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IMPLEMENTING E-PLANNING SYSTEM IN LOCAL GOVERNMENT DECISION-MAKING: A CASE STUDY IN INDONESIA

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ABSTRACT

This study aims to evaluate the application of the e-planning system in local government decision-making in Indonesia. The research method used is descriptive with a qualitative approach. The study results show that the e-planning system in Indonesia has been implemented by several sectors, such as government, health, and education, through SIPPD, SIKDA, and PDSPK. Applying the e-planning system in local government decision-making has advantages such as efficiency, effectiveness, and planning, providing transparent information, increasing accountability, facilitating reporting and evaluation, human resources, budget constraints, and unsupportive policies. This research produces recommendations for increasing the implementation of the e-planning system in local government decision-making in Indonesia, such as increasing community participation, training, and education for system users and more robust policy support. In conclusion, implementing an e-planning system can benefit local government decision-making but also requires efforts to overcome existing obstacles. This research is expected to contribute to the development of e-planning in Indonesia.

Keywords: E-Planning, Local Government, Decision Maker, Transparency, Effective, Efficient.

ABSTRAK

Penelitian ini bertujuan untuk mengevaluasi penerapan sistem e-planning dalam pengambilan keputusan pemerintah daerah di Indonesia. Metode penelitian yang digunakan adalah deskriptif dengan pendekatan kualitatif. Hasil kajian menunjukkan bahwa sistem e-planning di Indonesia telah diterapkan oleh beberapa sektor, seperti pemerintahan, kesehatan, dan pendidikan, melalui SIPPD, SIKDA, dan PDSPK. Penerapan sistem e-planning dalam pengambilan keputusan pemerintah daerah

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memiliki keunggulan seperti efisiensi, efektivitas, dan perencanaan, memberikan informasi yang transparan, meningkatkan akuntabilitas, memudahkan pelaporan dan evaluasi, sumber daya manusia, keterbatasan anggaran, dan kebijakan yang kurang mendukung. Penelitian ini menghasilkan rekomendasi peningkatan penerapan sistem e-planning dalam pengambilan keputusan pemerintah daerah di Indonesia, seperti peningkatan partisipasi masyarakat, pelatihan, dan pendidikan bagi pengguna sistem, serta dukungan kebijakan yang lebih kuat. Kesimpulannya, penerapan sistem e-planning dapat bermanfaat bagi pengambilan keputusan pemerintah daerah, namun juga membutuhkan upaya untuk mengatasi kendala yang ada. Penelitian ini diharapkan dapat memberikan kontribusi bagi perkembangan e-planning di Indonesia.

Kata Kunci: E-Planning, Pemerintah Daerah, Pengambil Keputusan, Transparansi, Efektif, Efisien.

BACKGROUND

Regional Governments get great authority to manage their government affairs, often called Regional Autonomy. This is marked by a transition or transfer of authority from the central government to regional governments (Fauzi, 2019). The delegation of authority is contained in Law Number 23 of 2014 concerning Regional Government. Through these laws and regulations, it is said that regional autonomy has provided a new way for regional governments to place great authority and responsibility on regional governments. This great authority and responsibility are expected to provide high motivation in increasing regional potential through developing their respective regions (Namlis, 2018).

The development of information and communication technology is an opportunity for accessing, managing, and utilizing information quickly and accurately, following the priority scale of development needs of a region. Following Government Regulation Number 8 of 2008 concerning the stages and procedures for preparing, controlling, and evaluating the implementation of regional development plans, article 30, paragraph 1 says, "In the context of optimal management and utilization of data and information, regions need to build regional development planning information systems." This is a logical consequence of the development of an information system in the realm of regional development planning. To realize ideal planning in this era of regional autonomy, a government is realized as a digital government or e-government (Wibawa & Antarini, 2020).

