



## Data Integration Through Cirebon One Data

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### ABSTRACT

Digital transformation enhances public service and government efficiency. Indonesia's One Data Regulation supports integrated and quality data management. This qualitative policy study examines the implementation of the Cirebon One Data Policy using George C. Edward III's framework (communication, resources, disposition, bureaucratic structure). Data were collected through interviews with Cirebon City DKIS officials. Findings indicate suboptimal implementation. Communication delays hinder data updates. Limited human resources and overlapping roles affect efficiency. Although data guardians show strong commitment, lack of sanctions weakens enforcement. Bureaucratic challenges arise from changing standards and limited data use. Despite efforts like technical training and evaluations by DKIS, several issues impede effective implementation. Improved coordination, enforcement mechanisms, and resource allocation are needed to optimize the Cirebon One Data Policy.

## **INTRODUCTION**

In today's digital era, digital transformation is a necessity to improve the quality of public services and government efficiency. Digital transformation provides opportunities for governments to be able to present valid and integrated data. Digital transformation is not only an important intermediary between current and future government organizations, but also a key cornerstone in the context of the Indonesian government (Yurike, 2024). This digital transformation allows the government to collect and analyze accurate, relevant, and integrated data to support faster, precise, and evidence-based policy planning and decision-making, and more effective resource allocation that will have a direct impact on public services and regional development (M Hary Mulya Zein, 2024).

Meanwhile, the concept of integrated in the context of digital governance refers to a state in which various government systems and platforms can be connected to each other. In this system, data from various sources can be exchanged and used together which allows government agencies to work in a more coordinated manner, so that the services provided to the community become more efficient and effective (Taswin, 2024).

In an effort to realize the implementation of data governance in order to produce valid and quality data that will support planning, implementation, evaluation, and control of development, regulations were made through One Data Indonesia (Bapennas, 2022). The importance of integrated data governance has been regulated by the Government of Indonesia through Presidential Regulation Number 39 of 2019 concerning One Data Indonesia. This regulation mandates that all government agencies, both central and regional, have data governance so that quality, integrated, and easily accessible data is available (Government of the Republic of Indonesia, 2019). This policy also aims to prevent data overlap, strengthen evidence-based decision-making, and increase public transparency and accountability. At the regional level, the implementation of this policy is realized in various regional data integration platforms, one of which is the Cirebon Satu Data program.

Following up on this policy, the Cirebon City Government stipulated Regional Regulation Number 13 of 2022 concerning Cirebon One Data to produce accurate, up-to-date, integrated, complete, accountable, dynamic, accessible, and sustainable data (Cirebon, 2022). Cirebon Satu Data is a sectoral statistical data portal in Cirebon City as a commitment of the Cirebon City Government through the Cirebon City Communication, Informatics, and Statistics Office.

Cirebon Satu Data is here as a response to the need for data integration across Regional Apparatus Organizations (OPD) in Cirebon City. This program aims to unite various sectoral data that have been spread in each OPD, with different formats and standards. With accurate and reliable data, the policy impact evaluation process can be carried out objectively, ensuring that every decision taken is based on valid and accountable evidence (Arifah Zannuba et al., 2024). However, in its implementation, this data integration effort cannot be separated from various complex challenges.

One of the crucial challenges is the high rate of human resource turnover in local government environments. Mutations, position rotations, and periodic changes of structural officials often cause interruptions in the continuity of data management and delays in data updates. In addition, the dynamics of policy changes at the central level are also an obstacle in itself. Technical policies issued by ministries or central agencies often change. For example, changes in the data standards system. This condition creates uncertainty at the regional level, which has already developed a system based on previous references. As a result, local governments must readjust their data structures, and the data integration process must be repeated or modified, which of course requires additional time, effort, and costs.

No less important is the low level of data utilization by government agencies themselves. Often the data that has been collected and stored neatly is not used optimally in program planning and evaluation. The reason is the lack of a data-based work culture, as well as the lack of training and assistance to OPDs in interpreting and analyzing data. Many strategic decisions are still made based on intuition or old habits, not from statistical analysis and data-driven predictions.

