

## **Evaluation of the Utilization of the Integrated Sharing System (SBT) Application in the Implementation of the 2024 General Election and Election in the North Sulawesi Region**

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### **Abstract**

The digital transformation of the Indonesian government has accelerated the use of technology to enhance transparency, accountability, and the effectiveness of public services, including in the administration of the 2024 General Election and Regional Elections. In ensuring the neutrality of the State Civil Apparatus (ASN), the government issued a Joint Decree (SKB) on Guidelines for Developing and Supervising ASN Neutrality and introduced the Integrated Sharing System (SBT) as a cross-agency digital platform. The SBT facilitates the collection of neutrality violation reports, verification by the Election Supervisory Agency (Bawaslu), processing of disciplinary recommendations by the National Civil Service Agency (BKN), and monitoring of sanctions by civil service authorities. Following the dissolution of the ASN Commission in 2024, BKN assumed responsibility for substantive verification, strengthening SBT's integration with the national civil service system. This study employs a qualitative case study approach to examine the use of SBT during the 2024 elections in North Sulawesi Province, using data from document analysis, literature review, and interviews with North Sulawesi Bawaslu and BKN Regional Office XI. Findings indicate that SBT enhances information exchange, clarifies workflow, and improves digital documentation, with 93 neutrality violation recommendations processed through the system. However, challenges persist, including institutional restructuring, uneven operator competencies, infrastructural limitations, and governance inconsistencies. Overall, the study highlights the need for stronger data integration, improved bureaucratic coordination, and enhanced institutional capacity to support future oversight of ASN neutrality.

**Keywords:** Evaluation, Utilization, Integrated Sharing System Application, General Election

### **Introduction**

Digital transformation in governance and public services in Indonesia has accelerated over the past decade, driven by demands for faster, more transparent, and accountable bureaucracy. This trend is also particularly evident in the 2024 General and Regional Head Elections, where various stages, from voter registration and campaigning to voting, to vote recapitulation and oversight, are heavily supported by the use of information technology. Digitalization is seen as one solution to the complexities of election administration in an archipelagic nation with a large and geographically dispersed electorate like Indonesia (Saksono, 2020).

In the context of these elections, the government and election organizers have developed various applications and information systems, including those for managing voter data, vote recapitulation, party information, and violation reporting systems. The use of digital technology is expected to accelerate data flow, reduce administrative errors, provide a clearer audit trail, and strengthen public trust in election results (Cheeseman et al., 2018). Various studies have shown that the implementation of information systems in elections and

government administration can increase efficiency and transparency, although at the same time, it poses challenges such as infrastructure readiness, human resource capacity, data security, and organizational resistance to change (Cheung et al., 2010).

One crucial issue that continues to receive attention in every election is the neutrality of State Civil Apparatus (ASN). Ideally, ASN should carry out their public service functions professionally and impartially, but in practice, they are often involved or drawn into political contestations, either through overt support or more covert involvement. A lack of ASN neutrality has the potential to influence the formulation and implementation of non-objective policies, create conflicts of interest, undermine the integrity and credibility of general elections, and lead to administrative and legal sanctions for ASN found to have committed violations. Various reports and studies show that violations of ASN neutrality remain a recurring issue in the lead-up to elections, threatening the principles of fair competition and the integrity of local democracy.

To ensure the neutrality of civil servants (ASN) in the 2024 general and regional head elections, the government issued a Joint Decree (SKB) concerning Guidelines for the Development and Supervision of Civil Servant Neutrality in the Implementation of General and Regional Head Elections, involving several ministries/institutions. The implementation of the SKB was then supported by the development of the Integrated Sharing System (SBT) managed by the State Civil Service Agency (BKN) as an integrated digital platform. Through the SBT, reports of alleged violations of ASN neutrality can be submitted, processed, and monitored by various relevant agencies in a more integrated and cross-institutional manner.

Joint Decree (SKB) Number 2 of 2022, issued in September 2022, established the Guidelines for the Development and Supervision of Civil Servant Neutrality in the Implementation of Elections and Voting. This regulation established five ministries/institutions that collaborated and played an active role in handling alleged violations of civil servant neutrality in a coordinated manner through a single platform known as the Integrated Sharing System (SBT). The five institutions involved in this collaboration included the National Civil Service Agency (BKN), the General Elections Supervisory Agency (Bawaslu), the Ministry of Administrative and Bureaucratic Reform (KemenPAN RB), the State Civil Service Commission (KASN), and the Ministry of Home Affairs (Kemendagri).

However, in September 2024, KASN was officially disbanded through Presidential Regulation Number 91 of 2024, as a consequence of the ratification of the revised Law Number 5 of 2014 concerning the State Civil Apparatus (ASN). This dissolution was prompted by the elimination of the KASN in the new law, which transferred the supervisory function of ASN to the Ministry of Administrative and Bureaucratic Reform (KemenPAN-RB) and the State Civil Service Agency (BKN). The dissolution of KASN changed the structure of the core users of the SBT. This posed a challenge to the implementation of the SBT, regarding which institutions would replace KASN's authority in implementing the SBT.

