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The Smart City Implementation and Development Model in Realizing Bureaucratic Reform in the Local Government of Cimahi City

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Abstract

This study delves into the implementation and development of a Smart City model as a strategic approach by the Regional Government to achieve bureaucratic reform. The aim is to address challenges associated with inefficient service systems, lengthy processes, organizational structures, and bureaucratic placements that hinder effective government management. Focused on Cimahi City's urban development strategy, the Smart City concept integrates the Internet of Things (IoT) and information and communication technology (ICT) to optimize city assets, enhance law enforcement, streamline government agency information systems, and improve community services. However, despite its potential, the government's Smart City strategy faces obstacles, including server errors, login difficulties, frequent application loading, cumbersome display interfaces, and unresponsive buttons. In response, this research proposes the TRSCM model as a framework for the effective implementation and development of Smart City initiatives, aiming to overcome barriers and contribute to the realization of meaningful bureaucratic reform in government organizations.

Keywords: smart city implementation model, information and communication technology, bureaucratic reform.

Abstrak

Kajian ini mendalami implementasi dan pengembangan model Smart City sebagai pendekatan strategis Pemerintah Daerah untuk mencapai reformasi birokrasi. Tujuannya adalah untuk mengatasi tantangan yang terkait dengan sistem pelayanan yang tidak efisien, proses yang panjang, struktur organisasi, dan penempatan birokrasi yang menghambat efektivitas pengelolaan pemerintah. Berfokus pada strategi pembangunan perkotaan Kota Cimahi, konsep Smart City mengintegrasikan Internet of Things (IoT) dan teknologi informasi dan komunikasi (ICT) untuk mengoptimalkan aset kota, meningkatkan penegakan hukum, mengefektifkan sistem informasi instansi pemerintah, dan meningkatkan pelayanan masyarakat. Namun, terlepas dari potensinya, strategi Kota Cerdas pemerintah menghadapi kendala, termasuk kesalahan server, kesulitan login, seringnya memuat aplikasi, antarmuka tampilan yang rumit, dan tombol yang tidak responsif. Sebagai tanggapannya, penelitian ini mengusulkan model TRSCM sebagai kerangka kerja untuk implementasi dan pengembangan inisiatif Kota Cerdas yang efektif, yang bertujuan untuk mengatasi hambatan dan berkontribusi pada realisasi reformasi birokrasi yang bermakna di organisasi pemerintah.

Kata Kunci: model implementasi smart city, teknologi informasi dan komunikasi, reformasi birokrasi.

INTRODUCTION

The Smart City implementation and development model is a collection of all aspects aimed at realizing local government bureaucratic reform, beginning with approaches, strategies, methodologies, techniques, and tactics. In this age of globalization and digitalization, the smart city concept has the potential to significantly alter the lives of both individuals and government institutions. Sasono Wibowo notes that rapid technical advances can modify and have a substantial impact on developments in living patterns, making them more effective, efficient, practical, and fast-paced; this is an exceptional

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phenomenon as an integration of humans and technology (human technology) (Sasono Wibowo I. G., 2019).

Smart City is a term for a city that connects information and communication technology (ICT) to improve the quality and performance of urban services such as energy, transportation, and utilities to reduce resource consumption and waste costs. Widodo explains that the aim of smart cities is to improve the quality of life of its citizens through smart cities and improve performance and service quality (Widodo, 2016). Furthermore Yunita Arafah adds that Smart City aims to improve the quality of the city by becoming smart through technological infrastructure, especially ICT in its area, by developing software applications and collaborating with the private sector (Yunita Arafah, 2020).

The Smart City concept's development highlights the needs of the government strategy and the necessity for community involvement in developing a better Smart City. In the future, the Smart City is a concept that offers a significant opportunity for the government and society to become more aware of the difficulties they confront. Widodo notes that the need to deliver information that is easily available, rapid, exact, and accurate is one of the fundamentals for developing the use of technology in the government setting, which is a critical necessity in public services (Widodo, 2016). Adi Suhendra explains that the local government should be able to coordinate the use of information and communication technology on an ongoing basis to assist in the dissemination of information to the public (Adi Suhendra, 2018).

