Digital Leadership during the Covid-19 Pandemic (Study on Musrenbang City of Bandar Lampung)

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***ABSTRACT** : The impact of the coronavirus disease (COVID-19) on modern life necessitates online interaction from the life sector.The development of the current paradigm of administration and governance toward the New Public Management paradigm cannot be separated from efforts to create effectiveness, efficiency, and results-oriented governance, as well as New Public Service (Governance) actor involvement, which are shown in efforts to improve government governance. These efforts are carried out looking for paradigms that can be practiced in the others field, including business, civil society, and the media.Study at Bandar Lampung City Musrenbang on "Digital Leadership in the Era of the COVID-19 Pandemic". Problem formulation: Musrenbang) and 2) What are the supporting factors and factors that weaken digital leadership during the COVID-19 pandemic (study on the Bandar Lampung City Musrenbang). Techniques like observation, interviews, and documentation were used to gather data.Based on the Decree of the Head of Bappeda City of Bandar Lampung Number: 800/946/IV.01/2022 concerning the Formation of Teams for Development and Utilization of Data and Information on Development Planning of Regional Apparatus Work Units in 2022. The government has been restricted to the exclusive domain of the government to express aspirations and criticize sector areas. The government must provide more space for this.The government must implement digital transformations, which are already being used to complete the tasks it is carrying out, in order to keep up with the times.*
***Keywords:** City Musrenbang, Government, Community, Regional Development.*

I.   INTRODUCTION

The impact of the coronavirus disease (COVID-19) has wreaked havoc on modern life, requiring everyone to interact online.According to (Harris, 2020, p. 322), the COVID-19 outbreak has become a turning point for reorganization and innovation.Reproduction relies upon the choices made by the pioneer (K. M et al., 2020, p. 385).Until the government implements a distance restriction mechanism, more commonly referred to as social distancing, to break the chain of transmission, stakeholders are encouraged by the easy spread of COVID-19.In the context of crisis management, the leadership factor plays a very crucial role in the mechanism for limiting distance or social distancing that is massively implemented by the government in an area or even a country. These methods range from a complete lockdown to the Large-Scale Social Restrictions (PSBB) method chosen by the Indonesian government.Before, during, and after a crisis, senior leadership at public organizations is essential.The duration, severity, and eventual outcomes of the crisis can all be affected by a leader's quality.

Based on the traditional system of dividing legislative, executive, and judicial powers, (Nuzzaci et al., 2022, p. 151),describe the level at which the democratic process has reached its full maturity.When constructing a democracy, an institution should be the head of state whose legitimacy is obtained directly from citizens (Prawo, 2022, p. 348). The search for the most effective paradigm that can be applied in the field is the method by which efforts to enhance government governance are carried out.These endeavors are inextricably linked to the influence exerted by the emergence of a new paradigm for governance and administration.Indonesia prompts the act of the New Open Administration worldview as shown by endeavors to make adequacy, effectiveness and

results-arranged administration, as well as New Public Service (Governance) which is demonstrated by the contribution of different entertainers outside the public authority like common society, the business world, and the broad communications, albeit. Nonetheless, in certain circumstances, Weberian regulatory practices are yet applied, particularly in overseeing vital administrations connected with state power.The expected outcome is the establishment of a transparent and accountable government that will be able to efficiently, accurately, and professionally serve the community.

In order to adjust the existing dynamics, the Ministry of Empowerment of State Apparatus and Bureaucratic Reform conducts clustering/ regrouping of areas based on the targeted targets. The hope is that there will be no overlapping of processes and outputs from each area. The area of change is seen as a model whose achievements are adjusted to the conditions and capacities of the organization.
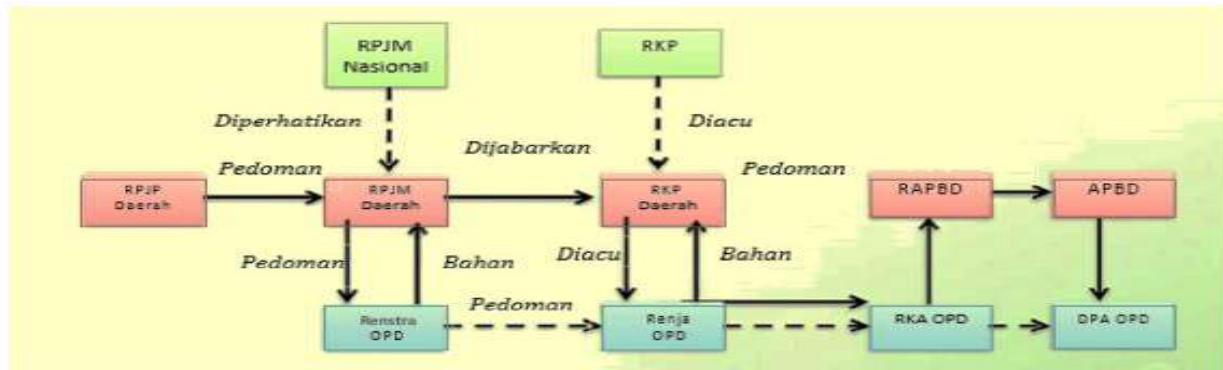

(Source: Bappeda Bandar Lampung City, 2022).

Image 1.
Change Area

In order for the bureaucracy to demonstrate its performance, it is necessary to maintain the encouragement of shifts in mindset and culture.The administration should likewise be more spry, straightforward, versatile and creative and ready to work successfully and proficiently.The purpose of strategy formulation is to address actual issues.To get a picture of the field's progress, challenges, and issues, the analysis that is carried out needs to result in a holistic, comprehensive, and anticipatory strategy.

In general, data from the government are open and accessible to the general public.In order to boost the economy, public data should be made available so that new digital products (including digital services) can be developed more easily, new jobs can be created, and society can benefit (Natvig et al., 2021, p. 29). Predictive governance, policy, and service delivery can be made possible through the use of data in government (Oliveira et al., 2021, p. 60).

Regional Government Work Plan (RKPD) documents are prepared to ensure linkages and consistency between planning, budgeting, implementation, and supervision as a tangible manifestation of the government's commitment to implementing regional development, according to Invite Law Number 25 of 2004 concerning the National Development Planning System, which translated into Minister of Home Affairs Regulation Number 86 of 2017 concerning Procedures Regional Development Planning, Control, and Evaluation, Procedures for Evaluation of Draft Regulations Regions About Regional Long-Term Development Plans and Long-Term Development Plans Regional Medium-Term. The Regional Government Work Plan (RKPD), a plan for regional annual development, must be prepared by the region before the Council Regional People's Representatives (DPRD) and the Government jointly determine the regional Regional Revenue and Expenditure Budget (APBD).

(Source : Bappeda Bandar Lampung City, 2022).

Image 2.

Relationship between Local Government Work Plan Documents (RKPD) and Other Planning Documents

All Regional Apparatus Organizations (OPD) use the Local Government Work Plan (RKPD) as a reference when preparing the OPD Work Plan, which serves as a guide for the implementation of annual development programs and activities (Renja).As a crucial component of the Draft Regional Revenue and Expenditure Budget (RAPBD), Local Government Work Plans (RKPD) are created to ensure that planning, budgeting, implementation, and supervision are linked and consistent.This means using the Regional Government Work Plan (RKPD) as a guide when creating the Priorities and Ceilings and the General Budget Policy (KUA).Temporary Budget (PPAS), which is then used as a reference in the process of creating the Draft Regional Revenue and Expenditure Budget (RAPBD) by the KUA PPAS that has been agreed upon.

The government consults the public when developing national and regional development plans through the Development Planning Deliberation (Musrenbang).Musrenbang is a stakeholder consultation forum for annual development planning. It is carried out in stages using a "bottom-up planning" mechanism, beginning with the Village Musrenbang, District Musrenbang, Device Forum Region/Cross Regional Apparatus, and City Musrenbang. The results of City Musrenbang are used as input for the Provincial Musrenbang, Rakorpus (Meeting Central Coordination), and National Musrenbang.

Based on the Circular Letter of the Mayor of Bandar Lampung City Number 900/53/IV.01/2022 concerning Regional Development Policies in 2023 and Guidelines for the Implementation of Development Planning Deliberations (Musrenbang) for the Preparation of Local Government Work Plans (RKPD) in 2023. Improving the quality of implementation and results of the Musrenbang Compilation The Local Government Work Plan (RKPD) Year 2023 in Bandar Lampung City starting from the level of the Village Musrenbang, District Musrenbang, Regional Apparatus Forum and City Musrenbang:

1)   Musrenbang functions forum to generate agreement between development actors draft 2023 Regional Government Work Plan (RKPD) in Bandar Lampung City, focusing on discussing the synchronization of Regional Government programs and the community in achieving regional development goals and targets.

2)   Implementation of Musrenbang The preparation of the 2023 Regional Government Work Plan (RKPD) in Bandar Lampung City was held according to schedule. Furthermore, the flow in the process of preparing the 2023 Regional Government Work Plan (RKPD) in Bandar Lampung City is described as follows:

(Source : Bappeda Bandar Lampung City, 2022).

Image 3.

Schedule of Musrenbang Implementation in 2023 in Bandar Lampung City

The Regional Revenue and Expenditure Budget (APBD) governs how the regional government spends money.The authorization, planning, supervision, allocation, and distribution responsibilities of the Regional Revenue and Expenditure Budget (APBD) serve as the foundation for regional financial management.According to (Handayani & Badriah, 2022, p. 3) all government spending for regional development must conform to the established amounts and goals.In light of the fact that successful budget planning necessitates precise forecasts in order to fulfill government promises (Nascimento et al., 2022, p. 3). The ability of public sector actors to effectively manage human resources is known as administrative capacity, and it is necessary to produce results (Leonardo et al., 2022, p. 4).

The Development Planning Deliberation (Musrenbang) is a significant stage in the advancement arranging process as expressed in the Minister of Home Affairs Regulation Number 54 of 2010 concerning the Implementation of Government Regulation Number 8 of 2008 concerning the Stages, Methodology for Arrangement, Control and Assessment of the Execution of Provincial Improvement Plans which expresses that there are a few Local Advancement Arranging Approaches, to be specific: 1) Government; 2) Technocratic;3) Consenting;4) From the top down and from the bottom up.

