limited amount of time. This condition is in

line with the findings of Karundeng et al in Sitaro Islands Regency, which explained that the limited number of implementing staff makes the implementation of SIPD slow and not optimal[12]. Thus, it can be concluded that the problem of resources in Ngampelsari Village is not only a matter of quantity, but also technical competence, distribution of workload, and lack of training support from the local government.

Therefore, the results of this study reinforce the previous literature that limited human resources is one of the most crucial factors in the implementation of SIPD. Similar to findings in other areas, Ngampelsari Village also faces challenges in the form of a lack of formal training, a limited number of operators, and limited technical capabilities of village officials. This shows that the success of digitizing village governance does not only depend on the provision of applications, but is also greatly influenced by the readiness of human resources who run it.

This human resource constraint is also related to the lack of training programs facilitated by local governments. Most of the village officials in Ngampelsari admitted to learning independently from experience and sharing information between operators. In fact, systems like SIPD require adequate technical understanding so that the data inputted is not incorrect, because the slightest mistake can affect the overall planning of the village program. This finding is in line with the research of Afifah et al in Wonosobo Regency which stated that limited training causes devices to have difficulty understanding the SIPD mechanism, so data input is often late[5]. Similarly, Sari in East Kutai found that the low capacity of human resources resulted in delays in regional development planning because data was not filled in consistently[6].

In addition, research by Balqis et al in West Aceh strengthens that the readiness of human resources is a key factor in the implementation of SIPD[9]. They found that even though hardware and applications are available, without a competent operator, the system cannot run optimally[9]. Sundari et al in Probolinggo Regency also identified that the limited number of trained personnel caused the data of the village development program to not be inputted according to the predetermined timeline, thus affecting synchronization with the regional development plan[10]. This is in line with the research of Wilansari et al in Lebak Regency which emphasizes that the quality of human resources is a determinant of the effectiveness of SIPD implementation, not just the availability of digital infrastructure[4].

3. Disposition

According to George C. Edward III's policy implementation theory, disposition refers to the attitude, commitment, and motivation of the implementers in carrying out policies. A positive disposition will encourage successful implementation because the implementer has the willingness to implement the rules well. Conversely, if the disposition is low, despite adequate communication and resources, policy implementation will still face obstacles. In the context of SIPD, the disposition of village officials is reflected in their attitude towards reporting obligations, the level of discipline, integrity, and transparency in data input.

The results of interviews with Ngampelsari Village officials showed that in general they accepted the use of SIPD, but reporting commitments were often hampered due to time constraints and the number of operators. There is only one active operator who takes

care of the entire reporting process, so when he is unable to attend, the data input is delayed. Mr. Ilman stated *"If I don't log in, usually the report will be delayed because there is no replacement who can input SIPD."* In addition, data input errors often occur due to limited technical understanding and lack of training. In terms of motivation, village officials consider SIPD as an administrative obligation, not as a means of increasing transparency. This also makes reports that have entered the SIPD rarely published to the village community. This is in line with the findings of Rachman who show that the effectiveness of electronic-based public service applications is greatly influenced by the commitment and motivation of the implementers, not just the existence of the system itself[13].

Table 4. Disposition of Village Apparatus in the Implementation of SIPD in Ngampelsari Village.

Disposition Aspects	Current conditions	Ideal Needs	Information
Commitment to reporting	Village officials are willing to use SIPD, but often late input	On-time reporting on schedule	Delays due to limited human resources and time
Kedisplinan operator	Only 1 consistent active operator	There are at least 2 operators so that there is a backup	High risk if the operator is unable to attend
Data integrity and accuracy	Data is input according to the document but is often incorrectly input	More accurate data with multi-layered verification	Errors occur due to technical limitations
Policy responsiveness	Accept the use of SIPD as an obligation	Improved technical and practical understanding	Some devices handle complex systems
Reporting transparency	Reports are inputted to the SIPD but are rarely published to the public	Reports are published and easily accessible to the public	Transparency is not optimal
Motivation in the use of SIPD	The device works out of obligation not the impulse of the force	Presence of awards or incentives	Systems are considered to add workload