The administration of government, by employing information technology and telecommunications, is intended to improve government performance. It is done as a way of realizing bureaucratic reform. Government bureaucratic reform is a major shift in the new government paradigm. According to Samin, reformation is a movement to change the shape and behavior of an order because it is no longer in agreement with the needs of the times and is inefficient, unclean, or not democratic (Samin, 2000). Government bureaucracy is a critical factor in deciding the path to success in the administration of the government or state. Bureaucracy as the management of society in a written, planned, and beautifully documented manner by educated and civilized individuals (Thoha, 2012).

The government's function in bureaucratic reform is to address challenges and not only streamline or enhance the bureaucratic framework but also to alter the mindset and bureaucratic culture of different government management positions, which ultimately impacts human resources, administration of public services, organizational (institutional) management, and accountability. According to Asropi culture has a significant impact on the effectiveness of government bureaucratic reform in the regions (Asropi, 2008). As a foundation for enhancing bureaucratic structure and culture, government bureaucratic reform strategies are crucial in the era of globalization. When creating government-level programs, such as the Smart City initiative that the Cimahi City Local Government is currently implementing, they can also act as a resource for determining the direction and foundation of policy.

The Cimahi City Local Government has actually adopted the Smart City concept by developing several government strategies. Many government policies, however, have not been successful in their implementation. According to existing assessments, practically every OPD/ Regional Apparatus Organization is now suffering server issues, making logging in difficult; in the meantime, programs frequently load, and the display interface is heavy. For example, population data is difficult to download, some CSV buttons are not responsive when clicked, making it difficult to find the innovation system, the server has errors, and this has changed its name from ACI to SIKONCI, but it is still not running well. From the HR perspective as a system implementer, one may find it difficult to implement the system because it frequently changes and frequently has errors, disrupting work activities. On the other hand, the lack of public awareness of systems that the public can access means that the public is unaware of these systems.

In addition, there is also no model for implementing and developing a Smart City to realize local government bureaucratic reform in Cimahi City.

Many sources from the Litbang/Research and Development department at BAPPEDA Cimahi are used as initial data. The local government of Cimahi City has participated in various competitions related to the innovation, including:

1. Public Service Innovation Competition (SINOVIK) from the Ministry of Administrative and Bureaucratic Reform. Top 99 of 2016 in terms of public innovation in e-reporting in the Development Administration section
2. Public Service Innovation Competition from the Ministry of Administrative and Bureaucratic Reform. Top 99 and 45 of 2018 in the form of Caterpillar Hi-Park (Inter-Pillar Collaboration Innovation at Cimahi Techno Park) and Disdagkoperin/Department of Trade, Cooperatives, Small and Medium Enterprises, and Industry,
3. Public Service Innovation Competition from the Ministry of Administrative and Bureaucratic Reform. Top 99 and Top 45 2019 Cireundeu Gastrodiplomacy (BAPPEDA),
4. Public Service Innovation Competition from the Ministry of Administrative and Bureaucratic Reform. Top 5 Best of the Best in 2020 in the form of Katerpilar Hi-Park (Inter-Pillar Collaboration Innovation at Cimahi Techno Park) and Disdagkoperin/Department of Trade, Cooperatives, Small and Medium Enterprises, and Industry,
5. 1st and 3rd place in Budhipraja Kemenristek/BRIN in 2019 and 2020 (Bappeda),
6. Innovative Government Award (IGA): Ministry of Home Affairs ranked 5th and 12th National in 2019 and BAPPEDA Cimahi City CORPU 2020 (BAPPEDA),
7. Smart City of Ministry of Communication and Information, which always gets positive and particularly satisfactory results in 2019 and 2020.

