Strategy for Accelerating Regional Development Reached Through Digital Governance

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Abstracts: Regional areas in developing countries was trapped in high poverty rates. Previous studies have shown that the use of ICT can indirectly increase the productivity access of the poor. This study aims to formulate a digital governance strategy to support accelerated regional development in Lebak and Central Lombok districts, Indonesia. This study using a descriptive method with a mixed approach. Data was collected through interviews, documentation studies, and also distributing questionnaires to carry out weighting in the framework of strategy formulation. Data analysis was carried out through IFAS and EFAS analysis as well as matching through Internal External and SWOT matrices. Research result and analysis shows that Lebak Regency and Central Lombok Regency are included in the average internal and external position and are in cell V. The development of Lebak and Central Lombok Regency in development through digital governance can be carried out by maintaining and maintaining existing strategies, expanding and developing regional potential through digital governance.

Keywords: Regional development, Digital governance, ICT, IFAS, EFAS

1. INTRODUCTION

The Unitary State of the Republic of Indonesia was founded on the noble ideals of the nation as stated in the fourth paragraph of the opening of the 1945 Constitution, namely "to protect the entire Indonesian nation and all of Indonesia's bloodshed, and to promote public welfare, educate the nation's life, and participate in carrying out world order". In this paragraph, it's implied that some of the objectives of the founding of the Indonesian nation are to protect, educate and prosper all of its people which can be realized through development programs.

In 2020-2024 the government's development program is directed at achieving the vision of "The Realization of an Advanced Indonesia that is Sovereign, Independent, and Has a Personality Based on Mutual Cooperation" (1). To achieve this vision, there are 89 missions that have been formulated with the hope that development carried out within five years will have economic benefits, namely providing benefits to the people and increasing people's welfare.

To measure areas that need to be prioritized for development in order to improve welfare, the government determines disadvantaged areas every five years. In 2020, there are 62 districts that are declared underdeveloped. Based on Presidential Regulation number 63 of 2020, the government determines underdeveloped areas using the assessment criteria of a) the people's economy; b) human resources; c) facilities and infrastructure; d) regional financial capacity; e) accessibility; and f) regional characteristics. The determination of disadvantaged areas is carried out every five years.

Lebak Regency is one of the areas in Banten Province, a province directly adjacent to the capital city of DKI Jakarta. Until 2019, the district was still designated as a disadvantaged area, which was determined based on Presidential Decree 131 of 2015 concerning the Designation of Disadvantaged Regions 2015-2019. Likewise with Central Lombok Regency. However, in 2020 Lebak Regency and Central Lombok Regency will no longer be included in the category of underdeveloped areas and will be included in the category of improved areas (2).

Development of Disadvantaged Areas is one of the targets for the Acceleration of Development of Disadvantaged Regions (PPDT) for 2020-2024. In supporting the achievement of these targets, there is a national strategy set out in the Acceleration of Development of Disadvantaged Regions for 2020-2024, specifically increasing competitiveness and cooperation in the economic, health and education fields to support regional progress and independence. This strategy is strengthened by Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration No. 5 of 2020 concerning Development of Disadvantaged Areas

Reached. Based on this regulation, there are five aspects in fostering disadvantaged areas, namely the economy, human and socio-cultural resources, natural resources and the environment, facilities and infrastructure and institutions (Kemen-DPDTT, 2020). Developing each region should be reduce an inequality (3).

Eventhough Lebak and Central Lombok Regencies are included in the Eliminated Areas, the real conditions of these two areas are still not good enough. Based on data from BPS published in 2020 the Human Development Index (IPM) for Lebak Regency is still quite low, even lower than the HDI for Indonesia and Banten Province at 63.91 as well as for Central Lombok Regency in 2020 the HDI is 66.43. In addition, in 2020 the poverty rate in Lebak Regency is 9.24% with an unemployment rate of 9.63% while in Central Lombok Regency poverty is 13.44% and unemployment is 3.74%.(BPS Lebak Regency, 2021). In general, it can be seen that Lebak Regency and Central Lombok Regency both have low HDI and high poverty rates. However, the unemployment rate in Central Lombok Regency is lower than Lebak Regency. Human development is important in reducing poverty as the results of a study conducted by (4,5).