Based on the Decree of the Head of the City of Bandar Lampung Bappeda Number: 800/946/IV.01/2022 concerning the Establishment of a Team for Coaching and Utilization of Data and Information on Development Planning of Regional Apparatus Work Units in 2022. Preparation of the Regional Government Work Plan (RKPD) of Bandar Lampung City and Work Plan (Renja) Regional Apparatuses in 2023 are carried out based on the Regional Government Information System (SIPD) so that all regional, sub-district and sub-district apparatus can carry out as they should. Digital applications have changed all sectors by presenting new innovative service-based models.

According to (L.-M. J & Jones 2018, p. 470), a review of the literature on political and public leadership reveals that expectations regarding what it means to exercise leadership in politics have evolved in response to the increased emphasis placed on collective approaches as a means of reconciling leadership issues in democratic structures.There is an unfortunate tendency to reduce studies of political leadership to studies of individual leaders and their personalities in the larger scope of the leadership literature (Liu, 2019, p. 70), which investigates various types of leadership behaviors intended to motivate employees and enhance goal attainment, less charismatic than others (T. J et al., 2019, p. 30). The implementation of government duties and functions through the use of technology, particularly digital technology, is impacted by the rapid development of technology.Executives must be competent and responsive when carrying out digital or electronic government service processes in response to global challenges.

The digitization of ideas and the application of information communication technology to all activities alter perceptions of organizational management, control procedures, and activity evaluation.According (Silock in R, Toleikiene & V, 2019, p. 125), e-government is the use of technology to improve access to and the delivery of government services in order to benefit citizens and businesses.

The government sector is the only one affected by the dynamics and new challenges brought about by digitalization.The way the government works and how it interacts with the community have also been fundamentally altered in tandem with technological advancements.Utilizing mobile internet technology can encourage local governments to provide mobile, smart, and flexible independent services to the community.The public must be given more opportunities by the government to express their aspirations and criticize aspects of the public sector that have been restricted to the government's exclusive domain.The government must also be able to keep up with the times by implementing the digital transformations that are already being used to complete their tasks.

It is a very big challenge to be able to implement the idea of e-leadership in the central and local government sectors, besides that it requires public participation in decision making. Leaders must implement regional autonomy and community participation in government programs (R.H et al., 2020, p. 1040). The reason for the importance of implementing e-leadership is because it is part of changing organizational patterns facilitated by the digital revolution with the emergence of teams, remote work, and distributed leadership patterns depending on electronic communication that must be managed and coordinated by leaders (M, Van Wart et al., 2019, p. 90).

Digitization is a matter of great concern in the government sector. Digital leadership or digital leadership is needed in the ongoing digital transformation process to oversee changes and use of technology in various sectors including government. Minister for Empowerment of State Apparatus and Bureaucratic Reform (PANRB) Tjahto Kumolo carried out a technological transformation by means that aleader must be able to use digital assets to make quick and perfect decisions. Digital leaders must be able to innovate and collaborate using organizational elements or other stakeholders to find solutions (PANRB, 2021). The Development Planning Deliberation (Musrenbang) is an annual agenda carried out as a forum for residents to meet and discuss problems   they are facing decide on short-term development priorities, after priority compiled then it is proposed to higher level government through the Regional Development Planning Agency (Bappeda). Bandar Lampung City. The community 's proposals are onand allocations, this is a participatory development process for the community to voice their needs to the government.

The Regional Development Planning Agency (Bappeda) of Bandar Lampung City in carrying out Musrenbang with the aim of achieving regional development starting from the Village, District, City, Province level to the Council level. The current COVID-19 outbreak has resulted in large-scale social restrictions resulting in the expansion of Flexible Work Arragement or Work From Home (WFH). The emerging virtual work theme requires digital leadership and has an impact on the implementation of the 2022 Musrenbang in Bandar Lampung City, which is carried out online . The changes were implemented as a form of support for the government to avoid the spread of COVID-19. Musrenbang is carried out using the zoom application . The Bandar Lampung City Government through the Head of the Regional Development Planning Agency (Bappeda) of Bandar Lampung City provides new innovations with the regional budgeting system through the E-Planning application to ensure the continuity of the data sent for the impact of the current COVID-19 pandemic. This application serves to input all proposed regional development data throughout the city of Bandar Lampung, but this application only lasts for 1 (one) year and finally there is a renewal of the E-Planning application. The application was completely changed to the Bandar Lampung City Government Information System (SIPD), actually the old and new applications are not much different, but there are additional columns such as more directing what programs/activities are proposed, the budget year implemented to who makes the proposal . The purpose of updating the application is an effort to complete the budget proposal data so that it is more accurate.

In accordance with Standard Operating Procedures Number: 36/SOP/IV/01/2022 concerning Monitoring, Evaluation of Bappeda documents for Bandar Lampung City, Standard Operating Procedures Number: 40/SOP/IV/01/2022 concerning Assistance to Documents for Bappeda Bandar Lampung City, Standard Operations Procedure Number: 41/SOP/IV/01/2022 concerning Coordination of Bappeda Documents for Bandar Lampung City. Based on the change in the Musrenbang system which was completely transferred to digital form in the form of using the zoom application in discussions and the use of the Regional Government Information System (SIPD) of Bandar Lampung City in terms of tidying up data on regional development proposals from the community, the Head of the Regional Development Planning Agency (Bappeda) of Bandar Lampung City as Leaders for achieving goals must be ready to use digital tools for the success of the program in supporting the sustainability of the online musrenbang implementation and reliable Human Resources (HR), especially Human Resources (HR) are available at the Regional Development Planning Agency (Bappeda) of Bandar City Lampung. The implementation of digitalization-based Musrenbang is urgently needed with the availability of reliable and competent Human Resources (HR) who can compete in the technological era. Development is a multidimensional process involving changes in the structure, social system, economy and attitudes of society. Development is carried out through an activity planning process carried out byutilize existing resources effectively and efficiently to achieve the objectives, namelyimprovement of community welfare requires coordination tosynergize and harmonize the various affairs and tasks contained in theLocal Government Work Plan (RKPD).

The main problems faced by urban areas, especially Bandar Lampung, are congestion problems, slums, floods and waste management. The higher population growth coupled with the continued increase in residential areas resulted in the emergence of various complexities of problems that are often faced by each region. The impact of this appears that there are obstacles in the field: 1) overlapping of Kelurahan data verification with members of the council; 2) the proposal is still infrastructure; 3) last year's proposal has not been realized.

In addition, it is necessary to improve services within the government in hospitality and ask the community to take part in creating a friendly face of the City of Bandar Lampung as a priority material for development in 2023: 1) improving the quality of human resources; 2) quality urban infrastructure; 3) accelerate economic recovery and; 4) improve the quality of public services and regional innovation utilizing digital technology, regional information systems.

The preparation of the Regional Government Work Plan (RKPD) for 2023 in accordance with the Regional Regulation of Bandar Lampung City Number 1 of 2021 concerning Plans Regional Medium-Term Development (RPJMD) 2021-2026 is part of Bandar Lampung City development planning for the year 2023. The second period is the Regional Medium Term Development Plan (RPJMD) 2021-2026.

The theoretical models based on the field findings shed light on how people in government experience actively work to advance digital tools and processes and deal with structural and cultural barriers to digital transformation, such as:1) bunch change absence of abilities and backing alongside hierarchical intricacy and absence of coordination as the most noticeable primary hindrance to advanced change;2) the perceived structural barriers that are characterized by a culture of bureaucracy and a fear of change, such as legal constraints, a lack of funds, a lack of personnel and skills, limited support from management and politicians, and lack of coordination; 3) digital transformation is information on how to deal with cultural and structural barriers. According to this, digital transformation has stalled because of a lack of knowledge about how to replace legacy systems with integrated ones.

The use of digitalization is getting here if it is not utilized to the maximum extent possible then there will be no change to the organization or to ourselves. Based on the findings in the field, in order to minimize the increasingly congested situation where the world is now also being hit by a very terrible outbreak, namely COVID-19, in the implementation of the Musrenbang, coordination is needed in achieving the desired goals. So the author is very interested in studying more deeply about **" Digital Leadership in the COVID-19 Pandemic Period (Study at the Bandar Lampung City Musrenbang)".** The formulation of the problems contained in the research are: 1) How is the application of digital leadership during the COVID-19 pandemic (study at the Bandar Lampung City Musrenbang) and 2) What are the supporting factors and factors that weaken digital leadership during the COVID-19 pandemic (study of the at the musrenbang in Bandar Lampung City). The objectives of the study consist of: 1) To analyze the application of digital leadership during the COVID-19 pandemic , a study at the Bandar Lampung City Musrenbang and 2) To find out what are the factors that support and weaken digital leadership during the COVID-19 pandemic (study on musrenbang of Bandar Lampung City).

II.   THEORETICAL REVIEW

1.   Overview ofPublic Administration

a.   Understanding of Public Administration

State Administration is the management and organization of people and equipment to achieve goals (Dwight Waldo dalam Syafiie, 2015, p. 33). State Administration is the study of how government agencies are organized, equipped with personnel and financed (Edward H. Litchfield dalam Syafiie, 2015, p. 30). Public administration is a collaboration between executive and legislative government groups, relations have a role in policy formulation (Felix A. Nigro and L. Loyd G. Nigro in Pasolong, 2016, p. 8) .

b.   Paradigm of Public Administration

1)   Old Public Administration (OPA)

A government that has a structure following a business model, namely having executive authority, controlling is very important, having a hierarchical organizational structure and efforts to carry out activities to achieve goals efficiently (Wilson in Pasolong, 2016, p. 33) .

2)   New Public Management (NPM)

Numerous orientation shifts have occurred within NPM:1) The drive orientation, which places efficiency above all else;2) A focus on decentralization and downsizing, which prioritizes structure simplification, functions enhancement, and delegating authority to smaller units in order to function quickly and accurately;3) A focus on excellence, with a particular emphasis on achieving peak performance through the use of science and technology;4) An orientation toward public service, which emphasizes the quality, mission, and values to be

achieved, pays more attention to the community's aspirations, needs, and citizens, and gives elected officials more authority(Ferlie, Ashbuerner, Filzgerald and Pettgrew in Pasolong, 2016, p. 35) .

3)   New Public Service (NPS)
The New Public Service (NPS) is more oriented towards the values of democracy, citizenship and service for the public interest as the fundamental norms of the public administration field. Public administration should share power with the community and reduce control over the community through collaborative administration between the government and the community. Community governance is an integrative participation between active communities and active administrators in meeting needs together.