This research was initiated based on the identified substantial gap between the practical implementation in the field and the existing system documents within government organizations. The investigation, titled "The Smart City Implementation and Development Model in Realizing Bureaucratic Reform in The Local Government of Cimahi City," aims to address the following problem: How can a model be formulated for implementing and developing Smart City to achieve Local Government Bureaucratic Reform in Cimahi City? The overarching objective is to create a comprehensive model for the implementation and development of Smart City initiatives, specifically tailored to realizing Bureaucratic Reform in the local government of Cimahi City. The significance of this research lies in establishing a replicable framework that can serve as a guide for other local governments, providing insights into approaches, strategies, methods, techniques, and tactics to optimize the implementation of bureaucratic reform. Utilizing the Smart City model in Cimahi City, the research aims to map out every essential element, ensuring the optimal implementation of reform and the enhancement of service quality across various sectors for the benefit of the community.

THEORETICAL FRAMEWORK

Concepts of Model and Strategy

The Smart City implementation and development model is a series of all elements starting from approaches, strategies, methods, techniques, and tactics to realize local government bureaucratic reform. Meanwhile, strategy is a concept that needs to be understood and implemented by every organization, including government organizations. Strategy can be formulated as a tool to achieve a goal and as an effort

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to communicate a job. According to David, strategy in an organizational context is the determination of various long-term goals and objectives that are fundamental for an organization, followed by determining activity plans and allocating the resources needed to achieve various targets (David F. R., 2011).

Strategy is a unified, comprehensive, and integrated plan that links an organization's strategic advantages with environmental challenges and is designed to ensure that the organization's main goals can be achieved through proper implementation by the organization (Akdon, 2011). Based on this understanding, it can be said that when formulating a strategy in an organization, it must pay attention to the goals and objectives to be achieved. Strategy is expected to be able to provide information to the organization to improve organizational goals.

According to Heene says that an organization's strategy includes: (1) planning to make it clearer what direction the organization is taking to reach its long-term goals; (2) references to how consistent or inconsistent the organization's actions are; (3) angles of the view that the organization has chosen; (4) an integrated vision perspective between the organization and its environment; and (5) specifics of the organization's tactical steps (Heene, 2010). So, strategy is a method that is organized and planned to reach a long-term goal that is flexible and open to change. This is especially true when it comes to human resources, who need to be able to think of innovative ideas and use technology well. According to Salusu, strategy is the art of making the best use of an organization's skills and resources to reach its goals by interacting with its surroundings in the best way possible (salusu, 2015),.

Bureaucratic Reform

In the era of globalization, bureaucratic reform and public services are two crucial components of government administration that contribute to the achievement of good governance and high-quality public services. Reforming bureaucracies signifies the government's dedication to establishing effective governance (Komarudin, 2011). The objectives of government governance and bureaucratic reform are to enhance the quality of public services, the efficacy and efficiency of institutions, and the eradication of corruption. The goal of the government's anti-corruption efforts is to make the government itself more honest and transparent . "Bureaucratism as an implementer or manager in regional government management to be able to have high competitiveness requires applying the principles of good governance (Rajab, 2012)."

In order to be able to map and characterize government management as well as institutions, management, the performance of bureaucratic apparatus, bureaucratic structure, and culture, modifications need to be made to government management (Wasistiono, 2001). The manner in which government management undergoes transformation is evident in the leadership, management functions, organizational structure, and the role and mission of the government. Moreover, according to Wasistiono implementing government reform requires the following five strategies: the culture strategy, the core strategy, the consequences strategy, the customer strategy, and the control strategy (Wasistiono, 2001).

When considering government bureaucracy pertaining to public affairs, the bureaucracy can exhibit signs of bureaucratic behavior if it provides satisfactory public services (Samin, 2000). When formulating a system of government administration, bureaucratic reform must prioritize the following: legal certainty, service delivery, transparency, participation, partnership, decentralization, policy consistency, and democracy and empowerment.

