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## ANALYSIS OF THE ORGANIZATIONAL READINESS OF THE SECRETARIAT GENERAL OF THE HOUSE OF REPRESENTATIVES OF THE REPUBLIC OF INDONESIA TO FACE THE ERA OF OPEN GOVERNMENT AND OPEN PARLIAMENT IN THE SCENARIO PLANNING APPROACH TOWARDS 2035

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### ABSTRACT

This study examines the organizational readiness of the Secretariat General of the House of Representatives of Indonesia in adapting to the challenges posed by open government and open parliament initiatives. The main issue addressed is the lack of synchronization between government openness policies and parliamentary openness efforts in Indonesia. The objective of this research is to explore possible future scenarios for the Secretariat General through scenario planning, a method that provides a strategic framework to navigate uncertain and complex environments. The research utilizes the TAIDA framework (Tracking, Analyzing, Imaging, Deciding, and Acting) to identify key drivers of change and map out potential futures. The results suggest four possible scenarios ranging from a fully aligned, innovative, and efficient Secretariat General to one that lags behind in adapting to these changes. The implications of this study are significant for policymakers, providing strategic insights into how the Secretariat General can improve organizational readiness, enhance public participation, and strengthen governance transparency to align with global trends of openness. These findings offer a roadmap for strengthening Indonesia's parliamentary system and its commitment to open governance.

**KEYWORDS** *open government; open parliament; scenario planning; organizational readiness*



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## INTRODUCTION

In today's rapidly changing world, the demand for open and transparent governance practices is becoming an increasingly important issue to be raised around the world (Cañares, 2018). In the past decade, starting with a global initiative in September 2011, the era of open government has been widely discussed, marked by the signing of the *Open Government Partnership* (OGP) Declaration (Caro, 2020; McNabb & Swenson, 2021; Timmins & Lawrence, 2016). The Government of Indonesia together with the United States and 6 other OGP founding countries, namely the United Kingdom, Norway, Mexico, Brazil, South Africa, and the Philippines, are committed to promoting a culture of government openness that empowers, serves citizens, and promotes public welfare. The ideal of an open and participatory 21st century government (OECD, 2016)

*Open Government Partnership* (OGP) is interpreted as global cooperation in realizing a more open, transparent, effective and accountable government. Since it was declared in New York, United States, September 20, 2011, as many as 46 countries have joined the OGP movement (Clarke & Francoli, 2014; Erdayani et al., 2023; Fraundorfer, 2017; Park & Kim, 2022; Piotrowski, 2017; Tavares et al., 2023; Wilson, 2020). As a global initiative, OGP has 4 (four) major objectives, namely: increasing the availability of data on state administration, supporting public participation, implementing the highest standards of professional integrity in public administration, and increasing access to new technologies to support openness and accountability. This initiative encourages its member countries to be more open and build public collaboration in carrying out development.

*The Open Government Partnership* (OGP) was declared in New York, United States, on September 20, 2011, as a sign of global cooperation in order to realize a more open, transparent, effective, and accountable government. The OGP is a global effort with four main objectives, including: improving access to data on state administration, encouraging public participation, implementing the highest standards of professional integrity in public administration, and increasing access to new technologies that support openness and accountability. Member countries are becoming more open and cooperating on development projects through this initiative (Most, 2016; Organização das Nações unidas, 2014; Schnell & Jo, 2019; Tomja, 2018).

For more than ten years, Indonesia has been actively participating in the OGP organization. In September 2012, Indonesia and the United Kingdom became *the Co-Chairs* of the OGP, then since October 31, 2013, Indonesia became *the Lead Chair* of the OGP which coordinates the direction of the OGP for a period of one year. In 2015, Indonesia was re-elected as a member *of the OGP Steering Committee* for a three-year period.