This phenomenon also intersects with the reality in society, where there is still a rampant circulation of multiple data or double data that is not synchronized between one agency and another. For example, the data on the number of poor people in Bappeda can be different from the version of the Social Service or the version of the Central Statistics Agency (Nana, 2019). This causes confusion among the public, and has the potential to reduce public confidence in the validity of government data. In certain situations, incorrect or inaccurate data can also trigger social conflicts, especially when used as a basis for the distribution of social assistance or development interventions.

This phenomenon is becoming increasingly relevant in the midst of public demands for transparency and information disclosure. People are now increasingly technologically literate and actively verify information, including government data. When the available data is invalid or does not correspond to the reality on the ground, a crisis of trust arises that can disrupt the legitimacy of local governments (Tyler, T. R. & Melossi, 1990). Therefore, data integration through programs such as Cirebon Satu Data not only serves as an administrative tool, but also as an instrument to improve the quality of governance and government-to-community relations. The implementation of Cirebon Satu Data (CSD) is actually also part of public services, but it does not directly serve the individual needs of the community like administrative services in general. CSD focuses more on providing access to data and information that can be accessed by the public, academics, and other parties for the purposes of planning, research, and decision-making. As such, the service supports the disclosure of public information, although it does not fall under the category of direct public services of an administrative or personal nature.

Research by (Maulidya & Rozikin, 2022) concludes that there are obstacles to lack of regulation, inadequate human resources, and unprepared digital infrastructure. Meanwhile, a study conducted by (Adinegoro et al., 2025) shows

that the implementation of One Data Indonesia actually increases the budget burden and experiences overlap in management between agencies. However, the main focus is still on the technical and cost aspects.

Based on the above findings, it shows that even though the national policy on One Data has been rolled out, its implementation in the regions still faces various obstacles, both in terms of regulation, coordination, human resources, budget and technical. Therefore, it is important to further explore how the One Data policy is implemented in the context of certain regions, such as Cirebon City, in order to identify the inhibiting factors and opportunities for improvement.

## **THEORETICAL REVIEW**

### ***Digital Transformation***

Digital transformation has the potential to increase efficiency and accelerate an organization's response to technological developments, which will ultimately drive a significant improvement in an organization's innovation capabilities (Xu et al., 2024). By reducing errors and increasing accuracy in doing work, digital transformation is also able to increase public satisfaction and organizational image, so that organizations can become more competitive and continue to grow (Widodo et al., 2024)

This digital transformation can improve organizations to utilize data in real time to make more informed decisions, automate repetitive tasks, and increase productivity (Vărzaru & Bocean, 2024). In addition, digital transformation is essential because it can create a more collaborative way of working and a flexible work environment by utilizing technology.

Digital transformation also integrates all parts of the service in order to create satisfactory changes for service users (Fardiah et al., 2024). The existence of technology has an important role for society in various aspects of life and the government has a great opportunity to utilize it to facilitate access to public information by providing valid and up-to-date data.

### ***Data Integration***

Data has an important role in development because every form of development starts with data, and eventually also generates data (Ismail et al., 2025). Data integration is an effort to unite data from various existing data sources to improve the quality and availability of information for users to become a unit into one database.

Data integration is necessary as organizations continue to evolve and business processes become more complex. Every division or unit in an organization needs data and information from each other, so it is important to connect and manage data properly (Siregar, 2023). Data integration can provide precise and timely information, thus supporting more effective decision-making (Ambasht, 2023). This process is carried out by equalizing important information contained in the data base so that the data is more accurate and easy to use in policy formulation or administrative management (Marisa, 2013). This is because the government can more easily know the expectations and needs of the

community, so that it can make policies that are more in line with what the community wants (Wahyu et al., 2024).

### ***Cirebon One Data***

Cirebon is one data set by Regional Regulation Number 13 of 2022 which provides sectoral statistical data from all data producers that are members of a forum. The data does not only come from regional apparatus but also from educational institutions, ministry offices and other private parties. The Communication, Informatics and Statistics Office has various excellent programs that can be accessed within the public and internal government itself.