The joint oversight system through the SBT addresses the needs of each institution. Despite differing needs, the vision remains the same: Guidelines for the Development and Supervision of Civil Servant Neutrality, ensuring objective, transparent, accountable, integrated elections, and ensuring uniformity of data on violation handling results. On March 21, 2023, the SBT was launched and can be operated by designated PICs in each ministry/agency. This implementation refers to the provisions stipulated in KemenPAN-RB circular letter No. B/26/S.SM.00.01/2023.

SBT is essentially designed as a web-based system that enables real-time data and information exchange among members of the Civil Servant Neutrality Task Force, including the National

Civil Service Agency (BKN), the Ministry of Administrative and Bureaucratic Reform (PANRB), the Ministry of Home Affairs, and the Elections Supervisory Agency (Bawaslu). This system is expected to address the weaknesses of previous violation handling methods, which tended to be manual, scattered, and time-consuming. With SBT, inter-agency coordination is expected to be faster, the handling process clearer, and process accountability can be improved through a documented digital footprint.

Based on data from the North Sulawesi Bawaslu and data from 15 regencies/cities in North Sulawesi, Bawaslu itself serves as the public's entry point for reporting findings and reporting violations. The data shows that Bawaslu has four violation handling channels: administrative, code of ethics, criminal, and other laws. The focus on civil servant neutrality is included in other laws and must be input through the SBT application. It is interesting to the author that North Sulawesi Province has a total of 93 reports of civil servant neutrality violations recommended by the structured, documented Bawaslu, the Provincial Bawaslu, and the Regency/City Bawaslu throughout North Sulawesi. Of these 93 recommendations, the average punishment was deprivation of promotion, disciplinary action, and one case resulting in dismissal in Bitung.

Thus, based on interviews with BKN Regional XI staff Desilia in North Sulawesi, the first flow of SBT usage is, there is a report from the public, submitted through the SBT application, which Bawaslu will review, as that is Bawaslu's authority. Or the public reports directly to Bawaslu, which then inputs it into the SBT through the Bawaslu institutional account. Then, the report is verified by Bawaslu, and Bawaslu follows up by providing recommendations. For example, the person concerned likes, which category of punishment does the action fall into, of course, referring to disciplinary punishment regulations. Then, it goes to BKN (evidence and Bawaslu's recommendation results), BKN determines whether it meets Bawaslu's recommendations or should be higher or lower for the level of disciplinary punishment.

For neutrality, it falls within the moderate or severe range, with the minimum disciplinary punishment being moderate or severe. Based on BKN verification, BKN will provide recommendations. So, the level of disciplinary punishment is determined by BKN, and then BKN will pass it on to the PPK (Commissioner of the Elections Committee). The PPK is obliged to follow up on the recommendations from BKN. So, based on the initial document verification, the BKN will make the determination, as it will provide recommendations to the PPK for follow-up on the type of disciplinary action to be taken against the person involved. This is because disciplinary action falls under the 1994 Government Regulation (PP) and is included in the code of ethics in the 1994 PP.

## **Methods**

In this research, the researcher employed a qualitative method, as described by Geise et al. (2024), an approach that explores and understands the meaning of social and humanitarian issues. The approach employed was a case study, which allows the researcher to examine phenomena in depth within a specific context. The case study was chosen because this research focuses on the Evaluation of the Utilization of the Integrated Sharing System (SBT) Application in the 2024 General Election and Regional Elections in North Sulawesi, thus directing the analysis to specific phenomena, programs, and processes. Data collection was conducted through analysis of news, journals, articles, relevant literature, and other sources relevant to the research focus. During this process, the researcher also prepared informants selected based on their credibility and capacity: the State Civil Service Agency (BKN) Regional Office XI and the Elections Supervisory Agency (Bawaslu) of North Sulawesi Province. These two institutions were selected based on their strategic roles in the process of overseeing ASN neutrality and the implementation of SBT in the 2024 General Election. All

information obtained from various sources was then compiled, analyzed in depth, and interpreted in accordance with the research objectives. Through this approach, researchers seek to generate a comprehensive understanding of the effectiveness of SBT utilization in North Sulawesi, both in terms of implementation aspects, challenges faced, and dynamics between related agencies in supporting the supervision of the 2024 General Election and Regional Elections.

## **Results and Discussion**

Various previous studies have shown that evaluating public policies, particularly those related to information systems and public protection, is complex. Siti-Nabiha et al. (2023) research highlighted the ineffective implementation of SIPAKU in Bandung City due to limited staff competency, minimal training, and weak coordination. Meanwhile, Kawengian & Rares (2015) research showed that human trafficking prevention policies in South Minahasa were not optimal due to weak political, organizational, and policy substance, including minimal outreach and unclear legal sanctions for perpetrators.