2.   Overview ofGovernance
Government as an organization of people who have power and how humans can be governed (R. Mac Iver dalam Syafiie, 2015, p. 135). Governance as a social phenomenon, while government as a political phenomenon, there is a tendency to return the meaning of government from government to governance, at least to revive the concept of governance in addition to government . The concept of good governance, the government is considered synonymous with governance (Ndraha, 2015, p. 69).

3.   Overview of Leadership
a.   Understanding of Leadership
Leadership demonstrates the capacity to impact men and secure outcomes through profound requests as opposed to through the activity of power (authority shows the capacity to impact others and accomplish results through close to home requests and be preferable over utilization of force)(G.U. Cleeton dan C.W. Mason dalam Syafiie, 2015, p. 133).

b.   Leadership Types
Types of leadership from various literatures discussing leadership divide in various perspectives:
1)   Autocratic type, autocratic leaders are characterized by orders addressed to subordinates and consider various decisions that are superior to subordinates (Siagian in Pasolong, 2016, p. 118) .
2)   The democratic, popular type of neo-classical management era is used in the realization of cooperation in achieving organizational goals to empower subordinates (Siagian in Pasolong, 2016, p. 118) .
3)   Charismatic type, charismatic leaders have the following characteristics: a) have a vision; b) consistency; c) focus; d) take advantage of one's own strength (Wirjana in Pasolong, 2016, p. 119) .

c.   Leadership Style
The leadership style consists of:
1)   Autocratic style, leaders prefer to command, must obey, want to show power, feel the most right (Syamsi, 1994, p. 141);
2)   In a democratic style, the leader pays attention to his subordinates. They were given the opportunity to provide input (Syamsi, 1994, p. 140);
3)   Laissez Faire style , namely free-control leadership style (Pasolong, 2016, p. 121) . Leaders do not pay attention to the results achieved or do not care about subordinates, work arbitrarily (Syamsi, 1994, p. 141).
4)   Transformational leadership style, relationships based on agreement to achieve common goals and social change is needed. Past experiences provide lessons about the importance of transformational leadership in leaders (Ndraha, 2015, pp. 222–223).

d.   Overview of Digital Leadership
1)   Understanding of Digital Leadership
According to Westerman, Bonner dan McAfee dalam Saputra & Nugroho (2021, p. 979), disruption of digital technology makes digital capabilities and leadership capabilities equally important in determining public sector competitiveness.Managers must have digital leadership skills in order to successfully implement digital

transformation (Zeike, Bradburry, Lindert, Praff dalam Saputra & Nugroho, 2021, p. 979). Leaders can achieve clear, meaningful visions and implement strategies related to the digitization process through digital leadership (Saputra & Nugroho, 2021).

Digital transformation is a portfolio of initiatives working together to scale change rather than a single effort.New abilities and hierarchical capacities are expected to expand the reception of computerized initiative across associations.To achieve organizational objectives, the government sector's management of the digital model transition requires dependable human resources (John Kotter dalam Wibowo, 2022, p. 55).

2)   Traits of Digital Leadership

Digital leadership has the following characteristics: 1) digital leadership that is not only able to motivate and mobilize but can create the capacity to always be agile in every situation; 2) digital leadership that can spearhead transformation in organizations and even countries; 3) when leaders and followers work together to achieve a shared vision and mission (Juhro, Solikin, 2020, p. 12). Digital leadership must be able to change the culture and organizational structure which ultimately demands personal transformation in developing qualities through self-awareness, empathy, authenticity and balanced with digital (Liu Ji dalam Juhro, Solikin, 2020, p. 13). digital leader must be able to state a clear and attractive vision; explain how vision can be achieved; act to achieve goals with confidence and optimism; express trust their followers (Yukl dalam Juhro, Solikin, 2020, p. 24).

3)   Digital Leadership Model

The public media must define personalization in terms of how we create experiences tailored to our interests.Experiences that are customized continue to captivate and educate you as a citizen.Insights and data are needed to conceptualize personalization of public (Chief Content and Innovation Officer Maja Mrkoci dalam Martin, 2021, p. 6).

Individual roles and activities can be thought of as supporting ideas, technologies, or strategies to overcome digital governance obstacles, which are referred to as "digital champions" in this article.Despite the prominence of digital government champions (Pittaway & Montazemi, 2020), CIO (Almazan & Gil-Garcia, 2011) and digital expert (Mergel, Edelmann, & Haug dalam Wilson & Mergel, 2022, p. 2).

Digital transformation can evolve or regress repeatedly in various organizational dimensions at varying speeds over time in government, and the process is a clean, linear progression.According to (Mergel, Edelmann, & Haug in Wilson & Mergel, 2022, p. 2), public administration takes a holistic approach that combines cultural and structural strategies. Simply implementing digital tools and procedures does not appear to be sufficient to facilitate organizational culture change (Tangi et al in Wilson & Mergel, 2003). 2022, p. 2).According to (Pittaway & Montazemi in Wilson & Mergel, 2022, p. 2), a mechanism for identifying and adapting cultural and structural strategies has been proposed.The majority of technology-supported innovations were adopted directly from the private sector, which is supported by well-documented research on digital governance (Janowski in Wilson & Mergel, 2022, p. 2).

Experts describe the demands of the private sector as the primary driver of the transformation process expertise (Mergel & Belle in Wilson & Mergel, 2022, p. 2),while the private sector is the primary source of government expertise and the "know how" for government digital transformation (Mergel, Edelmann, & Haug in Wilson & Mergel, 2022, p. 2). Government workers who need formal direction on government advancement look for data on the best way to take care of their responsibilities utilizing rehearses drawn from the confidential area (Schank & Hudson in Wilson & Mergel, 2022, p. 2).

Even though individuals who are not in leadership positions include digital service experts and teams in recent research on digital transformation and civil servants managing digital programs, the position of chief information officer has received a lot of attention.Digital transformation and e-governance studies examined the contribution of project managers and administrative specialists actively navigating barriers and digital governance solutions. Innovation places an emphasis on individuals across all levels of the government hierarchy who are able to promote, embed, and disseminate good ideas (Chadwick, 2011; Mikalsen & Farshchian in Wilson & Mergel, 2022, p. 3).

The normative and cognitive frameworks utilized in organizing practices, activities integrating resources and relationships in each field are separated from material relations by the boundaries between the technology industry and government.A multidimensional structure emerges between the two systems as a result of stresses in relationships. This structure is characterized by the roles of actors, relationships, and institutional infrastructure (Greenwood, Raynard, Kodeih, Micelotta, & Lounsbury, 2011; Koskela-Huotari, Siltaloppi, & Vargo in Simmonds et al., 2021, p. 113). The most important part of the digital transformation program is aligning leadership on digitization. This is a necessary foundation for organizational change in a better direction, as shown in the figure above, which includes:

1)   Realizing the importance of digitization

The first step in digital leadership is creating a sense of urgency around digitization. This strategy is carried out to increase the open-mindedness of employees who feel they have self-satisfaction as the opposite orientation of the creation of digital leadership in public organizations.

2)   Implementing of the program's vision and mission

Aligning leadership implies the question of what to align. The quality of vision is very important in helping employees to understand whether and in what way they should change their behavior towards change in a digital-based organization.

3)   Government involvement

One way to show commitment to subordinates is to be a role model. Leaders must be seen to use digital technology and must share experiences with the organization with their subordinates.

4)   Customize formal organization

Organizational improvements can drive digitization and increase speed in decision making. Multiple operating systems consist of traditional hierarchy and additional network structure. Public organizations work closely with central digital unit to align top-down digital strategies with predetermined requirements.

5)   Utilization of HR practices

Organizations should conduct special training to upgrade the skills of the workforce on a large scale related to digitization. Another possibility is to pair digitally savvy young employees to convey knowledge digitally (John Kotter in A. Wibowo, 2022, pp. 65–70) .

III.   RESEARCH METHODS

This study employs a case study with a qualitative approach as the type of research.Data collection methods are triangulation (combined), data analysis is either inductive or qualitative, and qualitative research results emphasize meaning rather than generalization. Qualitative research is a research method based on the philosophy of post positivism(Sugiyono, 2022, pp. 8– 9).Observation, interviews, and documentation were used as data collection tools.This study depicts the utilization of computerized initiative during the Coronavirus pandemic (Studies at the Musrenbang of Bandar Lampung City) and what are the supporting endlessly factors that debilitate advanced administration during the Coronavirus Pandemic (Studies at the Musrenbang of Bandar Lampung City).Research sites conducted in Regional Development Planning Agency (Bappeda) Bandar Lampung City, reasons location study was chosen because The Regional Development Planning Agency (Bappeda) of Bandar Lampung City as a coordinator in the implementation of the Musrenbang in Bandar Lampung City makes it easier for researchers to obtain data in the field. Researchers can get a comprehensive overview and understand more deeply about 1) Realizing the importance of digitization; 2) Implementing of the program's vision and mission; 3) Involvement of the government's role; 4) Adjusting the formal organization; 5) Utilization of HR practices; and Factors that support and factors that weaken digital leadership(John Kotter in A. Wibowo, 2022, pp. 65–70) .