DKIS itself related to the Cirebon Satu Data program is referred to as a data guardian who is tasked with collecting data from each institution. There are data guardians and supporting data guardians, who are in charge of collecting and input data. Then there is a data producer who is in charge of creating data administratively.

The data management process begins with the determination of the type of data that will be uploaded by January of the current year. Once the data is determined, all data producers have clarity about the data that needs to be uploaded. Furthermore, the Communication, Informatics and Statistics Office plays a role in coordinating regional apparatus to upload data through the One Data application. After the upload process is complete, the data will go through a verification stage carried out by the data guardian, namely DKIS. Once verified, the data is classified into three categories: internal, limited, and public. Internal data can only be accessed by the relevant data producer, while restricted data can only be accessed by certain parties who have permissions. The public data will be available on the CSD website and must be updated periodically according to the predetermined period.

## **METHODOLOGY**

This study uses qualitative research methods using data collection techniques through in-depth observation and interviews, as well as documentation studies (Sugiyono, 2019). The research was conducted to dig up information from the informants using interview guidelines and guidelines. Therefore, this research focuses on the implementation of the Cirebon One Data application in Cirebon City in supporting data-based governance. The purpose of this research is to facilitate collaboration between agencies, improve the efficiency of public services and support the data-based development planning process. Through these observations and interviews, the researcher will find out more about the Cirebon Satu Data application program.

## **RESULTS AND DISCUSSION**

The results of the research on the implementation of the Cirebon One Data policy were analyzed using Edward III's theory where there are 4 factors that are the main requirements for the successful implementation of a policy, namely communication, resources, disposition or attitude of the implementer, and bureaucratic structure (Edward III, 1980).

### ***Communication***

Policies can be implemented properly if there is effective communication between policy program implementers and target groups (Bharoto & Nursahidin, 2021). One of the main goals of policy communication is to convey the intent of the policy in a way that is easy for all parties involved to understand. Good communication ensures that policies can be effectively disseminated, so that the community and other stakeholders can better accept, support, and implement them (Laary et al., 2022).

Based on the results of the research, the Cirebon City Communication, Informatics, and Statistics Office (DKIS) has established various regulations that are the basis for the implementation of the Cirebon One Data program. This regulation includes Regional Regulation Number 13 of 2022 concerning Cirebon One Data, Cirebon City Mayor Regulation (Perwali) Number 30 of 2024 which provides guidelines for the implementation of Cirebon City Regional Regulation Number 13 of 2022 concerning Cirebon One Data. In addition, there is a Decree of the Mayor of Cirebon Number 134.3.04/Kep.314-BPPPPD/2021 which regulates the establishment of the Cirebon One Data forum. This regulation provides a clear legal basis and provides a policy structure that should be able to support effective communication between institutions. The existence of Standard Operating Procedures (SOPs) in the implementation of policies also shows the intention to create consistent and directed communication governance.

DKIS has a role as a data guardian that ensures that policies regarding collection, ensure that data uploaded by data producers meet the standards that have been set, and data publications can be clearly socialized to all stakeholders. In its implementation, Cirebon Satu Data involves all regional apparatus, representatives of ministry offices, private parties, educational institutions and others who have the responsibility to produce data that will be uploaded to the Cirebon Satu Data portal called data producers. They also have an internal data management team called a supporting data guardian who is in charge of inputting data. In this process, communication between agencies has been carried out to synchronize data from various sources.

However, in practice, the effectiveness of policy communication still faces a number of obstacles. One of the main challenges is the delay in data updates by data producers. Although regulations have set an ideal schedule for regular data updates, both monthly and quarterly, the reality on the ground shows that many new agencies update data once a year or even exceed the set deadline. This delay reflects the lack of a shared understanding of the urgency and benefits of the One Data Indonesia program, as well as the weak flow of information that should encourage the timely implementation of policies.

DKIS as the data guardian has made various communication efforts to overcome this problem. One of them is through sending circulars and reminders through digital communication groups. Although this effort has been underway, its effectiveness has not fully succeeded in overcoming the obstacles of delays, which are often caused by limited human resources in the relevant OPDs. There is often a change of data management personnel without an adequate information handover and training process, causing a change in the internal

communication flow of each agency and hindering continuity in data management.