Conversely, Fitrianingrum's (2021) research illustrated the success of COVID-19 management policies in West Java through strong organizational coordination, a pentahelix approach, and effective public communication, resulting in a significant reduction in cases and improved health services. Research on the use of SIPD in Sungai Penuh City also revealed that the government information system still faces various technical obstacles, a lack of staff competency, and the need for better governance. Similarly, research by Kenedes & Indarto (2025) found that the implementation of SIMPEG in Kutai Kartanegara still requires improvements in effectiveness, efficiency, equitable use, and technical improvements to ensure optimal functioning.

Based on these findings, it is clear that evaluating public policy and utilizing government information systems presents diverse challenges, ranging from political and organizational aspects, human resource competency, to technological readiness. However, no research has been found specifically evaluating the use of the Integrated Sharing System (SBT) application in the implementation of the 2024 General Election and the 2024 Election, particularly in North Sulawesi. Therefore, this research is important to fill the gap in the literature and contribute to the evaluation of the implementation of election information systems in the region.

Heeks (2002) explains that government institutions in developing countries generally still experience inefficiencies, necessitating the use of technology as a breakthrough to improve the quality of public services through the concept of e-government. E-government refers to the use of information technology to carry out government activities more efficiently and effectively, including in the delivery of services to the public. According to the Center for Democracy and e-government implementation encompasses three main stages: publish, which provides and expands access to government information; interact, which increases public participation through interactive platforms and inter-agency integration; and transact, which enables public services to be delivered online through applications and digital data exchange.

According to Howlett & Cashore (2020), public policy is a series of government actions to address public issues, encompassing elements of targets, plans, programs, decisions, and impacts. The policy process spans from formulation and implementation to evaluation, with evaluation being a crucial stage in assessing the success, effectiveness, and efficiency of a policy. Cheung et al. (2010) emphasizes that evaluation serves to provide information on policy performance, clarify the values underlying policy objectives, and support other policy analysis methods. Evaluations can be conducted by government officials or the public and are not

intended to blame implementers, but rather to identify gaps between expectations and outcomes and provide evidence-based recommendations.

In policy evaluation, Oxman et al. (2010) identified three aspects that must be assessed: the achievement of public needs, the quality of policy implementation actions, and the policy's effects or impacts. Reynolds & Sutherland (2013) added four evaluation indicators: input (resources), process (implementation methods), output (direct results), and outcome (impact on society). Through these indicators, evaluation is conducted to ensure that policies are not only implemented according to procedure but also provide tangible benefits, minimize negative impacts, and fulfill the public's right to know the results of policy implementation.

Misuraca et al. (2013) further explains that policy evaluation encompasses four main activities: specificity, measurement, analysis, and recommendations. In the context of research on the implementation of the SBT application in North Sulawesi, specificity is achieved by establishing program objectives and success indicators; measurement is conducted through the collection of empirical data on usage practices and constraints; analysis is conducted to assess changes in performance and interorganizational coordination; and recommendations are directed at policy improvements and system strengthening. Jones also outlined three types of evaluation political, organizational, and substantive each of which assesses the policy's contribution to government legitimacy, institutional support, and the achievement of substantive objectives, including the effectiveness of the Integrated Sharing System (SBT) in maintaining civil servant neutrality and improving the quality of local democracy.

The Indonesian government is promoting digital-based governance transformation across all regions, one of which is through the development of the Integrated Sharing System (SBT) application. This application was created by the National Civil Service Agency (BKN) as part of the ASN Neutrality Task Force and serves as a collaborative platform between Bawaslu (Elections Supervisory Agency), the Ministry of Administrative and Bureaucratic Reform (KemenPANRB), the National Civil Service Agency (KASN), and the Ministry of Home Affairs in managing data on neutrality violations. The SBT aims to achieve objective, transparent, accountable, and integrated guidance and supervision of ASN neutrality, while ensuring uniformity of data on violation handling results, as mandated by Joint Decree No. 2 of 2022. This platform can be accessed through [sbt.bkn.go.id](http://sbt.bkn.go.id) by relevant agencies to report alleged violations of ASN neutrality.

The SBT report handling process involves several stages. Bawaslu first conducts an initial examination of incoming public reports, then the findings are verified and validated by KASN by issuing recommendations to the Personnel Development Officer (PPK). After that, the BKN re-checks the imposition of sanctions by the PPK through the Integrated Discipline (IDis) system to ensure compliance with the provisions of Government Regulation Number 94 of 2021. If the recommendations are not followed up within 14 working days, BKN has the authority to issue warnings, reprimands, and even block personnel data, and can cancel inappropriate sanction decrees based on Presidential Regulation Number 116 of 2022. With the dissolution of KASN, the verification and validation tasks are now fully taken over by BKN.

