



Stakeholder Participation in Accelerating Digital Transformation in Indonesia's 3T Region

Ary Budi Sulisty^(✉) and Mochammad Rozikin

Public Administration, Faculty of Administrative Science, Brawijaya University,
Malang, Indonesia
arybudis@student.ub.ac.id

Abstract. One of the service developments that is becoming a hot topic both internationally and in Indonesia is the digital transformation program, which is the implementation of new technologies, talents, and processes in order to remain competitive in the ever-changing technological landscape. This study aims to find out how each stakeholder participates in accelerating digital transformation in Indonesia in the 3T region. This study found that there are still problems related to the lack of collaboration between central government stakeholders, local governments and broadband network providers in the 3T region in Indonesia.

Keywords: Stakeholders · Stakeholders Participation · Digital Transformation · 3T Region

1 Introduction

In almost all studies it is found that broadband services have a positive impact on improving economic conditions and accelerating the achievement of the Sustainable Development Goals (TPB). This is also one of the work programs of the Indonesian government which in Law Number 11 of 2020 concerning Job Creation (UUCK) encourages all elements of the state, both the government and business entities to jointly encourage the acceleration of telecommunications growth in order to realize digital transformation, especially broadband, which is investment-friendly. In the telecommunications sector, the UUCK regulates the role of the Central Government and Regional Governments in facilitating telecommunications infrastructure by providing facilitation and/or facilitation to telecommunications operators and providing joint facilities.

Digital transformation itself is the result of digital innovation that comes from changes in structure, values, processes, and ecosystems within an organization both internally and externally [1]. A similar statement was also explained by Kotarba [2], which defines it as a modification of a business model resulting from the dynamic pace of technological progress and innovation that triggers changes in consumer and social behavior.

The Government of the Republic of Indonesia has responded to the need for digital transformation into 3 major focuses, namely digital government, digital society and digital economy (Fig. 1). Furthermore, from the 3 focuses, the government represented by the



Fig. 1. Conceptual mapping of digital transformation by the Indonesian Government.

Ministry of Communication and Information has classified the direction of accelerating digital transformation into 4 strategic programs, namely: 1) Provision of ICT infrastructure; 2) Arrangement of postal and informatics management; 3) Information and communication technology utilization program; and 4) Public communication program [3].

The government has made efforts to collaborate with telecommunications operator associations in implementing an effective national digital transformation program. In this case, the involvement of the telecommunications industry is also closely related to the development of various regions in Indonesia, especially border areas.

Public policy for Digital Transformation shows the actions taken by the government in solving the problem of acceleration in society. As Subianto [4], public policies that are made must be able to be implemented and the results are as much as possible in accordance with what is expected by policy makers to show that a policy has clear objectives and is realized in program activities. The embodiment of activities must be comprehensive, including rural communities which of course are geographically far enough away and not easy to reach.

For this reason, researchers are trying to explore the role of each stakeholder who has contributed to the implementation of digital transformation in the 3T region. 3T Regions (Left behind, Frontier, Outermost) are areas that are classified as areas that need assistance in various aspects. Various problems that arise in the 3T region are dominated by the underdevelopment in the education, health, economic and communication network sectors. For this reason, researchers will see how far the role of stakeholders is in carrying out digital transformation in the 3T region.

2 Research Method

This study uses a literature study approach with a research focus on the role of stakeholders in implementing digital transformation in the 3T region. In the data collection process, researchers used various journals, articles and news related to the implementation of digital transformation through the Google Scholar search engine and Google browser.

3 The Role of Stakeholders in Accelerating Digital Transformation in the 3T Region

3.1 Stakeholders Involved and Their Roles

In various development activities and programs, one of the main stakeholders who have an important role is the government, both central and local governments. The digital transformation program is no exception, where the main role in this implementation is the Government represented by the Ministry of Communication and Information, along with all levels of Regional Government, starting from the Provincial Government to the Village Government.

