

Analysis of The Implementation of The One Data Indonesia Policy: Case Studies of The Bandung and Kuningan Regency Governments

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Abstract. This research aims to compare policy implementation Satu Data Indonesia (SDI) between Bandung Regency with Kuningan Regency from various aspects such as human resources, budget, and also institution. The method used in this research is a qualitative research method with a case study approach. Data collection was obtained through interviews and document study. This research result shows that Bandung Regency is better prepared and acquainted with Satu Data Indonesia (SDI) policy compared with Kuningan Regency. Although those regions have the same obstacle viz inadequate human resources capacity, Bandung Regency got the budget to do some technical guidance to the regional apparatus organizations to develop the capacity of human resources from data producers. It is hoped that the result of this research can be a study case for the other region in Indonesia who has the same obstacle as a basic search for solutions.

Keywords: Human Resource, Policy Implementation, One Data Indonesia

1 Introduction

Public policy is directed at ensuring that the allocation of public resources through programs can fulfill the welfare of the people [1]. Public policy also serves as an instrument for the government to address issues faced by citizens. Therefore, public policy reflects the government's orientation to carry out its mission and commitment to addressing social issues. However, public policy in Indonesia is not yet supported by factual evidence and data. Purnaweni and Subono [2] state that public policy should not be made arbitrarily because it must be based on adequate data and information about policy issues, policy objectives, parameters to be used, and recommendations that are appropriate to the situation and facts on the ground. Currently, the Indonesian government uses data as a reference in policy making because data is a key asset for policy makers and public services [3]. Accurate and easily accessible data not only helps the government make the right decisions, but also ensures that the policies adopted truly address the needs of the community [4]. Therefore, developing a better

data management system is important step in promoting more inclusive and sustainable development.

In order to meet the needs of policy makers, the Indonesian government must prepare various things, one of which is accurate data. According to the Head of the Central Statistics Agency (BPS) 2021-2023, Margo Yuwono, the condition of data in Indonesia has weaknesses, namely that the data obtained is still diverse because the collection process has not been standardized. To overcome these shortcomings, the Indonesian government launched a solution, namely the One Data Indonesia (SDI) policy, as an effort to realize integrated, accurate, up-to-date, and responsible data management in order to facilitate development planning. One Data Indonesia is based on Presidential Regulation Number 39 of 2019 concerning One Data Indonesia [5] as an effort to integrate development planning, implementation, evaluation, and control. The purpose of SDI itself is to create an accountable government database for policy making.

Data governance in Ministries/Institutions/Local Governments (K/L/D) must be in line with priority indicators in the RPJMN/SDGs/urgent data requirements so that it is in accordance with the targets set by the government within a certain period of time. The existence of SDI strengthens data-based development policies, whereby data governance must be adjusted to these priority indicators in order to support national development planning. Based on the presentation by the Deputy for Monitoring, Evaluation, and Development Control of the Ministry of National Development Planning/Bappenas at the 2024 SDI Steering Committee Meeting, the existence of SDI directly supports more effective government policies and better evaluation/control so that budget utilization will be more efficient and development results will be more optimal.

Data fragmentation at the local government level, where sectoral data are produced using various standards and formats, is a persistent issue in Indonesian public policymaking. Evidence-based planning, evaluation, and budgeting are weakened by this condition, which also restricts data interoperability. By standardizing and integrating government data, the One Data Indonesia (SDI) policy was implemented to address this governance shortcoming. Therefore, improving policy accuracy and accountability—especially in decentralized contexts—requires effective SDI implementation.

Currently, Indonesia has issued a Medium-Term Development Plan (RPJMN) for 2025-2029 based on Astacita, which means that development policies must be based on high-quality, reliable, and accurate data (data-driven policy making). Given that targeted government policies require high-quality data, this SDI policy must be based on four principles, namely: Meeting Data Standards; Having Metadata; Meeting Data Interoperability Rules; and Using Reference Codes or Master Data [5]. With these SDI principles in place, when data meets all of the principles, it can be said to be of high quality.