Types of neutrality violations that can be reported through the SBT include both behavioral violations and violations of the code of ethics. These violations include supporting a particular candidate, membership or leadership of a political party, and organizing activities that demonstrate partisanship, including direct involvement in the campaign. Meanwhile, violations of the code of ethics can include social media posts indicating political support, the distribution of campaign content, the installation of campaign materials, and attendance at candidate

declaration events. All of these violations form an important basis for handling and evaluating ASN neutrality through the SBT.

The Integrated Sharing System (SBT) application is a national, web-based platform developed by the State Civil Service Agency (BKN) to handle alleged violations of neutrality by State Civil Apparatus (ASN) in an integrated manner. This system was developed as an implementation of the Joint Decree of 5 Ministries/Institutions concerning Guidelines for the Development and Supervision of ASN Neutrality in the 2022 General Elections. Functionally, the SBT compiles the handling process, from receiving reports, verification, classification, preparation of disciplinary recommendations, to monitoring the implementation of sanctions by the Civil Service Development Officer (PPK). The introduction of the SBT marks a significant shift from a manual system to a documented and centralized digital mechanism.

In the initial phase of its implementation leading up to the 2024 Election, the SBT operated through the collaboration of five ministries/institutions that signed the Joint Decree on Civil Servant Neutrality: the Ministry of Administrative and Bureaucratic Reform (PANRB), the Ministry of Home Affairs (Kemendagri), the National Civil Service Agency (BKN), the National Civil Service Agency (KASN), and the Elections Supervisory Agency (Bawaslu). However, a change in institutional structure occurred after the new ASN Law abolished KASN and transferred the oversight function of the merit system, including civil servant neutrality, to BKN and the Ministry of PANRB. The Constitutional Court emphasized that this transition should not create an oversight vacuum, leading to the establishment of the Civil Servant Neutrality Task Force under the coordination of BKN. In this new configuration, the substantive review function previously held by KASN was transferred to the Task Force through the integration of the SBT and the Integrated Discipline Application (IDis).

The technical process for utilizing the SBT remains consistent with the original pattern, starting with reporting and verification by Bawaslu before the case is forwarded for review by the Civil Servant Neutrality Task Force/BKN. Changes primarily occur at the recommendation preparation stage, where BKN now has the authority to determine the category of violation and the type of disciplinary recommendation. The PPK at the relevant agency continues to conduct follow-up inspections and issue final decisions, but the entire process and results are integrated with the SIASN, thus directly impacting the civil servant track record. This mechanism strengthens the BKN's position as the controller of civil servant data and the supervisor of the implementation of disciplinary recommendations.

The implementation of the SBT in North Sulawesi Province demonstrates that Bawaslu remains the primary entry point for public reporting, both through in-person visits and through the public reporting feature in the SBT app. Interviews with Bawaslu and BKN Regional Office XI indicate that the reporting, verification, and recommendation processes are in accordance with the Joint Decree of the Five Ministers. BKN verifies recommendations received from Bawaslu, assesses their compliance with the NSPK, and determines the disciplinary sanctions before submitting them to the PPK. Data on civil servant neutrality violations recorded in the SBT for the North Sulawesi region shows 93 reports during the 2024 General Elections, with sanctions ranging from postponement of promotions, moderate disciplinary action, to one case of dismissal.

Bawaslu North Sulawesi uses the Integrated Sharing System (SBT) as a platform to forward recommendations on civil servant neutrality violations to BKN. RM, MI, FT, and MIF explained that the working mechanism begins with public reports or findings, a clarification and review process at Bawaslu, and then the issuance of recommendations sent through the agency's account on the SBT. Of the total 248 reports, only a portion were registered and processed further; from the "Other Law" category, 93 cases received recommendations,

including violations of civil servant neutrality. Bawaslu emphasized that only aggregate data can be disclosed because the identity of the reporter or reported party is exempted from data.

As the primary operator, MI explained the technical process for using the SBT, including the transition from the SiapNet application to the SBT after the KASN was disbanded. The SBT is considered more efficient because it eliminates the need for physical file submissions and uses institutional accounts to eliminate reliance on personal ASN accounts. However, several obstacles exist, such as limited access to recapitulation, lack of public outreach on the SBT public channel, and a lack of detailed technical SOPs at the regional level. Nevertheless, coordination between the National Civil Service Agency (BKN), the Indonesian Elections Supervisory Agency (Bawaslu), provincial governments, and districts/cities is active through the national operator group.

From the BKN perspective, informants DS, MS, and IL explained that after recommendations are submitted through the SBT, BKN auditors verify the documents, assess the level of violation based on PP 94/2021, and submit recommendations for disciplinary action to the agency. The PPK (Commissioner for Supervision) in the regions is required to follow up within 14 days and upload the sanction decree to the SBT to close the case. The BKN believes the SBT facilitates the documentation and monitoring process, although technical challenges remain, such as limited upload capacity, network disruptions, and illegible evidence documents.

