

Assistance in Monitoring Risk Management of Electronic-Based Government Systems (SPBE) at the Bandung City Communication and Informatics Office

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ABSTRACT

The implementation of the Electronic-Based Government System (Sistem Pemerintahan Berbasis Elektronik/SPBE) requires effective risk management to ensure the continuity, security, and quality of digital public services. However, the Bandung City Government still faces several challenges, including the inconsistent implementation of SPBE risk management across regional government agencies, the absence of an integrated digital platform for risk monitoring, and inconsistencies in risk identification. This community service activity aimed to strengthen the implementation of SPBE risk monitoring at the Bandung City Communication and Informatics Office (Diskominfo) through active participation in planning, monitoring, and reporting processes. The activity employed a participatory approach based on the Indonesian National Work Competency Standards (SKKNI) for Development Planning, encompassing four stages: identification and observation, data collection, development planning formulation, and preparation of progress reports. The activities included compiling SPBE risk management documents, monitoring risk implementation, assisting in the preparation and verification of the Regional Work and Budget Plan (RKA), and contributing to the preparation of performance accountability reports, including the Government Agency Performance Report (LKIP), Regional Government Accountability Report (LKPI), and Internal SPBE Audit Report. The results indicate that these activities contributed to improving the quality of SPBE risk management documentation, strengthening coordination among organizational units, and supporting better planning and accountability processes. Furthermore, the activity generated recommendations to enhance SPBE governance through standardized risk management practices, continuous monitoring, and the development of an integrated digital platform to support sustainable electronic government governance.

Keywords: Electronic-Based Government System (SPBE), risk management, digital governance, public sector planning, community service.

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1. INTRODUCTION

Information and Communication Technology (ICT) serves as an essential electronic medium designed to process, store, and transmit information across various channels, generating accurate, timely, and relevant data to support personal, educational, business, and governmental decision-

making processes (Arduini et al., 2010; Cordella & Tempini, 2015; Taufiq, 2023). The advent of the ICT 4.0 Industrial Revolution presents a pivotal opportunity for public administrations to implement the Electronic-Based Government System (SPBE)—commonly referred to in international contexts as e-government—as an instrument of bureaucratic digital transformation aimed at enhancing effectiveness, efficiency, transparency, and public service quality. SPBE implementation further fosters cross-agency service integration, thereby reinforcing the foundational principles of good governance (Asianto et al., 2023; Kurniati et al., 2020; Ramdani, 2018). By enabling more open, participatory, innovative, and accountable governance, SPBE strengthens inter-agency collaboration (Aprianto et al., 2021; Bisma, 2022; Sutejo et al., 2023). According to the Guidelines of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 3 of 2024 concerning Procedures for Monitoring and Evaluation of Electronic-Based Government Systems, national SPBE index scores have exhibited a progressive upward trajectory year over year.

Table 1. National SPBE Index Trends (2021–2023)

Description	2021	2022	2023
National SPBE Index	2.24	2.34	2.79
Policy Domain Index	2.21	2.39	2.94
Governance Domain Index	1.89	1.85	2.29
Management Domain Index	1.23	1.32	1.66
Services Domain Index	2.81	2.96	3.47
Number of IPPD Category "Good"	159	237	388
Total Respondents (IPPD)	517	554	621

Source: Legal Documentation and Information Network (JDIH), Ministry of PANRB (2023).

Despite national improvements, specific domain indexes—particularly the Governance Domain Index and the Management Domain Index—persistently remain below the strategic target threshold (<2.60). The overall success of SPBE implementation is inextricably linked to mature and robust risk management frameworks. Risk management is a cornerstone of effective SPBE governance, empowering organizations to systematically identify, analyze, evaluate, and control potential vulnerabilities that could impede strategic objectives (Aprianto et al., 2021; Niverta et al., 2023; Taufiq & Pradesa, 2023). Within the national evaluation criteria, SPBE risk management constitutes one of eight core indicators governing managerial performance.

The implementation of the Electronic-Based Government System (SPBE) across government institutions is ideally directed toward realizing efficient, effective, transparent, and accountable work processes, while significantly improving the overall quality of public services (Aulia et al., 2025; Rusdy & Flambonita, 2023). Nevertheless, various evaluations indicate that the maturity level of SPBE implementation in regional governments still faces substantial gaps and challenges when compared to central authorities. This complexity is further exacerbated by sectoral egos among government organizations and the suboptimal utilization of existing data centers and technological infrastructure.