The government must provide excellent public services based on information technology, telecommunications, and scientific developments. (McLuhan, 2019) describes the media as the second hand of humans. Media has a reach that extends things from humans. The government also uses various media from the scope of the central and regional governments to channel information to the public. This use aims to provide good services by implementing digital governance. The use of technology and communication for better governance tools can be implemented online and web-based. In digital government, the government provides websites and various applications to inform the wider community (Sosiawan, 2015).

According to (Marchionini et al., 2003), the digital government uses

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information and communication technology to promote more efficient and cost-effective management, promote services to the general public, and hold the government accountable to the public. (Robertson & Vatrapu, 2010) concluded that digital government is an application of state and government tasks using information and communication technology. The digital government allows to improve and optimize relations between government agencies, the government, and the community. According to (Janowski, 2015), digital government is a new system of relations between the government, the community, and other stakeholders, including information and communication technology, in improving the quality of public services. It can be said that digital government is the process of utilizing information technology as a means of operating an effective, efficient, and interactive government system.

Local government decision-making is essential in implementing governance in providing public services in Indonesia. In this process, local government officials must be able to make the right decisions to solve various problems faced by the people in their area (Aprianty, 2016). Decisions can positively or negatively impact people's lives in the region, so local government officials must consider various factors before making decisions (Arisaputra, 2013).

Local governments in Indonesia often experience obstacles in making decisions about collecting data and information from various sources, such as Regional Work Units (SKPD) and the community. Some of these obstacles include limited data and information accessibility, inadequate data quality, inaccuracy and inaccuracy of data collection, lack of coordination between SKPD, lack of community participation, and lack of use of information and communication technology (Yusrianti & Safitri, 2015).

Limited accessibility of data and information is the main obstacle in collecting data and information. Sometimes, data and information from SKPD and other sources are complex for local governments to access for technical or policy reasons. This can hinder making decisions requiring complete, accurate data and information. In addition, more data quality is needed. Data collected from SKPD and other sources may need improved quality. More accurate or more detailed data can lead to errors in the decision-making process. Therefore, efforts are needed to improve the quality of the data collected (Annas, 2017).

Besides that, inaccuracies and inaccuracies in data collection also often occur. This can happen because the data collector needs to pay attention to essential details or collect the required data so that the data obtained is incomplete and less accurate. The lack of coordination between SKPDs also hinders data and information collection. Lack of coordination can lead to difficulty collecting data and information because the data obtained from one SKPD is only sometimes consistent with data and information from other SKPDs (Ariyanto, 2018).

To make the right decision, careful planning is a crucial factor. Planning can help local government officials foresee various problems and prepare appropriate steps to overcome them. Therefore, the

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planning process must be carried out carefully and properly organized. One way to improve planning is to implement an e-planning system (Sudirman et al., 2022).

The e-planning system is a digital government platform that allows local governments to develop, manage and monitor government plans and programs digitally (Silva, 2008). By implementing an e-planning system, local government officials can more easily and quickly access the information needed in decision-making. The e-planning system is an information technology-based planning system that assists the development of planning and decision-making processes within the government. This system allows local governments to collect, analyze, and process data and information electronically, simplifying and speeding up decision-making (Napitupulu et al., 2020).

In e-planning, data and information related to planning and development are stored in a database accessed online by various parties involved, including the community. With an e-planning system, local governments can carry out development planning more effectively and efficiently and increase community participation in planning and decision-making processes (Hayati, 2022). The e-planning system is also equipped with various features, such as development monitoring and evaluation systems, geographic information systems, and decision-making applications that can assist local governments in optimizing the use of available resources. Using the e-planning system is hoped that local government planning and decision-making processes can become more transparent, accountable, and participatory (Sudirman et al., 2022).

Previous research has shown that using an e-planning system can provide benefits in increasing efficiency, effectiveness, and community participation in the decision-making process in local governments. Several previous studies, such as research conducted by (Wang et al., 2007), discussed integrating urban information to develop more advanced e-planning systems in Europe. This research is based on the view that e-planning can significantly benefit urban planning decision-making. However, there are still challenges in integrating diverse and dispersed information across multiple platforms and information systems. This study aims to identify the factors influencing the integration of urban information to develop more advanced e-planning systems in Europe.