At the operational level, successful One Data Indonesia implementation directly contributes to the accomplishment of the Sustainable Development Goals and national development targets specified in the RPJMN 2025–2029. Monitoring RPJMN priority programs and SDG indicators requires more precise poverty mapping, sectoral performance measurement, and outcome-based budgeting, all of which are made

possible by standardized and interoperable local data. District-level inconsistent SDI implementation reduces the efficacy of policy interventions by undermining the validity of bottom-up data used in national planning and evaluation processes. Therefore, in order to achieve data-driven development under the Astacita framework, strengthening SDI at the local government level is both a practical requirement and a normative commitment.

Coordination between policymakers and planners, data collection, analysis, and distribution are important for the successful implementation of SDI. The presence of SDI has been instrumental in government data handling – at both the central and local scale. Better data management capabilities improve the quality, integration, coordination, transparency and interoperability of data that lowers duplication and inconsistency of data between departments.

However, it cannot be ignored that there are several difficulties in implementing SDI, especially at the local government level, which is an important component in providing data in accordance with the guidelines set by the Central Government. From the perspective of SDI implementation, not all local governments have been able to implement this policy (Figure 1)[6]. This is due to differences in readiness among local governments in terms of indicators of state administrative capacity, budget availability, and institutional authority [7] in implementing Presidential Regulation No. 39/2019. The quality of data used to track national development frameworks like the SDGs and the RPJMN 2025–2029 is directly impacted by inconsistent SDI implementation at the local level. Therefore, accurate national planning and evaluation depend on trustworthy bottom-up data from local



governments.

Figure 1. Map showing the distribution of districts/cities that have and have not yet implemented regulations on One Data Indonesia.

This study will explore the differences in local government capacity based on the three indicators above by conducting a comparative study between Bandung Regency and Kuningan Regency. The two regencies in West Java were chosen because West Java Province has high standards in implementing SDI policies based on the West Java data portal. A most-similar systems design was used to choose Bandung Regency and Kuningan Regency. Despite operating within the same provincial and national SDI framework, both districts exhibit different implementation outcomes. This makes it possible to separate institutional factors and internal capacity as explanatory variables in the study. The central SDI secretariat, which is under the auspices of the National Planning and Development Agency, assesses all regions in Indonesia on how SDI implementation is progressing in the regions. The assessment results indicate that Kuningan Regency is less prepared to implement SDI policies than Bandung Regency. This study aims to analyze the differences in the level of SDI implementation in the two regions by examining three indicators, namely the capacity of state administrators, budget availability, and institutional authority.

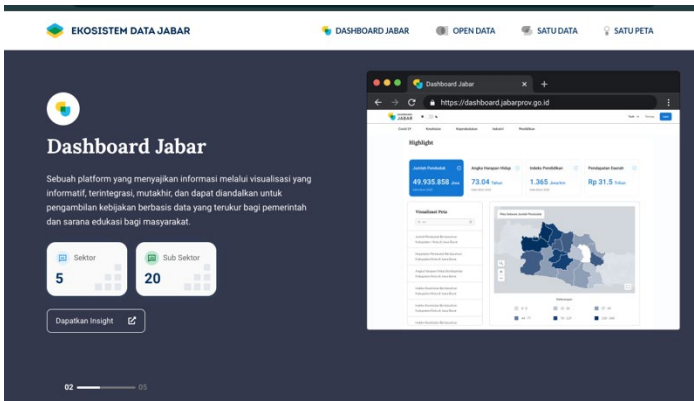


Figure 2. West Java Province data portal.

	Regulasi	Walidata	Forum	Renaksi	DP	Standar	Metadata	Portal	Akun	Pemanfaatan
Kabupaten Bandung	4	5	3	4	3	5	3	5	5	2
Kabupaten Kuningan	1	1	1	1	1	1	1	1	1	1

Figure 3. Results of the SDI Secretariat's assessment of Bandung Regency and Kuningan Regency in 2023.

In addition to having different SDI assessment scores, Bandung Regency and Kuningan Regency were chosen because they are part of the same provincial government and have comparable institutional features. Particularly in the capacities of Diskominfo and Bappeda as important SDI actors, both function under the same sectoral organizational structures, national regulations, and provincial coordination

mechanisms. Despite these parallels, the two regencies' SDI implementation results are quite different. Because of this, they are appropriate cases for a most-similar systems design, which enables this study to identify differences in institutional authority, fiscal prioritization, and bureaucratic capacity as explanatory factors rather than structural or legal variations. A more thorough examination of local-level policy implementation in decentralized systems is made possible by this design, which also enhances the findings' comparative validity.