IV.   RESULTS AND DISCUSSION

A.   Research result

The digital leadership stage is a complex one involving various actors and related parties. Digital leadership getting an overview of how this application is starting to be applied to achieve goals and results of this study are presented as follows:

1. **Digital leadership Period in Pandemic COVID-19 (Study at Musrenbang of Bandar Lampung City)**

Employees' development of skills and expertise is influenced by digital leadership.The ability of superiors to train all employees in the use of digital technology to achieve organizational goals is known as digital leadership.According to the focus used by researchers using John Kotter's digital leadership model in Wibowo (2022), in achieving digital leadership success, five (5) factors are used, namely: 1) create urgency for digitization; 2) develop a digital vision; 3) involvement of the government's role; 4) adjust the formal organization and; 5) take advantage of HR practices. The following researchers explain the results of interviews, documentation and observations:

1. **Realizing the Importance of Digitization**

The Regional Government Information System (SIPD) has been utilized to input program/activity proposals, facilitating the Musrenbang's implementation in January 2022.Because it has compiled a summary of all of the proposals that have been submitted for the upcoming year, the Regional Government Information System (SIPD) application has been of great assistance during the COVID-19 pandemic.The local government information system (SIPD) application is as follows:
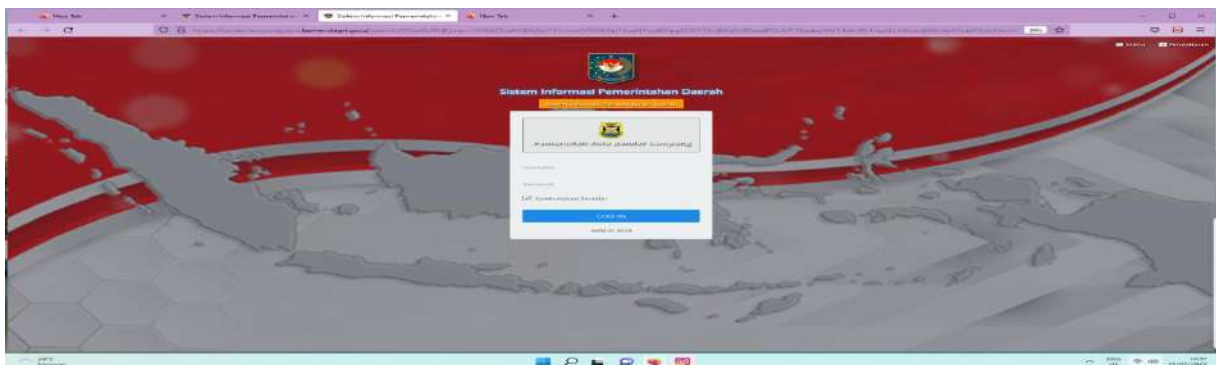
(Source: Documentation Application SIPD of Bappeda Bandar Lampung City, 2022).

Image 4.
Application SIPD Display Bandar Lampung City

Execution of the Musrenbang at present has a computerized change as a Territorial Government Data Framework (SIPD) application.Because manually entering the information for the proposed program or activity can take a long time, this application has been created to speed up the process.Even though there are still obstacles due to limited knowledge, all parties involved must quickly understand how to use the Regional Government Information System (SIPD) application in order to support this sustainability and avoid COVID-19.

Arranging Framework in Indonesia is contained in Regulation Number 25 of 2004 concerning the Public Improvement Arranging Framework covers the legitimate premise in the field of focal and nearby government advancement.Regional Long-Term Development Plans (RPJPD), Regional Medium-Term Development Plans (RPJMD), and Regional Government Work Plans (RKPD) are the products of planning development. These plans are put into action by the central and regional governments with the help community.

2. **Implementing of the Program Vision and Mission**

The Regional Development Vision for the City of Bandar Lampung for the 2021-2026 RPJMD period:

"Bandar Lampung is Healthy, Smart, Faithful, Cultured, Comfortable, Superior, competitive based on the economy for the prosperity of the people"

The following is the City of Bandar Lampung's 2021-2026 development mission, taking into consideration the primary goals of the fourth stage of regional medium-term development (4) in the RPJP:1) Enhancing public health services' quality;2) Enhancing public education's service and quality;3) Expanding the conveying limit of foundation;4) Grow the local economy;5) Create religious groups and regional customs;6)

Supporting investment through good, clean, authoritative, and responsible governance in partnership with the community and business sector in order to realize sustainable development;7) Improving the cleanliness and health of the urban living environment.

The Government has developed the initial draft of the Government Work Plan (RKP) for 2022 around the theme "economic recovery and structural reform," with a focus on development:1) business;2) travel; 3) food safety; 4) MSMEs;5) facilities;6) digital advancement;7) low-carbon development; 8) changes to social security; 9) education and health reform, respectively.The Draft Development Theme for 2023 is "Accelerating Regional Economic, Social, and Cultural Recovery through Sustainable Development ". Referring to the strategy and policy direction for 2021-2026, the following are the focus and direction of the regional annual policies as follows:

Table 1.
Regional Annual Policy Focus and Direction

year 2021 (Year 0)	2022 (Year 1)	Year 2023 (Year 2)	Year 2024 (Year 3)	Year 2025 (Year 4)	Year 2026 (Year 5)
Handling the COVID-19 pandemic through the fulfillment of health infrastructure, facilities and infrastructure as well as economic and social recovery for the community	Regional economic recovery through strategic sector improvements to increase job opportunities and reduce poverty	Acceleration of growth and equitable distribution of the regional economy through development in all fields	Stimulating the development of competitive infrastructure and human resources to improve welfare, comfort and reduce inequality	Strengthening human development, economic independence and integrated and sustainable urban infrastructure	Strengthening competitive regional economy for the welfare of a just society

(Source: Bappeda Bandar Lampung City, 2022).

The focus and direction of Bandar Lampung City's annual policy are outlined in the Table 1.In order to fulfill the City of Bandar Lampung's vision and mission, the policy's direction must be adapted to the issues at hand.The established vision and mission must serve as the foundation for the use of digital transformation in the Musrenbang's implementation.Digital transformation is a component of the leadership renewal to foster innovation and bring about a technological breakthrough.

In accordance with the Minister of Home Affairs of the Republic of Indonesia's Regulation No. 70 of 2019 concerning Regional Government Information Systems (SIPD), the following is stated in Article 9 paragraph 1:The phases of data planning, data collection, electronic-based data filling, and electronic-based data checking comprise provincial and regency/city electronic-based data management.

The Regional Government Information System (SIPD) helps with the implementation of the musrenbang.The data that is planned, collected, filled out with digital-based data, and checked begins the stages of implementing the Regional Government Information System (SIPD) application.In order to better integrate the Musrenbang's implementation with the proposed proposals, this stage is carried out.

3. Government Role Involvement

This application for the Regional Government Information System (SIPD) has a lot of features that let you see which Regional Apparatus Organizations (OPD) have entered the Musrenbang proposal correctly.The Bappeda of Bandar Lampung City is in charge of the Musrenbang's implementation and serves as the primary coordinator.Bappeda, the head of Bandar Lampung City, has also put together a small team to make sure that the musrenbang proposal is still entered into the Regional Government Information System (SIPD) at every stage, from Kelurahan to Kecamatan.

(Source: Documentation of Musrenbang implementation at the Kelurahan level in Bandar Lampung City, 2022)

Image5.

Implementation of the Village Level Musrenbang in Bandar Lampung City in 2022

Based on pictures above, it can be concluded that the researcher is implementing the musrenbang at the village level to sub-districts throughout the city of Bandar Lampung in January 2022, 50% face-to-face and 50% through the zoom application considering that it is still during the COVID-19 pandemic . The input of proposals has been fully directed through the Regional Government Information System (SIPD) application, so operators who have been sent to each Kelurahan and Subdistrict can fill in the input for program/activity proposals anywhere, they are not required to fill in the City Regional Development Planning Agency (Bappeda) Bandar Lampung.

Preparation of Local Government Work Plans (RKPD) for 2023 in accordance with Circular Number 800/53/IV.01/2022 concerning Regional Development Policy in 2023 and Guidelines for the Implementation of Development Planning Deliberations (Musrenbang).The second year of the Regional Medium Term Development Plan (RPJMD) for the 2021–2026 period includes development planning for Bandar Lampung City.

Development Work Plan Local Government Work Plans (RKPDs) are created to ensure that planning, budgeting, implementation, and supervision are linked and consistent.As a reference for the process of preparing the Draft Regional Revenue and Expenditure Budget (RAPBD), the Regional Government Work Plan (RKPD) serves as a guide for the preparation of the General Policy on the Regional Revenue and Expenditure Budget (APBD), the General Policy of the Regional Budget (KUA), and Priority and Temporary Budget Ceiling (PPAS).

Draft development priorities for 2023; 1) improve the quality of Human Resources (HR) through integrated health and education services; 2) strengthening quality urban infrastructure; 3) accelerating economic recovery through improving the people's economy; 4) strengthening regional order and security by developing local wisdom; 5) improve the quality of public services and regional innovation by utilizing digital technology and regional information systems; 6) promote environmentally sustainable development.The priorities and targets for the development of the Bandar Lampung City area in 2022 are prepared by taking into account the unpredictable world phenomenon, namely the COVID-19 crisis, which is a health crisis and has an impact on the financial, financial and even economic and social sectors.

The results of the 2022 Musrenbang proposal refer to several aspects. The following describes regional problems related to regional development priorities and targets:

1. Acceleration of economic recovery due to the impact of the COVID-19 pandemic;

    In 2020, economic growth will contract by 1.85%. Economic recovery in an effort to reduce the impact of the COVID-19 pandemic. The number of poor people is still quite high. In 2020 around 8.81 percent of the population of Bandar Lampung are still below the poverty line. Workers who have been laid off as a result of the COVID-19 pandemic . The availability of job opportunities is still limited. The unemployment rate is still relatively high. The imbalance between the large growth of the workforce and the growth of job opportunities. Skills and skills of the workforce are still low.

2. Human Resource Development;

The provision of quality and affordable education to the community has not been fully realized. There are still inadequate facilities and infrastructure for educational buildings, including educational support facilities. There is still a lack of welfare for honorary educators.

3.   Flood, Rob and Flood Management;

The volume of roads in Bandar Lampung City still needs to be increased so that the existing roads can support the movement of people and vehicles. Based on the year 2020, the ratio of road length to area is 7.89 and the ratio of road length to population is 1.46. There is still a damaged environmental road infrastructure. Drainage conditions that are not in line with spatial planning and other infrastructure have had a negative impact on road facilities and caused flooding. Drainage is clogged a lot. The level of sanitation services is inadequate. Access to clean water facilities is still low. Inadequate facilities and waste management. There are still frequent puddles at certain points.

The results of the proposed musrenbang at the Kelurahan level throughout Bandar Lampung City, one of which refers to road infrastructure. One of the villages in question is the Teaching Village, the proposals that come in are in the form of roads that are damaged/no longer feasible to pass due to the flood. The following is described with data obtained in the field about road infrastructure in Bandar Lampung City:

Table 2.
Percentage of Road Conditions in Bandar Lampung City

Year	City Road Condition
2016	90.09
2017	79.49
2018	80.95
2019	81.64
2020	87.98

(Source: Bappeda Bandar Lampung City, 2022).