Overall, the SBT is viewed as a system that strengthens governance in handling civil servant neutrality violations, increases efficiency, and clarifies the accountability channels between Bawaslu, BKN, and government agencies. However, all informants agreed that further development is needed, particularly in terms of increasing system capacity, status recapitulation features, integrating the latest regulations, and strengthening public outreach to optimize its use for future elections.

Harmelink et al. (2008) policy evaluation theory views evaluation as a process encompassing four main activities: specification, measurement, analysis, and recommendation and directed toward three evaluation objectives: political evaluation, organizational evaluation, and substantive evaluation. This framework is used in this study to examine how the Integrated Sharing System (SBT) application is utilized in handling violations of civil servant neutrality in the 2024 General Election.

### **Specification**

The specificity stage relates to the extent to which the objectives, roles, and limits of authority of policy actors are clearly formulated (Jones, 1984). Interviews with the National Civil Service Agency (BKN) and the Elections Supervisory Agency (Bawaslu) indicate that the SBT is normatively designed as an integrated platform for handling violations of civil servant neutrality and other civil servant disciplinary violations. The BKN positions the SBT as a data hub that collects reports and recommendations from various agencies, including Bawaslu, and then processes them within the framework of civil servant personnel management and discipline.

In North Sulawesi, the specificity criteria for the SBT can be seen from the clarity of the coordination flow and division of roles. Interviews with Bawaslu revealed that Bawaslu's role in the SBT is more specifically defined as the official channel for forwarding recommendations for violations of civil servant neutrality from Bawaslu to BKN. Bawaslu serves as the entry point for reports and violation findings (public reports and supervisory findings), conducts clarification and review, and then produces recommendations. After the recommendation is sent via SBT, the authority is transferred to the BKN and then to the Personnel Development

Officer (PPK) in each agency, so that Bawaslu's mandate formally ends at the point of recommendation. From an institutional perspective, specialization is also evident in the transition from personal ASN accounts to Bawaslu institutional accounts for managing the SBT.

Initially, the SBT manager account was linked to the personal MyASN account of an ASN, so application access depended on that individual. The change to institutional accounts (Bawaslu Sulut and Bawaslu Regency/City accounts) emphasizes that SBT management is the responsibility of the organization, not the individual, and can be regulated through a Decree appointing an SBT operator. This aligns with Jones's view that specialization addresses not only program objectives but also institutional structures and responsibilities (Jones et al., 2022). In general, the role of specialization is quite clear: Bawaslu is responsible for receiving and processing reports and issuing recommendations; BKN is responsible for verifying discipline and issuing sanction recommendations to the PPK; and the PPK executes sanctions. The SBT serves as a digital interface connecting these three levels.

### **Measurement**

The measurement stage in Jones's framework emphasizes the collection and processing of information on program or policy performance (Ghobakhloo et al., 2023). In the context of the SBT in North Sulawesi, measurement is seen in two aspects: first, measurement at the Election Supervisory Agency (Bawaslu). An interview with RM explained that the North Sulawesi Bawaslu recorded 248 reports of violations during the 2024 election period. These reports were filtered into: registered reports: reports that met the formal and material requirements for processing, and unregistered reports: reports that did not meet the requirements and were discontinued.

Of the registered reports, 17 cases were then transferred to other institutions: the National Civil Service Agency (BKN) for violations of civil servant neutrality, the police for criminal violations, and the Ministry of Home Affairs for cases involving village heads/village officials. Furthermore, for the "other legal" category (which includes violations of civil servant neutrality, village head neutrality, and other violations outside of administrative, ethical, and criminal law), RM stated that there were 93 cases recommended by the Election Supervisory Agency (Bawaslu) throughout North Sulawesi (province + 15 regencies/cities). These recommendations were then inputted into the State Civil Service Agency (BKN) for processing. From a measurement perspective, these figures indicate that the SBT has become a crucial instrument in facilitating the handling of civil servant neutrality violations in North Sulawesi.

Measurements at the BKN found that, from the BKN's perspective, the SBT is used to measure: the volume of recommendations received from Bawaslu, the type of civil servant disciplinary violation (minor, moderate, serious), and the handling status (under verification, sanctions recommended, or follow-up by the PPK). Data integration between Bawaslu data is evident: there are a total of 93 reports of civil servant neutrality in the SBT, the same number as the Recapitulation of Civil Servant Neutrality Violations data at BKN Regional Office XI. The SBT provides an internal dashboard for BKN, facilitating national data consolidation.

However, access to this dashboard is not fully open to Bawaslu in the regions, resulting in an information asymmetry: BKN can view the entire system, while Bawaslu can only see up to the recommendation submission stage. This limitation makes measurement at the Bawaslu level partial. Bawaslu has data on the number of reports, the registration process, the classification of violation types, and the number of recommendations submitted; but it does not have complete data on the follow-up status at BKN and the agencies/PPK. In Jones's

terminology, information for evaluation at the local implementation level is not yet fully adequate because the feedback loop is not optimal (Jones et al., 2020).