At the lowest tier of governance, such as the sub-district level, the effectiveness of *e-government* implementation is frequently hindered by inadequate infrastructure, suboptimal public satisfaction, and low adaptability of apparatus toward developed applications (Ramdani, 2018; Taufiq & Andikaputra, 2023; Taufiq & Karunia, 2023). Similar obstacles often arise due to ineffective socialization of policies, leaving regional apparatus work units (SKPD) lacking a full understanding of operational procedures and proper risk management practices needed to uphold the principles of good governance. Moreover, persistent challenges across digital architecture domains—ranging from business governance, data management, and infrastructure

to weak cybersecurity—highlight an urgent need for policy coherence and robust inter-agency collaboration.

As the intensity of information and communication technology utilization within government agencies increases, the escalation of threats and potential risks follows suit. To anticipate these challenges, the implementation of comprehensive risk management frameworks based on international standards and national regulations—such as adopting ISO 31000 and the Minister of Administrative and Bureaucratic Reform Regulation (PERMENPAN RB) Number 5 of 2020—serves as a crucial instrument for public organizations to formulate strategic planning, mitigate technical and non-technical vulnerabilities, and optimize resource utilization sustainably.

In accordance with Bandung Mayor Decree Number 555.5/Kep.1741-Diskominfo/2023 concerning Electronic-Based Government System Organizers, SPBE risk management is defined as a continuous cycle encompassing risk identification, analysis, mitigation, and monitoring. Potential operational risks include severe cybersecurity breaches compromising critical citizen databases, technological infrastructure disruptions (such as server or network outages), and cross-agency system integration failures that paralyze integrated public services. Proactive risk management enables local governments to assess vulnerabilities early, formulate targeted preventive measures, and execute prompt corrective actions.

The primary objective of SPBE risk management is to ensure secure, efficient operations that strictly adhere to regulatory standards. Furthermore, it aims to foster public trust (Taufiq, 2023) by safeguarding government-managed data against leakage or misuse, guaranteeing service continuity despite unforeseen disruptions. Consequently, the Bandung City Government can meet rising public expectations for accessible, reliable, and professional administration while optimizing technological investments.

Achieving these aims necessitates a systematic management lifecycle incorporating policy application, consultation, contextualization, comprehensive risk assessment, and continuous monitoring and reporting. Monitoring the implementation of SPBE risk management is vital for evaluating environmental shifts and reviewing action plan execution. Periodic monitoring—conducted quarterly, semi-annually, annually, or incident-driven—allows organizations to accelerate corrective interventions, ensure digital service resilience, and elevate governance maturity levels (Prafitia & Legowo, 2025).

As mandated by the SPBE Roadmap, risk management empowers every Regional Apparatus Organization (OPD) to navigate digital hurdles. The Bandung City Communication and Informatics Office (Diskominfo) bears institutional responsibility for spearheading risk management oversight across all local OPDs.

Table 2. Target vs. Realized SPBE Index of Bandung City (2020–2024)

Metric	2020	2021	2022	2023	2024
Target SPBE Index	3.20	3.25	3.30	3.35	3.50
Realized SPBE Index	3.76	3.19	3.61	3.98	4.59

Source: Processed by authors (2024).

As illustrated in Figure 2, Bandung City's SPBE index consistently met or exceeded targets from 2020 to 2024, with the sole exception of 2021. Notably, 2024 recorded an exceptional peak score of 4.59 (categorized as satisfactory), earning Bandung City the prestigious Best SPBE Implementation Award in the City Category at the 2024 Digital Government Award SPBE Summit. Despite these accolades, operational challenges persist. Not all OPDs consistently execute SPBE risk management, and the lack of an integrated digital platform (application or website dedicated to risk tracking) hinders efficient monitoring. Additionally, many OPDs continue to formulate overly broad risk categories. Addressing these gaps motivated this study, entitled "Monitoring of SPBE Risk Management in Bandung City by the Communication and Informatics Office in 2024".