In an effort to spur development in terms of economic and social aspects in underdeveloped areas, the rural development program must prioritize three main aspects, namely: 1) Improving the People's Economy (Alleviating Poverty); 2). Improving the Quality of Human Resources (Ignorance); 3). Infrastructure development (6). The study conducted by Rangkuti shows that Labuhanbatu Selatan Regency is trying to take advantage of external opportunities and avoid threats. The top priority strategy is to increase access to good cooperation between the provincial and district governments as outlined in a development policy (7).

There are also studies conducted by (8) related to the strategy in the development of underdeveloped areas in South Garut. The results of his research show that there are five main strategies for developing underdeveloped areas in the South Garut region, namely by integrating sectoral and regional development based on local resource potential through: 1) Increasing access to cooperation; 2) local potential-based economic development; 3) optimizing the role of service centers; 4) improving the quality of human resources and community empowerment; and 5) optimizing the role of Garut district as a buffer zone for West Java.

Based on some of the research above, it is known that strategies in the form of improving the economy, improving the quality of human resources, building infrastructure and increasing access to cooperation are important in developing underdeveloped areas. Nevertheless, the results of studies conducted (9) shows that the development of underdeveloped villages in Batu Sanggan which has been running so far has not fully referred to economic improvement and here researchers find that BAPPEDA has not fully created a development program based on improving the welfare of the people in Batu Sanggan Village, even if it is seen that the condition of Batu Sanggan Village that needs more attention.

In addition, related to the implementation of digital governance, one of which can be seen through the results of the SPBE evaluation. Minister of Administrative and Bureaucratic Reform Decree No 1503 of 2021 concerning SPBE Evaluation Results at Ministries, Institutions and Regional Governments in 2021 shows that Lebak Regency has a better SPBE Index compared to Central Lombok Regency. The SPBE Index for Lebak Regency is 2.86 with a "Good" rating, while the SPBE Index for Central Lombok Regency is 2.37 with an "Enough" rating. Through the ICT analysis model for development (ICT4D), it was found that the impact of using ICT in network expansion is that the poor can increase their access to productivity and the impact of sustainable institutional facilitation is carried out by the city government (10). So, indirectly the use of ICT can increase access to productivity of the poor. In this case, indirectly with the existence of digital governance, it's hoped that the development of underdeveloped regions will be accelerated.

Until now, there are still no researchers who have conducted research related to how regional development strategies can be overcome, bearing in mind that until now there are still many developed areas that have low HDI, high levels of poverty and unemployment. Apart from that, until now there has been no research that examines how regional development strategies have been implemented based on a digital governance perspective, considering that this concept is a concept that is currently developing along with the emergence of industry 4.0. Therefore, this

study takes the title Strategy for Accelerating the Development of Disadvantaged Regions through Digital Governance, specifically by examining Digital Governance through an analysis of strengths, weaknesses, opportunities, threats (SWOT).

2. MATERIALS AND METHOD

This study using a mixed approach (mix method), namely using qualitative and quantitative methods together to obtain data that is more valid, comprehensive and reliable. The qualitative method was carried out through in-depth interviews with informants regarding the development of entas areas in Lebak and Central Lombok Regencies through digital governance. Meanwhile, the quantitative method is carried out by distributing questionnaires related to the opinions of sources in assessing the level of importance of strengths, weaknesses, opportunities and threats (SWOT). Sources of data used in this study are primary and secondary data. Primary data in this study is data obtained through interview data collection techniques, observation and distributing questionnaires. While secondary data obtained through document study.