As a manifestation of Indonesia's commitment to the declaration of *open government*, the Government of Indonesia has institutionalized, and prepared a work plan to implement government openness, namely by establishing a National Secretariat in 2015 to formulate a government openness policy, and supervise its

implementation. Meanwhile, the government openness work plan as stated in the third National Action Plan for Government Openness for 2023-2024, focuses on six strategic issues, namely: anti-corruption and budget, civic space and democracy, inclusive public services, access to justice, gender, disability, and social inclusion, energy, environment, and natural resources (OGI National Secretariat, 2023)

Shortly after the initiation of the *Open Government Partnership* (OGP) was declared, the idea of the importance of *Open Parliament* (OP) emerged. The open parliamentary initiative first emerged in Washington, D.C. at the 2012 IPU (*International Parliamentary Union*) e-Parliament World Conference in Rome, Italy, on September 15, 2012. The final draft, "Legislative Openness", was officially announced. The declaration raises awareness of the importance of a more open parliament, document publication, participation space, and the use of ICTs.

The Indonesian Parliament (DPR RI) joined the *Open Parliament* in 2018. Parliament decided to declare Open Parliament on August 29, 2018, an initiative that has long been supported by civil society. This decision was made after a number of preparations, mainly with regard to important aspects of various discussions, both at home and abroad (Ahmad et al., 2021). The *Indonesian Open Parliament* (OPI) Declaration marks a strategic achievement in Indonesian parliamentary diplomacy. At a time when public trust in the Indonesian parliament is low, the OPI declaration opens a new chapter for the Indonesian parliament to revitalize its commitment to increasing public trust. With the declaration of (Zon & Andika, 2021) *open government*, and the declaration of *open parliament*, it is hoped that a more open, transparent, and accountable state will be realized in Indonesia.

The unity of the opening measures between the Government and Parliament seems to still go through a long process. It is known that separately, the Government prepares the National Action Plan for Government Openness, while the House of Representatives prepares the National Action Plan *for Open Government* Indonesia (RAN OGI). The RAN OGI is prepared as a guideline to implement the government's commitment to openness, by focusing on strategic issues formulated based on the process of co-creation, collaboration, and public consultation. On the other hand, the House of Representatives prepares the National Action Plan for the Open Up of the Indonesian Parliament for a reference for the implementation of openness in the House of Representatives, containing commitments from the results of co-creation from the Parliament, together with CSOs, and *other stakeholders* within a period of two (2) years (Indonesian Open Parliament Secretariat, 2020).

The Secretariat General of the House of Representatives of the Republic of Indonesia (Secretary General of the House of Representatives of the Republic of Indonesia) as the Secretariat of Parliament, as well as a government agency is faced with conditions of strategic environmental uncertainty. On the one hand, the Secretary General of the House of Representatives of the Republic of Indonesia as part of a government agency is obliged to implement the policies decided by the President, but on the other hand, in his daily duties, the Secretary General of the House of Representatives is responsible to the Leadership of the House of Representatives of the Republic of Indonesia. The Secretary General of the House of Representatives of the Republic of Indonesia has the task of providing support in the fields of trial, administration and expertise for the smooth implementation of

the authority and duties of the House of Representatives. Thus, there is a possibility of a conflict of policy direction from the government, and from the parliament faced by the Secretary General of the DPR.

This paper examines the possible future of the Secretariat General of the House of Representatives of the Republic of Indonesia in the era of *open government*, *open government*, and *open parliament*. The preparation of this scenario is based on the *global declaration of open government*, the declaration of *open parliament*, the dynamics of demands for bureaucratic reform, and the awareness of the need to develop an organizational strategy of the Secretary General of the House of Representatives of the Republic of Indonesia so that it is ready to face changes and dynamics of government-parliamentary policies in the future. This paper is a prescriptive effort for efforts to implement *open government* faced with high environmental uncertainty, dynamics of *strategic issues*, so that it is necessary to make certain efforts to build organizational readiness to overcome the possibilities that occur. One of these efforts can be done by mapping several possible futures. The method of analysis that is considered the most appropriate and relevant to deal with possible future is *scenario planning*.

Basically, *scenario planning* is a way to predict the future by knowing the *driving force* of change, which is very uncertain and plays a big role in shaping the future. Scenarios can be used to create practical results; In addition, it can also be used for evaluation purposes, such as evaluating existing ideas, strategies, or performance. In addition, scenarios can be used as learning, to encourage improvement. Scenarios are also useful for building a shared understanding of the future and challenging existing assumptions and paradigms.