DKIS has also organized technical guidance for new data managers, as a form of two-way communication responsibility. However, this approach is still reactive, i.e. it is only carried out after problems arise and has not yet become part of a strategically planned communication system.

Another obstacle that is also related to communication is the limited space for direct policy socialization. DKIS uses social media more as the main channel for disseminating information, which is indeed broad but does not replace the effectiveness of the face-to-face approach, especially in building deep understanding and personalization of policy messages. The focus of communication directed at academics, such as universities and schools, is a good step because it targets potential groups as data users, but it has not evenly touched all data producers who have the obligation to provide information. This indicates that vertical communication (from policymakers to implementers) has not been carried out thoroughly and systematically.

Strengthening policy implementation is carried out by focusing on how information is conveyed and received by the community in the context of the success of the policy. DKIS has taken the initiative to build mutual communication with the community through the feedback feature on the official Cirebon Satu Data portal. The satisfaction survey mechanism conducted online is a positive step in measuring public acceptance and improving service quality. However, the effectiveness of policy communication still depends on how all implementing elements understand, respond to, and commit to the policy.

### ***Resources***

Resources are an important factor in supporting effective policy implementation. The resources in question are not only limited to the number of workers or apparatus involved, but also include several very important aspects, such as expertise, information, authority, and facilities that support the implementation of policies (Kadji, 2015). If they do not have adequate resources to carry out their duties effectively, then the implementation of the policy will be ineffective (Sutarjo et al., 2022)

Based on the results of the research, there is an internal DKIS team and 69 organizations that act as data producers, which includes all regional apparatus consisting of 32 regional apparatus, private parties, educational institutions, and representatives of ministry offices. Each of these organizations serves as a resource that generates important data. The existence of these 69 organizations shows that there are a variety of human resources that can be utilized, covering various sectors and fields, be it the government, private, or education sectors. Every organization has data in its field that, if collected and utilized properly, can support more accurate decision-making. However, this potential has not been fully utilized due to various obstacles, especially related to the continuity and quality of human resources.

One of the main challenges faced in data management at DKIS in the implementation of Cirebon Satu Data is the high rate of human resource turnover

in data producing agencies. Internal rotation, mutations, or new personnel appointments are often not accompanied by adequate knowledge transfer or advanced training. As a result, the process of data input and management experiences stagnation or errors, because new human resources must start the process of understanding systems and policies from scratch. The lack of connection between the coaching system and the rotation cycle leads to a decrease in the effectiveness of data management which should be sustainable.

As an anticipatory step, DKIS organizes technical guidance twice a year aimed at both new and experienced human resources. This training is not only a means of strengthening technical capacity, but also a forum to equalize understanding of regulations and data input procedures. In its implementation, DKIS plays an active role as a facilitator of the technical guidance. In addition, DKIS also utilizes resource persons from the provincial level to provide broader insights. This technical guidance, which is carried out regularly, is expected to help maintain the continuity of work quality despite the change of human resources.

Regarding budget resources that include human resources, infrastructure, and operational activities that support the smooth data management process. DKIS annually allocates a special budget for the development of human resources involved in data management. One form of use of this budget is through the implementation of technical guidance which is held regularly twice a year.

In addition, DKIS also annually allocates funds for the purchase of supporting devices needed in data processing, such as laptops, GPS, and various other electronic devices. This device update is a strategic step to support smooth data management in line with technological developments and the need for more sophisticated devices.

Operational activities also have a very important role. In this context, DKIS regularly allocates funds to carry out various operational activities, including evaluation meetings and data update meetings. This meeting aims to evaluate the quality and update of data and support the implementation of Cirebon Satu Data by integrating data from various agencies for ease of access and use.