The road network system in Bandar Lampung City is mostly city roads, namely 638 roads or along 528,426 km whose conditions have turned into environmental roads, the remaining city roads are city roads with inappropriate conditions, in 2017 the percentage of city roads decreased to 79, 49 percent. The percentage of city road conditions in Bandar Lampung City increased in 2018-2019 compared to 2017. The following data describes the 2016-2017 road infrastructure:

Table 3.
Road Infrastructure

Road Status	2016		2017	
	Number of Sections	Length (Km)	Number of Sections	Length (Km)
Environmental Road	2.106	498,653	2,789	959,481
City Street	1.090	922,586	407	394.16
Provincial road	3	9,379	3	9,379
National Road	12	57.65	12	57.65

(Source: Bappeda Bandar Lampung City, 2022)

Based on the data above in 2021, in the 2017-2020 period, there is no change in the data on the number of sections and the length of environmental roads, city roads, provincial roads and national roads. The number of sections as well as Environmental Roads, City Roads, Provincial Roads and National Roads is the same as 2017. The following explains the disaster risk index in Bandar Lampung City, namely as follows:

Table 4.
Disaster Risk Index

Year	Index	Category
2016	182	Tall
2017	182	Tall

2018	165.56	Tall
2019	155,80	Tall
2020	152,816	Tall

(Source: Bappeda Bandar Lampung City, 2022)

Based on the table above, in 2016 it had an index of 182, in 2017 it had the same index of 182, in 2018 it increased by 165.56, in 2019 it decreased by 155.80 and in 2020 it decreased by 152.816. Every year, the city of Bandar Lampung experiences a decrease in the risk of disasters, but even though it has not decreased significantly, it is still categorized as high, meaning that it is still prone to disasters coming back.

The data is supported by the results of researchers' observations while in the field of Bandar Lampung City, namely in 2018 there were 19 flood points and in 2019 there were 24 floods, in 2020 there were 35 floods. One of the areas that frequently floods in Bandar Lampung is in Teluk Betung Utara Subdistrict, Teaching Village, which is located at Jalan Wolter Monginsidi (behind Sate Bontet) with area of 3,850 m^2 witha water level of 1 m.

4. Bureaucratic reform and governance

Understanding and skills in the field of information and communication technology (ICT) for the apparatus and the public need to be improved. The implementation of even distribution of ICT infrastructure to improve public services.

d.   Customizing the Formal Organization

The application of digital leadership in the Musrenbang cannot be separated from the formal organization, namely the Bandar Lampung City Government. The Regional Government Information System (SIPD) application has been modified according to needs. In accordance with the Decree of the Head of Bappeda of Bandar Lampung City Number 800/946/IV.01/2022 concerning the Establishment of a Team for Development and Utilization of Development Planning Data and Information at the Regional Development Planning Agency of Bandar Lampung City in 2022 . Its main task is to carry out the fulfillment of data and information on the 2022 development planning and carry out the evaluation of development planning documents for the Bandar Lampung City Government.

Based on the supporting data above, it can be concluded that the Regional Government Information System (SIPD) implementation team has been formed at the Regional Apparatus Work Unit level. Given the tasks carried out as the main basis in carrying out the input of the Regional Government Information System (SIPD). This team was formed to supervise at the Kelurahan to Kecamatan level whether the submitted proposals have been thoroughly inputted through the Regional Government Information System (SIPD) application or vice versa.The input of the results of the musrenbang proposal is currently greatly facilitated by the presence of digital. The very significant digital transformation of its existence has made us to be even more active in making fundamental changes from manual to digital-based. Inputting the proposal for the Regional Government Information System (SIPD) of Bandar Lampung City is clearly visible and detailed, the stages carried out by each Sub-District are only supported by the available Human Resources (HR).

e.   Utilization of Human Resources (HR) Practices

Supporting data in the form referred to are Standard Operating Procedures Number: 36/SOP/IV/01/2022 concerning Monitoring, Evaluation of Bappeda documents for Bandar Lampung City, Standard Operating Procedures Number: 40/SOP/IV/01/2022 concerning Assistance for Documents for Bappeda City of Bandar Lampung, Standard Operating Procedure Number: 41/SOP/IV/01/2022 concerning Coordination of Bappeda Documents for Bandar Lampung City.

Implementation of the Musrenbang requires reliable Human Resources (HR). Inputting the Regional Government Information System (SIPD) without a driver controlling the system, the proposal will not be achieved according to the target. The Regional Development Planning Agency (Bappeda) of Bandar Lampung City already has reliable Human Resources (HR) as can be seen from the three SOP that have been formed, meaning that they are ready to be implemented with capable capabilities to complete the work that is carried out according to the objectives. Digitization has an important role in the sustainability of the Musrenbang because in

running the application, reliable Human Resources (HR) must be needed to achieve the goals that have been set previously.Proves that the influence of Human Resources in the regional development of Bandar Lampung City is very large:

(Source: Bappeda Bandar Lampung City, 2022).

Image 6.

Regional Medium-Term Development Stages 2021-2026 in Bandar Lampung

The stages of the Regional Medium-Term Development Plan (RPJMD) from 2021 to 2026, which is the final stage of the Regional Medium-Term Development Plan (RPJMD) and the fourth stage of the Regional Long-Term Development Plan (RPJPD) from 2005 to 2025, are depicted in the Figure 5. The Regional Medium-Term Development Plan (RPJMD)'s previous three periods (2005-2010, 2011-2015, and 2016-2021).The Regional Medium-Term Development Plan (RPJMD) for 2021-2026 will serve as a guide for development planning for five (5) years following the election of Bandar Lampung's Mayor and Deputy Mayor, who were sworn in on February 26, 2021.The Regional Medium-Term Development Plan (RPJMD) is made by taking into account the development successes of the past as well as the problems and challenges of the future, including the principles of sustainable development.

The Regional Medium Term Development Plan (RPJMD) serves as a strategic guide for Bandar Lampung City's planning documents over the next five (5) years.The indicative Regional Medium-Term Development Plan (RPJMD) serves as a guide for the preparation of the Regional Apparatus Strategic Plan for 2021-2026, which must be based on the responsibilities and functions of regional apparatus.One of the inputs for the preparation of the Initial Draft of the Regional Medium-Term Development Plan (RPJMD) political promises candidates for Regional Heads and Deputy Regional Heads are elected after being sworn in and set out document. The Regional Government has drafted a technocratic draft of the Regional Medium-Term Development Plan (RPJMD).The initial draft of the Regional Medium Term Development Plan (RPJMD) contains concrete evidence of its political promise's implementation.

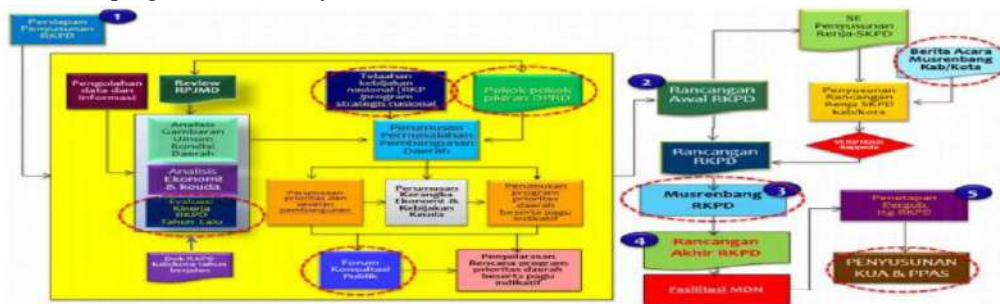(Source: Bandar Lampung City Regional Development Planning Agency, 2022)

Image 7.

Bandar Lampung City Planning and Budgeting Flow

Figure 6 makes sense of the presence of the 2022 RKPD as a rule for Regional Apparatus for the readiness of the 2022 Regional Apparatus Work Plan (Renja).At the national level, the annual work plan is known as the Regional Government Work Plan (RKPD), while the annual work plan at the regional level is known as the Regional Government Work Plan (RKPD).Both Regional Apparatus Strategic Plans and Regional

Government Work Plans (RKPD) have a binding relationship with K/L Strategic Plans (Renstra).The K/L Strategic Plan and the Regional Apparatus Strategic Plan (Renstra) have a consultative relationship, which means that the K/L Strategic Plan (Renstra) must be taken into consideration when making the Regional Apparatus Strategic Plan (Renstra).

The Regional Revenue and Expenditure Budget Plan (RAPBD) must be created on the basis of the Regional Government Work Plan (RKPD), which aligns the planning and budgeting systems.Performance targets and indicators, as well as estimates of funding requirements to support them, must be included in the selection of programs and activities. These estimates must also include funding requirements to support the implementation of each program and activity.

(Source: Bandar Lampung City Regional Development Planning Agency, 2022)

Image 8.

Stages in the Preparation of the RKPD in Bandar Lampung City

The Regional Government Work Plan (RKPD), which is an annual development planning document that is created to ensure that planning, budgeting, implementation, and supervision are linked and consistent, is depicted in the Figure 7.The Regional Government Work Plan (RKPD) has a significant strategic position, function, and role in government administration.Program plans, activities, sub-activities, performance indicators, indicative ceilings, target groups, activity locations, forward forecasts, and the responsible Regional Apparatus that the regional government must implement within a year are all included in the Regional Government Work Plan (RKPD).It becomes the normative basis for the APBD General Policy (KUA) and Provisional Budget Priority and Ceiling (PPAS), which the Regional Head will propose to the DPRD for approval before the Regional Revenue and Expenditure Budget Draft (RAPBD) is created.Contains operational guidelines for enhancing government performance in the areas of service and community empowerment, as well as Regional Government, for which each Regional Head is responsible for carrying out the Renja's responsibilities.In practice, it serves as a benchmark for evaluating the performance of local government administration in implementing community welfare programs and activities.

In the preparation of the Regional Government Work Plan (RKPD) 2022, the declining economic impact due to the COVID-19 pandemic is something that needs to be considered. The preparation of the Regional Government Work Plan (RKPD) in each region must consider the conditions of the COVID-19 pandemic as well as pay attention to the national strategic program set by the Central Government and developing strategic issues.Planning in the midst of an uncertain atmosphere, of course, requires strategic steps that can handle COVID-19 . We hope of course that the COVID-19 crisis will end soon, but we must also be prepared if the scenario continues. If the 2021 crisis is over, then in 2022, the focus must be on economic recovery and the recovery of sectors that can advance the welfare of the people.

B.   Factors that support and factors that Weaken Digital Leadership during the COVID-19 Pandemic (Study at Musrenbang Bandar Lampung City)

1.   Factors the Supporting

1)   Government Involvement in the Implementation of Digital Leadership during the COVID-19 Pandemic (Study at the Bandar Lampung City Musrenbang)

The implementation of the digitalization of Musrenbang during the COVID-19 pandemic, the first supporting factor is that it has received positive support from the government. The government as the leading sector in implementing the digitalization of Musrenbang during the COVID-19 pandemic .