Previous research on One Data Indonesia has mostly concentrated on national-level implementation and normative frameworks, paying little empirical attention to local government practices. There are still few comparative studies that look at how differences in institutional preparedness and bureaucratic capacity impact SDI implementation at the district level. By comparing the SDI implementation in Bandung Regency and Kuningan Regency, this study fills this gap.

2 One Data Indonesia: Opportunities and Challenges

In its implementation, both central ministries/agencies and local governments have not been able to properly execute the One Data Indonesia policy in accordance with its objectives. This study will discuss two regions, namely Bandung Regency and Kuningan Regency, by comparing the readiness of both regions in implementing the SDI policy using indicators such as state administrative capacity, budget availability, and institutional authority as analytical tools to evaluate differences in policy implementation in both regions. A comparative political approach allows for an in-depth analysis of how differences in social, economic, and political conditions in each region affect the success of SDI policy implementation.

The differences between state administrators' capacity in Bandung Regency and Kuningan Regency can be known using a comparative political approach where the training and education background is adequate for the tasks. Based on the "Implementation of One Data Indonesia: Challenges and Critical Success Factors (CSFs)" journal, Maulia Jayantina Islami [8] explains the need for government intervention in order to set standards and focus data management. This is in adherence to close inter – agency collaborations, multi stakeholder synergy and high human resource capacity building for effective SDI implementation. The approach of using a theoretical framework i.e., CSFs, provides strategic inputs to Bandung Regency and Kuningan Regency to be able to reinforce their data governance that eventually will impact on the quality of public services as well as evidence-based policy making.

This political comparison will also consider disparities in budget resources for SDI policy implementation. As emphasized in the seminar article of Rizky Amalia Putri [9] titled "Deconstructing current Public Policy through Scaling-Up One Data Indonesia Quality: Between Expectation and Reality," budget help from government is necessary to facilitate SDI establishment. Responsible and sustainable planning of budgets is essential to support the development of technological infrastructure, and this study highlights its importance. At the regional level, however, this often becomes a

challenge, since funding for data governance is usually not placed at the top of policy priorities.

This research also applies both a trans- and comparative political perspective to explore the institutional side of bureaucracy, which stands at the center of the analysis. To do so, the analysis concentrates on the institutional structures available in a district level: coordination among agencies, allocation of roles and capacity to adhere to technical standards set by central government. This was discussed in the research by Kristian [1] published on *Dialektika* journal, titled as "Public Policy and Implementation Challenges in Indonesia". Kristian indicates that the lack of harmony between central and regional governments often obstructs the implementation of public policy such as SDI. This study, too, highlights the necessity for better cooperation among different stakeholders for successful policy implementation. One of the biggest problems is overlapping responsibilities between institutions and which hampers the speed of decision-making.

The current study, under the title of "Analysis of the Implementation of One Data Indonesia Policies: A case study on Bandung and Kuningan Regency Governments," tries to explicit where none study done earlier which is related to public policy implementation especially SDI Policy. It is within the framework of public policy analysis that this study appears significant in the literature. This study will help fill this gap, examining comparisons in SDI implementation based on three critical factors of state administrative capacity; budget availability; and institutional authority. Using Bureaucratic Capacity Theory, Concept of Data-Driven Policy Making and Concept of Regional Autonomy, this study intend to adopt the comparative analysis on problems and obstacles faced by the two regions. It is anticipated that the results of this study will offer new insights to assess local governments readiness levels towards SDI adoption.

2.1 Bureaucratic Capacity Theory

Bureaucratic capacity is the measure of an entity, institution or process's ability to competently and consistently perform functions overtime [10]. It is a dynamic concept, for it represents not only the current state but also how institutions have been able and willing to learn and change. Development does not end with the capacity for increased performance; it entails increasing capacity to solve problems and reach goals on one's own. For government agencies it is the little bureaucracy that can drive its regulatory capacity building [11].

Ensuring human resources in the bureaucracy is also a crucial component of this process, especially with how complicated tasks are. These interventions vary from imparting technical training and soft skills – for example, communication as well as decision-making— to nurturing an organizational environment conducive to innovation and lifelong learning. In the face of strong bureaucrats and institutions, bureaucratic performance is more likely to perform better in less responsive capacity in such way that can withstand different political circumstances as well as challenges.