Concept of Smart City

Smart City can be defined as a city that combines Information and Communication Technology (ICT) with the aim of improving the performance of government services (Sasono Wibowo I. G., 2019). The main goal of Smart City is the development of an area or city that uses Information and Communication Technology (ICT) to improve urban performance and services. Smart City can be developed when smart technology is used to change the nature of the economy and infrastructure around it. Furthermore, (Widodo, 2016) the purpose of Smart City is consistent including the idea of smart living, smart people, smart environment, smart mobility, smart economy, smart Governance, smart services, and smart infrastructure.

The Smart City concept in the era of globalization and digitalization has had a major impact on changing life both individually and in government organizations. Information Technology in the era of globalization is the main means of improving Human Resources (HR) as system implementers in government organizations. Smart City aims to develop solutions to face the challenges of urbanization, globalization, and climate change (Winarso, 2020). Several reasons that support the development of Smart City (Yunita Arafah, 2020): (1) the widespread use of technological devices such as mobile phones, the internet among the public, (2) urban dimensions are increasingly increasing, (3) the need to protect the environment from pollution and energy consumption. Furthermore, the Smart City concept has three stages, namely (1) starting from focusing only on hardware or Smart City as digital city, (2) focusing on software known as Smart City of Social inclusive city, (3) focusing on hardware and software that shapes Smart City as a city with a high quality of life (Winarso, 2020).

From this stage of development, the need for constructive collaboration between government and community participation can be seen from Smart City as a city with high quality of life (Maharani et al., 2022). At this stage, the concept focuses on hard infrastructure and soft infrastructure, technology alone will not be enough because it can be copied and modified. Soft infrastructure becomes more important because it is human-oriented. The expected achievement can be achieved by creating a better quality of life using ICT to increase awareness, welfare, and community participation. The journey of the Smart City concept from time to time illustrates community involvement and participation as a goal of realizing a better Smart City in constructive collaboration with the Government.

The development of information and communication technology is very profitable compared to manual methods, as can be seen from the speed with which people can obtain information through various better information and communication technologies (Widodo, 2016). The administration of government using information technology and telecommunications is intended to improve government performance, as well as meeting the public's need for transparency and accountability of government financial information with the aim of achieving good governance.

The Smart City concept is defined as the embodiment of a city into a smart city with the aim of creating excellent service for the community and creating openness to the community by relying on sophisticated information and communication technology. [The Smart City concept has six indicators: (1) smart governance, (2) smart economy, (3) smart live, (4) smart living, (5) smart people and (6) smart mobility.

The concept of a smart city includes a city that performs well with a view to the economy, population, government, mobility and environmental sectors, a city that controls and integrates all infrastructure. Smart cities are also able to connect physical infrastructure, IT infrastructure, social infrastructure, and business infrastructure to increase city intelligence, likewise smart cities can make

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cities more efficient and livable and by using smart computing to make smart cities and their facilities interconnected and efficient. The research method can be described in the fishbone diagram 1 below:

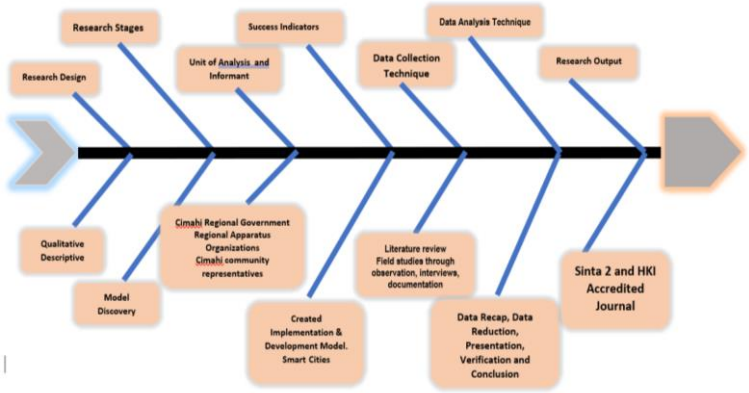

Diagram 1. of Flow Chart of Smart City Implementation and Development Model in Realizing Cimahi City Local Government Bureaucratic Reform (In the Form of a Fishbone Diagram)