One of the main tasks of the government in implementing it is as the main facilitator in planning to implementing development. This is stated in Article 21 of Government Regulation (PP) Number 46 of 2021 concerning Post, Telecommunications, and Broadcasting and Article 33 of the Minister of Communication and Informatics Regulation Number 5 of 2021 concerning Telecommunications Operations, as follows:

1. Provision of facilities that can be used jointly by telecommunications operators, including: land, buildings, and /atau infrastruktur pasif dengan biaya yang terjangkau.
2. Provision of Facilitation and/or Ease to telecommunications operators to carry out telecommunications infrastructure development in a transparent, accountable and efficient manner, including but not limited to:
 - granting of right of way including but not limited to crossing shoulders, roads, toll roads, areas along railroad tracks, and/or special areas in accordance with statutory provisions;
 - access to buildings and areas including but not limited to telecommunications access installations to buildings/buildings (high rise buildings), airport areas, port areas, areas along railroad tracks, subways, business/office areas, residential areas, and other special areas according to with the provisions of laws and regulations;
 - levies and/or levies based on reasonable costs and guarantee business certainty including but not limited to licensing fees and Telecommunications utility leases at reasonable prices and in accordance with statutory provisions;
 - rental rates and/or use of assets owned by the Central Government or Regional Governments including but not limited to rental rates for land, buildings and passive infrastructure at reasonable prices and in accordance with the provisions of laws and regulations; and/or.
 - telecommunications technical and technological standardization includes but is not limited to technical standardization in the context of interoperability.

However, there are problems where the government finds various problems in implementing digital transformation in the 3T region. The main problem faced in the region is the difficulty of providing network access in the deepest areas. Pratiwi et al. [5] explained that several 3T areas that needed assistance with education matters did not have an internet network in those areas. This problem is the result of policy discrepancies both at the central government level and also with regional governments, so that this has an impact on the UPT and the providers who participate in the infrastructure development.

This disharmony can be seen from the existence of various fiscal incentives that must be prepared in order to accelerate the development of telecommunication infrastructure in the form of the emergence of various new levies. One example is the enactment of Law no. 28 of 2009 concerning Regional Taxes and Regional Levies (hereinafter referred to as the 2009 PDRD Law), a new levy has emerged named “Telecommunication Tower Control Levy” whose authority has been collected by the Regional Government (Pemda) since 2010. This levy is complained of by entrepreneurs because it not only adds to costs, but it also creates uncertainty and injustice. Uncertainty occurs because the determination of the amount of retribution is determined by each regional government through regional regulations. Moreover, the 2009 PDRD Law does not regulate the upper limit – lower limit policy.

This condition is exacerbated by the Directorate General of Taxes (DGT) expanding the object of Land and Building Tax on Plantation, Forestry and Mining (PBB P3) to other sectors, namely a) land in the form of offshore waters used for underwater telecommunication cable networks, and b) buildings in the form of engineering constructions that are planted or permanently attached to the earth (DGT Regulation No PER-20/PJ/2015). In addition, the Ministry of Forestry also collects Non-Tax State Revenue (PNBP) for the use of forest areas for telecommunications network activities, telecommunications repeaters, radio transmitter stations, television relay stations.

From these findings, it is known that the role of each stakeholder is hampered by poor collaboration at the central government level. And in the end it continues to the Regional Government which directly impacts on the provision of adequate infrastructure to achieve digital transformation in the 3T region.

3.2 Participation Type

Various viewpoints have presented various existing thoughts regarding types of participation. Until the researchers saw the types of participation put forward by Wazir et al. [6] who have classified them into 7 types based on their characteristics, namely: 1) Passive/manipulative participation; 2) informative participation; 3) Consultation participation; 4) Participation in material incentives; 5) functional participation; 6) Interactive participation; and 7) mobilization participation.