Bureaucratic capacity plays big factor for the succes of the implementation SDI policy in the regions. Including improvement of civil servants competece by training

and mentoring, becoming more institutional with better coordination between institutions, and a good budget management where technologies are bought and human resources developed. In this light, data capacity is more than a process taking place on the technical frontend (a learning-by-doing approach), since it also refers to an organisational and strategic aspect of facing complexities related with data governance over time.

Max Weber's manner of conceptualising bureaucracy is a useful theoretical starting point for considering the relationship between bureaucratic capacity and program implementation such as that in SDI [12]. In bureaucracy, such professionalism and legality are put into practice by hierarchization, written rules, and merit-based recruitment. In the case of Bandung and Kuningan Regencies, Weber theory is employed to analyze Bandung and Kuningan Regencies in relation to institutional authority, budget support, and administrative capacity. The analysis looks at whether these regions meet SDI standards in administration and technical aspects, including coordination across agencies, management of resources, and the legitimacy of institutions in implementing integrated data systems for policymaking.

2.2 The Concept of Data-Driven Policy Making

Moving to evidence based policy making is a recently - touted approach where decisions are dependent on data or experimental evidences [13]. This is in contrast to conventional methods where policies were primarily based on subjective judgment, intuition or perceptions of decision-makers. Amid the complexity one finds in policy today, reliance on these subjective means alone risks providing ineffective and misguided public problem-solving.

Beyond designing policies supported by data, data-driven approaches also permit governments to objectively measure outcomes and monitor implementation over time. Accessible, reliable data permits deeper analysis of social issues, including trends in poverty, the distribution of services, regional disparities, and impacts of interventions. This enables them to design policies that are adaptive, sustainable, and sensitive to context while efficient and effective.

Still, to work well, this approach calls for a standardized and integrated national data system. This is where the SDI policy plays its role, defining both institutional and technical mechanisms for the enhancement of the quality of data governance, both at the national and regional levels. SDI provides institutional and technical solutions to improve government data governance. This policy would centralize and standardize several data sources from the center to the region into one framework of a system that conforms to the principles of standards for data, metadata, interoperability, and use of reference codes or master data.

With SDI, local governments such as Bandung Regency and Kuningan Regency are expected to be able to build a solid database as a reference in planning and policy making. Data standardization allows various agencies to work with the same reference, thereby avoiding duplication, inconsistency of information, and overlapping policies. In the context of this study, the focus will be on the extent to which the two regencies have implemented SDI principles and made data a strategic asset in the public policy-

making process. Therefore, SDI implementation is not only an administrative instrument but also a strategic prerequisite for a more open, accountable, and evidence-based government. In this digital age and with the high complexity of development challenges, the use of data in every stage of policy-making is no longer an option but a necessity to ensure inclusive, adaptive, and impactful policies for the community.

2.3 The Concept of Regional Autonomy

Regional autonomy can be defined as the granting of authority from the central government to regional governments to regulate and manage their own governmental affairs within a unitary state. According to Sugeng Istianto, regional autonomy is the right and authority to regulate and manage a regional household [14]. Regional autonomy allows regions to make their own policies in the areas of public services, economy, education, and social welfare. The goal is to bring services closer to the community and increase citizen participation in decision-making. Thus, regional autonomy is a region that has legal self-sufficiency in the form of self-government that is regulated and managed by its own laws. Therefore, autonomy focuses more on aspirations than conditions [15].

Autonomy does not subordinate other regional autonomies; the right to regulate and manage one's own affairs does not constitute subordination to the right to regulate and manage the affairs of other regions. Thus, an autonomous region is a region that is self-governing, self-sufficient, self-authoritative, and self-regulating, as well as horizontal, because autonomous regions have actual independence. With regional autonomy, regional governments have the authority to act in accordance with the unique needs and conditions of their communities. Based on this definition, the concept of regional autonomy can be used as a reference in this study, considering that regions in Indonesia are given the authority to run their governments according to their respective needs.

Furthermore, regarding regional autonomy, Law Number 23 of 2014 concerning Regional Government [16] is one of the regulations that accommodates regional autonomy. In the PEMDA Law, government affairs are classified into several parts, such as absolute, concurrent, and general government affairs. In this case, SDI is included in the concurrent government affairs that are mandatory because they are related to statistics. Thus, through the Regional Government Law, concurrent government affairs delegated to the regions form the basis for the implementation of regional autonomy. Based on this mandate, regions are directly given autonomy in implementing mandatory SDI policies to adapt SDI policies to local conditions, including data collection, management, and dissemination, as long as they comply with central guidelines.