The table above shows the dynamics of the disposition of the Ngampelsari Village apparatus in reporting through SIPD. In terms of commitment, village officials are willing to use SIPD, but the limited time and number of operators make inputs often late. Operator discipline is also an issue, because there is only one active operator, so the risk

of delay is high when he is unable to attend. In terms of data integrity and accuracy, even though village officials try to input according to documents, input errors still often occur due to lack of technical capabilities and the absence of multi-layered verification. Responsiveness to policies is relatively good because they accept SIPD as an administrative obligation, but some devices still find the system complex and burdensome. Furthermore, reporting transparency has not been maximized because even though reports have entered the SIPD, publication to the public is rarely carried out. Finally, from the motivation aspect, devices tend to use SIPD out of obligation, not because of intrinsic motivation, so incentives or forms of reward are considered important to increase morale.

The above results are consistent with the research of Afifah et al in Wonosobo Regency which found that operator limitations make data input often late[5]. Lubis also emphasized that the lack of technical training results in low data accuracy in SIPD[8]. Furthermore, Karundeng et al show that some village officials still consider SIPD to be a complicated system, thus reducing motivation in its use. Meanwhile, the transparency aspect is also a common problem. Citra in his research in North Hulu Sungai Regency found that although SIPD can increase accountability, the publication of reports to the community has not been running optimally[1]. Thus, the conditions in Ngampelsari Village are in line with previous studies, namely that the disposition of village apparatus in the form of commitment, discipline, motivation, and integrity greatly affects the quality of SIPD implementation.

4. Bureaucratic Structure

According to George C. Edward III's policy implementation theory, bureaucratic structure is an institutional framework that determines how policies are carried out through the division of authority, coordination mechanisms, and standard operating procedures (SOPs). A clear, simple, and uncomplicated structure will speed up the process of policy implementation, whereas a rigid, complicated, and overlapping bureaucratic structure will be an obstacle to the success of the program. In the context of the implementation of SIPD in villages, the bureaucratic structure includes the relationship between villages and sub-districts, districts, as well as technical units in the central government that are responsible for system development[14].

Based on the results of the interview with Mr. Ilman regarding the bureaucratic structure: *"The work structure of reporting through SIPD is still confusing. Sometimes there are instructions from the sub-district, but then they change again because of directions from the district. We also do not have a clear SOP at the village level, so sometimes data input is still asked between devices. Coordination with sub-districts is also often late because the operators are limited."* (Interview, Ngampelsari Village Apparatus, 2025) From this, it can be seen that the unclear bureaucratic structure causes confusion in the workflow. Village officials must wait for directions from the sub-district or district before making inputs, which often delays reporting.

Table 5. Bureaucratic Structure in the Implementation of SIPD in Ngampelsari Village.

Structural aspects	Current conditions	Ideal needs	Information
SOP for the use of SIPD	Not Available Yet	1 Village SOP Document	Need to make the groove clear
Coordination of Villages and Districts	Not routine only when there are obstacles	Regular coordination meetings every month	Poor coordination leads to miscommunication
Village-Regency Relations	Only through the operator of the efficiency	Direct mechanism k Bappeda/BPKAD	Information is sometimes too late
Supervision mechanism	Only at the district level	There is internal supervision of the village	Villages do not have their own monitoring function
Reporter flow	Sometimes it changes according to instructions	Raw and Consistent Flow	Confusing devices
Hierarchy of responsibility	Rural operators are the main focus	Clear division of duties	Operator workload is too heavy