3. RESULTS AND DISCUSSIONS

The formulation of strategy to support the accelerated development of underdeveloped regions is accomplished through digital governance in this study by identifying internal and external strategic factors. Based on the results of the research that has been done, internal and external strategic factors in the development of underdeveloped areas have been achieved through digital governance, especially in Lebak and Central Lombok Regencies, as follows:

Table 1. Internal and External Strategic Factors.

Internal Strategic Factors		External Strategic Factors	
Strengths	**Weaknesses**	**Opportunities**	**Threats**
1.Leadership Commitment in Building and Developing Regional Potential 2.Utilization of ICT in supporting Regional Development 3.There are Diskominfo ICT Development Programs 4.Regional Apparatus Organization (OPD) Digital Innovation 5.There is an ICT Master Plan 6.Leadership support in the use of ICT to support regional development 7.The Existence of Risk Management in ICT Development 8.The existence of an OPD Website in supporting the Development of Regional Leading Potential	1.Lack of HR Competence in the field of IT 2.Budget limitations 3.Lack of supporting ICT facilities and infrastructure 4.The Digital Literacy Index is below the national score 5.Lack of coordination between OPDs in the use of ICT	1. President's direction in accelerating digital transformation 2. Applicability of digital payments 3. There are SPBE regulations 4. Internet user growth 5. Development of digital talent human resources from Kominfo 6. The program to provide Kominfo 4G cellular access to all unserved villages	1. Technological disruption that is not matched by HR competence 2. Inability to adapt to the VUCA era (Volatility, Uncertainty, Complexity, Ambiguity) 3. Low cyber security 4. Imported Products in E-Commerce

IFAS and EFAS analysis was carried out by distributing questionnaires to informants who were key informants in the research. Based on the results of distributing the questionnaires, weights and ratings were calculated.

3.1. Internal Strategic Factors Analysis Summary (IFAS) Analysis

The following is IFAS in supporting the accelerated development of disadvantaged areas through digital governance in Lebak and Central Lombok Regencies.

Table 2. IFAS in Supporting the Acceleration of Development of Disadvantaged Regions Achieved through Digital Governance in Lebak and Central Lombok Regencies.

No	Description	Average Weight	Relatively	Rating	Score
Strength					
1	Leadership Commitment in Building and Developing Regional Potential	3.8	0.10	3.5	0.36
2	Utilization of ICT in supporting Regional Development	3.8	0.10	2.8	0.29
3	There are Diskominfo ICT Development Programs	3.7	0.10	2.5	0.25
4	Regional Apparatus Organization (OPD) Digital Innovation	3.7	0.10	2.5	0.25
5	There is an ICT Master Plan	3.5	0.09	3.2	0.30
6	Leadership support in the use of ICT to support regional development	3.7	0.10	3.0	0.29
7	The Existence of Risk Management in ICT Development	3.5	0.09	2.7	0.25
8	The existence of an OPD Website in supporting the Development of Regional Leading Potential	3.5	0.09	2.7	0.25
	Total	29.2	0.78		2.23
Weakness					
1	Lack of HR Competence in the field of IT	1.5	0.04	3.2	0.13
2	Budget limitations	2	0.05	2.3	0.13
3	Lack of supporting ICT facilities and infrastructure	1.5	0.04	2.7	0.11
4	The Digital Literacy Index is below the national score	1.7	0.04	3.2	0.14
5	Lack of coordination between OPDs in the use of ICT	1.5	0.04	2.7	0.11
	Total	8.17	0.22		0.61
	Total S+W	37.33	1.00		2.84