The success of this policy implementation greatly depends on the ability of regions to address local challenges, particularly in terms of the capacity of state administrators, budget availability, and institutional authority. The indicator of state administration capacity is key, especially in relation to the quality of state administrators in understanding and applying SDI principles so that data can be utilized. Therefore, state administration capacity is one of the important factors that will be examined in this

study, given that each region has different state administration capacities and limitations [17].

The success of this policy is also based on the institutional authority of each local government. Based on the Local Government Law, local governments are given the authority to implement policies in accordance with the needs of the relevant regions. Thus, institutional authority will be the reference analyzed in this study to see whether each region uses its authority in implementing the SDI policy.

Although regional autonomy gives local governments more freedom to make whatever policies they need, there are significant differences in capacity, in this case the capacity of state administrators, budget availability, and institutional authority to utilize data [18]. Therefore, to ensure policy alignment and equitable implementation of SDI across all regions in Indonesia, the central government must offer support in the form of technical guidance, training, and adequate budget allocation.

This study examines differences in SDI implementation at the local level using a framework of policy implementation and bureaucratic capacity. Regional autonomy frames the role of institutional authority, data-driven policymaking emphasizes the significance of ongoing budget support, and bureaucratic capacity theory explains variations in state administrative capacity. These frameworks support the use of three indicators to determine the performance of SDI implementation: institutional authority, budget availability, and state administrative capacity.

3 Research Method

This study uses a qualitative approach in which field data is collected through interviews with sources relevant to the research needs. According to Moleong [19], qualitative research is research that aims to understand phenomena experienced by research subjects, such as behavior, perceptions, motivations, and actions, holistically and descriptively in words and language within a specific natural context and using various natural methods.

The research approach used in this study is a case study. According to Creswell [20], a case study is a research approach that involves comprehensive information gathering using various data collection techniques. Case studies are also conducted to gain a better understanding of something and to conduct a more in-depth analysis of a situation, individual, or group. This case study focuses on a case to be analyzed and observed. The case studies in this research are the local governments of Bandung Regency and Kuningan Regency in West Java Province. The case study method was selected to provide an in-depth look at how SDI is being implemented in Bandung and Kuningan Regencies. Through this method, the research employs structured analysis of field data to build an objective picture of the situation.

The data collection combined in-depth interviews and document reviews. Key informants were chosen from officials and staff directly involved in SDI implementation, including members of Regional Apparatus Organizations (OPD) tasked with data production, the Regional Development Planning Agency (Bappeda), and the Communication and Information Agency (Diskominfo). These actors represent

the main institutions responsible for carrying out SDI in line with Presidential Regulation 39/2019. Document analysis was also carried out to gain a comprehensive understanding of the policy framework at both the national and local levels. The regional regulations, decrees, and budget documents of Bandung and Kuningan Regencies were reviewed to investigate how SDI is anchored in official instruments. The study of Budget records, including the Regional Government Work Plan (RKPD), was used to assess how far Data governance priorities are reflected in financial allocations. Other documents reviewed are technical standards, interoperability guidelines, and metadata regulations are central to the evaluation of whether both regions conform to SDI requirements. Triangulation across interviews and documents was applied to enhance the reliability and validity of the findings.

This study therefore takes up a comparative approach to distinguish differences in implementing SDI between Bandung and Kuningan. Emphasis is placed on three main indicators: institutional authority, budget allocation, and administrative capacity. Institutional authority is measured by the existence of local regulations, coordination forums, and inter-agency enforcement mechanisms supporting SDI implementation. Budget allocation is examined through SDI-specific allocations in regional planning and budget documents. Administrative capacity is assessed through the availability of skilled personnel, training, and role clarity in data management. In comparing these factors, this research tries to find not only the problems and gaps that exist in faced by each region but also potential lessons for improving the overall effectiveness of SDI. Implementation at the local level, while the institutional authority indicator will look at interagency coordination, organizational structure, and the degree to which SDI technical guidelines are being implemented. Although it implements SDI, it also reveals factors that influence the success or obstacles to implementation. Based on these findings, the study will develop relevant solutions to enhance the capacity and effectiveness of SDI implementation at the regional level.