(Source: Musrenbang Documentation at Village to District level, 2022)

Image 9.

Government support in implementing the digitalization of the Bandar Lampung City Musrenbang

Figure above shows that the implementation of musrenbang digitization has been fully supported by the government. The picture shows the activities of the Village Musrenbang, District Musrenbang to City Musrenbang. Despite being hit by the COVID-19 pandemic, it has not ruled out the possibility of continuing to carry out musrenbang activities and still complying with health protocols.

2) Stakeholder Involvement in the Implementation of Digital Leadership in the COVID-19 Pandemic Period (Study at the Bandar Lampung City Musrenbang)

These stakeholders are TPPK (Village Development Planning Team) which used coordinator bridging proposals from community and then followed up as priority scale for development planning at Village level.

3) Community Involvement in the Application of Digital Leadership during the COVID-19 Pandemic (Study at the Bandar Lampung City Musrenbang)

The community of Teaching Village, Teluk Betung Utara District, Bandar Lampung City immediately participated in musrenbang activity. Aspirations, which are based on reality in the field in form of infrastructure improvements with SIPD application, can help for progress development in city of Bandar Lampung.

4) Occurrence of External Events

COVID-19 pandemic does not close the room for continuing to carry out daily tasks. Along with this, through the implementation of the digitalization of the Musrenbang, is an innovation from the COVID-19 pandemic . Through digitization, the implementation of musrenbang is increasingly integrated and directed, even the Head of the City of Bandar Lampung Bappeda can specifically monitor which proposals have been inputted in the implementation of regional development in the City of Bandar Lampung.

2. Weakening Factors

1) The Capacity for Disseminating Competent Human Resources (HR) has not been evenly distributed in implementing digitalization of leadership in the COVID-19 Pandemic Period (Study at the Musrenbang of Bandar Lampung City).

Based on the explanation above, it can be seen that the first factor that weakens the application of digitalization musrenbang during the COVID-19 period is the not yet optimal ability of Human Resources (HR) in implementing digitization. The skill in question is how Human Resources (HR) can reliably operate technology in inputting the proposed results of the Musrenbang.

Table 5.

Number of ASN Employees in the City of Bandar Lampung

NO	CATEGORY	GRADUATE OF				
		SENIOR HIGH SCHOOL	S1	S2	S3	S4
1	ASN Bappeda Bandar Lampung City	7	34	36	1	-
2	ASN Ward Pengajaran	2	2	1	-	-
3	ASN of Teluk Betung Utara District	5	2	3	-	-

(Source: processed by researchers, 2022).

The application of digitalization of the Musrenbang during the COVID-19 pandemic is still very limited in the skills possessed by the available Human Resources (HR). ASN Bappeda if seen obtained high school graduates as many as eight (8) people; eighteen (18) undergraduate graduates; Thirty-eight (38) masters graduates; and only one (1) doctoral graduate. ASN Teaching Village SMA graduates as many as two (2) people; two (2) undergraduate graduates; and one (1) master's degree graduates. Five (5) ASN of Teluk Betung Utara District graduated from high school; two (2) S1 graduates; three (3) masters graduates. On the contrary, the facts found in the field are the number of Human Resources (HR) at the Village level to the District level is very limited and the level of education is still relatively low, making the application of digitalization there are few obstacles.

2)   Limited budget in implementing digital leadership during the COVID-19 Pandemic (Study at the Bandar Lampung City Musrenbang)

The factor that weakened the digitization of digitalization of leadership in the COVID-19 Pandemic Period, the study at the Bandar Lampung City Musrenbang was related to the limited budget required. The budget provided is still not able to fully support the implementation of existing digitalization considering the COVID-19 pandemic is hitting, especially in Bandar Lampung City.

3)   Facilities and infrastructure that do not support the implementation of Digital Leadership during the COVID-19 Pandemic (Study at the Bandar Lampung City Musrenbang)

The availability of facilities and infrastructure can facilitate the flow of digitalization musrenbang otherwise if this has not been fulfilled then it becomes a barrier in the application of digitization. Findings in the field of laptops or computers available in the Kelurahan and Kecamatan are only available 1-2 devices while the input data is very much making it difficult for the operator team to input besides being constrained by internet quotas because in Teaching Village there is no office wifi available. So in inputting the Musrenbang proposals alternately using the available laptop or computer.

B.   Discussion

1.   Digitalization of Leadership in the COVID-19 Pandemic Period (Study at the Bandar Lampung City Musrenbang)

a.   Realizing the importance of digitization

The implementation of the digitalization of the Musrenbang requires collaboration between stakeholders to achieve the goals that have been set. The reason for implementing digitalization is not only to obtain competent Human Resources (HR) in carrying out the digitalization of the Musrenbang, it is also due to the interdependence between the stakeholders involved which basically the government cannot run the Musrenbang by itself. This is used as the basis for attracting the sympathy of the stakeholders involved. In connection with the digitalization of murenbang, it is carried out by the Bandar Lampung City Government through the Regional Development Planning Agency (Bappeda) of Bandar Lampung City, Teluk Betung Utara District, Ward Pengajaran, Ward PengajaranDevelopment Planning Team (TPPK) and local communities in the ward Pengajaran.

The first step in digital leadership is creating a sense of urgency for digitization. This strategy is carried out to increase the open-mindedness of employees who feel they have self-satisfaction as the opposite orientation of the creation of digital leadership in public organizations (John Kotter in A. Wibowo, 2022, p. 65) .

The application of the Regional Government Information System (SIPD) is highly integrated because every proposal from the Kelurahan is discussed at the District, Regency, City and Provincial levels. The Regional Government Information System (SIPD) application is the key to the Temporary Budget Ceiling Priority (PPAS), this application can be used by Regional Apparatus Organizations (OPD) and is neatly arranged like the proposed 2021/2022/2023 library catalog. Proposals that are received or proposals that are accepted and not accepted, in the sense that they are not accepted, may be very limited or have not met criteria such as proposals for road repairs, bridges, etc.

Regarding digital leadership in digitizing the Musrenbang during the COVID-19 pandemic, according to John Kotter, it can be carried out properly through the initial stages, namely creating urgency for digitization. Efforts to implement the digitalization of Musrenbang with the help of stakeholders involved with the aim of

creating legal certainty as a transformation in public organizations while providing protection and comfort in the implementation of Musrenbang in Bandar Lampung City.

b.   Implementing of the Program Vision and Mission

Regional development at this time covers various aspects of national and state life as well as various complex challenges and obstacles. In order to face the challenges, it is not only the system of governance and development that needs to be addressed and improved, but also the competence of the organizing apparatus needs to be continuously improved through various education and training. Increasing the competence of the apparatus is very relevant to support the functioning of institutions and management which is reflected in the smooth running of main tasks and functions as well as the development of organizational independence in responding to the dynamics of community development.

Leadership alignment raises the issue of what to align with. The nature of vision is vital in assisting workers with understanding whether and how they ought to change conduct towards change in computerized based associations (John Kotter in A. Wibowo, 2022, p. 66) .

The implementation of a shared vision which is a shared desire can give better results than the vision set by the leader alone without being noticed by group members. In order to build a shared vision, a shared future is needed, commitment based on the participation of parties and not only based on compliance. Vision states the state that the organization wants to achieve in a certain future by taking into account the phenomena and demands that are expected to occur in the future. The success or failure of the vision and mission of public organizations is strongly influenced by internal and external factors. Development priorities are determined by taking into account strategic issues, correlation with Minimum Service Standards, poverty alleviation, job creation and equitable development as well as community aspirations as agreed in the musrenbang.

The Regional Priority Program for 2022 is an elaboration of the vision and mission of the Mayor of Bandar Lampung. It serves as a reference and guideline for Regional Apparatus Organizations (OPD) in carrying out government tasks and becomes a reference for the community in order to achieve the priorities and goals that have been set for regional development.to realize their participation and evaluate government administration.In addition, various proposed activities for 2022 have been identified through the Regional Development Planning Deliberation (Musrenbang) mechanism and sorted in accordance with the Regional Government Work Plan (RKPD)'s goals for development and resolution of issues.

Integration, synchronization, and synergy between the central and regional governments, as well as the interrelationship and consistency of planning, budgeting, implementation, and supervision, are all indicators of the quality of regional development plans.The resulting planning products can be implemented in harmony based on consideration of the latest knowledge, information and data with a participatory and forward-looking implementation mechanism.

The preparation of the development plan must be adjusted to the spatial planning as a forum where the planning is implemented so that the location where the activities will be carried out can be directed. The policy of urban spatial structure to realize the city service center effectively and efficiently in supporting the function of the city as a city of trade and services in urban areas, planning is related to the development of the city of Bandar Lampung.

The suitability of achievement from the initial stage by creating the urgency of digitalization for employees of public organizations to the second stage through developing a digital vision went well. Digital leadership is carried out to realize digital transformation by prioritizing agreed goals. Digital transformation is present as a change from the structural cultural stagnation that has occurred so far in the scope of public organizations. When it comes to the implementation of digital transformation, it must be based on the City of Bandar Lampung's vision and mission.

c.   Government Role Involvement

Government commitment is seen as a critical success factor in digital transformation . One way to show commitment to subordinates is to be a role model. Leaders must be seen to use digital technology and must share experiences with the organization with their subordinates (John Kotter in A. Wibowo, 2022, p. 67) .

Digital transformation applied at the time of inputting the Musrenbang proposal through the Regional Government Information System (SIPD) application is a digital innovation in regional development. The application in question is still relatively new because it has only been implemented since we were hit by the COVID-19 pandemic, which has a positive impact on the use of technology to complete work and in daily needs. The Regional Government Information System (SIPD) application comes with several advantages, namely it is equipped with very complete features starting from which Regional Apparatus Organizations (OPD) do input, proposals are aimed at any development field, targets to targets in regional development proposals.

