

Implementation of the One Data Policy in Kubu Raya Regency in Supporting Public Decision Making

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Abstract

This study aims to analyze the implementation of the One Data Policy in Kubu Raya Regency and examine the extent to which the policy supports evidence-based public decision-making. This study employs a qualitative descriptive approach using document analysis. The analyzed documents include national and regional regulations, One Data and Open Data portals, official government publications, sectoral statistical reports, and reports from the One Data Forum in Kubu Raya Regency. Data were analyzed through thematic content analysis based on Edwards III's policy implementation framework, consisting of communication, resources, disposition, and bureaucratic structure. The findings indicate that Kubu Raya Regency has established the institutional, regulatory, and technological foundations necessary for implementing the One Data Policy. However, the utilization of data in public decision-making remains limited. Data are primarily used for administrative reporting and monitoring purposes rather than as analytical tools for policy formulation, adoption, and evaluation. Challenges include inconsistent data standardization, limited analytical capacity among civil servants, uneven institutional commitment, and weak procedural integration of data into the policy cycle. The findings contribute to the literature on data governance and evidence-based policymaking by demonstrating that successful implementation of One Data requires not only data availability but also institutional capacity and organizational culture that support data utilization. Unlike previous studies that primarily focus on data governance readiness and implementation mechanisms, this study specifically examines the relationship between One Data implementation and public decision-making practices at the local government level through the perspective of Edwards III's implementation model.

Keywords: One Data Indonesia; Data Governance; Public Decision-Making; Local Government; Evidence-Based Policy.

Introduction

The rapid advancement of information and communication technologies has driven a paradigm shift in governance, moving from traditional administrative approaches toward data-driven and evidence-based governance. Within this paradigm, data are no longer perceived

merely as statistical outputs or administrative records, but as strategic knowledge resources that play a crucial role in identifying public problems, formulating policy alternatives, and evaluating development outcomes (Umasugi, 2025). Governments that are able to manage and utilize data effectively tend to produce public policies that are more targeted, transparent, and accountable.

In Indonesia, the primary challenges in government data management over the past several years have included inter-agency data fragmentation, inconsistencies in definitions and indicators, and low levels of information system interoperability. These conditions have resulted in data that are often unsynchronized and difficult to utilize as a reliable basis for decision making (Bernot dkk., 2024). In response to these challenges, the government enacted the One Data Indonesia policy through Presidential Regulation No. 39 of 2019, which emphasizes data standards, metadata, interoperability, and reference codes as the foundational principles of national data governance (Syahpitri dkk., 2025).

At the national level, One Data Indonesia (ODI) has contributed to improvements in data integration and quality; however, its implementation remains far from optimal and varies significantly across sectors and regions (Hasnita & Salomo, 2025). Structurally, the success of ODI implementation is strongly influenced by the availability of infrastructure, human resource capacity, and the distribution of authority and resources within local governments (Hakim dkk., 2024). Readiness assessment frameworks for ODI implementation reveal substantial disparities among local governments in terms of organizational arrangements, processes, and technological capabilities; these frameworks are instrumental in identifying weaknesses and formulating capacity-building action plans (Reja Reja dkk., 2025).

Data have become a strategic resource that reshapes how governments formulate, implement, and evaluate public policies in the digital era, marking a shift from opinion based policymaking toward

evidence based policy. Digital governments leverage big data and data analytics to reduce uncertainty in selecting policy options, thereby enabling decisions that are more accurate, timely, and context-sensitive (Hossin dkk., 2023). Data are utilized throughout the entire policy cycle ranging from planning and design to implementation or service delivery and evaluation rather than being confined solely to the public service stage, as was characteristic of early generations of e-government (Höchtel dkk., 2016).

One Data Indonesia constitutes a critical component in advancing data-driven public decision-making in Indonesia by providing standardized frameworks, interoperability mechanisms, and data governance structures for development planning and evaluation (Ismail dkk., 2025). Nevertheless, its practical impact remains highly contingent upon local government readiness, human resource capacity, institutional coordination, and the strengthening of data security and data literacy. By addressing these gaps, ODI holds strong potential to enhance the precision, transparency, and accountability of public policies (Aprilia dkk., 2024).

The implementation of the One Data Indonesia policy has established a national foundation for data governance and produced several tangible achievements, including thematic dashboards, sectoral and regional data portals, and metadata frameworks (Hestiantini & Pribadi, 2020). However, in many regions, implementation remains partial and constrained by limitations in human resources, inter-agency coordination, infrastructure, standard operating procedures, and, most notably, weak data security frameworks (Prasetyo & Prihantoro, 2024). Strengthening legal and security aspects, enhancing local capacity and coordination, and utilizing readiness frameworks alongside strategic communication are therefore critical to accelerating ODI implementation. In the digital government era, data are no longer merely administrative inputs but have become infrastructures of knowledge and power that shape how public problems are

defined, solutions are designed, and governments are held accountable (Yukhno, 2024).