In the implementation of digital transformation carried out by the Government, Providers and the public, based on existing characteristics it tends to lead to the type of functional participation. This is because in this implementation, in the initial step, the people in the 3T area depended on external parties who were facilitators, namely the Government and providers. In this case, people do not have the power to meet the needs that exist in them.

For that, in the end they waited for the assistance provided by the facilitator. In implementing digital transformation, the facilitator which consists of the government and providers is the party that has the power to provide the infrastructure needed in this digital transformation program. The government, as the owner of the program, is the party that plans as well as has the power in terms of funding, will collaborate with providers who have networks and are ready to work to meet the infrastructure needed by the region. In this case, the role of the community will be included as support in procuring this digital infrastructure.

Once the infrastructure is available, the community has an important role to play in maintaining, caring for and managing these facilities. One of the goals of this digital transformation program is the formation of a digital society. The digital society referred to here is not only people who only take advantage of the facilities provided by the government. Communities are required to be independent in terms of the sustainability of the digital facilities that have been provided. In fact, the government gives rights and obligations to the community to manage the use of these facilities so that in the future the community can independently maintain and develop these facilities, even though it is only limited to basic development.

3.3 Participation Level

In implementing digital transformation in the 3T region, the level of participation that occurs between the stakeholders involved is partnership participation. Arnstein [7] states that in this participation, all stakeholders who play a role in an activity have their respective duties. In solving various problems, the involvement of all stakeholders characterizes this level of participation. There is no element like a servant and a lord in the participation of this partnership.

This can be seen from how the fulfillment of the infrastructure that supports this digital transformation program is carried out. In the planning process in the region, the government and providers will hold discussions with the community regarding planning for the establishment of digital infrastructure in their area. There was an element of community involvement as a whole from the start, even though in practice, the community was only a supporting party for the smooth running of this activity.

Community knowledge regarding the local area is the key to community participation in this implementation. The community can provide instructions such as which area is the safest for installing the digital infrastructure. The community is also the key in this partnership where sometimes in a 3T area, there are areas that adhere to the traditions that have been passed down from generation to generation. With new things that enter their environment, it is hoped that the community can understand and adjust between the new things and the customs they have.

Therefore, the role of the community is important in implementing digital transformation in the 3T region. With community participation in accordance with their capabilities, the digital transformation program in the 3T area can be carried out. It's just a matter of waiting for the collaboration within the ranks of government to reduce the cost of implementing digital transformation in the 3T region of Indonesia.

4 Conclusion

Based on various findings related to stakeholder participation in implementing digital transformation in the 3T regions in Indonesia, it can be concluded that:

- Government and Local Government must collaborate in infrastructure procurement.
- There is a prioritization of local wisdom in establishing a communication network in the 3T area.
- There must be a policy that regulates operational standards for accelerating digital transformation in Indonesia.

References

1. Wijoyo, H.: Transformasi Digital Dari Berbagai Aspek, Insan Cendekia Mandiri, Solok (2021).
2. Kotarba, M.: Digital transformation of business models. *Foundations of management*, 10(1), 123–142 (2018).
3. Rizkinaswara, L.: Kominro Beberkan Enam Arah Peta Jalan Indonesia Digital 2021 – 2024, <https://aptika.kominfo.go.id/2022/03/kominfo-beberkan-enam-arrah-peta-jalan-indonesia-digital-2021-2024/>.
4. Subianto, A.: Kebijakan Publik: Tinjauan Perencanaan, Implementasi dan Evaluasi, (2020)
5. Pratiwi, S.A., Purnama, E.K.: Integrasi Teknologi Dalam Pendidikan Di Masa Pandemi Covid-19. *Kwangsan: Jurnal Teknologi Pendidikan*, 10(1), 131–146 (2022).
6. Ws, W.: Panduan Penguatan Menejemen Lembaga Swadaya Masyarakat. Jakarta: Sekretariat Bina Desa, (1999).
7. Arnstein, S.R.: A ladder of citizen participation. *Journal of the American Institute of planners*, 35(4), 216–224 (1969).

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