The table above shows that the main weakness in the SIPD bureaucratic structure in Ngampelsari Village is the lack of clarity of SOPs at the village level. This causes devices to work based on their individual experiences, without a uniform standard. Coordination between villages and sub-districts has also not run optimally because it is only carried out when there are obstacles, not routinely. The relationship with the district still depends on the sub-district operator, so the village is often late in getting the latest directions. In addition, the supervision mechanism does not yet exist at the village level, so all control is carried out by the district. This condition makes the village not have an independent monitoring function. The fickle reporting flow also exacerbates the situation, as the device has to adapt to the latest directives without any written guidelines. Finally, an unclear hierarchy of responsibilities makes village operators the main mainstay, while other apparatus is less actively involved in SIPD reporting.

The results of this study are consistent with the findings of Arief & Hayati which emphasizes that the aspect of bureaucratic structure is one of the main obstacles in the implementation of SIPD because the distribution of tasks between fields is unclear[15]. Vitriana & Ahyaruddin also noted that SIPD reporting at BPKAD Pekanbaru is often constrained by changes in bureaucratic flows that are not uniform between levels of government[3]. Rivan and Maksum also emphasized that the success of the digital village financial system depends on institutional support and clear supervision mechanisms, which are still a weakness in the implementation of SIPD in Ngampelsari Village[16]. Karundeng et al added that the absence of SOPs in the regions causes village officials to

work self-taught and often incorrectly in the input process[12]. Thus, this study corroborates evidence that unclear bureaucratic structures, lack of coordination, and absence of local SOPs are fundamental obstacles in the implementation of SIPD, which has a direct impact on the effectiveness of reporting in Ngampelsari Village.

Discussion

Based on the results of the study, the implementation of SIPD in Ngampelsari Village shows changes in the mechanism for submitting village work programs, especially those related to the development sector. SIPD facilitates village officials in input activity proposals, prepare work plans, and submit reports to the district government. The 2025 APBDes data inputted into the SIPD shows the largest allocation in the health sector of IDR 540,559,023.14, while the education, settlement, public works, and communication sectors get a smaller portion. Although SIPD has technically provided a structured digital platform, its effectiveness is still hampered by miscommunication between village apparatus in understanding authority. Some of the proposed programs, such as the construction of water channels in Bumi Candi Asri Housing, were rejected because they were considered to be the authority of the district. This is consistent with the research of Wilansari et al and Sundari et al which emphasized that inconsistent cross-bureaucratic communication causes delays and even failures in program realization.

The success of program implementation can be measured by the extent to which SIPD is able to meet the set goals, namely to help village governments prepare systematic and integrated development planning. In Ngampelsari, this success can be seen from the annual report that has been documented in SIPD and can be reviewed by sub-districts and districts. However, an interview with the Planning Department revealed that applications were only effective for about 50% of the proposed programs, while the rest were rejected without a detailed explanation in the system. This condition shows that the success of implementation is still limited to the technical aspects of data input, not to the achievement of real development goals on the ground. These findings reinforce the results of Lubis research which explains that although Permendagri No. 70/2019 has regulated the implementation of SIPD, many regions still face obstacles in ensuring the alignment between policy objectives and program realization.

In terms of resources, the implementation of SIPD in Ngampelsari Village faces significant obstacles. Based on the results of the interviews, there are only two village officials who understand the use of SIPD, with one main operator fully responsible. All the skills that operators have come from self-taught experience without formal training. In addition, the limitations of hardware and internet networks exacerbate the situation, as the village has only one computer unit with an unstable connection. Field data shows that ideally a minimum of five trained village devices and three computer units are needed for SIPD to run optimally. This situation is in accordance with the findings of Vitriana & Ahyaruddin in Pekanbaru and Afifah et al in Wonosobo, which emphasize that limited human resources and infrastructure facilities are the main factors inhibiting the optimization of SIPD. Thus, without investment in human resource capacity building

and infrastructure support, the effectiveness of SIPD implementation will be difficult to achieve.