At the local government level, the implementation of the One Data policy holds strategic significance, as local governments serve as the primary implementers of development programs and public service delivery (Falahah dkk., 2021). Kubu Raya Regency, a relatively young and dynamic autonomous region in West Kalimantan Province, has demonstrated its commitment to adopting this policy through the development of a regional data ecosystem, the provision of Open Data portals, and the strengthening of sectoral statistics within local government agencies. These initiatives indicate a growing awareness that data constitute a critical prerequisite for effective development planning (Irawan & Handayani, 2025).

In Kubu Raya Regency, the direction of policy implementation is reflected in the development of the “Kubu Raya Data Ecosystem” as an integrated portal encompassing both Open Data and One Data platforms. The Government of Kubu Raya Regency has also organized One Data forums to promote the strengthening of high-quality data governance across local government agencies. From a regulatory perspective, Regent Regulation of Kubu Raya Regency No. 59 of 2025 on One Data Kubu Raya serves as the most recent legal framework and formally repeals previous regional regulations related to the management of One Data Indonesia at the local level (kuburaya.go.id).

The Government of Kubu Raya Regency organized the 2025 Regular One Data Forum, held at Qubu Resort, Sungai Raya. The forum aimed to strengthen high-quality, integrated, and accountable data governance across local government agencies. The Vice Regent, Sukiryanto, emphasized that One Data Indonesia constitutes a crucial foundation for national digital transformation and for the formulation of targeted public policies. The forum functioned as a platform for coordination and

collaboration to promote accurate, up-to-date data supported by comprehensive metadata standards.

During the 2025 One Data Forum, the Vice Regent of Kubu Raya, Sukiryanto, stated that *“One Data Indonesia plays a strategic role in ensuring that public policies in Kubu Raya are efficient and grounded in valid and reliable data. This forum underscores the importance of cross-agency coordination and integration in managing data according to uniform standards that are efficiently accessible to the public, thereby supporting effective development planning”* (kalbar.antaranews.com).

The 2025 Regular One Data Forum in Kubu Raya was also reported by local media, highlighting efforts to eliminate sectoral ego among local government agencies, strengthen cross-agency coordination, and establish a modern and integrated data governance system, including the initial digitalization of village-level data. The forum reportedly indicated that Kubu Raya’s One Data implementation index reached a certain level (approximately 58.89%) and positioned the regency at a specific rank among regencies and municipalities in West Kalimantan Province. Nevertheless, intensified collaboration was deemed necessary to further improve this performance (insidepontianak.com).

The availability of data, however, does not necessarily translate into its use in policymaking. Many local governments have established data portals, yet policy decisions remain largely influenced by political considerations, bureaucratic routines, limited analytical capacity, or inconsistent data quality. The literature on data-driven public policy in Indonesia indicates that effective data utilization including the use of big data requires mature processes, adequate institutional capacity, and robust governance arrangements in order to meaningfully inform policy formulation.

Previous studies on One Data Indonesia have primarily focused on institutional readiness, data governance mechanisms, interoperability

challenges, and implementation performance across various regions (Hakim et al., 2024; Ismail et al., 2025; Irawan & Handayani, 2025). Although these studies provide valuable insights into administrative and technological aspects of implementation, limited attention has been given to examining how One Data contributes to public decision-making processes within local governments. Most studies assess the existence of data governance structures without evaluating whether data are actually utilized as the basis for policy formulation, policy adoption, and policy evaluation.

This study addresses this gap by examining the implementation of the One Data Policy in Kubu Raya Regency from the perspective of public decision-making. The novelty of this study lies in its attempt to link the implementation of One Data Indonesia with evidence-based policymaking through Edwards III's implementation framework. Therefore, this study contributes not only to the literature on policy implementation but also to the growing discussion on data-driven governance at the local government level.

Based on this background, this article addresses the following research question: to what extent has the implementation of the One Data policy in Kubu Raya Regency enabled data to genuinely serve as the basis for public policymaking, and what factors strengthen or weaken this process?

Research Methods

This study employs a qualitative descriptive approach to analyze the implementation of the One Data Policy in Kubu Raya Regency and its contribution to public decision-making. A qualitative approach was selected because the study aims to understand policy implementation processes, institutional dynamics, and contextual factors influencing data utilization rather than measuring variables quantitatively.