4 Result and Discussion

4.1 Capacity of State Administrators

The implementation of SDI policies is heavily dependent on the quality of human resources (HR) as state administrators, especially at the regional level, such as in Bandung and Kuningan Regencies. Basically, HR in Regional Apparatus Organizations (OPD) require functional positions with a background in data management education, whether statistical or spatial. In terms of OPDs, the existence of functional positions such as statisticians or spatial data experts is essential to ensure the continuity of the process of planning, collecting, examining, and disseminating data. Therefore, it is necessary to have civil servants as permanent employees in OPDs who have an understanding of data governance, especially the principles of SDI, namely data standards, metadata, interoperability, and reference codes. Without adequate human resource capacity, SDI policies will only remain at the regulatory level without being able to be realized into consistent data governance in practice.

Based on the results of the study, the Bandung Regency Communication and Information Agency, as the data custodian, already has human resources with backgrounds in statistics and information technology. However, within the scope of the OPD as data producers, they still rely on non-civil servant experts for data management because special functional positions for data are not yet available. In fact, there are several OPDs that do not have either civil servant or non-civil servant employees with adequate technical competencies, such as statisticians or spatial data experts, so they do not understand the principles of SDI itself (Fahmi, Diskop UKM Kabupaten Bandung, July 11, 2025). This is also compounded by frequent personnel rotations in each OPD, which requires re-education every time there is a change of employees. However, Bandung Regency has a solution that can at least help reduce the possibility of human resource incompetence by conducting technical training with the Bandung Regency BPS to improve the capacity of its employees. In addition, the division of technical roles among human resources in Bandung Regency is well organized, such as Diskominfo as the data custodian with specific roles such as statistics management, data verification, and statistics implementation (Rochmansyah, Head of Statistics at Diskominfo Bandung Regency, June 20, 2025). This shows that the human resources working in data management are professional. However, Bappeda stated that the problem that often arises at the OPD level is the continuing shortage of human resources, both in terms of quantity and quality. This situation has led to internal differences in how SDI principles are implemented at the local level.

Meanwhile, Kuningan Regency has more fundamental problems. Civil servants who handle data generally do not have a background in statistics or spatial data, but come from other fields such as economics, which limits the capacity of data managers (Gumbira, Head of Statistics at the Kuningan Communication and Information Agency, June 19, 2025). Even with human resources who do not have a background in statistics, training has not been made a regular agenda. Some OPDs do not even understand the basic principles of SDI, such as metadata and interoperability. "Lack of understanding of SDI principles" (Indriyanti, DLHK Kuningan Regency, July 14, 2025). This has led to knowledge loss among OPDs, compounded by unsystematic regeneration. In addition, training largely depends on assistance from external programs such as those provided by the Kuningan District BPS or the province, which conduct technical training. This dependence shows that Kuningan Regency is not yet independent in providing guidance to OPDs. As a result, Kuningan Regency cannot fully implement SDI policies in terms of the capacity of its organizers. This condition illustrates the capacity gap between the two regions in terms of understanding and implementing SDI principles.

4.2 Budget Availability

The budget is a sensitive issue for local governments in Indonesia when discussing public policy. This is because policies can only be implemented when the budget allocated by regional heads to government agencies is sufficient to cover local government work programs. Therefore, when the budget is not allocated properly, the implementation of government programs will be hampered. The budget must cover

various aspects, such as the budget for human resources, both civil servants and non-civil servants. In addition, in relation to SDI policy, the budget must also cover infrastructure and operational costs for data management and the implementation of forums as a means of reaching agreement.

In terms of budget, Bandung Regency has shown relative superiority in supporting the implementation of the One Data Indonesia (SDI) policy through the allocation of a special budget. In 2024, the local government allocated 1.1 billion rupiah focused on financing SDI technical training, organizing coordination forums between OPDs, and developing information systems such as SIMASDA and e-Walidata (Rochmansyah, Head of Statistics at the Bandung Regency Communication and Information Agency, June 20, 2025). Although in 2025 budget efficiency caused the allocation to decrease to 900 million rupiah, the main SDI activities continued. However, the need for supporting infrastructure such as hardware and increased human resource capacity remained a challenge, so the local government requested additional funds through the Local Own-Source Revenue (PAD) mechanism because it had not received direct support from the central government. This also occurred in the Bandung Regency OPD. “There is still a lack of adequate software because managing tens to hundreds of thousands of data requires adequate equipment” (Romadhon, Bandung Regency SME Cooperation Agency, July 11, 2025). Although a special budget allocation has been made for SDI, the technological infrastructure needs in Bandung Regency—such as hardware and data integration systems—have not been fully met. The submission of the PAD proposal to the Regional Financial and Asset Management Agency (BPKAD) is evidence of the region's fiscal flexibility to strengthen SDI. This can be used as an example of how fiscal autonomy can drive institutional innovation.