Research conducted by (Yigitcanlar, 2006) discusses the practices and prospects of Australian local governments in conducting online planning. This research is based on the view that the use of information and communication technology (ICT) can provide significant benefits in urban planning at the local level. However, there are still many challenges and obstacles encountered in implementing it. This study explores the practice and prospects of Australian local governments in conducting online planning. The results of this study indicate that using ICT in urban planning can increase the efficiency and effectiveness of local governments in making decisions. However, many obstacles and challenges in implementing an online planning system exist, such as

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budget constraints, lack of technical skills, and socio-political challenges.

Although the e-planning system can potentially increase the effectiveness and efficiency of local government decision-making, many obstacles still need to be overcome in its implementation in Indonesia. Technical problems, lack of community participation, and unsupportive policies are some of the obstacles that need to be overcome so that the e-planning system can work properly. In order to increase the effectiveness and efficiency of local government decision-making in Indonesia, it is necessary to evaluate the implementation of the e-planning system in local government decision-making in several regions in Indonesia. From this evaluation, it is possible to find obstacles that need to be overcome and recommendations for improving the implementation of the e-planning system in Indonesia can be generated. With these evaluations and recommendations, local government decision-making can become more effective and efficient in running the wheels of government in Indonesia.

METHOD

The research method used in this study is a descriptive method with a qualitative approach. A qualitative approach is used to gain an in-depth understanding of the experiences and perspectives of decision-makers and stakeholders regarding using e-planning systems in planning and decision-making processes in local governments (Sugiyono, 2011). The data used in this research is secondary data. Secondary data was obtained by studying documents related to using the e-planning system in local governments. Data analysis used qualitative descriptive analysis techniques by reducing data, presenting data, and drawing conclusions. The results of data analysis are then used to identify the constraints and benefits of using the e-planning system in local government decision-making, as well as providing recommendations for increasing the use of the e-planning system in the future.

RESULT AND DISCUSSION

Implementation of the E-Planning System in Indonesia

E-planning (or Electronic Planning) uses information and communication technology in planning, implementing, and evaluating development policies and programs. E-planning has been applied in Indonesia in several sectors, such as the government, health, and education sectors.

1. Government Sector

E-planning has become one of the efforts made by the Indonesian government to increase the effectiveness and efficiency of the planning and implementation of development programs. SIPPD, or Regional Development Planning Information System, is one of the e-planning applications developed by the Indonesian government. This application serves as a means of collecting, integrating, and analyzing data related to national development planning, both at the central and regional government levels. SIPPD was built to facilitate the coordination, monitoring, and evaluation of development programs implemented by government agencies. SIPPD is designed to meet the needs of effective and efficient development planning, especially regarding data collection and processing. This

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application allows its use by government agencies at all levels, including private and public. Thus, SIPPD can facilitate collaboration and public participation in development planning (Husaini, 2019).

In its use, SIPPD provides several features that are very useful for users. These features include the national development planning database, development program proposal database, development program management, and development program reporting and evaluation. Users can access all data collected in SIPPD in an easy and structured manner (Sudianing & Seputra, 2019).

In addition, SIPPD also makes it easier for users to monitor and evaluate development programs regularly. Using the reporting and evaluation features provided by SIPPD, users can see the progress and achievements of development programs in real-time. This will facilitate decision-making by the government in allocating available resources and budget.

Another advantage of using SIPPD is monitoring the performance of development programs. This application has a development program management feature that allows users to set performance targets, measure target achievements, and make improvements when needed. Thus, users can ensure that the development program implemented follows the goals and objectives that have been determined.