RESEACH METHOD

The research on smart city implementation and development model in realizing bureaucratic reform of Cimahi City government was conducted in various regional apparatus organizations of Cimahi City which covered: Diskominfo, Litbang Bappeda, South Cimahi Sub-district, Cipageran Village, Citeureup Village, community representatives. The period of research is 6 (six) months starting from June to November 2023. The research method used a descriptive method with a qualitative approach, to describe and analyze in depth the model of implementation and development of Smart City to realize bureaucratic reform of Cimahi City government.

The technique of data collection through literature study; reviewing various theories, journals, relevant laws and regulations, and field studies include participatory observation because the researcher is part of the Smart City Cimahi expert council, in-depth interviews with various informants directly with structured interview methods and documentation. Data analysis techniques through data recapitulation, data reduction, presentation, verification, and conclusion.

The unit of analysis is the local government of Cimahi City because there are still various problems in the implementation and development of smart cities and do not yet have a standardized model for the implementation and development of smart cities. The informants in this study are the Secretary of Disko Info, Head of the Public Information and Communication Division, Head of e Gov Organizer Division and Disko Info Coding as the organizer and responsible for the implementation and development of the smart city concept, Secretary of Bappeda, the Head of Research and Development of Bappeda, as the implementing team of Smart Cimahi City formulation, Sub-district Staff, Cipageran Village Staff, Citeureup Village Head as the technical implementer of Smart city and Community representatives as service users.

RESULTS AND DISCUSSION

This research is to describe the Model of Implementation and Development of a Smart City in Realizing Bureaucratic Reform of Cimahi City Government. The results showed that the Cimahi City

Regional Government does not yet have a standard model related to the implementation and development of Smart City in realizing bureaucratic reform. So far, it is still using the integrated Smart City model used by the Central Government in general which applies to all regions. Based on this explanation, the results of this study create a model for the implementation and development of Smart City to realize bureaucratic reform in the Cimahi City Government called the TRSCM model. Hopefully, by applying the TRSCM model, the Cimahi City Government can realize bureaucratic reform quickly and precisely through the implementation and development of Smart City.

The introduction of information technology into government organizations and the swift advancement of technology in the era of globalization necessitate that government administrators become more astute in developing concepts that can be implemented across multiple systems or orders within the government. The Smart City concept is one such method. Smart City is an information and communication technology (ICT)-based city management concept that aims to improve services and the quality of life for city residents by emphasizing environmental sustainability in the government sector and enabling cities to become smarter and more efficient in utilizing their various resources.

Smart City is typically applied to demonstrate a city's ability to provide facilities to communities or individuals, enabling them to navigate the digital realm at an unprecedented rate while providing the local government with essential information. This is in accordance with the answer of one of the informants of the Head of e_Gov and coding of Disko Info who stated that "The Cimahi City Government is consistent in continuing to improve the Smart City program to realize quality services to the community." This statement was supported by Ka. Litbang Bappeda stated: "With the inclusion of Cimahi City as an Innovative City, it is a stimulus for Cimahi City to continue to improve programs related to the Smart City concept." Similarly, a smart city refers to the establishment of an information and communication technology (ICT)-driven city. The local government, corporate stakeholders, the community, and the city's regional potential all support the integration and synergy of infrastructure and information resources that are necessary for this. An alternative definition of a smart city is a city that incorporates and integrates natural, digital, and social principles to enhance the city's economy, infrastructure, and superstructure, foster a pleasant atmosphere, facilitate convenient community life, and ensure sufficient city transportation. This is in agreement with the statement of the Head of Information, Public Communication, Disko Info who stated that: "Cimahi is a cyber city that can certainly be consistent in the use of information technology in providing services to the community, in this case the implementing apparatus must be able to master technological developments in government organizations. The views of community representatives "With the existence of various applications in public services, the community feels helped by the faster service process, but not all people can operate the application."