The global trend towards open governance, marked by the Open Government Partnership (OGP) and Open Parliament initiatives, aims to create a more transparent, accountable, and participatory governance system. While several countries, including Indonesia, have actively participated in these initiatives, the integration of open government policies with parliamentary openness remains a significant challenge. In Indonesia, despite the government's commitment to openness through the National Action Plan for Government Openness (RAN OGI) and the Indonesian Parliament's Open Parliament (OPI) Declaration, there is a lack of synchronization between the government's openness strategies and the parliamentary openness efforts. This disconnection creates barriers to achieving the envisioned fully open, transparent, and participatory governance model, hindering Indonesia's political and administrative modernization.

Moreover, there is a critical gap in understanding the role of the Secretariat General of the House of Representatives (DPR) in adapting to the rapidly changing landscape of open government and open parliament. The Secretariat General, which is pivotal in supporting legislative functions, faces challenges from the dual pressures of aligning with the government's openness initiatives while ensuring parliamentary sovereignty and confidentiality. These tensions present an organizational dilemma that needs to be addressed to foster better synergy between the government and the parliament in the context of open governance.

This research is urgent as it addresses the immediate need for the Secretariat General of the House of Representatives to develop an organizational strategy that

supports Indonesia's transition into a more open and transparent government system. The evolving demands for openness in governance and parliamentary processes are pressing, especially as Indonesia aims to strengthen its global position and improve public trust in its institutions. Understanding the future scenarios of how the Secretariat General can effectively adapt to these changes is essential for ensuring the long-term success of Indonesia's open government and open parliament initiatives.

Several studies have explored the impact of open government initiatives on public sector reforms. For instance, OECD (2016) highlights the significance of open government as a transformative tool for enhancing transparency and accountability in public administration. Similarly, Reddick and Antonio (2014) discuss the opportunities and challenges presented by open government in improving public governance, emphasizing the role of technological advancements in facilitating transparency. These studies underline the growing importance of open governance but do not adequately address the unique challenges faced by parliamentary systems, particularly in countries like Indonesia.

Other research has focused on the role of scenario planning as a strategic tool for organizational adaptation in uncertain environments. Lindgren and Bandhold (2009) provide a comprehensive analysis of scenario planning in organizational strategy, detailing how it can be used to anticipate future challenges and opportunities. Their work emphasizes the value of understanding driving forces and uncertainties in shaping strategic decisions, which is crucial for the Secretary General's role in managing parliamentary reforms. However, there is a gap in applying scenario planning specifically to the context of open government and open parliament.

Further studies have examined organizational capabilities in the public sector, particularly in the context of bureaucratic reform and leadership. Andrews et al. (2016) propose that organizational capability plays a crucial role in navigating the complexities of public sector reforms, including those related to transparency and accountability. Their findings suggest that the capability of government institutions to implement reforms is influenced by leadership, human resources, and institutional culture. While these insights are valuable, they do not fully explore how these factors intersect within the specific context of open parliament initiatives in Indonesia.

The gap in the existing research lies in the lack of comprehensive studies that link open government and open parliament policies to the specific challenges faced by the Secretariat General of the House of Representatives in Indonesia. While much has been written on open governance and organizational capability in the public sector, few studies have explored how scenario planning can be used to address the unique dynamics of parliamentary reform. This research aims to fill this gap by providing a detailed scenario analysis of the Secretariat General's readiness to implement open government and open parliament policies.

This study introduces a novel approach by applying scenario planning to predict and analyze the future readiness of the Secretariat General of the House of Representatives in Indonesia in the context of open government and open parliament policies. By focusing on a specific government institution and its

organizational dynamics, this research provides new insights into how legislative bodies can adapt to global governance trends. It also offers a unique contribution to the literature by integrating organizational capability theory and the strategic use of scenario planning in the realm of political reform.