The study relies on document analysis as the primary data collection method. The analyzed documents include: (1) Presidential Regulation No.

39 of 2019 concerning One Data Indonesia; (2) Regent Regulation of Kubu Raya No. 59 of 2025 concerning One Data Kubu Raya; (3) documents available on the Kubu Raya Data Ecosystem Portal and Open Data Portal; (4) official reports and publications issued by the Government of Kubu Raya Regency; (5) reports and publications related to the One Data Forum; and (6) sectoral statistical publications produced by local government agencies. Documents were selected based on four criteria: relevance to One Data implementation, relevance to public decision-making processes, credibility of sources, and availability of information regarding data governance practices. The period of analysis focused on documents published between 2024 and 2025, corresponding to the most recent developments in One Data implementation in Kubu Raya Regency.

Data analysis was conducted through thematic content analysis. The analysis consisted of four stages: document collection, document classification, coding, and interpretation. Coding was guided by Edwards III's policy implementation framework, which includes communication, resources, disposition, and bureaucratic structure.

No	Edwards III Variables	Information
1	Communication	Policy dissemination, inter-agency coordination, understanding of One Data objectives.
2	Resources	Human resources, technological infrastructure, budget support, analytical capacity.
3	Disposition	Commitment of implementing agencies, willingness to utilize data, organizational support.
4	Bureaucratic Structure	Institutional arrangements, standard operating procedures, governance mechanisms, integration into planning and evaluation processes.

Table 1. Operationalization of Edwards III Variables

To improve validity, source triangulation was conducted by comparing regulations, government reports, official publications, statistical reports, and data portal information.

Results and Discussion

The implementation of the One Data policy in Kubu Raya Regency demonstrates significant progress in the establishment of data governance foundations. The presence of a regional data ecosystem portal and Open Data platform reflects the local government's efforts to integrate, document, and disseminate cross-sectoral data. From a public policy perspective, this initiative constitutes an essential prerequisite for enhancing transparency and reducing information asymmetry among local government agencies (Jaya dkk., 2025).

Furthermore, the strengthening of sectoral statistics indicates that the local government is not solely focused on macro-level data, but also encourages each government agency to assume responsibility as a producer of sectoral data. Within the One Data framework, this role is critical, as the quality of public policy is highly dependent on the quality of sectoral data used as the basis for analyzing public problems (Wisika, 2024). The One Data coordination forums organized by the local government also function as institutional spaces for aligning perceptions, indicators, and data needs among stakeholders (Harsen dkk., 2025).

Kubu Raya Regency's initiative to develop a data ecosystem portal and Open Data platform aligns with the national One Data agenda aimed at integrating and opening access to cross-sectoral data. From a public policy perspective, these initiatives represent essential prerequisites for transparency and the reduction of information asymmetry; however, their effectiveness is largely determined by data quality, institutional coordination, statistical human resources, standard operating procedures, and public participation in data utilization.

Upon closer examination, this implementation remains predominantly structural and administrative in nature. Data have been collected, uploaded, and managed, yet they have not been fully positioned as analytical instruments that systematically influence policy direction. In other words, the implementation of One Data in Kubu Raya Regency is still at the stage of data governance readiness.

Data as a Policy Basis: Between Ideals and Reality

Normatively, data-driven policymaking requires a clear and explicit linkage between data and policy decisions. Data should be utilized to define problems, set priorities, select policy alternatives, and evaluate policy impacts. In the context of Kubu Raya Regency, although data are available, not all stages of the policy process demonstrate strong traceability between the data and the decisions ultimately taken..

One important indication of this condition is the limited use of data as the primary basis for policy arguments in planning and policy documents. Data often appear as supplementary elements within policy narratives rather than as analytical foundations that determine program choices and resource allocation. This situation indicates that a data-driven decision-making culture has not yet been fully internalized within the local bureaucracy.

Another challenge concerns data consistency and standardization. Differences in indicator definitions, delays in data updates, and variations in the quality of sectoral statistics have the potential to undermine policymakers' confidence in the available data. When data are perceived as insufficiently reliable, decision-makers tend to revert to intuitive or politically driven approaches.

Determinants of Implementation Effectiveness

The effectiveness of One Data implementation in Kubu Raya Regency is strongly influenced by several key factors. First, human resource capacity in data management and analysis remains a significant

challenge. Without adequate analytical skills, data are difficult to transform into policy relevant information. Second, the integration of One Data into policy planning and evaluation cycles has not yet been fully institutionalized. As long as the use of data is not procedurally mandated, its utilization will continue to depend on the initiative of individual actors or specific organizational units.