Smart City refers to the progressive advancement of an urban region that effectively addresses and fulfills the demands of its inhabitants while formulating approaches to sustainable, innovative, and creative urban development. Supporting the statement, the Head of e Gov and coding organizer stated that "it is important to understand the basic conception of the Smart city pillars in the context of smart city development." This is consistent with the view of the Secretary of Bappeda as the deputy head of the smart city formulation implementation team who stated that: "must be able to identify and formulate indicators of the smart city pillars as a reference in program implementation". Fundamentally, a Smart City is the application of information and technology to optimize the utilization of a city's resources, thereby enhancing community life and service quality and fostering innovation and economic expansion.

Despite the rapid progress of smart cities at the local government level, the local government of Cimahi City has not yet produced a standardized and specialized model for implementing and developing

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smart cities in Cimahi City. This statement is in the same line with the opinion of the secretary of Bappeda who stated that "there is no standardized model owned and applied by Cimahi City". This was supported by one of the Kecamatan staff who stated that: "in its implementation it still uses the model used by the Central Government." Kelurahan staff gave the same argument that: "Cimahi City does not yet have a Smart City implementation and development model." There are various models for implementing and developing the Smart City concept, which can be used as a reference by the City of Cimahi, including the following: the IBM Smart City Model, Smarter Planet, Siemens Green City Index, Components of the Smart City Wheel, Van Lendegem, and Ganesha Smart City Maturity Model (GSCMM).

Based on these various models, the Van Lendegem model shows that the results of the study are in line with the pillars of the national Smart City concept. The Van Lendegem model, which is developing Smart City, uses the key drivers of the Smart City concept, as well as the implementation of the 6 (six) pillars of the Smart City concept in Indonesia. The 6 (six) pillars of implementing the Smart City concept in Indonesia include: Smart Governance, Smart Environment, Smart Society, Smart Branding, Smart Economy, and Smart Living.

The development of application-based services towards a "Smart City" continues to be developed in Cimahi City, for example the transformation of public services from manual to integrated technology-based. The Secretary of Bappeda conveyed the same thing by stating that: "various applications are prepared by Cimahi City." This is supported by the opinion of the Head of DPMPT that "66 types of applications that support the implementation of the smart city concept in Cimahi City are already available, but admittedly there are still obstacles in its implementation." With the tagline Cimahi Baru, there are already sixty-six applications and various innovations from SKPD/local government work units, Forkopimda/Regional Leadership Coordination Forum, and community communities. In terms of infrastructure, Cimahi City can implement technology-based service concepts. This can be seen from fiber optic data. As a historical concept for the development of the Cimahi Cyber City (CCC). The development of Baros Information Technology and Creative (BITC) as an icon and center for creative industry business development, especially in the field of telematics, has become one of the CCC icons. The Head of the E Gov organizing and coding Division and the Head of the information, and public communication Division of Disko Info agreed with the answer by stating that: "various applications that are innovations from various Local Government organizations."

The Cimahi City Government has prepared a Smart City master plan which contains strategies mapped out in 6 Smart Cities (smart governance, smart economy, smart branding, smart living, smart environment, and smart society) and a Smart City Road map. This statement is in accordance with the opinion of the Secretary of Disko Info as vice chairman and the secretary of Bappeda as coordinator of the formulation team that: "various strategies are formulated and synergized with the six Smart city concepts, one of which is through a master plan and road map." Cimahi City's Smart City Road map contains a 1-year development plan, a 5-year medium-term development plan, and a 10-year long-term development plan. This road map also determines the quick wins that will be achieved. The successful implementation and development of the Smart City program must be supported by all elements, especially because there have been many innovations made by SKPD, academic circles, and community organizations.