The objective of this research is to examine the future scenarios that may shape the organizational readiness of the Secretariat General of the House of Representatives of Indonesia towards 2035 in response to open government and open parliament policies. The study aims to develop strategic recommendations for the Secretariat General to adapt effectively to these changes, ensuring alignment with both government and parliamentary transparency initiatives.

The findings of this research will provide valuable insights for policymakers, legislators, and public administration professionals involved in implementing open government and open parliament initiatives. By understanding the future scenarios of organizational readiness, this study will help in crafting strategies that enhance transparency, accountability, and citizen participation in governance. It will also contribute to strengthening the institutional capacity of the Indonesian parliament to meet the demands of modern governance, improving public trust and the overall effectiveness of legislative processes.

## RESEARCH METHODS

This research employs a qualitative approach using scenario planning as its primary analytical technique. Scenario planning is particularly suitable for addressing the uncertainties and complexities associated with open government and open parliament initiatives, where multiple external and internal factors influence future developments. The method involves identifying key drivers of change, such as organizational capabilities and external trends in governance, and mapping out multiple potential future scenarios for the Secretariat General of the House of Representatives. These scenarios will be built by analyzing trends, uncertainties, and the potential impact of open government and open parliament policies. The method allows for a flexible and strategic approach to predict possible future outcomes and to evaluate strategies for adaptation.

The research utilizes the TAIDA (Tracking, Analyzing, Imaging, Deciding, and Acting) framework to structure the scenario planning process. This model, developed by Lindgren and Bandhold (2009), enables a comprehensive understanding of current trends and uncertainties while facilitating the creation of future scenarios. The analysis will begin with tracking key developments within Indonesia's open government initiatives and the evolving role of the Indonesian parliament. Next, the changes will be analyzed to identify potential scenarios, followed by imaging desirable future outcomes. The final stages will involve deciding on the strategies the Secretariat General should adopt to ensure its preparedness for these scenarios and taking the necessary actions to build organizational readiness for the future.



## RESULTS AND DISCUSSION

As mentioned earlier, *scenario planning* is a useful strategic tool for medium and long-term planning in uncertain situations. It helps us sharpen our plans, plan for unexpected situations, and keep us on track when facing problems. However, screenwriting is not just a direction to plan. Scenarios also serve as effective learning tools. Thinking in scenarios helps us understand the logic of development, key actors, driving factors, and our own potential to make an impact.

Scenario *planning* is used to plan for the future when traditional strategic planning is outdated (Mintzberg 1994). This scenario planning research is a qualitative study using the TAIDA method, developed by Lindgren and Bandhold in 2003, and refined in 2009. TAIDA is an acronym for *Tracking, Analyzing, Imaging, Deciding, and Acting*.

The following is a description of each stage. *Tracking* is a stage related to efforts to find trends, drivers, and uncertainties that must be considered as long as they affect the future of the focus question (Lindgren and Bandhold, 2009). At its core, the focus is on trying to identify trends in advance, where driving factors and uncertainties can be found. A trend itself can be defined as something that represents a major change (Lindgren and Bandhold, 2009). These changes are observed through the dynamics of changes from year to year in a given period.

*Analyzing*: Once the identification is complete, the next step is to analyze the changes and create a scenario. *Imaging*: After gaining an understanding of an acceptable (logical) future, it's time to create an idea of what is desired. *Deciding*: at this stage, the vision and objectives are achieved through the identification of areas and strategies to deal with possible circumstances. *Acting*: taking action and following up. In the following, we enter the core of the discussion on the organizational readiness analysis of the Secretariat General of the House of Representatives of the Republic of Indonesia to face the era of *open government* and *open parliament* in the *scenario planning* approach towards 2035.

### Strategic Questions

Basically, *scenario planning* begins with determining the focus of attention that will be the main discussion of the overall process. The focus of this attention is the fundamental question of what will happen in the future that we want to know.

- a. What future scenarios may occur in the next 12 years in the Secretariat General of the House of Representatives of the Republic of Indonesia related to *open government and open parliament policies*?
- b. What strategy should be prepared by the Secretariat General of the House of Representatives of the Republic of Indonesia related to *open government and open parliament policies*?