2. METHODS

Community service activities are carried out using a participatory mentoring method. This approach aims to provide additional understanding of the risk management monitoring process for the Electronic-Based Government System (SPBE). The activity location is at the Communication and Informatics Office, namely in the Program Sub-Section and the Information and Communication Technology Planning Division, during the period of August 2024 to January 2025. The implementation of the activity is carried out collaboratively between the implementation team and the Bandung City Communication and Informatics Office as a companion agency, so that participants not only gain conceptual understanding, but also practical experience in preparing SPBE risk management documents. The series of activities includes the process of identifying risks, developing a response plan, monitoring implementation, and evaluating implementation results as a basis for preparing improvement recommendations. The stages of community service implementation are systematically structured based on the SKKNI competency elements of the Decree of the Minister of Manpower and Transmigration of the Republic of Indonesia Number 11 of 2019 concerning the Establishment of the Indonesian National Work Competency Standards for the Category of Government Administration, Defense, and Mandatory Social Security. The Main Group of Government Administration, Defense, and Mandatory Social Security in the Development Planning Sector is as follows:

1. Identification and Observation

The initial stage is carried out by identifying the existing conditions of SPBE risk management implementation through observation of business processes, supporting documents, and implemented monitoring mechanisms. Furthermore, coordination is conducted with field supervisors and relevant officials to obtain an overview of the problems, needs, and obstacles in implementing SPBE risk management.

2. Data Collection

The data collection stage is conducted through documentation studies, observation, and direct involvement in various SPBE management activities. The collected data includes risk context forms, risk assessment forms, risk management plan forms, risk management monitoring reports, recapitulation results of risk management implementation at regional government agencies, and the results of SPBE implementation coordination and evaluation meetings.

3. Formulate an Activity Plan

Based on the analysis results, a mentoring activity plan is developed, including developing an implementation strategy, assisting with completing risk management documents, preparing monitoring reports, and providing recommendations to improve the effectiveness of SPBE risk management implementation. The activity plan is developed taking into account the conditions and needs of partners to ensure optimal implementation.

4. Prepare an Activity Implementation Progress Report

The final stage involves preparing an activity progress report to document and evaluate the mentoring results. The report includes activity achievements, monitoring results of SPBE risk management implementation, ongoing challenges, and recommendations for follow-up actions that can be used by the Bandung City Communication and Informatics Office to sustainably improve the quality of SPBE governance. The entire series of activities is evaluated based on five core competency elements, from identifying macro-environmental changes to formulating strategic objectives relevant to current digital demographic trends. The participatory mentoring approach is widely used in community service activities because it can increase organizational capacity through shared learning, knowledge transfer, and collaborative problem-solving (Sutejo et al., 2023).

3. RESULTS AND DISCUSSION

Community service activities carried out at the Bandung City Communication and Informatics Office run from August 2024 to January 2025. Activities are carried out by contributing to the

Program Sub-Section, in addition to being given the opportunity to contribute to the Information and Communication Technology Planning Sector. In carrying out this activity, attention is paid to the Components and Performance Indicators contained in SKKNI No. Number 11 of 2019 concerning the Establishment of Indonesian National Work Competency Standards for the Category of Government Administration, Defense and Mandatory Social Security Main Group of Government Administration, Defense and Mandatory Social Security in the Development Planning Sector, as follows;

Table 1. Components and Performance Indicators for Implementing Development Planning within the Risk Management Scope at the Bandung City Communications and Information Service

COMPETENCY COMPONENTS	PERFORMANCE INDICATORS
1. Collecting Development Planning Data	1.1 Identifying data and supporting documentation needs for the implementation of SPBE, RKA, LKIP, LKPJ, and SPBE Internal Audit. 1.2 Verifying primary data through observation, coordination, and meeting results with regional officials. 1.3 Verifying secondary data from SPBE risk management forms, planning documents, performance reports, and applicable regulations.
2. Formulating development activity plans	2.1 Developing activity objectives based on the identified needs and identified problems. 2.2 Developing policy and strategy recommendations that support improved SPBE governance and risk management. 2.3 Developing programs and activity plans that support SPBE implementation, including risk management monitoring and performance evaluation.
3. Preparing Activity Implementation Progress Reports	3.1 Developing a reporting framework based on monitoring and evaluation results, and government reporting requirements. 3.2 Prepare reports on the progress of activity implementation, including the SPBE Risk Management Monitoring Report, SPBE Internal Audit Report, LKIP, and LKPJ in accordance with the results of activity implementation.

Source: Adapted from SKKNI No. 11 of 2019 concerning the Establishment of Indonesian National Work Competency Standards for the Category of Government Administration, Defense and Mandatory Social Security Main Group of Government Administration, Defense and Mandatory Social Security in the Field of Development Planning.