In terms of disposition, this study found that village officials in Ngampelsari showed a fairly positive attitude towards the existence of SIPD, but their involvement was still limited. Operators and Planning Managers try to carry out their obligations well, but their motivations tend to be administrative, not as a means of public transparency. The data input report is rarely published to the public, so the accountability function has not been maximized. The results of the interviews showed that the reporting was more focused on fulfilling obligations to the district, not on building the participation of villagers. This phenomenon is in line with Citra research which found a weak link between SIPD and increased public transparency in South Kalimantan. Rachman also emphasized that the success of digital public service applications depends on the disposition of the implementer, not just on the availability of the system.

The last indicator is the bureaucratic structure, which in Ngampelsari Village still faces serious weaknesses. The lack of SOPs for the use of SIPD causes operators to work without standard standards, and coordination between villages, sub-districts, and districts has not been consistently scheduled. Operators are only waiting for instructions from the district to input data according to the deadline, while internal evaluation and monitoring are almost not carried out. This condition is in accordance with the findings of Arief & Hayati in Tabalong Regency and Karundeng et al in Sitaro Regency which show that weak bureaucratic structures hinder the consistency of SIPD implementation. Rivan & Maksum added that without cross-institutional supervision, the digital-based village financial system has the potential to only become an administrative formality. Therefore, the results of this study confirm the importance of strengthening the bureaucratic structure with clear SOPs, cross-lemb monitoring and regular training so that the implementation of SIPD can be more effective and sustainable.

CONCLUSION

Fundamental Finding : Based on the analysis with George C. Edward III's policy implementation theory, which includes communication indicators, resources, disposition, and bureaucratic structure, this study found that the implementation of SIPD in Ngampelsari Village is still not running optimally. In terms of communication, there are obstacles in understanding authority so that some development proposals are rejected. In terms of resources, the limitation of human resources is the main factor because only two village officials are able to operate SIPD on their own without official training, with minimal hardware and internet support. The disposition of village apparatus is quite good but still limited to fulfilling administrative obligations, has not touched public transparency. The bureaucratic structure is also weak due to the absence of SOPs and cross-agency monitoring mechanisms. Nevertheless, SIPD has assisted in the preparation and documentation of village work programs in a more structured manner, especially in the 2025 APBDes which has been successfully inputted, thus providing an initial overview of the positive potential for digitization of village governance. **Implication :** The results of this study imply that the existence of SIPD can be an important instrument in strengthening transparent, accountable, and efficient

village governance if supported by human resource capacity, technological infrastructure, and adequate bureaucratic coordination. The implementation of SIPD in Ngampelsari shows that digital applications are not only a means of administrative record-keeping, but can also be used as a medium for public accountability if managed thoroughly. For policymakers, this study emphasizes the importance of preparing SOPs, providing continuous training for village officials, and strengthening monitoring from sub-districts and districts so that SIPD truly becomes an instrument of control and transparency in village development. **Limitation** : This study has limitations in the scope of the area and the number of informants. The research location was only conducted in one village, namely Ngampelsari with two main informants (Head of Planning), so the results could not be generalized to all SIPD user villages. In addition, this study only uses a descriptive qualitative approach without quantitative analysis, so that the results emphasize more on the description of the implementation process and the obstacles that occur, rather than on the measurement of performance figures. Another limitation is that the perspective of the village community and internal supervisory institutions such as the BPD have not been fully accommodated. **Future Research** : Further research is recommended to expand coverage to several villages within a single sub-district or district to obtain a more comprehensive picture of the effectiveness of SIPD. Mixed methods research methods can be used to combine qualitative interviews with quantitative data, such as measurements of input time efficiency, program realization rates, or public accountability indices before and after the use of SIPD. Future research can also conduct a comparative study between SIPD and other applications such as Siskeudes or specific region-based village finance applications, so that the determining factors for the successful implementation of digital information systems at the village level can be identified more comprehensively.

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