### The Driving Force for Change

In the next stage, a thorough identification of all the driving factors that contribute to the shaping of the future is necessary. This stage is the most important because the meticulousness of the resulting scenario(s) depends on how complete

the identification of the factors driving the change is. After studying and analyzing the driving forces, the most important step is to choose the two driving forces that have the most immediate impact, the fastest impact, and the most significant and uncertain impact on the future. These two driving factors will form a matrix that includes four future scenarios for the Secretariat General of the House of Representatives of the Republic of Indonesia by 2035.

In this study, the driving forces that have been identified are the driving force from within, namely organizational capabilities. *Meanwhile*, the impetus from outside is the trend of *open government* and *open parliament* policies in the world.

**Leadership in the Secretary General of the House of Representatives of the Republic of Indonesia**

Leadership is the process of encouraging others to work towards a goal, according to Griffin and Ebert (1999, p. 228). Since most of the success and failure of an organization is determined by its leadership, leadership is a very important force that underpins the success of the organization. According to George R. Terry (Miftah Thoha, 2010:5), leadership is an effort to encourage individuals to achieve organizational goals. Leadership includes how to define organizational goals, motivate follower behavior to achieve them, and improve culture and groups.

In the face of such volatile environmental dynamics, and paying attention to the strategic position of the Secretary General of the House of Representatives of the Republic of Indonesia, a strong, visionary leader is needed, who also gets the trust and support of legislators.

**Human Resources Secretary General of the House of Representatives of the Republic of Indonesia**

Human Resources can be defined as all people in an organization, and have the same goals to pursue the realization of the organization's goals. Nawawi divides human resources into two categories: macro and micro. In a macro sense, human resources consist of all people who are residents or citizens of a certain country or region who have entered the world of work, whether they have gotten a job or not. In a micro sense, HR consists of people or individuals who work or become members of an organization, such as personnel, employees, employees, or laborers.

The human resources of the Secretary General of the House of Representatives of the Republic of Indonesia are 2,849 people, consisting of 1,299 Civil Servants (PNS), and 1,585 Non-State Civil Apparatus Government Employees (PPNASN). The data shows poor conditions, because the number of civil servants is lower than the number of non-permanent workers. This certainly causes problems, because personnel administration, as well as accountability for the performance of non-permanent workers are not regulated in laws and regulations regarding the management of civil servants, nor PPPK (Government Employees with Employment Agreements). In terms of competence, there are also problems, because non-permanent workers are not included in the category of civil servants or PPPK, so the development of their competencies is highly dependent on *coaching* or *mentoring* their superiors.

Meanwhile, based on the composition of positions, civil servants with High Leadership Positions (JPT) amounted to 22 people (1.69%), Administrative Positions (JA) amounted to 882 people (67.89%), and Functional Positions (JF)



amounted to 395 people (30.40%) consisting of 23 types of JF Expertise and 12 types of JF Skills.

Civil servants of the Secretary General of the House of Representatives of the Republic of Indonesia according to the group, the majority are in Group III, namely 835 people (64.28%), followed by Group II = 257 people (19.78%), Group IV = 200 people (15.40%), and Group I = 7 people (0.54%).

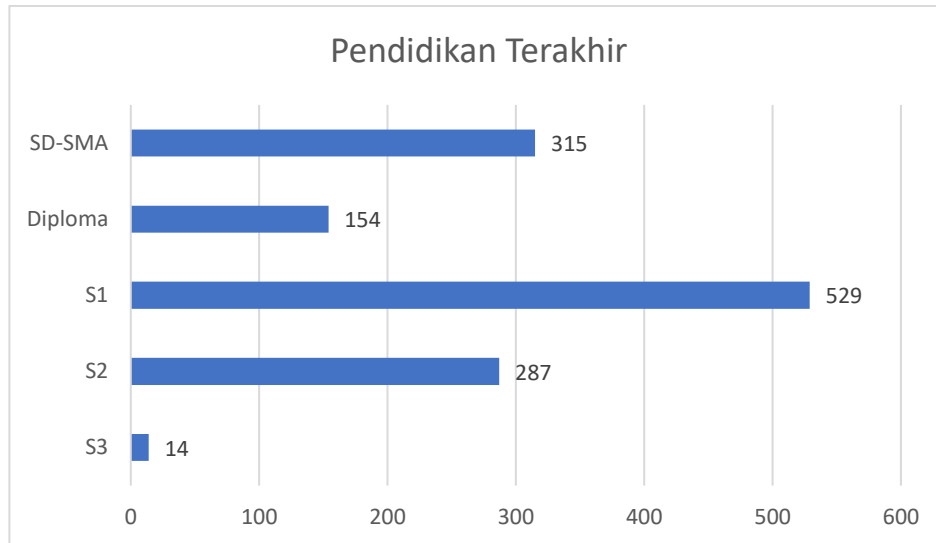
**Table 1. Civil Servants of the Secretary General of the House of Representatives of the Republic of Indonesia by Position and Group**