### **Analysis**

In the analysis stage, the evaluator compares the measurement results with the established objectives and identifies driving and inhibiting factors (Parry et al., 2014).

### **Advantages of Using SBT**

Efficiency of the recommendation process: From Bawaslu's perspective, SBT is considered more efficient than the previous system (SiapNet), which still required sending physical files to the KASN in Jakarta. After authority was transferred to the BKN and the SBT was fully utilized, recommendations could be sent digitally, saving time and costs and helping meet deadlines for handling election violations. More systematic digital documentation: SBT allows BKN to store, track, and summarize data on ASN disciplinary violations nationally. For Bawaslu, despite limited access, the use of SBT still provides a digital trail that recommendations were sent on specific dates and in specific cases. This digital documentation aligns with the demands of accountability in modern governance (Lindquist & Huse, 2017; Sharma et al., 2021). Inter-institutional connectivity: The SBT serves as a meeting point between Bawaslu (as election supervisor), BKN (as personnel supervisor), and PPK (Regional Personnel Officers) in each government agency. Coordination through the SBT operator group across Indonesia and the official Bawaslu-BKN communication channel demonstrates a relatively active network.

### **Weaknesses and Challenges**

Bawaslu's limited visibility into follow-up status: Both Bawaslu interviews and BKN statements indicate that access to follow-up data is largely controlled by BKN. Regional Bawaslu cannot know in real time whether recommendations have been processed, whether sanctions have been imposed, and what form those sanctions take. Consequently, Bawaslu struggles to provide answers when the public inquires about the fate of cases that have been recommended. Limited technical SOPs and outreach: Although Bawaslu Regulation No. 9 of 2024 regulates general violation handling, from a technical perspective, the Provincial and Regency/City Bawaslu still rely heavily on training and informal communication regarding the use of the SBT.

Furthermore, public awareness of the SBT's public features is also considered low. This situation reduces the SBT's full potential as a means of participation and joint oversight. Impact of the dissolution of the KASN: Historically, KASN played a specific role in maintaining the merit system and the neutrality of civil servants. Following the dissolution of KASN, this role shifted to BKN and is managed through the SBT. This change has two implications: procedural simplification (no need to physically transport documents to Jakarta) and an increase in the BKN's workload. This analysis shows that the SBT finds itself in an ambiguous position: on the one hand, it increases efficiency, while on the other, it still leaves open the issue of transparency and information distribution between institutions.

### **Recommendations**

In Jones's framework, the recommendation stage is the culmination of the evaluation process, where findings are processed into policy recommendations, both at the operational and strategic levels (Jones et al., 2020). A feature is needed that allows Bawaslu to view the follow-up status of recommendations sent via the SBT, at least in aggregate form and without disclosing detailed personal data of civil servants. This is crucial so Bawaslu can conduct internal evaluations and respond to public information requests with a clear database. Preparation of technical SOPs

and written guidelines at the regional level: Bawaslu at the provincial and district/city levels requires more detailed written technical SOPs regarding the use of the SBT, including input flow, filling standards, delegation procedures, and documentation mechanisms (e.g., the requirement to retain screenshots). This SOP can minimize variations in practice between regions and facilitate operator regeneration.

Both the National Civil Service Agency (BKN) and the Elections Supervisory Agency (Bawaslu) recognize that the use of the SBT public channel is still limited. Therefore, a public outreach strategy is needed that positions the SBT as part of the public complaints ecosystem regarding civil servant neutrality, synergized with other channels, such as the Bawaslu complaint channel (e.g., the internal "Sigap Lapor" application used by Bawaslu). Strengthening formal feedback mechanisms between BKN, Bawaslu, and the Public Prosecutor's Office (PPK). In addition to informal communication through operator groups, a formal feedback mechanism is needed, such as regular reports from the BKN to Bawaslu regarding a summary of follow-up recommendations per province. This report will strengthen Bawaslu's evaluative function and support the institution's performance reporting to the public and other stakeholders.

These recommendations demonstrate that evaluating SBT utilization should not only target the technical aspects of the application but also the governance structure and coordination mechanisms between institutions. Malen (1994) divides evaluation objectives into three: political, organizational, and substantive. Based on this research data, the use of the SBT touches on three aspects: From a political perspective, the SBT serves as an instrument to demonstrate the state's commitment to maintaining civil servant neutrality as a prerequisite for fair elections. For Bawaslu, the ability to demonstrate that 93 violations of other legal categories (including civil servant neutrality) have been recommended, as well as the cases resulting in civil servant dismissals, demonstrates that the oversight mechanism is not merely symbolic. For the National Civil Service Agency (BKN), the SBT represents efforts to enforce civil servant discipline nationally. Thus, the SBT strengthens the political legitimacy of both institutions in the public eye.