Source: Primary data processed in 2022

IFAS in this study is used to determine the internal conditions of Lebak Regency and Central Lomboh Regency, namely strengths and weaknesses, especially in supporting the accelerated development of disadvantaged areas through digital governance. Based on the results of weighting and rating calculations, a score of each internal strategic factor for strength is obtained, namely the leadership's commitment to building and developing regional potential 0.36; use of ICT in supporting regional development 0.29; the existence of diskominfo ICT development programs 0.25; digital innovation of regional apparatus organization 0.25; there is an ICT master plan 0.31; leadership support in the use of ICT to support regional development 0.29; the existence of risk management in the development of ICT 0. 25 and the existence of an OPD website in supporting the development of regional superior potential 0.25. Internal strategic factors for the weakness of the results are as follows lack of HR competence in the IT field 0.13; budget constraints 0.13; lack of ICT supporting facilities and infrastructure 0.11; The Digital Literacy Index is below the national score0.14; and lack of coordination between OPDs in using ICT 0.11.

The total strength score of Lebak Regency and Central Lombok Regency in supporting the accelerated development of underdeveloped areas through digital governance is 2.23 while the total score of weaknesses is 0.61. the total internal strategic factor score is 2.84.

3.2. External Analysis Strategic Factors Analysis Summary (EFAS)

As for EFAS, in supporting the acceleration of the development of underdeveloped areas, it is accomplished through digital governance in Lebak and Central Lombok Regencies along with the results of the analysis.

Table 3. EFAS in Supporting the Acceleration of Development of Disadvantaged Regions Achieved Through Digital Governance in Lebak District and Central Lombok Regency.

| NO	Description	Average Weight	Relatively	Rating	Score
Opportunity					
1	President's direction in accelerating digital transformation	3.5	0.12	3.3	0.39
2	Applicability of digital payments	3.0	0.10	3.0	0.30
3	There are SPBE regulations	3.3	0.11	3.3	0.37
4	Internet user growth	3.5	0.12	3.0	0.35
5	Development of digital talent human resources from Kominfo	3.2	0.11	2.7	0.28
6	The program to provide Kominfo 4G cellular access to all unserved villages	3.3	0.11	3.0	0.33
	Total	19.83	0.66		2.02
Threat					
1	Technology disruption that is not matched by HR capabilities	2.50	0.08	2.50	0.21
2	Inability to adapt to the VUCA era (Volatility, Uncertainty, Complexity, Ambiguity)	2.67	0.09	2.83	0.25
3	Low cyber security	2.67	0.09	3.00	0.27
4	Imported products in e-commerce	2.33	0.08	2.50	0.19
	Total	10.17	0.34		0.92
	Total O+T	30.00	1.00		2.95

Source: Primary data processed in 2022.

EFAS in this study is used to determine the external conditions of Lebak Regency and Central Lombok Regency, namely opportunities and threats, especially in supporting the accelerated development of disadvantaged areas through digital governance. Based on the results of weighting and rating calculations, a score of each external strategic factor for opportunities is obtained, namely the president's direction in accelerating digital transformation 0.39; validity of digital payments 0.30; there is regulation of Electronic Based Government System (SPBE) 0.37; internet user growth 0.35; development of digital talent human resources from Kominfo 0.28; the program for providing 4G cellular access to Kominfo to all unserved villages 0.33. External strategic factors threat the results are as follows inability to adapt to technological disruption 0.21; inability to adapt to the VUCA era (volatility, uncertainty, complexity and ambiguity) 0.25; low cyber security 0.27 and imported products in e-commerce 0.19. The total opportunity score for Lebak Regency and Lombok Tengah Regency in supporting the accelerated development of underdeveloped areas through digital governance is 2.02, while the total threat score is 0.92. The total external strategic factor score is 2.95.

3.3. Strategy Matching Analysis via SWOT Matrix and Internal-External (IE) Matrix

After carrying out internal and external analyzes in Lebak Regency and Central Lombok Regency in supporting the accelerated development of underdeveloped areas through digital governance, the next step is to carry out strategy matching through the SWOT matrix and the Internal-External (IE) matrix. The IE matrix is used using IFAS and EFAS parameters. This model is used to obtain a more detailed strategy. The IE matrix is based on two dimensions, namely the total IFE score on the X axis and the total EFE score on the Y axis. The results of the IFAS analysis show that the total internal strategic factor score is 2.84 while the external strategic factor total score is 2.95.