Position	Group				Sum
	I	II	III	IV	
<b>High Leadership Positions</b>				<b>22</b>	<b>22</b>
Echelon I				3	
Echelon II				19	
<b>Administrative Position</b>	<b>7</b>	<b>214</b>	<b>567</b>	<b>94</b>	<b>882</b>
Administrator			9	56	
Supervisor			105	28	
Executive	7	214	453	10	684
<b>Functional Positions</b>		<b>43</b>	<b>268</b>	<b>84</b>	<b>395</b>
Expertise (23 Types)			233	84	317
Skills (12 Types)		43	35		78
<b>Total Civil Servants Secretary General of the House of Representatives of the Republic of Indonesia</b>	<b>7</b>	<b>257</b>	<b>835</b>	<b>200</b>	<b>1299</b>

From this data, the composition of civil servant positions of the Secretary General of the House of Representatives of the Republic of Indonesia is still dominated by administrative positions, while Functional Positions (JF) are only (30.40%) of the total civil servants.

Based on the latest education level, the majority of civil servants of the Secretary General of the House of Representatives of the Republic of Indonesia are S-1 educated, namely 529 people (40.72%), followed by civil servants with elementary to high school education = 315 people (24.25%), S-2 education = 287 people (22.09%), Diploma education = 154 people (11.86%), and S-3 education = 14 people (1.08%). When compared to the data of National Civil Servants in June 2022, the composition of civil servants of the Secretary General of the House of Representatives of the Republic of Indonesia whose undergraduate education (63.89%) and diploma (11.86%) are still lower at 4.01% and 3.94%, respectively. As for civil servants of the Secretary General of the House of Representatives of

the Republic of Indonesia, educated in elementary and high school, 7.95% higher than the national data of 16.3%. This indicates that civil servants of the Secretary General of the House of Representatives of the Republic of Indonesia who have the last high school education need to be encouraged to improve their education to a higher level (diploma/bachelor's). Civil servants of the Secretary General of the House of Representatives of the Republic of Indonesia based on the latest level of education can be seen in Graph 1.1.



**Figure 1. Civil Servants of the Secretariat General of the House of Representatives of the Republic of Indonesia Based on the Last Education**

### **Application of Organizational Culture (Moral Values)**

According to Pabundu Tika, the concept of organizational culture comes from instruments or sets of basic assumptions and beliefs owned by all members of the organization. This concept was then developed and inherited to address internal integration and external adaptation issues. Organizational culture is usually built by the founder or top leadership layer. Then, the philosophy or culture that is built becomes a guideline for his subordinates to do their duties. If the organizational culture is implemented well, it will greatly affect how the organization will move forward. This culture includes increasing the sense of identity and commitment of the organization, the means of organizing members, strengthening the values of the organization, the mechanism of controlling behavior, and the gluing of social systems between the members of the organization.

According to M. Sashkin and K. Kiser in Soewarso Hardjosoedarmo, organizational values and culture play a significant role because they are related to three important organizational functions: adapting to change, achieving goals, and coordinating member activities. An organizational culture, which consists of a collective of values and beliefs, will ensure that the organization can always meet the needs of its customers by adapting to change.