Another issue of concern is related to the validity and consistency of data uploaded into the system. During the period 2017–2024, there are still annual data that must be revised due to inaccuracies in information from data producers. Not only that, *multiple data entry* or uploading the same data by more than one agency is a challenge in maintaining information integrity. To overcome this, DKIS conducts manual verification of the uploaded data to determine which data is worthy of publication. This process requires careful and competent resources as it concerns the credibility of the data that will be used by the public and policymakers.

Technology plays an important role in supporting the integration between various public services in Cirebon City. Cirebon Satu Data as a platform that allows integration between various public services. API (*Application Programming Interface*) integration that allows direct communication between systems to systems is a form of technology utilization in public data management. This API

connects various systems used by government agencies and other related parties, so that the managed data can be integrated with Satu Data Indonesia and the province of West Java. In addition, DKIS ensures that the CSD technology infrastructure supports effective data management, including system maintenance, data security, and feature development for ease of access.

Authority resources in the implementation of Cirebon One data have been clearly regulated to ensure the effectiveness of data management. DKIS plays the role of a data guardian who is responsible for managing the data as a whole. As the main manager, DKIS has the authority to determine data formats, manage data upload mechanisms, and ensure that data standards are met. The determination of the format by DKIS has simplified the tasks of data producers, but at the same time requires a consistent technical understanding across all implementing agencies. When the understanding of this authority is uneven or not obeyed, there are irregularities in filling in the data, such as the use of incorrect formats, delays in uploading, and lack of coordination between work units.

### ***Disposition***

Disposition is one of the important factors that affect success in policy implementation. Disposition, in this context, refers to the tendency of the behavior or attitude of the policy implementer towards the policy to be implemented. This disposition includes the characteristics and attitudes of policy implementers (Helmizar et al., 2020).

The condition intended in the disposition variable is the extent to which the policy implementer has an attitude that is in accordance with the policy objectives themselves. Therefore, it is very important that implementers and policymakers work together with the same views and commitments in achieving the policy objectives that have been set.

Based on the results of the research, DKIS as the main implementing agency of the Cirebon Satu Data policy has a strong enough disposition to support and realize this policy. This attitude is reflected in various efforts made, such as building cross-agency cooperation, harmonizing technology systems with the West Java Provincial Government, and providing an integrated data portal that facilitates access to information across sectors.

The main purpose of the implementation of One Data Indonesia itself is to ensure national data integration, where data from various regional apparatus or related agencies can be presented consistently in one portal. Meanwhile, at the organizational level, DKIS focuses on providing data for evaluation and policy-making needs by all regional apparatus in Cirebon City. When all data is available in one portal, the regional apparatus no longer needs to search for data in parallel from various agencies. This approach is not only efficient but increases speed and accuracy in data-driven decision-making.

Disposition refers to the extent to which the actors involved have the will and commitment to implement policies well (Rika, 2023). Strong commitment from one party alone is not enough. Policy implementation involving many actors requires a harmonization of dispositions on all fronts, especially data

producers in various regional apparatus and other agencies. This is where the main obstacle arises, namely that there is still a difference in the level of commitment between agencies in supporting the success of this policy. One indication of the weak disposition of certain parties is the delay in the submission and updating of data, which occurs repeatedly from year to year.

DKIS has tried to deal with this problem with a more persuasive approach than coercion. Instead of applying administrative sanctions, DKIS chose to provide reminders through circulars and messages in the interagency communication group. Although this approach reflects a cooperative and coaching-oriented strategy, the absence of a strict sanctions mechanism is also a gap in implementation, as not all agencies have the same level of commitment to the urgency of this policy. In the long run, a no-sanctions approach has the potential to undermine the spirit of discipline and a sense of collective responsibility in data management.

As an effort to balance this persuasive approach, DKIS initiated the Cirebon Satu Data Award program, which is an annual award given to agencies that show the best performance in data management. This strategy is a form of positive reinforcement that aims to increase motivation and foster a culture of appreciation among implementing agencies. However, the effectiveness of this award still requires further evaluation, especially to find out the extent to which it is able to change the behavior of agencies that have been less committed.