Table 4. Internal-External (IE) Matrix Table.

Source: Primary data processed in 2022.
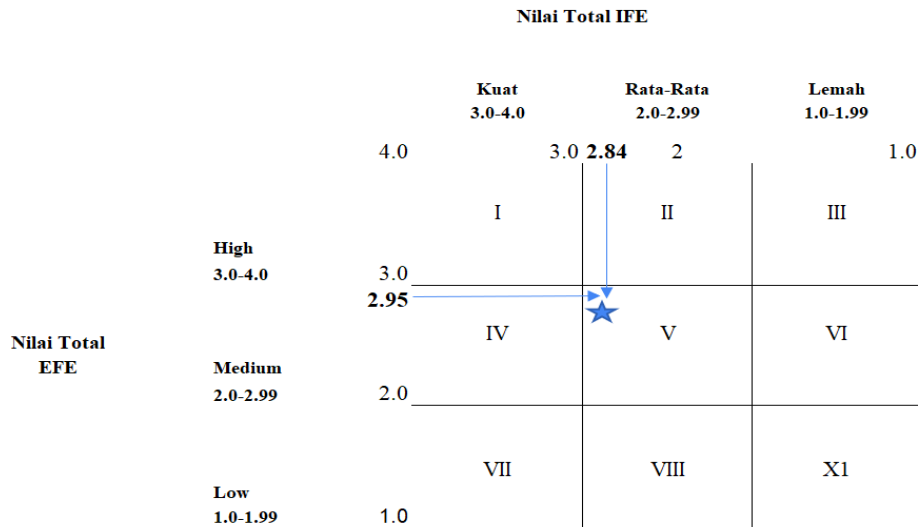
The results of the analysis through the IE matrix show that based on IFAS and EFAS, Lebak Regency and Central Lombok Regency are included in the average internal and external positions and are included in cell V. Therefore, the development of Lebak and Central Lombok Regencies in development through digital governance can be carried out by maintaining and maintaining existing strategies, expanding and developing regional potential through digital governance.

Based on the IFAS and EFAS tables above, the following are possible alternative strategies that can be developed to support the accelerated development of disadvantaged areas through digital governance.

Table 5. SWOT Matrix Table for Lebak and Lombok Regencies.

	Internal Factors	
External Factors	**Strengths**	**Weaknesses**
	1.Leadership Commitment in Building and Developing Regional Potential 2.Utilization of ICT in supporting Regional Development 3.There are Diskominfo ICT Development Programs 4.Regional Apparatus Organization (OPD) Digital Innovation 5.There is an ICT Master Plan 6.Leadership support in the use of ICT to support regional development 7.The Existence of Risk Management in ICT Development 8.The existence of an OPD Website in supporting the Development of Regional Leading Potential	1. Lack of HR Competence in the field of IT 2. Budget limitations 3. Lack of supporting ICT facilities and infrastructure 4. The Digital Literacy Index is below the national score 5. Lack of coordination between OPDs in the use of ICT
Opportunities	SO	WO
1. President's direction in accelerating digital transformation 2. Applicability of digital payments 3. There are SPBE regulations 4. Internet user growth 5. Development of digital talent human resources from Kominfo 6. The program to provide Kominfo 4G cellular access to all unserved villages	Improving the management of local government websites and social media in all OPDs to support the development of regional superior potential (S1, S2, S3, S5, S6, S7, S8, O1, O3, O4) Increasing digital-based promotion in supporting the development and development of regional potential by utilizing social media that is most widely	1. Providing socialization to the community regarding the existence of a digital talent HR program from Kominfo (W1, O4, O5) 2. Improving coordination between OPDs in using ICT and increasing ATM culture (Observe, Copy and Modify) in carrying out digital-based innovations (W2, W5, O1, O3) 3. Increasing collaboration with