**Organizational Evaluation:** Organizationally, the SBT encourages a restructuring of work structures. At Bawaslu, the appointment of SBT operators through a decree, the use of institutional accounts, and the integration of the SBT with the violation handling process in accordance with Bawaslu Regulation No. 9 of 2024 demonstrate the organization's adaptation to new instruments. At BKN, the SBT is part of the civil servant information and discipline system, forcing the institution to develop technical and procedural capacity. Organizational evaluations are evident in both parties' criticism of limited access and SOPs at the regional level. This demonstrates that organizations are not simply accepting the application as a technology product but are testing it against their work needs.

**Substantive Evaluation:** Substantively, the SBT has contributed to tangible results in addressing violations of civil servant neutrality. Data shows that a number of recommendations from the North Sulawesi Elections Supervisory Agency (Bawaslu) sent through the SBT have resulted in sanctions for civil servants, including dismissal and other disciplinary actions. Although Bawaslu cannot monitor all the details of the sanctions, the fact that there are tangible consequences for violations indicates that the SBT supports the policy's substantive objective, namely maintaining the integrity and neutrality of civil servants in electoral contests.

However, limited transparency across institutions reduces the ability of regional actors (Bawaslu) to comprehensively assess the policy's substantive effectiveness in the long term. In Wiemann et al. (2019) terms, a good evaluation system requires information not only on outputs (recommendations and sanctions), but also on outcomes and their impact on civil

servant behavior and public trust. Furthermore, substantive impacts need to be continuously monitored: deterrent effects, fairness, and a reduction in violations in subsequent elections (Simpser & Donno, 2012).

Field findings also reveal another dimension related to the effectiveness of the Integrated Sharing System (SBT) application: public pessimism regarding election oversight. Based on interviews with informants from civil society/election observers (PM), the SBT application is perceived as being primarily aimed at civil servants (ASN), similar to reporting mechanisms like SILAPOR, making it less attractive to the general public as a complaint channel. He emphasized that the low public interest in using monitoring applications, including the SBT, is not solely due to a lack of public awareness, but rather to a deeper issue of distrust and pessimism regarding follow-up on reports. He noted that there is a perception that many election violations do not result in concrete sanctions, so monitoring is seen as merely a regulatory formality, not an effective mechanism for correcting violations and changing substantive conditions in society.

He also linked this pessimism to the collective experience of post-elections in North Sulawesi, where the results of the contestation were not perceived to bring significant changes to citizens' rights in the areas of justice, the economy, public services, or infrastructure development. He cited the example of development projects often only being launched towards the end of the fiscal year, while the disparity between public expectations and actual post-election results fosters the belief that political participation, including reporting violations, has little impact on the quality of policies and services. In fact, cases that have surfaced, such as allegations of vote buying or the stark discrepancy between quick count and real count results, have been deemed unsatisfactory, thus increasing public disappointment and reducing public interest in using monitoring channels, including the SBT app.

In this context, he stated that the use of monitoring apps tends to be more preferred by parties with a direct interest in election results, such as contestants, campaign teams, or candidate supporters, rather than the general public. For this group, reporting violations through the app is seen as part of an electoral strategy to influence voter turnout, rather than simply an expression of concern for election integrity. These findings confirm that SBT utilization is not solely determined by app design and outreach, but is also heavily influenced by the public's level of trust in election monitoring and law enforcement institutions, as well as their historical experience with the state's response to reported violations. Thus, public pessimism about the effectiveness of monitoring is a key factor explaining why, in practice, the SBT app has not been optimally utilized by the wider public.

Field findings also indicate that the low public utilization of the SBT application is not only related to trust issues but also to a very limited level of knowledge about the application's existence. Interviews with several community informants (MK, GS, EM, and AP) revealed that they had never heard of the term "Integrated Sharing System" or were aware that there was a dedicated reporting channel for civil servant neutrality violations managed by the National Civil Service Agency (BKN) and accessible to the public. GS stated that when he learned of alleged violations during the election, his primary options were to report them to the Election Supervisory Committee (Panwas) at the polling station (TPS), to the Elections Supervisory Agency (Bawaslu), or simply discuss the matter on social media and chat groups, rather than through any specific official application. According to MK, he has never received direct information about the monitoring application specifically regulating civil servant neutrality violations, either through mass media, social media, or face-to-face activities in his neighborhood.

Furthermore, EM assessed that the reporting process via the application tends to be perceived as complicated and "not for laypeople," but rather for those accustomed to dealing with administration and official documents. He admitted that he felt more comfortable submitting complaints informally, for example to community leaders or via social media, rather than filling out digital forms, which were considered time-consuming. AP also stated that although he had heard of other monitoring applications, he had never received a clear explanation of their benefits, how they worked, or any guarantee that his report would be taken seriously. This illustrates that at the voter level, the SBT application has not yet emerged as a recognized, understood, and trusted channel, resulting in its use for direct reporting by citizens in practice being almost non-existent. Thus, the barriers to SBT utilization among the public are not only psychological factors such as pessimism, but also structural factors such as a lack of socialization, information readability, and a lack of user-friendly service design.