Table 1. Bandung Regency RKPD for 2024 [21]
(Note: The terms in this table were translated from Bandung Regency Government)

Target	Local Government Affairs and Programs/Activities	Program Performance Indicators	RPJMD 2021-2026 Target	Budget Ceiling (Rp)	PD
Availability of Statistical Data	Program Implementation Sectoral Statistics	Percentage of OPDs that use statistical data in planning	100	1.677.486.105	Diskominfo

Meanwhile, the availability of the budget for the implementation of SDI within the Kuningan Regency is pretty high. Most OPDs do not allocate a special budget and have not actively proposed additional budgets to Diskominfo or Bappeda. This condition also places SDI activities in this area, which still relies heavily on limited routine operational funds that have not been allocated specifically to support the fulfillment of the principles of SDI. Besides, data management is often neglected in regional

budgeting since SDI is not prioritized compared to education and health sectors. According to Gumbira, Head of Statistics at the Kuningan Diskominfo, June 19, 2025, this condition has a very striking impact, namely the rare provision of technical training, less-than-optimal utilization of the information system, and inadequate infrastructure such as statistical software and supporting networks. According to Yulyani from the Kuningan District Health Office, July 21, 2025, funding constraints also make it difficult for OPDs to maintain consistency in the management of data, particularly when personnel replace each other or when technological development becomes necessary to support interoperability between systems. This condition, in turn, creates a gap in the implementation of SDI between Kuningan Regency and Bandung Regency, which has more structured and strategic budgetary support.

Table 2. Kuningan Regency RKPD for 2024 [22]
(Note: The terms in this table were translated from Kuningan Regency Government)

Regional Development Priorities	Performance Indicator	Regional Development Program	2024 Target	Budget Ceiling (Rp)	PD
PPD 2 : Improvement of Effective and Efficient Governance	Implementation of sectoral statistical data processing (OPD)	Program for conducting sectoral statistics	70	475.000.000	Diskominfo

4.3 Institutional Authority

The success of policy implementation is largely determined by the authority of the institution itself. For example, SDI policies must be applied to all ministries, institutions, and local governments in Indonesia. This naturally leads to differences in the characteristics of each agency, meaning that SDI policies cannot yet be implemented evenly. However, SDI policies in the regions can be implemented effectively when regional heads understand and support data issues. Regional heads can establish regulations regarding SDI and understand the function of data governance itself, thereby using standardized data as the basis for policy formulation.

The institutional structure in the implementation of SDI policy in Bandung Regency shows significant progress and can be used as an example of good practice at the regional level. The Bandung Regency Government has a strong legal basis through Regent Regulation No. 82 of 2019 concerning One Data Governance and a Regent Decree establishing the Sectoral Statistics Data Management Team. This regulation

provides clarity on the duties and authorities of each actor involved, from the Communication and Information Agency as the data custodian, the Regional Development Planning Agency as the forum coordinator, to the regional government agencies as data producers. The Indonesian Single Data Forum is also held regularly, at least once a year, complete with pre-forum activities to discuss priority data lists and data dissemination. “Regional heads support the SDI forum through the issuance of regulations and direct instructions to regional apparatus to contribute to data provision.” (Erwin Jaya Santosa, Bappeda Bandung, July 1, 2025). Support systems such as SIMASDA and e-Walidata have been operated as part of efforts to integrate, standardize, and disseminate data. The existence of these systems facilitates the sectoral data validation process and enables cross-regional access, reflecting efforts to achieve government information interoperability. Taking advantage of the momentum of the Strategic Plan (Renstra) preparation in SIPD-RI is an attractive institutional strategy for Bandung Regency. As a requirement for the preparation of the 2025-2029 Renstra document, Bappeda requires each OPD to fill in sectoral statistical data in e-Walidata. This mechanism has developed into a very useful institutional tool for building a consistent data management culture.