In accordance with Circular Number 800/53/IV.01/2022 concerning Regional Development Policy in 2023 and Guidelines for the Implementation of Development Planning Deliberations (Musrenbang), Preparation of Local Government Work Plans (RKPD) for 2023. Development planning for Bandar Lampung City in 2023 is an implementation the second year of the 2021-206 RPJMD period. If we examine further and examine it in the field, the RKPD is prepared to ensure the linkages and consistency between planning, budgeting, implementation and supervision. Regional Government Work Plans (RKPD) as a guide in the preparation of APBD General Policies (KUA) and Regional Budget Priorities and Ceilings (PPAS) which were agreed upon as a reference for the process of preparing the Draft Regional Revenue and Expenditure Budget (RAPBD).

An organizational leader can also be called a manager in charge of motivating and moving subordinates in carrying out their respective duties according to the vision and mission that has been set in achieving goals. Coaching and monitoring of subordinates is carried out as material for evaluating the duties and responsibilities of each subordinate so that it will be illustrated the extent of planning, implementation and reporting on the implementation of the program that has been determined.The development and strengthening of regional innovation through the development of Science and Technology (IPTEK) is often associated with regional development. Several regions have succeeded in implementing it significantly through the creation and development of regional innovations through increasing the capacity of science and technology. The development of science and technology alone is not enough because it needs to be integrated into the formulation of public policies that include culture, culture and human and regional development.

The involvement of the government's role through digital transformation as a form of alertness in dealing with the COVID-19 pandemic through the application of the Regional Government Information System (SIPD) in inputting the Bandar Lampung City Musrenbang. In order to motivate the implementation of digital transformation , a special team was formed from the implementation of the Regional Government Information System (SIPD) application at the level of the Bandar Lampung City Regional Development Planning Board, the Village Development Planning Team (TPPK) and the District Planning Consolidation Team (TKPK) so that stakeholders are interrelated and each other in carrying out the regional development of Bandar Lampung City. According to John Kotter , the government's involvement in digital leadership has gone well because the Bandar Lampung City government has carried out digital transformation as the first step in implementing regional development during the COVID-19 pandemic .

d.   Customizing the Formal Organization

Digitization and decision-making speed can be accelerated by organizational changes.There is a conventional hierarchy and an additional network structure in multiple operating systems.Top-down digital strategies are aligned with predetermined requirements through close collaboration between public organizations and the central digital unit (John Kotter in A. Wibowo, 2022, p. 69).

Since the Government of Indonesia confirmed the first case of COVID-19 on March 2, 2020, many policies and strategies have been made in order to prevent the transmission and significant deaths from this disease. The COVID-19 pandemic is one of the conditions that threatens the safety of the Indonesian people so it needs to be responded quickly by all stakeholders including the Regional Government (Pemda).

Improving policies can encourage the creation of institutions that are in accordance with the needs of implementing the main tasks and functions of each Regional Government, effective government management and Human Resources (HR) management as well as a system of supervision and accountability that is able to realize a government with high integrity. The implementation of these matters in each local government can encourage the mindset and culture set of each bureaucrat towards a more professional, productive and accountable culture.

Regarding digital leadership in the implementation of the Musrenbang in Bandar Lampung City at the beginning of 2022, John Kotter stated that in making organizational changes towards a more important indicator, an indicator that plays an important role is adjusting to the formal organization. Adjusting to the formal organization has gone well because it has been supported by the Regional Government of Bandar Lanpung City through the Regional Development Planning Agency (Bappeda) of Bandar Lampung City, Teluk Betung Utara District, Teaching Village and the local community of Teaching Village. Stronger actors are usually depicted in positions and reflect work patterns in achieving goals because of the tangible manifestation of the applicable rules. Formal organizations exist to assist the implementation of digitalization in public organizations in order to carry out the innovations carried out. The digitalization implementation in question will be carried out at the Bandar Lampung City Musrenbang in early 2022.

The Regional Government Information System (SIPD) application must be used in conjunction with one another.The next stage of msurenbang implementation must benefit from the first stage.One government agency's activities need to consider how they relate to those of other government agencies and avoid overlapping with other parts.Local governments can use the vast space provided by digital transformation to improve performance, exchange knowledge, and innovate in governance.Institutional monitoring of the

Regional Government Information System (SIPD) application is necessary to guarantee that all stages have been successfully completed, that goals have been met in accordance with the plan, and that deviations can be immediately identified and rectified.

e.   Utilization of Human Resources (HR) Practices

The musrenbang approach must also be based on a technocratic approach in which development planning is carried out using scientific methods and frameworks and institutions or work units. The technocratic approach of Regional Apparatus Organizations (OPD) conducts studies in their regions in the development planning process by involving and accommodating scientific and technological developments from government officials/bureaucrats (Bappenas), non-government officials (NGOs/NGOs) and universities (PTN/ PTS).The next approach, which is a participatory approach, is a development plan involving all levels of society, which is a form of empowerment to the community and creates a sense of ownership over regional development by involving stakeholders. The basic assumption is that people understand that what is good for themselves is themselves because political decisions made and implemented by the government affect the lives of citizens. The final method of carrying out musrenbang is a top-down approach, in which policy is derived from the central government for the government at district/city level II, and a bottom-up approach, development planning, is used to solicit policy proposals from the district/city level II government.The proposition for advancement arranging can't be isolated from the honorable standards of the Indonesian country as contained in the 1945 Constitution.Development planning must fundamentally adhere to holistic-thematic, integrative, and spatial principles while employing a technocratic, participatory, political, and both top-down and bottom-up approaches.

Regional development is largely influenced by the quality of human resources (HR).Quality Human Resources (HR) are typically found in nations that also enjoy higher levels of welfare and economic growth and stability.In an effort to improve the quality of Human Resources (HR), one of the determining factors for a nation's or region's capacity to become a nation or region with high competitiveness is the quality of its HR resolved right away.

The funding framework derived from the Bandar Lampung City Government's Regional Revenue and Expenditure Budget (APBD), the Provincial Regional Revenue and Expenditure Budget (APBD), and the State Revenue and Expenditure Budget (APBN), among other sources, is taken into account when determining whether or not program performance targets (or outcomes) are met in each mandatory or optional activity.By encouraging community participation, others are pursued.In order for policies, programs, and activities funded by the Regional Revenue and Expenditure Budget (APBD) to achieve their goals, community participation in the form of funds, supplies, human resources (HR), and technology is required.

The Regional Government has drawn up a technocratic draft of the Regional Medium-Term Development Plan (RPJMD) which is one of the inputs for the preparation of the Initial Draft of the Regional Medium-Term Development Plan (RPJMD) in which the political promises of the candidates for Regional Heads and Deputy Regional Heads are elected after being sworn in and set out in the document. the initial draft of the Regional Medium-Term Development Plan (RPJMD) as concrete evidence of the implementation of the political promise.

Regarding digital leadership in the implementation of the Musrenbang in Bandar Lampung City in early 2022, John Kotter stated that it had been going well, although there were still obstacles. Community participation is the main capital to achieve the government's program targets, the need for community involvement is considered very important because development that places too much pressure on the government's role has received sharp criticism which is less sensitive to community needs. Development that prioritizes the community in planning and implementing development programs means providing opportunities for the community to direct resources, potential, plan and make decisions and evaluate development activities that will prosper the community so that the community is empowered.

2.   Supporting Factors and Weakening Factors for Digital Leadership during the COVID-19 Pandemic (Study at the Musrenbang of Bandar Lampung City

1.   Supporting factors

1)   Government Involvement in the Implementation of Digital Leadership during the COVID-19 Pandemic (Study at the Bandar Lampung City Musrenbang)

The first supporting factor is related to government participation. The implementation of the Musrenbang during the COVID-19 pandemic in early 2022 received full support from the Regional Government through the Regional Development Planning Agency (Bappeda) of Bandar Lampung City, the Regional Apparatus Organization (OPD) level, the Subdistrict through the Teluk Betung Utara Subdistrict and the Kelurahan through the ward Pengajaran. Slowly, the Regional Government provides a comprehensive breakthrough by

utilizing existing technology. Technology used is the first step so that the existing work can still be carried out as it should.

Advances in information technology currently allow the local government, especially the city of Bandar Lampung to apply analytical procedures in the regional development planning of the city of Bandar Lampung. Utilization of big data analytics to accelerate the increase in maturity towards very significant changes due to the COVID-19 pandemic . The stages of using big data analytics to improve employee capabilities in collaboration and interaction between humans and machines . Interaction between humans and machines where humans try to collect data to be submitted to computer machines for storage so that they can be retrieved at a later date. Humans make data corrections based on their analysis needs and submit activities that are difficult for humans to do but very easy to do by computers.

2) **Stakeholder Involvement in the Implementation of Digital Leadership in the COVID-19 Pandemic Period (Study at the Bandar Lampung City Musrenbang)**

Living in a pandemic era full of uncertainty, obviously requires a new perspective and behavior. To control and break the chain of transmission of COVID-19 . Community organizing must be applied carefully in development planning. Digital leadership must be applied so that the direction of programs and activities can be designed together in the face of rapid changes. The use of digital information technology must inevitably become part of life in the future. The role of the younger generation is very important. In an effort to accelerate digital transformation in various fields, changes must be built by demanding adaptability. Intelligence is needed at all levels, both in determining political policies, carrying out administrative work, to implementing programs in the field. Intelligence in making political policies is very much needed to encourage structural changes that give direction to a new life that is humane and environmental. Administrative intelligence is vital because the change movement will not run without administrative restructuring in order to build an effective and efficient bureaucracy. And finally, intelligence in implementing participatory and effective programs will determine the success of the field. Through the digital transformation of the SIPD application in inputting the results of the Musrenbang proposal in early 2022, it can bring both the biggest opportunity and challenge to face the increasingly rampant COVID-19 pandemic.

3) **Community Involvement in the Application of Digital Leadership during the COVID-19 Pandemic (Study at the Bandar Lampung City Musrenbang)**

Musrenbang is carried out at every level, from the village, sub-district, district/city level to the national level. Ward Pengajaran Musrenbang is an annual deliberation forum held at the lower level to obtain proposals and formulate these proposals to be planned at the next Musrenbang stage, which will later become input in the preparation of the Regional Government Work Plan (RKPD) of Bandar Lampung City. Development planning must be based on accurate and accountable data and information. Development plans must be prepared based on the reality that exists in an area, both in the form of problems and the potential of an area. Thus, regional development planning that is structured can be in accordance with development needs, not just a wish list that is far from reality and the ability to make it happen.

Regional development planning is a series of policy-making activities carried out by the ruling government that have a direct impact on the social life of the local community. Every policy that has been issued is all structured based on the vision and mission of the government in charge of the community's role only as providing input on what they need, this condition shows that the process of developing development policies is still elitist, in the sense that it is the government that determines development policies.