	used by the community (S1, S2, S3, O1, O3, O4) Increasing outreach to the community and ASN regarding digital-based innovations that have been initiated (S4, S5, S7, O1, O4, O6) Leverage growing data usage rates in creating e-commerce platforms (S2, S6, S7, O1, O2, O3, O4, O5, O6)	communities in each village in increasing digital literacy (W4, O1, O2, O4, O6) 4. Conducting CSR with private companies or BUMN in providing facilities and infrastructure in reducing digital access gaps between regions (W2. W3, O1, O3, O4, O6)
Threats	ST	WT
1. Technology disruption is not matched by HR capabilities 2. Inability to adapt to the VUCA era (Volatility, Uncertainty, Complexity, Ambiguity) 3. Low cyber security 4. Imported products in e-commerce	Implement E-Gov development policies consistently and continuously (S1, S2, S3, S5, T1, T2) Socializing the ICT Master Plan to all OPD (S5, T1, T2) Collaborate with e-commerce to form an export-oriented MSME campus (S1, S2, S6, T4) Provide socialization to the public regarding the need to read thorough information before giving approval in all digital-based activities (S7, T3)	1. The need to introduce digital literacy to early school students (SD, SMP) (W4, T1, T2) 2. The need for programming introduction activities from an early age (W1, T1, T2) 3. The need to initiate Cyber Village/Technology Literacy Village (W1, W4, T1, T2, T4) 4. Increase exploration and more massive collaboration with the private sector to improve internet access to remote areas (W2, W3, T1, T2) 5. Improve coordination between OPD and the central government in improving cyber security (W5, T4)

Source: Primary data processed in 2022.

Based on the results of the analysis, there are 17 strategies that can be implemented in accelerating regional development through digital governance. First, improve the management of local government websites and social media in all OPDs to support the development of regional superior potential. Websites and social media have an important role in supporting the development of regional superior potential. Through websites and social media, OPD can provide information regarding the superior potential in their respective areas so that they can be recognized by the public. This is in accordance with the benefits of e-government according to Satriya, that e-government allows the public to access information more broadly (11). Development of regional superior potential using websites and social media is also one of the implementations of digital governance (12). Websites and social media are alternatives in developing regional superior potential by bureaucratic reform towards better service.

Second, increasing digital-based promotion in supporting the development and development of regional potential by utilizing social media that is most widely used by the community. Social media is considered the most effective marketing tool in supporting the development and development of regional potential rather than using traditional methods such as print media (13). The use of social media in supporting and developing regional potential is one formpromotion carried out through the role of public relations (public relations) agencies in accordance with the theory of public sector marketing (14).Utilization of this social media as a promotional tool because it is one that is most widely used by the public.

Third, increase socialization to the public and ASN regarding digital-based innovations that have been initiated. Society and the State Civil Apparatus (ASN) in this case often do not really know about innovations issued by the government, especially those that are digital based. This socialization to the public and ASN introduces further about existing innovations, on the other hand in conducting this socialization it is considered that digital-based innovation makes it easier to spread innovation (15). This socialization can also be done in various ways. When using social media, it can also be community service videos, etc. This can be called (Public Relations), meetings with the community, this is called (Special Event), through posters, flayers, calendars, this is called (*Printed Materials),*then when conducting face-to-face socialization by conducting workshops or presentations this is referred to as (Personal Communication Channels)(14). Socialization can be done in various ways, it's just how the stakeholders will go through what media in carrying out the socialization.

Fourth, take advantage of growing data usage rates in creating e-commerce platforms. Indonesia alone in 2020 internet users reached 175.4 million(16). Based on these data, it will automatically have an impact on the use of e-commerce platforms.In Indonesia there are the 20 largest e-commerce sites as of July 2020, some of which are Shopee, Tokopedia, Bukalapak etc.(17). In this case e-commerce as above is a form of Government to Business (G-to-B) because the government has formed this business environment to improve the country's economy (18). So the companies above are required to pay taxes, this aims to facilitate the process of implementing applications that belong to each company. Therefore, seeing the development of data users, efforts are needed to create an e-commerce platform.