The development of SIPPD by the Indonesian government has positively impacted the planning and implementation of development programs. This application enables better data integration, effective monitoring, and evaluation of development programs and facilitates decision-making by governments. In addition, the use of SIPPD can also facilitate public participation in development planning to create a more inclusive and sustainable development.

2. Health Sector

In the health sector, e-planning is implemented through the Regional Health Information System (SIKDA) application, which allows the collection and analysis of health data at the regional level. With the SIKDA, local governments can monitor the availability of medicines and health facilities and plan and evaluate health programs. This application assists local governments in making strategic decisions related to the planning and implementing effective and efficient health programs (Isnawati, 2016).

In its use, SIKDA makes it easier for local governments to monitor and evaluate health programs that have been implemented. This application provides data and information regarding the number of patients, the most common diseases found, and the number of drugs and medical devices available at each regional health agency. This helps local governments identify community needs for health services and improve the health programs implemented.

In its use, SIKDA integrates data from various sources such as puskesmas, hospitals, and other related agencies. This allows for more accurate and structured data collection. In addition, SIKDA also provides features for monitoring and evaluating health programs, which can assist local governments in measuring the effectiveness of programs that have been implemented. Another advantage of using SIKDA is in terms of inter-agency coordination. This application allows related

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agencies to collaborate and share data and information related to health programs. Thus, SIKDA can facilitate collaboration and synergy between related agencies to improve the quality of health services in the regions (Hidayat, 2020)

Overall, SIKDA has positively impacted efforts to improve the quality of health services in the regions. This application facilitates the collection, processing, and analysis of health data and the coordination and synergy between agencies. With the use of SIKDA, the implemented health programs can be more effective and efficient in improving people's health in the regions.

3. Education Sector

Meanwhile, in the education sector, the implementation of e-planning can be seen through the Center for Data and Statistics Education and Culture (PDSPK) application. Center for Data and Statistics for Education and Culture (PDSPK) is one of the e-planning applications developed by the Ministry of Education and Culture (Kemendikbud) RI. This application functions as an educational and cultural information management system that facilitates collecting, processing, and analyzing educational and cultural data in Indonesia (Istiwahyuningsih, 2019).

PDSPK provides various educational and cultural data, such as data on schools, students, teaching staff, educational facilities, and education budgets. In addition, this application also facilitates the collection of cultural data, such as data on arts and culture, tourism, and so on. In its use, PDSPK assists the government in making data-based educational and cultural policies. The data collected through the PDSPK can be used to make strategic decisions, such as curriculum planning and development, improving the quality of education and teaching staff, and developing culture and tourism (Ali, 2017).

In addition, PDSPK also makes it easier for the public to access information about education and culture in Indonesia. This application provides accurate and up-to-date information about education and culture so that people can get complete and up-to-date information. In the context of education, PDSPK is also crucial for measuring education performance in Indonesia. The data collected through the PDSPK can be used to evaluate the performance of schools, students, and teaching staff. In addition, PDSPK can also facilitate supervision and control of the education budget in Indonesia.

Thus, PDSPK is very important in supporting the development of education and culture in Indonesia. This application allows the government and the public to access educational and cultural data and information quickly and accurately. With the PDSPK, the planning and implementation of educational and cultural programs can be more effective and efficient in improving the quality of education and culture in Indonesia.

Benefits of Using E-Planning in Decision-Making by Local Governments in Indonesia

1. Improving the efficiency and effectiveness of planning

Improving the efficiency and effectiveness of planning is one of the main benefits of using E-planning by local governments in Indonesia. In the planning

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process, local governments must consider various factors such as budget, human resources, and the availability of other resources. Using E-planning allows local governments to save time and resources needed in planning because the application allows easier coordination between work units in making regional development plans (Darmawan, 2018).

In addition, E-planning also allows local governments to monitor and control program implementation effectively. With an integrated system, local governments can obtain accurate and up-to-date information about the implementation of regional development programs to take appropriate actions to increase the efficiency and effectiveness of implementing these programs. In making development decisions, E-planning can also assist local governments in estimating potential risks and identifying areas that require increased development. With more accurate and up-to-date information, local governments can more easily determine development priorities and estimate the budget and human resources needed to implement the program.