Digital leadership ensures that the organizations involved remain competitive in their areas of practice to provide the required services or commodities to the involved stakeholders. The autonomy of the bureaucracy as an actor in the system should not be subject to executive power and should not be arrested or subordinated by other social groups or political parties. Bureaucratic autonomy is in fact subservient and subordinated under the authority of the highest leadership, namely the Governor.

4) **Extraordinary Events in encouraging the implementation of Musrenbang digitization during the COVID-19 pandemic (Study on Musrenbang City of Bandar Lampung)**

During the COVID-19 crisis, one thing that is experiencing tremendous growth is digitization. For digital transformation to occur, a clear mindset foundation is needed about digital transformation itself. Don't be fooled by the digitalization of manual/conventional processes as is often the case. Of course, in the transformation process, it is necessary to emphasize independence and sovereignty so as not to become just a technology consumer, but to make maximum use of internal capabilities to support the digital transformation process.

Communication and information technology that continues to develop tends to affect all areas of life which will be increasingly colored by communication and information technology. Times are constantly changing, making all lines of life adjust to the changes that are happening. The change from analog to digital

media makes all public services easier.The very rapid advancement of communication technology has brought about a change in a very basic paradigm in the systems and mechanisms in government. Globalization has seen a revolution in technology and information that affects changes in various fields.

A significant change in the implementation of musrenbang during the COVID-19 pandemic is a shift that is still being used through the use of digitalization through the application of the Regional Government Information System (SIPD) as a medium that is relevant to changing times. This digitization process will gradually turn into a digital transformation process due to its practicality and convenience.The COVID-19 pandemic has opened eyes to the whole world that change is inevitable. Especially the changes in the digital world during this pandemic, especially in the implementation of the Musrenbang.

2. Weakening Factors
1) The Capacity for Disseminating Competent Human Resources (HR) has not been evenly distributed in implementing digitalization of leadership in the COVID-19 Pandemic Period (Study at the Musrenbang of Bandar Lampung City).

Reality on the ground Implementation is not possible only in the form of procurement of goods, which will take a long time is to prepare human resources and governance around process changes, maybe even changing the organizational structure. HR is the most difficult part because it involves many sectors.The first inhibiting factor is related to the not yet optimal ability of human resources in implementing digitalization of leadership during the COVID-19 pandemic . The study at the musrenbang in Bandar Lampung City. The limited ability of human resources in operating Human Resources (HR) applications is due to operators at the Kelurahan and Subdistrict levels with age limits that are no longer productive. It can be seen from the limited ability to be the biggest obstacle in implementing digitalization of leadership and the impact on proposals being hampered to be proposed and reviewed.

Human Resources (HR) is the driving force in implementing a program. The program can run if it is supported by sufficient Human Resources (HR). Different things that exist in the Kelurahan and Subdistrict in the implementation of the 2022 musrenbang, insufficient Human Resources (HR) coupled with limited capabilities, therefore proposals are still submitted with the assistance of Bappeda Bandar Lampung City operators who were sent to assist in proposing the results of the musrenbang. at the village to district level. The Bandar Lampung City Bappeda Operator Team consists of eight (8) people and two (2) as the main coordinators who must be able to periodically monitor the implementation of inputting proposals for the results of the musrenbang through the Regional Government Information System (SIPD) application. The Human Resources (HR) available in the Kelurahan to the Subdistrict are not yet ready to implement digitalization of leadership . Human Resources (HR) hinder the implementation of digitalization leadership in addition to the lack of knowledge and skills possessed.

2) Limited budget in implementing leadership digitization in the COVID-19 Pandemic Period Study at the Bandar Lampung City Musrenbang

Internet access is very dependent on the presence of cellular operators/3G/4G , the mindset of the leaders is more to procure goods. Purchase an app for data analysis at a fantastic price. Items are easier to show and audit for their existence. The existing mindset assumes that buying a good app will get the job done. After the application, especially for data mining , machine learning , has been purchased, it is difficult to operate and often does not work because there is no qualified data and human resources who can run and analyze the data. Most of the data to be analyzed is in the form of hardcopy which cannot be processed easily by data analysis applications. The existing policy favors hardcopying over structured electronic archive files . This condition will make data analysis work difficult . Technology becomes attractive based on personal data, behavior, budget for government. Of course it would be better if it could be a policy or even a rule. The key solution so that digital transformation can occur easily with all the limitations that exist, among others, the solution of electronic archival culture.

The second inhibiting factor is related to the limited budget in implementing digitalization of leadership during the COVID-19 pandemic , the study at the Bandar Lampung City Musrenbang. Operators at the sub-district levels are very complaining about budget given, which is not very supportive process inputting proposed Musrenbang data into system. The system question requires internet quota, not mention access reach it at the ward level to District level, it is still found there is no office wifi. Available budget still doesn't support overall implementation digitalization considering COVID-19 pandemic hitting, especially in Bandar Lampung City.

3) Facilities and infrastructure that do not support the implementation of Digital Leadership during the COVID-19 Pandemic (Study at the Bandar Lampung City Musrenbang)

The third inhibiting factor is the inadequate facilities and infrastructure. Facilities that are not yet available are in the form of rooms for the sub-district to sub-district operator teams. Facilities and infrastructure are supporting factors in the application of leadership digitization , while the infrastructure that has not been fulfilled is laptops and computers as facilities for the sub-district and sub-district operator teams in inputting the proposed Musrenbang results through the SIPD application. Inadequate infrastructure is not yet fully available.

V. CONSLUSION

A. Conclusion

Based on the results of the descriptions and discussions that have been carried out regarding digital leadership during the COVID-19 pandemic (Study at the Bandar Lampung City Musrenbang), the researchers can conclude as follows:

1. Digital Leadership can be realized in the implementation of the Musrenbang during the COVID-19 pandemic .

a. Realizing the importance of Digitalization

The implementation of the Regional Government Information System (SIPD) application program that can accommodate all regional development proposals and concrete actions in inputting the Musrenbang during the COVID-19 pandemic has been running effectively and well.

b. Implementing the Program Vision and Mission

Based on the vision and mission of Bandar Lampung City, it can realize the implementation of the Regional Government Information System (SIPD) application program properly.

c. Government role involvement

The Bandar Lampung City Government, through the Regional Development Planning Agency (Bappeda) of Bandar Lampung City as the coordinator in organizing the Musrenbang at the Ward Pengajaran and level of district Teluk Betung Utara considered to be running well.

d. Customizing the Formal Organization

The formation of the Team for Development and Utilization of Development Planning Data and information at the Bappeda of Bandar Lampung City is considered to have gone well as a tangible manifestation implementation Regional Government Information System (SIPD) application program .

e. Utilization of Human Resources (HR) Practices

Another concrete action in the implementation of the Bandar Lampung City Musrenbang is the availability of the SOP for the Bappeda of Bandar Lampung City and is considered to have been running well.

2. Supporting Factors and Weakening Factors in the Application of digital leadership during the COVID-19 pandemic (Study on Musrenbang Bandar Lampung City).

A. Supporting Factors consist of:

1. Government involvement in the application of digital leadership during the COVID-19 pandemic (Study at the Bandar Lampung City Musrenbang).

The Government of Bandar Lampung City through the Bappeda of Bandar Lampung City as the coordinator in the implementation of the Musrenbang, the government factor is very decisive in the regional development of the City of Bandar Lampung.

2. Involvement of stakeholders in the application of digital leadership during the COVID-19 pandemic (Study at the Bandar Lampung City Musrenbang).

The presence of stakeholders is one of supporting factors formation of digital leadership through formation of Ward Development Planning Team (TPPK) and District Planning Consolidation Team (TKPK).

3. Community Participation in the Application of digital leadership during the COVID-19 pandemic (Study at the Bandar Lampung City Musrenbang).

The community in the Ward Pengajaran environment fully supports the implementation of the musrenbang directly participating in the ward level musrenbang, this tangible manifestation of community involvement in conveying aspirations for the regional development of Bandar Lampung City.

4. Extraordinary Events (KLB) in encouraging the application of digital leadership during the COVID-19 pandemic (Study at the Musrenbang of Bandar Lampung City).

The positive impact of the COVID-19 pandemic requires the government to be more alert in using digital, this is tangible manifestation of digital transformation through Regional Government Information System (SIPD) application because prior COVID-19 implementation musrenbang was carried out manually.

B. Weakening Factors consist of:

1) The Capacity for Disseminating Competent Human Resources (HR) is Not Even

There are no special requirements in the recruitment of Human Resources (HR) in the Ward Pengajaran as an effort to implement digitalization of the Bandar Lampung City Musrenbang.

2) Limited Budget in the Implementation of digital leadership during the COVID-19 pandemic (Study at the Bandar Lampung City Musrenbang).

In 2020-2022, the implementation of the Musrenbang uses a budget that has not been fulfilled optimally because it is focused on handling COVID-19 .

3) Facilities and infrastructure that have not been supported in the process of implementing digital leadership during the COVID-19 pandemic (Study at the Bandar Lampung City Musrenbang).

The limited facilities and infrastructure in the form of laptops/computers as well as workspaces for the operator team in inputting the results of the musrenbang proposal, this makes it an obstacle in the implementation of digitalization during the COVID-19 Pandemic Period .

B.   Suggestion

Based on the conclusions above, the suggestions that the author can give regarding the application of digital leadership during the COVID-19 pandemic (study on the Bandar Lampung City Musrenbang) are as follows:

1) Capacity of Human Resources (HR) in implementing digital transformation

Improvement of Human Resources (HR) in members of the application of leadership digitization is carried out through formal and non-formal education, an increase in the application of leadership digitization requires ready-made Human Resources (HR) if you want the implementation of leadership digitization to run optimally, then the creation of Human Resources (HR)) who are reliable and able to deal with any situation, especially in the future.

2) Facilitating Facilities and Infrastructure in implementing digital transformation

Facilitating the necessary facilities and infrastructure as well as providing a work space for the operator team in inputting results of the musrenbang proposal at the Ward to District level in Bandar Lampung City.

3) Propose an additional budget for the implementation of the digitalization of the Musrenbang

In order for the implementation of the Regional Government Information System (SIPD) program to be carried out more effectively and efficiently, Bappeda needs to formulate a draft budget needed to support the implementation of digitization in detail as needed.

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