## **Conclusion**

The SBT became the primary instrument for handling violations of civil servant neutrality following the dissolution of the National Civil Service Agency (KASN). In North Sulawesi, the SBT served as a liaison between Bawaslu, the National Civil Service Agency (BKN), and the Public Order Officer (PPK) in handling violations of civil servant neutrality. Bawaslu received reports/findings, processed them, and formulated recommendations; BKN processed the recommendations within the civil servant disciplinary framework; and the PPK implemented sanctions. Following the dissolution of KASN, the function of managing civil servant neutrality was practically centralized within BKN through the SBT. The delineation of roles between institutions has been established, but is not yet fully supported by technical SOPs and system integration. Institutionally, the roles of Bawaslu as supervisor and BKN as administrator of civil servant discipline are quite clear. The use of institutional accounts and the appointment of SBT operators through decrees strengthen the organizational aspects. However, detailed written technical guidance at the regional level remains limited. The SBT improves the efficiency of the recommendation process, but measurement and feedback at the regional level (Bawaslu) stop at the recommendation stage. Compared to the previous system (SiapNet–KASN), the SBT accelerates the delivery of recommendations and reduces the need for physical delivery. Data shows dozens of processed reports and 93 cases in the "other legal" category that received recommendations, including for civil servant neutrality. However, Bawaslu was unable to adequately monitor the progress of recommendations in the SBT, resulting in regional evaluations reaching only the "recommended to the BKN" stage.

Analytically, the SBT is effective as a tool, but it is not yet fully "integrated" substantively. The process is faster, more documented, and facilitates basic coordination. However, there are limitations in the feedback loop, which reduces the SBT's potential as a truly integrated sharing system. Based on Jones's three evaluation objectives, the SBT provides political, organizational, and substantive contributions, but still leaves room for strengthening. Politically, the SBT supports the enforcement of civil servant neutrality and signals that violations are being addressed. Organizationally, the SBT encourages structural and procedural adjustments within Bawaslu and the BKN. Substantively, the SBT contributes to the imposition of concrete sanctions against violating civil servants, but limited data and access hinder the evaluation of its long-term impact on reducing violations and public trust. 6. On the other hand, from the public perspective, this application is not yet widely known and is hardly used as a direct reporting channel, some citizens are even completely unaware of the existence of SBT and prefer to report through conventional mechanisms or social media, exacerbated by pessimism regarding the follow-up of reports and the fairness of law enforcement. In practice, the "public" groups who utilize this application tend not to be ordinary citizens, but rather parties who have close ties to electoral contests such as candidate success teams and

journalists/reporters who follow the dynamics of the election intensively, while general voters are almost untouched by the use of this application.

### **Suggestion**

For improvement, it is recommended that the National Civil Service Agency (BKN) develop a recommendation status tracking feature within the SBT application that can be accessed by the Election Supervisory Agency (Bawaslu), at least in the form of general status information, so that the cycle of handling and evaluating ASN neutrality cases is not interrupted at the regional level. The BKN also needs to strengthen the integration between public reporting channels and institutional channels, for example through automatic notification to Bawaslu when there is a public report regarding ASN neutrality in its jurisdiction, while simultaneously compiling and distributing national SBT use SOPs across agencies and increasing socialization of the SBT public channel to the public. For the provincial and district/city Bawaslu, it is important to develop more detailed internal technical SOPs for SBT use, covering the input flow, archiving of evidence, and the operator task transfer mechanism, so that application utilization does not depend solely on individual knowledge. Bawaslu also needs to optimize recording and documentation of follow-up recommendations through coordination with the BKN and PPK, so that it has a strong database for accountability and reporting. On the other hand, Bawaslu needs to continue to increase its outreach regarding ASN neutrality and explain the role of the SBT as an enforcement tool. It also uses the results of this evaluation as policy advocacy material to Bawaslu RI and the BKN to improve the design of the SBT system and governance.

For local governments, as Personnel Development Officials (PPK), this study recommends strengthening their commitment to following up on the BKN's sanction recommendations, which are derived from Bawaslu's recommendations through the SBT, to ensure consistent enforcement of ASN neutrality and provide a deterrent effect. Furthermore, case data contained in the SBT should be utilized as a resource for fostering and improving ASN management, particularly regarding ethics, neutrality, and preventing the politicization of the bureaucracy. Future research is expected to further examine the use of the SBT in relation to trends in ASN neutrality violations in elections and elections, allowing for a more comprehensive substantive evaluation of this system. Future research should also expand its coverage to other provinces and specifically examine the gap between "active" users (success teams, journalists) and ordinary voters in utilizing digital complaint channels. This will ensure that recommendations for improving the SBT address not only the technical aspects of the application but also public communication strategies and strengthening trust in election supervisory institutions.

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