1. Results of Data Collection for Development Planning Development in the scope of Risk Management

Community service activities begin with the implementation of the Competency Unit for Collecting Development Planning Data, Unit Code 0.84PPB01.001.1 as a basis for understanding existing conditions and partner needs. This stage aims to obtain accurate, valid and relevant data as a basis for preparing recommendations and planning activities. Data collection is carried out through identification of information needs, field observations, documentation studies, and verification of data obtained from various sources. In its implementation, the team reviewed planning and reporting documents, SPBE risk management forms, results of coordination meetings, as well as various regulations that form the basis for implementing the Electronic Based Government System (SPBE). In addition, coordination was carried out with officials and staff at the Bandung City Communication and Information Service to ensure suitability between primary data and secondary data so that the information obtained could be used as a basis for analysis at the next stage. These activities include;

- a. Conducting Risk Management Monitoring for the Bandung City Electronic Government System (SPBE) in 2024

Based on the Guidelines of the Minister of Administrative and Bureaucratic Reform Number 3 of 2024 concerning Procedures for Monitoring and Evaluation of Electronic-Based Government Systems, it is stated that, in general, the national SPBE Index has shown an increase from year to year. The activities carried out include completing the SPBE Risk Management Form. There are three forms to be completed: the SPBE Risk Context form, the SPBE Risk Assessment form, and the SPBE Risk Management Plan form. Risk management plans are obtained from each relevant sector, which reports to the ICT Planning Division. Collecting risk data is a fundamental stage in risk management because it determines the quality of the analysis process and the resulting recommendations (Aprianto et al., 2021).

- b. Compiling the SPBE Risk Management Monitoring Report for Semester I

The SPBE Risk Management Monitoring Report is prepared based on a previously created form. The monitoring report document has three columns that must be completed. The first column represents the current SPBE risk level and project risk, filled with a summary from the SPBE risk assessment form, including the SPBE risk level, impact, SPBE risk value, and response status. Next is the column for responses that have been implemented, which can be filled in based on the SPBE risk response plan form or obtained from direct reports. The final column is recommendations, also filled in based on the SPBE risk response plan form.

2. Results of the Development Plan Formulation for the Communication and Information Service

After the data collection and analysis process was completed, the community service activity continued with the Competency Unit Formulating Development Activity Plans. This stage aims to develop activity plans that align with organizational development objectives and support the achievement of the strategic goals of the Bandung City Communication and Information Service. The activity plan formulation was carried out by referring to the results of needs identification, planning documents, and applicable regulations, particularly in the preparation of the Work Plan and Budget (RKA). Furthermore, a review was conducted to determine the alignment of programs, activities, sub-activities, and expenditure components with regional development priorities, ensuring that the plan complies with the principles of effectiveness, efficiency, accountability, and alignment with regional government development policies.

This activity begins with the preparation of the Work Plan and Budget (RKA) for Regional Work Units (SKPD), as regulated in Minister of Home Affairs Regulation Number 77 of 2020 concerning Technical Guidelines for Regional Financial Management. This regulation explains that the preparation of the RKA must be performance-based, align with regional development planning, and support regional financial efficiency and accountability through the use of systems such as the Regional Government Information System (SIPD). Participation in this process included providing assistance and verification of the Regional Work Plan (RKA) and Regional Work Units (SKPD) for the 2025 Fiscal Year. Seven Working Groups (Pokja) were audited by the Regional Finance and Asset Agency (BKAD). These seven working groups were: Bappelitbang, Budgeting Division, Treasury Division, State-Owned Enterprises (BMN) Inventory Division, Accounting and Reporting Division of BKAD, BKPSDM, and Goods and Services Procurement (PBJ). During the audit, working papers from the assistance were provided to each working group, containing identified issues and recommendations for resolution.

The results of the assistance and verification of the 2025 Fiscal Year RKA indicated the need for several adjustments to the budget document. These improvements included adding thematic Bureaucratic Reform (RB) tags to each activity component, adjusting sub-activity nomenclature and expenditure types to comply with applicable regulations, and using outsourced personnel to replace non-ASN (civil servants) still holding ASN positions. Furthermore, it is recommended that all expenditures on goods and services be processed through the LPSE (Regional Government Accounting System) and that expenditures be reclassified according to their value and type to comply with regional financial management regulations. Developing activity plans aligned with the organization's strategic objectives will increase the effectiveness of SPBE implementation

while strengthening information technology governance within government agencies (Asianto et al., 2023).