Fifth, providing socialization to the public regarding the existence of a digital talent HR program from the Ministry of Communication and Informatics (Kominfo). Kominfo in this case has provided socialization to the community by collaborating with the Information and Communication Technology Sector Association (ICT) (19). It is hoped that the ICT Sector Association can disseminate the Digital Talent Scholarship (DTS) Program to people throughout Indonesia. Kominfo in 2022 is targeting the Digital Literacy National Movement (GNLD) through the DTS program as many as 5.5 million people in the community with more specific(20). This program aims to develop human resources in Indonesia based on technology.

Sixth, mimprove coordination between OPDs in the use of ICT and improve the culture of ATM (Observe, Imitate and Modify) in carrying out digital-based innovations. The OPD (Regional Apparatus Organization) often conducts surveys and observations of other agencies in order to get references in generating innovation in their area. As inThe village government of Arjowilangun has developed and integrated a management information system on the village website with the Citizenship Certificate service. So people who just understand and can only use smart phones, just need to access https://desaarjowilangun.id/ to get the desired information, then the village website will serve them quickly and responsively (21). The success of Observing Imitating Modifications (ATM) comes from the commitment between OPD and the community in carrying out digital-based innovations. And this can be used as an example of best practice that can be applied in Central Lombok and Lebak districts.

Seventh, increasing collaboration with communities in each village in increasing digital literacy. The development of automatic technology will affect the way people view things. This digital literacy is very important for rural communities because to expand their network to access new information and knowledge, it can be an opportunity to improve the economy, as well as support in improving village quality (22).So that in this case digital literacy is really very important for rural communities in the process of life.

Eighth, conducting CSR with private companies or BUMN in providing facilities and infrastructure in reducing digital access gaps between regions. Companies, both private and State-Owned Enterprises (BUMN), always carry out CSR (*CORPORATE SOCIAL RESPONSIBILITY)* supported by the provision of facilities and infrastructure. The gap in digital access between regions can also be caused by limited resources, so collaborative governance is needed by coordinating with each other between the government and companies (23). The digital gap between regions is still quite high, this is due to adaptation when facing the acceleration of digital literacy (24). Therefore, collaborative governance is needed to be able to reduce digital access gaps between one region and another.

Ninth, implementing the E-Gov development policy in a consistent and sustainable manner. The development of e-government in Indonesia is still not optimal even though it has been around since 2003. This is because there are still many local governments that have just reached the preparatory, maturation stage so that the development of e-government is still quite slow when compared to other countries (25). On the other hand, it can be caused by not being well socialized regarding the implementation of e-government so that it is considered ineffective and efficient and a waste of budget because the community does not feel the impact (26). So that it is really very necessary to evaluate the development of e-government from the regional level to the central level.

Tenth, disseminate the ICT Master Plan to all OPDs. The dissemination of the ICT (Information and Communication Technology) master plan to the OPD is an attempt to provide guidance on guidelines for realizing innovative government. This ICT Master Plan can be considered as an arrangement of strategies or a form of

direction in developing the use of ICT in organizations. Socialization is needed because to carry out the transmission dimension where this policy is not only conveyed to implementers but also to the target group, namely a form of socialization to OPD. The dimension of clarity is that if this ICT Master Plan is not disseminated to other stakeholders, it will not work properly. Then to avoid confusing news, a consistent dimension is needed so as not to confuse all parties. These three dimensions are related to each other in the implementation process because this communication is very important in all existing processes (27).