Outreach to SKPD is the initial step in its implementation, which is followed by the development of technical guidance, the creation of a Cimahi Smart City grand plan, and the establishment of Smart City implementation support institutions such as the Cimahi City Smart City Implementation Team and the Smart City Council. The Secretary of Disko info supported the answer by giving an opinion that the formation of the Smart City Council which comes from various elements including from the Government,

Higher Education and the implementation team is determined through a Decree of the Cimahi City Mayor. The Council of Experts was established through Skep number: 048/Kep.665-Diskominfoorpus/2018 and the Implementation Team through skep number 048/ Kep/672Diskominforpus/2018. Nevertheless, the Cimahi City Local Government has not yet established standardized phases for the implementation and development of Smart City at the level of the Cimahi City. Upon closer inspection and analysis, it becomes apparent that the Local Government of Cimahi City continues to refer to the phases, mechanisms, and process of implementing Smart City in general terms in accordance with the national standards utilized in Smart City. The same opinion was expressed by kelurahan staff, stating that "the implementation of the smart city concept still refers to the national stage."

In addition to the absence of standardized procedures established by the Local Government of Cimahi City for attaining optimal smart city implementation, there is also a lack of a standardized framework developed by the Local Government of Cimahi City itself. This is due to the underutilization of several applications by the Cimahi City Local Apparatus Organization.

The researchers are currently developing a model for implementing the Smart City concept in the Cimahi City Local Government. This model, based on research and analysis results, aims to speed up reforming the government and serve as a foundation for policymaking. To effectively execute the National Standard Smart City pillars in the future, the Cimahi City Regional Government must develop a standardized Smart City Implementation Model. The model for implementing the Smart City concept was formulated or compiled by researchers for the Local Government of Cimahi City as TRSCM (Titin Rohayatin Smart City Model), In the formulation of the TRSCM model, the Regional Government of Cimahi City gave high appreciation and welcomed the model positively. The TRSCM model can be seen in the following model image

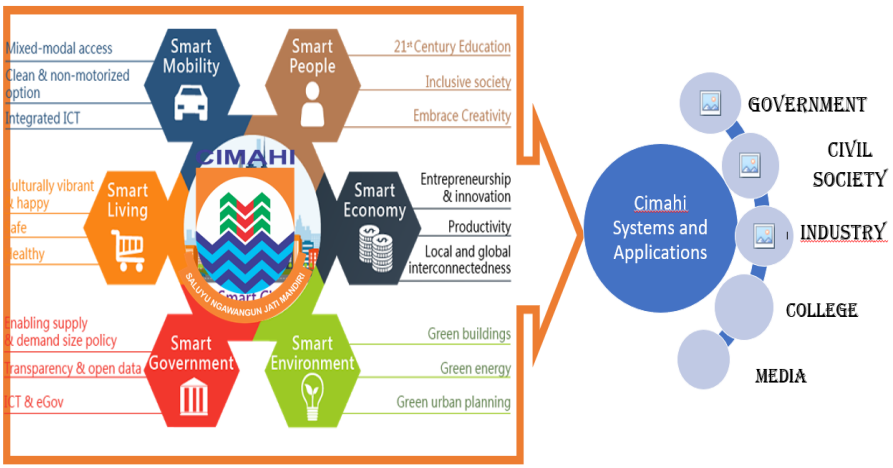

Figure : TRSCM (Titin Rohayatin *Smart City* Model)
Source: Rohayatin Titin 2023

From the illustration of the Cimahi City TRSCM model, it can be inferred that the Cimahi City Local Government has successfully included the fundamental principles of a Smart City, including Smart Government, Smart Living, Smart Mobility, Smart People, Smart Economy, and Smart Environment. However, when it comes to implementing the six pillars of the Smart City Concept, not all of them can be executed with maximum efficiency.

To apply the Smart City concept in Cimahi City, several organizations under the control of the Cimahi Archives and Libraries Information Communication Service are working to develop and

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implement various systems and applications based on the pillars of Smart City. The goal is to provide fast and high-quality services to meet the community's needs.