In addition, the use of E-planning can also increase community participation in the regional development planning process. In E-planning, the community can provide input and suggestions regarding regional development needs through online portals or special applications. This can help local governments better understand community needs so that the resulting development plans align with community needs.

In the long term, using E-planning can also assist local governments in planning more measurable and quality development programs. With the data available through E-planning, local governments can conduct better analysis and obtain more detailed information about community needs in regional development. This can help local governments make wiser decisions and improve the overall quality of regional development.

E-planning can help local governments improve the efficiency and effectiveness of planning and enable easier coordination between work units in preparing regional development plans. Using E-planning can also assist local governments in planning more measurable and quality development programs to improve the overall quality of regional development.

2. Provide transparent information

The next benefit of using E-planning in decision-making by local governments in Indonesia is to provide transparent information. In E-planning, the public can access all data and information related to developing and implementing development programs. This means that the public can see information related to development projects, budgets used, implementation schedules, and other information related to development programs (Maggara & Frinaldi, 2021).

With the transparency of this information, the public can monitor and evaluate the implementation of development programs carried out by the local government. In addition, the community can also ask questions and provide input regarding the development program through an online portal or a

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particular application provided in the E-planning.

In addition, the transparency of information provided by E-planning can help prevent corruption and abuse of power in implementing development programs. With the available information, the public can more easily track and report irregularities or indications of corruption in the implementation of development programs. This can assist local governments in monitoring and preventing corruption and abuse of power.

In the long term, the transparency of information provided by E-planning can help build public trust in local government. By providing open and accurate information, local governments can show that the development programs they are implementing are transparent and accountable. This can help increase community participation in regional development because the community feels they have control over the development program.

In conclusion, providing transparent information in E-planning increases public trust in local government and community participation in regional development. Thus, using E-planning can help create better and more sustainable development in Indonesia.

3. Increase Accountability

Another benefit of using E-planning in decision-making by local governments in Indonesia is increasing accountability. In E-planning, all information related to planning and implementing development programs is stored in one integrated system and easily accessible by the authorities. This facilitates the process of monitoring and evaluating the implementation of development programs by the responsible parties (Andhayani, 2020).

Furthermore, increasing accountability through E-planning can also assist local governments in improving the quality of public services. In implementing development programs, E-planning can be used to monitor the performance and results achieved by the parties involved. By monitoring this performance and results, local government can identify problems or obstacles that arise during the implementation process and take appropriate actions to overcome them.

With E-planning, local governments can more easily and quickly inform the public about implementing ongoing development programs. In this case, the public can supervise and evaluate the implementation of development programs carried out by local governments. In addition, using E-planning can also increase transparency and accountability in the budgeting process, where local governments can monitor and evaluate budget use directly.

The public can gain greater trust in local governments with increased transparency and accountability in implementing development programs. This can strengthen the relationship between local government and the communities it represents. In addition, increased accountability can also help prevent violations in the implementation of development programs by responsible parties.

In the current context of globalization, increasing accountability is

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significant for local governments in Indonesia. Local governments must be accountable for any policies or programs implemented by interested parties, be it the public, central government, or international partners. Using E-planning, local governments can increase transparency and accountability in implementing development programs, strengthening public trust and maintaining good relations with interested parties.

4. **Facilitate Reporting and evaluation.**

The final benefit of using e-planning in decision-making by local governments in Indonesia is that it facilitates reporting and evaluation. In developing development programs, reporting and evaluation are two essential things. Reporting is done to provide information regarding the progress and results of development programs to interested parties, such as the community, donor agencies, and other stakeholders. While the evaluation is carried out to evaluate the extent to which the development program can achieve the goals that have been set, as well as to evaluate the development program's success and determine the steps that must be taken to increase success in the future. E-planning allows local governments to monitor ongoing development programs directly by facilitating reporting and evaluation. With an integrated system, local governments can monitor the progress of development programs more efficiently and accurately. They can take corrective action quickly and precisely when there are obstacles in program implementation (Mirza, 2014).