Third, leadership and organizational commitment play a central role. The transition toward data driven policymaking requires strong support from local leaders to position data as the primary reference in strategic decision making.

No	Research Aspect	Empirical Indicator	Research Findings	Implications for Decision-Making
1	Regulatory Framework (Regent Regulation No.59/2025)	Existence of regional One Data regulations	Regulations and the allocation of data governance roles have been established	Provides a legal foundation, but does not yet mandate the use of data in policymaking
2	Data Governance Institutions (One Data Forum Report 2025)	Roles of data stewards and data producers	The institutional structure for One Data governance has been established	Data coordination mechanisms exist, but utilization remains suboptimal
3	System Infrastructure (Kubu Raya Data Ecosystem Portal)	One Data Portal and Open Data platform	The regional data portal is operational	Data access has improved, but policy analysis remains unsystematic
4	Coordination (One Data Forum Documentation)	One Data coordination forum	Coordination forums have been conducted	The focus remains on data collection and synchronization
5	Sectoral Statistics (Open Data Kubu Raya Publications)	Availability of sectoral data across agencies	Sectoral statistics have begun to be produced and published	Data are available primarily as preliminary policy references

6	Data Standardization	Consistency of indicators and definitions	Variations in indicators across agencies persist	This complicates cross-sectoral analysis
7	Use in Planning	Data utilization in policy documents	Data are used to support policy narratives	Data have not yet become the primary basis for priority setting
8	Use in Evaluation	Data as a tool for policy evaluation	Policy evaluation is not yet based on data analysis	Evidence-based policy feedback remains limited
9	Administrative Capacity	Data analysis capabilities of civil servants	Civil servants primarily perform administrative roles	Data-driven policy analysis capacity is limited
10	Decision-Making Culture	Data orientation in policymaking	Decision-making remains a combination of data and intuition	Data have not yet become the dominant factor in decisions

Table 2. Results of the Implementation of the One Data Policy in Kubu Raya Regency in Supporting Public Decision-Making (2025).

The findings presented in table 2 indicate that the implementation of the One Data policy in Kubu Raya Regency has reached the stage of institutional readiness. The existence of regional regulations, a data steward institutional structure, and data portal infrastructure suggests that the local government has fulfilled the administrative and technical prerequisites for effective data governance. From a public policy perspective, this condition represents an important initial phase in supporting evidence-based policymaking.

However, further analysis reveals that the utilization of data in public decision making remains limited. Data tend to be used as supportive elements within policy narratives rather than as primary analytical bases for determining program priorities or resource allocation. Inconsistencies in indicator standardization and variations in the quality of sectoral statistics across government agencies weaken the role of data as a cross sectoral

policy reference. These findings underscore that the success of One Data implementation is not determined solely by the availability of systems and regulations, but also by institutional capacity to transform data into policy-relevant knowledge.

No	Implementationn Variable	Research Indicator	Key Findings
1	Communication	Understanding of the objectives and mechanisms of the One Data policy	Understanding across government agencies remains uneven
2	Resources	Human resources, technology, and technical support	Infrastructure is available, but analytical capacity is limited
3	Disposition	Commitment of policy implementers	Commitment varies across government agencies
4	Bureaucratic Structure	Integration into the policy cycle	Data have not yet become binding in planning and evaluation processes

Table 3. Results of the Implementation of the One Data Policy Based on the Edwards III Model.

The analysis of table 3 indicates that the four policy implementation variables proposed by Edwards III have not yet operated optimally and simultaneously. From the communication perspective, although the One Data policy has been disseminated, understanding among local government agencies remains uneven. This condition leads to differing interpretations of indicators and data definitions, which ultimately hinders cross-sectoral data integration.

The resource variable indicates that the primary limitation does not lie in technological infrastructure, but rather in the analytical capacity of civil servants. Government officials tend to function more as data managers and reporters than as policy analysts. Furthermore, variations in implementer disposition across local government agencies suggest that commitment to data utilization has not yet been fully internalized as an organizational culture. Meanwhile, a bureaucratic structure that has not procedurally linked

One Data to policy planning and evaluation cycles results in data lacking binding force in decision-making processes. These findings reinforce the argument that the implementation of One Data in Kubu Raya Regency continues to face both structural challenges and bureaucratic behavioral constraints.