3. Results of the Activity Implementation Progress Report Preparation

The final stage of community service activities is carried out through the Competency Unit for Compiling Activity Implementation Progress Reports. This stage aims to document the entire activity implementation process, evaluate achievements, and present information as a form of accountability for program implementation. Report preparation is carried out systematically based on the results of activity monitoring and evaluation, with reference to the guidelines and reporting formats applicable to the Bandung City Communication and Informatics Office. The output of this stage is the preparation of various reporting documents, including the Government Agency Performance Report (LKIP), Accountability Information Report (LKPJ), SPBE Internal Audit Report, and SPBE risk management monitoring report, which serve as the basis for evaluation and recommendations for improving organizational governance. SPBE internal audits are a crucial instrument for identifying weaknesses in information security, application governance, and infrastructure, allowing for the development of appropriate mitigation measures (Prafitia & Legowo, 2025).

a. Preparation of LKIP

The preparation of Government Agency Performance Reports (LKIP) is carried out based on the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform Number 53 of 2014 concerning Technical Instructions for Performance Agreements, Performance Reporting and Procedures for Reviewing Government Agency Performance Reports (LKIP). Government Agency Performance is the embodiment of the obligation of a government agency to be accountable for the success of implementing its vision and mission in achieving the goals and targets that have been set through periodic accountability tools. To achieve good Government Agency Performance, the Communication and Information Technology Service is required to always improve its performance in the hope of increasing the role and function of the Communication and Information Technology Service as a sub-system of the Regional Government system which seeks to fulfill the aspirations of the community. At the Bandung City Communication and Information Service, LKIP is prepared periodically every three months (quarterly). Service activities are carried out through contributions to the preparation of the 3rd Quarter LKIP which was made in September 2024 and the 4th Quarter LKIP in December 2024. During the process of preparing the 3rd and 4th Quarter LKIP, coordination between sectors continues to be carried out to obtain information regarding performance achievements in 2024. Each field must report the results of its performance achievements to the Program Sub-Section which is tasked with preparing the LKIP. The achievement data received from each field is then entered into the table in the LKIP document to facilitate comparison of achievements in each quarter which is used as performance evaluation material. In quarter 3, the Electronic Based Government Index (smart city) had a target of 3.50 points and managed to reach 4.05 points. Meanwhile, in Quarter 4, the Electronic Based Government Index (smart city) had a target of 3.5 points and managed to reach 4.59 points. In the 4th quarter, the Community Satisfaction Index (IKM) was also assessed. Apart from inputting data on the achievement of these two indicators, the author was also tasked with inputting obstacles, follow-up, output from optimization results and the impact of optimization results.

The mentoring activities did not merely assist administrative completion of accountability documents but also improved the quality of organizational planning and performance reporting. Continuous interaction between the mentoring team and government officials facilitated better understanding of SPBE risk documentation, improved data consistency across organizational units, and strengthened evidence-based reporting practices. Consequently, accountability documents such as the LKIP, LKPJ, and SPBE Internal Audit Report became more comprehensive and aligned with regulatory requirements, demonstrating that participatory mentoring can simultaneously strengthen organizational learning and institutional accountability. Through involvement in this process, it can be seen that the comparison of 2024 performance targets and achievements have been met as

determined. Systematic performance reporting not only serves as a form of public accountability but also supports data-driven decision-making in digital governance.

b. Preparation of the 2024 Internal Audit Activity Report for the Bandung City Government's SPBE (E-Government Service)

To improve the quality of SPBE implementation, the government has issued various regulations supporting the use of ICT in public services. One such regulation is Presidential Regulation Number 95 of 2018 concerning SPBE, which regulates procedures for implementing electronic government services in various government agencies. To support the implementation of this regulation, periodic audits of the infrastructure and applications used in SPBE are required to ensure the system meets applicable standards. BRIN Regulation Number 1 of 2024 concerning Standards and Procedures for Implementing SPBE Infrastructure and Application Audits was issued as a follow-up to this Presidential Regulation. This regulation establishes standards and procedures for conducting SPBE infrastructure and application audits. These audits aim to ensure the system operates according to standards, is secure, efficient, and supports operational sustainability and data security. The audits conducted included a security audit (for the GAMPIL, e-Satria, New BIMMA, e-Penting applications), an application audit (for SIMDIK, SIPAKU, SALAMAN, and e-Penting), and an infrastructure audit of the Regional Government Intra-Agency Network (JIP) and the Government Service Liaison System (SPLP). The audit of the SPBE security, applications, and infrastructure revealed several important findings that require immediate attention. Some of these findings are:

[1] Critical Security Vulnerabilities in the e-Penting Application

Findings:

The audit identified serious security vulnerabilities in the e-Penting application. These vulnerabilities could be exploited for sensitive data theft, unauthorized data changes, and account takeovers.