E-planning, reporting, and evaluation can be done more quickly and efficiently. Data and information related to development programs can be accessed easily and quickly through an integrated system, making it easier to prepare reports and evaluations. In addition, e-planning can facilitate data and information processing in real-time so that reporting and evaluation can be done more quickly and accurately.

This benefit is vital because effective reporting and evaluation can help local governments make better decisions. With precise and accurate information regarding the progress of development programs, local governments can make the right decisions in allocating budgets, improving programs that are already running, or stopping ineffective programs. Thus, using e-planning in decision-making by local governments in Indonesia can help improve the performance and effectiveness of development in the regions.

In conclusion, using e-planning in decision-making by local governments in Indonesia has many and varied benefits. Starting from increasing the efficiency and effectiveness of planning, providing transparent information, and increasing accountability, to facilitating reporting, evaluation, and monitoring development programs. Therefore, local governments in Indonesia need to strengthen further and expand the use of e-planning in development decision-making.

Challenges of Using E-Planning in Decision-Making by Local Governments in Indonesia

1. **Infrastructure Limitations**

The challenges of infrastructure limitations in using e-planning refer to technology, software, and network

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limitations that can affect the system's ability to provide stable and accessible services to users. Inadequate infrastructure can slow down system accessibility, speed, and capacity, thereby hindering local governments' efficient and effective use of e-planning.

Besides that, infrastructure is critical in implementing e-planning because this system requires stable and fast internet access. Unfortunately, in Indonesia, internet access is still uneven and only sometimes stable. This causes some areas to need help accessing information and making the most of the e-planning system. The government must improve the region's information technology infrastructure to overcome this challenge. This can be done by increasing internet access in all regions, strengthening telecommunications networks, updating and repairing existing hardware and software, and providing adequate training and technical support to users of the e-planning system (Juniawan, 2019).

In addition, efforts can also be made to optimize existing technology, such as utilizing cloud computing, server virtualization, and selecting lightweight yet effective software. The government can also cooperate with the private sector or educational institutions to provide information technology infrastructure and obtain technical support using the e-planning system. With these efforts, infrastructure limitations can be overcome, and e-planning can be used optimally in assisting local government decision-making.

2. Limited Human Resources

The challenge of adequate human resources in implementing e-planning is a severe problem. Implementation of this system requires experts who can operate the software, understand data, and apply the results of data analysis in making accurate decisions. Finding experts with this capability in each region is still a challenge.

In general, the experts needed to operate an e-planning system are people who have a background in information technology and planning. Since the availability of experts in these fields is still limited, tremendous effort is needed to find and recruit people with these abilities.

Besides the problem of the availability of experts, there are several other problems related to human resources. For example, the problem of the need for more ability and knowledge of government employees in operating the e-planning system. This causes many government employees to need help utilizing the e-planning system for decision-making.

In order to overcome the problem of the availability of adequate human resources, efforts are needed to improve the capabilities and skills of government employees through training and education. Local governments can carry out special training for government employees in operating the e-planning system. In addition, the government can also facilitate training and certification activities in information technology and planning. In addition, local governments can also cooperate with universities and educational institutions to assist in recruiting adequate experts. This can be done through internships or research programs involving students and academics with the knowledge and skills needed to operate an e-planning system.

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Using technology and data effectively and efficiently is also important for government officials. Therefore, local governments can facilitate training to improve the ability of government employees to process data and make accurate decisions using the e-planning system. Finally, local governments must consider developing an easy-to-use and intuitive e-planning system. This can minimize the need for highly specialized experts in information technology and planning and facilitate the use of e-planning systems for government employees who do not have a high information technology background.