Here are several instances of programs that reflect and apply the Smart City concept in Cimahi City, categorized by each pillar:

1. Smart Government has some applications: SiVesta, BPHTB ONLINE, SiPINTER, SIMRENDA, UPT PASAR, SiMANTAN, inlis, PPID, SiMBAH, PESDUK, eSIP, Si-Empus, KESEJAHTERAAN SOSIAL, RSUD CIBABAT ON LINE, SAPAKAT, JDIHN, e_PAD, SIKACI, SiRUP, PBB MON, SID, SIMANDA v.2, CIMAHI OPEN DATA, SIMKESBANF, LPSE, CHIMASISTAKER, CCTV, e_KEL, SIMAKCI, TEPRA, SIPKD, TEPRA, ARSIP STATIS, SILATIK, FINANSIAL DASHBOARD, e_Reporting V2, ANTARA and Webmail.
2. Smart Branding has some applications, such as: JDIHN, SIPD (*Sistem Informasi Pemerintah Daerah*/ Regional Government Information System), e_PAD, *Dinas Kependudukan dan Pencatatan Sipil*/ Department of Population and Civil Registration, SIKACI, SIMAKCI, TEPRA, e_Reporting V2, FINANCIAL DASHBOARD, SIPKD, Webmail, ANTARA, ARSIP STATIS, SILATIK, *Dinas Tenaga Kerja Cimahi*/ Department of Manpower, Cimahi, CHIMASISTAKER, *Wajib Pajak Online/* Online Taxpayer, LPSE, SiRUP.
3. Smart Economy has some applications, such as: SiVesta, BPHTB ONLINE, SiPINTER, SIMRENDA, SiMbah, UPT PASAR.
4. Smart Environment has application, such as: SiMANTAN
5. Smart Living has some application, such as: SiMANTAN, e_SIP, Si-Empus, KESEJAHTERAAN SOSIAL, RSUD CIBABAT CIMAHI
6. Smart Society has some applications, such as: inlis, PPID dan PESDUK.

The implementation and development of the Smart City program in Cimahi City has been achieved using diverse applications from different components or pillars. However, to fully realize the Smart City programs within the Cimahi City Government, it is necessary to optimize the various Smart City components or pillars. Among the different applications of each component in a Smart City, the Smart Branding component requires attention due to its suboptimal performance.

Therefore, it can be asserted that the implementation model for the Smart City concept (TRSCM) in Cimahi City, as depicted in the TRSCM Model Figure above, aims to make various applications already owned by the local government of Cimahi City accessible to multiple stakeholders, including the government, society, entrepreneurs or industry, universities, and the media (within the Penta Helix framework). By enabling several entities to access this application, the adoption of the Smart City model (TRSCM) aims to achieve bureaucratic change in the Cimahi City Local Government.

CONCLUSION

The Smart City idea demonstrates its potential to enhance the efficiency of government administration activities, simplifying management processes and optimizing the inventory of area assets. The adaptability of the Smart City system emerges as a notable strength. Key drivers for its successful implementation encompass HR factors, emphasizing the importance of creative human resources, knowledge networks, and a crime-free environment, along with technological factors, highlighting the reliance on information and communication technology in government management.

Moreover, the construction of the TRSCM model is anticipated to accelerate government administration processes and elevate the quality of public services in Cimahi City. While the application of

information and communication technology brings numerous benefits, such as improved transportation and resource management, common drawbacks include reliance on technology, concerns over data privacy and security, and high implementation costs. Challenges in implementing Smart City policies involve a lack of expertise in information technology, inadequate supporting facilities and infrastructure, issues with network unity, and imperfect application systems. Notably, negative consequences may result in a digital divide, leading to social and economic disparities based on digital access and internet connection. Recommendations derived from these conclusions emphasize the importance of improving human resource awareness of information technology, socializing current applications, providing manual guides for application utilization, and ensuring continuous implementation and development of each Smart City pillar, along with ongoing maintenance and testing of existing applications.

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