Eleventh, collaborate with e-commerce to form an export-oriented MSME campus. In order for the economy to continue to improve and be well-known on the global stage, this process will not be easy and you just stay silent. There are 3 stages of the collaborative governance process according to (Ratner, 2012: 5) in (28). First, Identifying Obstacles and Opportunities, so this MSME campus policy is a form of government's efforts with the private sector in dealing with the problems of MSMEs that do not yet have a platform to market their products. Second, Strategic Debating for Influence, namely conducting discussions regarding existing problems to come up with solutions. Third, Planning Collaborative Actions after listening and discussing, then decided to form an MSME campus in solving this problem.

Twelfth, providing socialization to the public regarding the need to read thorough information before giving consent in all digital-based activities. Efforts to overcome the amount of information circulating in the community requires socialization regarding the need to read information thoroughly first before making conclusions and disseminating it (29). So that digital literacy in society in utilizing technology and delivering information based on education using technology hopes that people can be wise in utilizing the technology they have (30). Therefore, it is very necessary to socialize the community regarding this digital literacy.

Thirteenth, the need to introduce digital literacy to early school students. Early age is often called the golden age because of its rapid growth and development. Therefore it is necessary to introduce digital literacy, every child usually easily imitates what he sees and hears. This was really felt during the Covid-19 pandemic where a lot of young children started to depend on using technology, therefore digital literacy was needed (31). This introduction is also not only carried out in schools, but the role of parents at home is also very necessary in its implementation.

Fourteenth, it is necessary to introduce programming activities from an early age. Children who are active and curious enough in this regard require quite a lot of experience. Programming introduction activities from an early age is very necessary because to increase new literacy so that it has an impact on new mindsets, communicates well and can express ideas that have (32). On the other hand, the benefits of learning programming also improve academic writing performance and being able to solve problems with confidence(33). Carrying out the process of introducing programming to early childhood may seem a little strange, but in this case the impact is like what was said before.

Fifteenth, it is necessary to initiate Cyber Village/Technology Literacy Village. The large number of internet usage among modern society has resulted inpeople feel more intensely related to human activities that are contaminated by developments in information technology in advancing and developing community potential. Therefore, a cyber village was formed as a media for building awareness regarding the use of good technology(34). With this, public awareness is increasing regarding the importance of the internet, this is developing, as is the creation of cyber villages/Technological Literacy Villages as an effort to uphold digital literacy (35). Therefore, this is very important to increase digital literacy for the community, especially in rural areas.

Sixteenth, increase exploration and more massive collaboration with the private sector to improve internet access to remote areas. Collaboration is carried out by the government with the private sector, such as building internet towers in remote areas, this aims to increase digital literacy for the community, use social media well.

Seventeenth, improve coordination between OPD and the central government in improving cyber security. Coordination of OPD and central government in improving cyber security. In its implementation, in order to achieve cybersecurity, national collaboration is needed. Based on laws and regulations, to be able to coordinate the

implementation of a cybersecurity strategy, this must be below. National Cyber and Crypto Agency (BSSN) according to Ministry of Communication and Information, 2019). This collaborative governance process is evidenced by the signing of a cooperation agreement related to the Electronic Certificate of the head of the BSSN Electronic Certification Center with the Regents, Mayors, Regional Secretaries, and Heads of the Communication and Informatics Service (37). This is a form of government and regional government efforts to carry out collaborative governance for the sake of cyber security by providing electronic certificates.

4. CONCLUSION

The results of research and analysis show that external strategic factors have a greater value than internal strategic factors, but both are still below number 3. So based on the IE matrix, Lebak Regency and Central Lombok Regency are included in the average internal and external positions and are in cell V. Based on the results of research and analysis it is important to create applications that support geolocation-based tourism and connect with various stakeholders directly and interactively do not yet have. In addition, socialization and integration are also needed related to the institutional application it has. Therefore, in development through digital governance can be done by maintaining and developing existing strategies, implementing and developing regional potential through digital governance as a strategy that has been developed through by SWOT analysis.

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