Recommendations:

Implement strict input validation, verify data ownership, and add a captcha to the login form.

[2] Need to Implement Security Standards

Findings:

Security vulnerabilities in the e-Penting application indicate that it requires the implementation of stricter security standards in accordance with BSSN Regulation No. 8 of 2020 concerning Security Systems in the Implementation of Electronic Systems.

Recommendation:

Applications must comply with the SNI ISO/IEC 27001 standard or other relevant cybersecurity standards to ensure better data protection and regulatory compliance.

[3] Suboptimal Documentation and Governance

Finding:

There are deficiencies in documentation and governance related to information asset management, as well as a lack of guidelines and documents related to risk management and security technology.

Recommendation:

Create and update policy documents, asset management guidelines, and detailed risk analysis to improve system governance and effectiveness.

[4] Deficiencies in Infrastructure Management

Findings:

The audit found that documents related to the development and operation of the Regional Government Intra-Agency Network (JIP) were incomplete, including test reports and network governance.

Recommendations:

A detailed document should be prepared regarding JIP development requirements, test reports, and governance, including network asset and user management.

This report is based on the results of an internal audit conducted from July 15-24, 2024, by the Bandung City Communication and Informatics Office. The success of SPBE implementation is

highly influenced by the synergy between governance, risk management, information security, and continuous evaluation, requiring the commitment of all regional government agencies to consistently implement these processes (Niverta et al., 2024; Aprianto et al., 2021). Furthermore, the development of an integrated digital platform will increase the effectiveness of risk monitoring and strengthen the quality of digital governance in the future (Prafitia & Legowo, 2025).

Beyond addressing the identified technical vulnerabilities, the audit findings highlight the importance of establishing a long-term cybersecurity governance framework within Bandung City's SPBE implementation. Rather than relying solely on periodic corrective actions, the city government should institutionalize continuous cybersecurity monitoring, standardized incident response procedures, and regular vulnerability assessments across all Regional Government Organizations (OPDs). Such preventive governance would enable early detection of security threats while ensuring consistent compliance with national cybersecurity standards, including BSSN Regulation No. 8 of 2020 and SNI ISO/IEC 27001. This strategic approach would not only strengthen information security but also improve organizational resilience against increasingly sophisticated cyber threats.

An integrated digital platform should be developed to support cross-OPD SPBE risk monitoring. The platform should include standardized electronic risk registers, automated reporting dashboards, mitigation progress tracking, early warning notifications for high-priority risks, and centralized documentation repositories. Integration with existing government information systems would enable real-time monitoring, improve inter-agency coordination, reduce duplication of reporting activities, and provide decision makers with comprehensive risk information for strategic planning. Such a platform would also support continuous evaluation of SPBE maturity and strengthen digital governance sustainability.

4. CONCLUSION

Community service activities at the Bandung City Communications and Informatics Office were implemented through a participatory mentoring approach that adheres to the Indonesian National Work Competency Standards (SKKNI) for Development Planning. The series of activities included data collection, formulation of development activity plans, and preparation of progress reports on activity implementation. All stages provided practical experience in the SPBE risk management monitoring process while supporting the strengthening of e-government within the Bandung City Government. The mentoring results demonstrated that the activities implemented supported improvements in the quality of planning documents, SPBE risk management monitoring, refinement of the Work Plan and Budget (RKA), and preparation of various accountability documents, such as the Government Agency Performance Report (LKIP), Accountability Statement Report (LKPJ), and SPBE Internal Audit Report. In addition to generating recommendations for improving risk management, these activities also contributed to improving document compliance with regulations, strengthening coordination between regional agencies, and supporting improvements in the quality of SPBE implementation in Bandung City.

Moving forward, the implementation of SPBE risk management needs to be strengthened by increasing the commitment of all regional government agencies to consistently implement risk management, improving risk classification standards, and developing an integrated digital platform to support ongoing reporting, monitoring, and evaluation. Synergy between local governments, universities, and other stakeholders is expected to foster SPBE governance that is increasingly effective, accountable, adaptive to technological developments, and capable of maintaining the quality of digital public services in Bandung City. Future implementation of SPBE risk management should prioritize the establishment of an integrated cross-agency digital risk monitoring platform accompanied by continuous cybersecurity governance, standardized risk classification, and periodic capacity-building programs. These initiatives are expected to enhance institutional resilience, strengthen accountability, and ensure sustainable digital government transformation.

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