In contrast, the institutional structure of SDI in Kuningan Regency still faces various challenges that hinder the effectiveness of its implementation. Although there is already a work unit that handles data and there is a legal basis, namely Kuningan Regent Regulation Number 38 of 2021 concerning One Data Indonesia in Kuningan Regency and the Kuningan Regent's Decree establishing the Kuningan Regency One Data Indonesia Coordination Team, the SDI forum has not been running regularly and is more incidental in nature, so that coordination between OPDs is still limited to immediate needs, rather than being part of a planned system. In addition, the evaluation of SDI implementation in Kuningan Regency is still carried out manually through quarterly coordination without a dashboard system or digital indicators, so the effectiveness of monitoring is still low. Several OPDs in Kuningan also consider data to be secondary compared to other programs. “In principle, regional agencies still overlook sectoral data in the SDI Forum” (Nugraha, Bappeda Kuningan Regency, July 10, 2025). As a result, due to a lack of awareness among OPDs, SDI policies have experienced imbalances in the implementation of tasks between regional agencies and weak sectoral data integration. In essence, it is the OPDs that produce data for regional interests for various purposes in their regions. This institutional disunity is a major factor hindering the achievement of integrated and high-quality data governance in Kuningan Regency.

5 Conclusion

By offering a comparative analysis of One Data Indonesia (SDI) implementation at the district level—a dimension that has received little attention in prior research—this study makes an empirical contribution. This study shows that differences in SDI outcomes are largely influenced by differences in institutional authority, budget

prioritization, and bureaucratic capacity rather than just formal regulatory frameworks by comparing Bandung Regency and Kuningan Regency. The results validate that, in decentralized governance systems, data governance should be viewed as a capacity-driven policy issue.

Based on the results of the above analysis, it can be said that Bandung Regency has a significantly better score than Kuningan Regency in terms of SDI policy implementation. This can be seen from the capacity of the implementing agency, where Bandung Regency has human resources with a background in statistics and expertise in managing existing data. Meanwhile, Kuningan Regency does not yet have human resources with a background in statistics, even at the level of the Communication and Information Agency (Diskominfo) – as the data administrator – which, according to Presidential Regulation 39/2019 on SDI, has the most important duties among other SDI administrators. In addition, in terms of budget, Bandung Regency has fiscal flexibility, whereby when the budget is insufficient to implement SDI policies, the OPD can submit a PAD (local revenue) proposal to the BPKAD (Regional Financial and Asset Management Agency).

This is in contrast to Kuningan Regency, which still relies on limited routine operational funds. The difference is also evident in terms of institutional aspects. Although both regions have binding regulations on SDI, their implementation cannot be based on the applicable regulations. In practice, Bandung Regency has complied with the regulations by running an SDI forum, which serves as a platform for communication and coordination among SDI implementing actors. In addition, the support system that Bandung Regency has prioritized is the collection of sectoral statistical data as a tool for policy making. This shows that the leadership has given authority to institutions in Bandung Regency in terms of data management. In contrast, Kuningan Regency has made the SDI forum incidental without making it a regular agenda. Given that the forum is held to unify opinions and make joint decisions, the forum is important in the implementation of SDI policies.

With that, the implementation of SDI policies in Bandung Regency can be said to be better than in Kuningan Regency. Thus, the difference in the results of the analysis of SDI policy implementation in Bandung Regency and Kuningan Regency shows that even though they are under one province whose SDI policy implementation is already good, it cannot be ascertained that all regencies and cities have implemented SDI policies. In general, Bandung Regency is indeed superior to Kuningan Regency, but it cannot be said that it has been able to meet the standards set by the central government due to several limitations faced by each region, such as budget and human resources. Despite these circumstances, both regencies are striving to utilize data with the willingness and skills they have. They are doing this despite their limitations, but both regencies are maximizing what they have and understand. This situation is felt by all regions in Indonesia. The findings show that without consistent institutional commitment, financial support, and administrative expertise, regulatory mandates alone are inadequate. Therefore, in order for SDI to serve as a useful basis for evidence-based and accountable public policymaking, central and local governments must work together to strengthen institutional coordination, guarantee consistent budget allocation, and improve human resource capacity.

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