Meanwhile, DKIS's success in building collaboration with the West Java Provincial Government, including the switch to an application platform developed by the province, shows a willingness to adapt and harmonize the system to be vertically integrated. This is a reflection of a mature institutional disposition. However, at the level of technical implementation in other regional apparatus, not all agencies show the same view and understanding of the importance of centralized data management. This can be due to several factors, such as a high workload in data producing agencies, a lack of awareness of the urgency of integrated data, or even a lack of understanding of the strategic benefits of such policies.

### ***Bureaucratic Structure***

The organizational structure in charge of implementing policies has a very important role in the successful implementation of these policies. A clear and well-organized organizational structure allows the implementation of policies to be carried out efficiently and effectively. One of the important aspects of the organizational structure is the existence of standard operating procedures (SOPs) (Delpiero Roring et al., 2021)

The implementation of the Cirebon One Data application is governed by a number of policies, such as Presidential Regulation Number 39 of 2019 concerning One Data Indonesia, Regional Regulation Number 13 of 2022 concerning Cirebon One Data, Cirebon City Mayor Regulation (Perwali) Number 30 of 2024 which provides guidelines for the implementation of Cirebon City Regional Regulation Number 13 of 2022 concerning Cirebon One Data. In addition, there is a Decree of the Mayor of Cirebon Number 134.3.04/Kep.314-BPPPPD/2021 which regulates the establishment of the Cirebon One Data forum.

Based on the results of the research, Cirebon Satu Data has a clear SOP that can be accessed by the public on the official website of DKIS Cirebon City. This means that every procedure that must be followed by policy implementers, both at the internal and external levels, is well documented in the SOP document that is open to the public.

The implementation of Cirebon Satu Data involves an organizational structure consisting of several levels that have their own functions, ranging from the Central Statistics Agency (BPS) as a supervisor, the Regional Development Planning, Research, and Development Agency (Bapelitbangda) as the coordinator, to the Communication, Informatics, and Statistics Office (DKIS) which acts as a data guardian, as well as data producers from various regional apparatus and technical agencies. However, although the formal structure has been well established, technical implementation in the field still faces a number of fundamental challenges that affect policy effectiveness, ranging from coordination issues, policy insynchronization, to problems in data utilization.

One of the main obstacles that arises is the inconsistency of policy direction between the central and regional governments, which can be seen from the change in the reference of national data management standards. Initially, the regional data system referred to the standards set by the Ministry of Home Affairs through the e-Wali Data program. However, along with the birth of the One Data Indonesia national policy coordinated by Bappenas, differences in the format and technical approach have emerged that have caused uncertainty at the regional implementation level. In responding to this difference, the Cirebon City DKIS chose to adhere to Presidential Regulation Number 39 of 2019 because of its higher position in the legal hierarchy. The decision is considered normatively appropriate, but the process of system adjustment, human resource retraining, and adjustment to changes in data formats requires a lot of time and resources. As a result, policy dynamics at the central level actually create technical disruptions and slow down data consolidation at the regional level.

Another challenge in a bureaucratic structure is ensuring that the data that has been collected is actually put to good use. Data management is not only about collecting and storing information, but also aims to make sure that the data can be used for planning and policy-making purposes. Many regional apparatuses have not integrated the data available in the planning or evaluation process of the program. This is due to several factors, one of which is the low capacity of data analysis at the regional apparatus level. To overcome this challenge, DKIS began coordinating with regional apparatus in identifying their data needs. The main focus at this time is to meet the data needs at the regional apparatus level first, before then expanding the scope of data utilization to the academic, private, and community sectors. This approach aims to ensure that each stage of implementation is carried out in a gradual and directed manner, so that the use of data can be more optimal and have a wide impact in the future.

Meanwhile, the maintenance of the Cirebon One Data application is managed through the division of tasks between the Cirebon City Communication, Informatics and Statistics Office and the West Java Provincial Government. In software maintenance, the West Java Provincial Government is

responsible for software development on a quarterly basis, this includes updating the application display and developing new features. For hardware maintenance, the responsible is the Cirebon City Communication, Informatics, and Statistics Office, which includes the maintenance of the database per semester. This process involves *cleansing* activities to delete or clean data that is irrelevant and no longer in use to ensure that the system can run optimally.