Policy Stage	Form of Data Utilization	Research Findings
Problem Identification	Statistical data as a depiction of existing conditions	Generally used as preliminary information
Policy Formulation	Data for analyzing policy alternatives	Rarely used in a systematic manner
Policy Adoption	Data as a basis for decision-making	Decisions tend to be normative rather than data-driven
Policy Implementation	Data for activity reporting	Used intensively
Policy Evaluation	Data to assess policy impacts	Evaluation has not yet been based on data analysis

Table 4. Results of Data Utilization in the Public Decision-Making Cycle.

The findings presented in table 4 reveal an uneven pattern of data utilization across the public policy cycle. Data are relatively more frequently used during the problem identification and policy implementation stages, primarily as tools for reporting and activity documentation. However, during the policy formulation and decision-making stages, data are rarely employed as a basis for analyzing policy alternatives. This condition indicates that policy decisions remain largely dominated by normative approaches and bureaucratic experience.

The limited use of data at the policy evaluation stage indicates weak data-based feedback loop mechanisms. Without data driven evaluation, policy learning is difficult to achieve, causing policies to become repetitive and less adaptive to the dynamics of public problems. These findings are consistent with the evidence-based policy literature, which emphasizes that data availability must be accompanied by the integration of data across all

stages of the policy process in order for decision-making to be genuinely evidence-based.

The table illustrates a clear pattern of uneven data utilization across the stages of the policy process. During the problem identification stage, statistical data are generally employed to depict existing conditions; however, their use remains largely descriptive and functions primarily as preliminary information rather than as an analytical tool. In the policy formulation stage, where data should play a central role in comparing and assessing policy alternatives, the findings indicate that data are rarely used in a systematic and structured manner. This limitation constrains the capacity of policymakers to evaluate trade-offs and evidence-based options.

At the policy adoption stage, data are formally recognized as a potential basis for decision making, yet decisions tend to be normative in nature, reflecting regulatory compliance or political considerations rather than empirical analysis. In contrast, the policy implementation stage demonstrates the most intensive use of data, particularly for administrative reporting and monitoring of activities. While this reflects improved data availability, it also suggests that data utilization is oriented more toward accountability requirements than toward learning or policy adjustment. Finally, at the policy evaluation stage, data are intended to assess policy impacts; however, the findings reveal that evaluation practices have not yet been grounded in rigorous data analysis. Overall, the table indicates that data are more frequently used for administrative and reporting purposes than as a substantive foundation for evidence-based policymaking across the full policy cycle.

Institutional Constraints and Data-Driven Policymaking

The findings demonstrate that the primary challenge of One Data implementation in Kubu Raya Regency is not the absence of data infrastructure but the limited institutionalization of data utilization within the policymaking process. Although data portals, sectoral statistics, and

coordination mechanisms have been established, data are still predominantly used for administrative reporting rather than analytical decision-making.

This condition reflects a resource limitation within Edwards III's framework, particularly regarding the analytical capacity of civil servants. The findings suggest that many government agencies possess adequate capabilities in data collection and reporting but have limited capacity to transform data into policy-relevant knowledge.

Furthermore, the persistence of inconsistent indicators across agencies indicates unresolved standardization issues. Such inconsistencies reduce confidence in data quality and discourage policymakers from relying on data when making strategic decisions. As a result, decision-making continues to combine empirical information with bureaucratic experience, intuition, and political considerations.

These findings support previous studies on One Data Indonesia which argue that data governance success should not be measured solely by the existence of data systems, but also by the degree to which data are integrated into planning, implementation, and evaluation processes. Therefore, strengthening data literacy, institutional commitment, and procedural requirements for evidence-based policymaking remains essential for achieving the objectives of One Data Indonesia.

The results of this discussion indicate that the primary challenge in implementing One Data lies not in the availability of systems and data, but in the integration of data into policy practices and the decision-making culture within local government institutions.

Conclusion

This study finds that the implementation of the One Data Policy in Kubu Raya Regency has successfully established the regulatory, institutional, and technological foundations necessary for regional data

governance. However, the existence of these foundations has not automatically resulted in fully data-driven public decision-making.

The findings reveal that data utilization remains concentrated in administrative reporting and monitoring activities, while its role in policy formulation, policy adoption, and policy evaluation remains limited. Challenges related to data standardization, analytical capacity, organizational commitment, and procedural integration continue to hinder the transformation of data into evidence-based policymaking.

Theoretically, this study demonstrates that successful policy implementation extends beyond institutional readiness and requires the integration of data into organizational decision-making practices. Practically, the study recommends strengthening data literacy among civil servants, improving interoperability and data standardization, and institutionalizing the use of data throughout the policy cycle to enhance evidence-based governance in Kubu Raya Regency.

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