Developing adequate human resources and using an effective and efficient e-planning system can help accelerate regional development. Making decisions that are appropriate and responsive to community needs and greater public participation in the decision-making process can strengthen good governance and positively impact community welfare (Tambak & Lubis, 2022).

3. Budget Limitations

Implementing e-planning requires significant resources and investment, especially in hardware and software. In addition, operational costs are associated with developing, training, and maintaining the e-planning system. Therefore, budget constraints can hinder the implementation of an effective and reliable e-planning system.

Budget limitations can also affect the quality and scope of e-planning that can be carried out. In this situation, it is necessary to have a strategy to optimize the use of available resources. It is also necessary to prioritize the most critical planning goals and needs. In this way, even though the budget is limited, the organization can continue to take advantage of the benefits of e-planning on a scale according to its financial capabilities.

x can also impact decision-making by local governments. E-planning can assist local governments in planning programs and activities that are right on target, effective, and efficient in achieving development goals. However, without a sufficient budget to develop and implement e-planning, decisions may be less accurate and less concerned with comprehensive data and analysis. In budget constraints, local governments may be forced to rely on traditional decision-making approaches, such as conducting manual surveys and manually analyzing data. This approach can be time-consuming and produce inaccurate results, especially if the data collected is incomplete or not up-to-date (Ningsih et al., 2018).

Therefore, to ensure that decisions are made based on accurate and up-to-date data and can achieve development goals effectively and efficiently, local governments must allocate sufficient budget to develop and implement e-planning. By adopting an integrated and systematic e-planning approach, local governments can speed up the decision-making process, increase the effectiveness and efficiency of programs and activities, and ensure a wiser and more measurable use of public resources.

4. Unsupported Policy

Policies that still need to be more supportive can become obstacles in implementing e-planning and making decisions by local governments.

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Unsupported policies may mean no clear rules or guidelines on implementing e-planning, or existing policies must facilitate using information and communication technology in decision-making.

Unsupportive policies can affect the budget support, human resources, and technology infrastructure needed to implement e-planning. For example, if policies do not prioritize using information and communication technology in decision-making, local governments may not allocate sufficient budget to develop and implement e-planning systems. As a result, local governments cannot take advantage of the benefits of e-planning to make better and more efficient decisions.

Unsupportive policies can also affect the ability of local governments to overcome other barriers to implementing e-planning, such as a lack of technical skills and knowledge in the use of information and communication technology. In this situation, the local government may require additional support in the form of training and consultancy to ensure that the e-planning system can be implemented successfully.

To overcome this challenge, local governments need to identify policies that could be more supportive and fight for policy changes that facilitate the use of e-planning more. In addition, local governments need to work closely with relevant parties, including the private sector and civil society, to ensure that the necessary resources and technical support are available and can be utilized effectively.

CONCLUSION

The implementation of e-filing has helped increase openness, transparency, and accountability in managing government documents. This also helps provide transparent information because all data and information related to the planning and implementation of development programs can be openly accessed by the public. The openness of this information will increase government accountability so that in making decisions, the government can be accountable for these decisions to the public. Meanwhile, implementing e-planning also helps improve the quality of reporting and evaluation produced by local governments. This is because e-planning allows faster and more efficient data collection, processing, and analysis and enables greater public participation in decision-making. However, implementing the e-planning system in Indonesia still needs several challenges, such as limited infrastructure, lack of trained human resources, limited budgets, and unsupportive policies. To overcome the challenges faced in implementing the e-planning system, this article recommends several strategies, such as increasing the skills and knowledge of human resources, adequate budget allocation, and policy changes that better support the use of information and communication technology in decision-making. In addition, it is essential to increase the community's and other stakeholders' awareness and participation in planning and decision-making processes. This article shows that e-planning systems can significantly benefit local government planning and decision-making processes. However, the challenges encountered in their implementation must

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be addressed appropriately to ensure their success.

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