In addition, the decision-making procedure related to the development or improvement of the Cirebon Satu Data application is carried out in stages and involves various teams that have specific roles starting from the technical management team, continued to the head of the field, and ending at the level of the head of the service as the data guardian who acts as the main decision-maker and has the authority to determine whether changes or improvements to the application will be implemented.

Another problem also arises in the functional coordination between work units within the organizational structure itself. Although the roles of each actor have been clearly defined, their implementation has not always been optimal. Many regional apparatus still do not have a complete understanding of their responsibilities as data producers. As a result, data collection is often delayed, unformatted, or even not done consistently. This certainly has an impact on the quality, completeness, and validity of the data entered into the system. DKIS develops communication and coordination methods, including the use of WhatsApp groups as a means of quick informal discussion. However, even though initial communication is carried out through WhatsApp groups for efficiency, formal instructions and actions are still outlined in the form of official letters.

In addition, one of the main indicators in the bureaucratic structure is how the supervision and evaluation system is implemented in an organization to ensure that performance runs according to the goals that have been set. Supervision in data management at DKIS is carried out through forum agendas that routinely discuss the planning and implementation of data management. This forum serves as a forum for communication between related parties, ensuring that each activity runs according to the plan that has been set. Through the forum, supervision of each stage of data management is carried out to ensure that there are no obstacles that hinder the achievement of goals.

Evaluation is also an important part of this bureaucratic structure. Evaluations are conducted annually, with at least one evaluation held in the second semester. This evaluation aims to assess various aspects of data management, such as the implementation of plans, timeliness in data updates, the use of existing data, and the fulfillment of data needs needed by various parties. In this evaluation, data producers are given the opportunity to convey specific data needs that may be required in the future, which will be recorded and considered in future planning.

The results of the evaluation will be the basis for developing a follow-up plan that will be implemented in the following year. With structured and systematic evaluations, as well as clear follow-ups, this bureaucratic structure

ensures that the data management process not only runs well in the current year, but can also continue to evolve and adapt to future needs.

## **CONCLUSION AND RECOMMENDATION**

Implementation of Cirebon One Data that is integrated, accurate, and relevant to support the planning and decision-making of a policy still faces various interrelated challenges, both from the technical and institutional sides. The existence of this system as part of efforts to realize integrated data governance does have an adequate formal framework, but in its implementation, there are still a number of obstacles that hinder its effectiveness. In terms of communication, the delay in uploading data by regional apparatus is a reflection of the lack of optimal communication flows between the parties involved. Socialization of data management policies and techniques is still limited which is only carried out through social media, so that the understanding of the urgency and working mechanism of the data system is not evenly distributed, especially among data producers in regional apparatus. In the resource indicator, problems arise from the high frequency of personnel turnover of data management capacity and quality of human resources. This change is often not followed by adequate training or knowledge transfer, resulting in disrupted work continuity and inconsistent data quality. There is duplicate data and data quality that still needs to be revised. Meanwhile, in terms of disposition, despite the commitment of the data guardian to run the system properly, the lack of sanctions or disciplinary enforcement mechanisms for regional officials who are late or do not upload data is a weak point in implementation. The absence of consequences for non-compliance reduces the incentive for agencies to carry out their duties consistently and on time. Finally, in terms of bureaucratic structure, the management of Cirebon Satu Data still faces the impact of policy dynamics at the central level. The change led to the need for a readjustment in the system, which took time and resources. In addition, coordination between institutions, although formalized through their respective roles, is still not effective. The delay in uploading data from a number of agencies shows that the coordination and integration function between units is not fully established. The implementation of the data integration policy through Cirebon Satu Data still needs to be strengthened on various fronts. There is a need for a strategy to increase human resource capacity, strengthen communication and socialization across sectors, and enforce a more strict accountability mechanism so that this policy really has an impact on improving the quality of data-based planning and decision-making in Cirebon City.

## **ADVANCED STUDY**

Future research is suggested to involve more informants from various regional agencies to gain a broader perspective. The use of mixed methods can also be considered for more comprehensive results.

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