The government has established the Core Values of ASN with AKHLAK and Employer Branding (Proud to Serve the Country) as part of the ASN management

transformation strategy towards a world-class government. These values stand for Service-Oriented, Accountable, Competent, Harmonious, Loyal, Adaptive, and Collaborative. It is very important that these main principles are fully understood and understood by all civil servants and can be applied in work and daily life. Because ASN employees are very involved in public service tasks, it is important for ASN to prioritize Service Oriented values when performing their duties. This means that every ASN must be committed to providing the best service for the satisfaction of the community (LanRI, 2022).



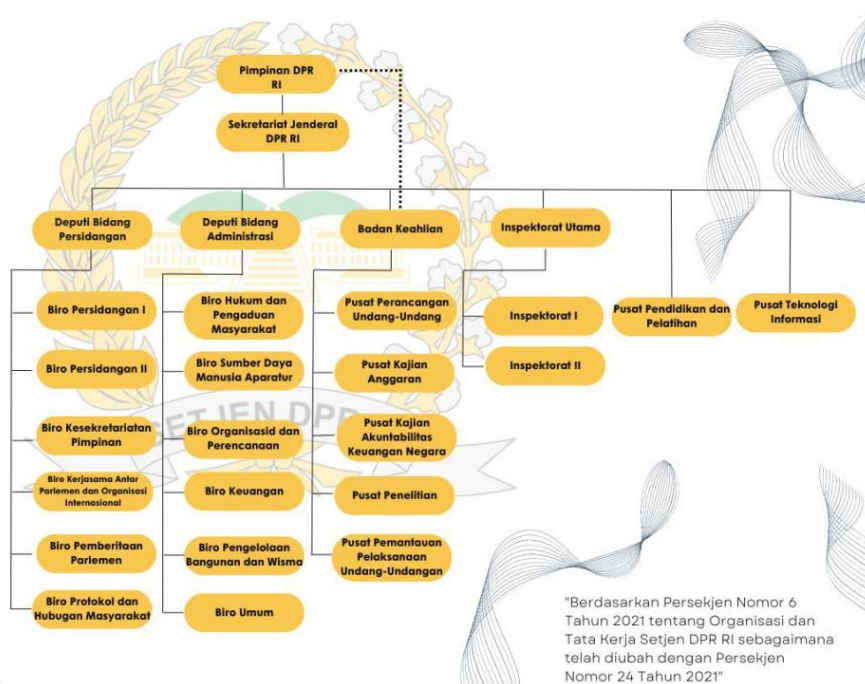
Figure 2. ASN Values with AKHLAK

Source : <https://www.menpan.go.id>

### Organizational Structure of the Secretary General of the House of Representatives of the Republic of Indonesia

In order to support the modern parliament which is characterized by digital transformation in administrative, technical, trial and expertise services, the Secretariat General of the House of Representatives established the Information Technology Center (Pustekinfo). Pustekinfo serves the information technology needs of the House of Representatives, and the Secretary General of the House of Representatives, assisted by two work units at the echelon III level, namely the Information Technology Governance Division, which is in charge of carrying out

the preparation of information technology master plans, technical policies and standardization in the Information Technology Governance Sector, integrated electronic-based government system services, information technology security management, data management and analytics, as well as operational technical support for the use of information technology services. As well as the Information Systems and Information Technology Infrastructure Division, it is tasked with carrying out management in the fields of application development and development, integrated information systems, information technology infrastructure, data center facilities, and computer networks, as well as special information technology areas.



**Figure 3. Organizational Structure of the Secretary General of the House of Representatives of the Republic of Indonesia**

### **Information Technology Secretary General of the House of Representatives of the Republic of Indonesia**

The Secretariat General of the House of Representatives of the Republic of Indonesia must be a professional and modern support system to support the vision of the House of Representatives of the Republic of Indonesia as a modern, open, aspirational, and integrity institution. One way to achieve this goal is to improve better management systems, implement information disclosure and electronic-based governance, and improve data and information services provided. The following is the policy direction of the Secretariat General of the House of Representatives of the Republic of Indonesia to implement information disclosure and electronic-based governance:

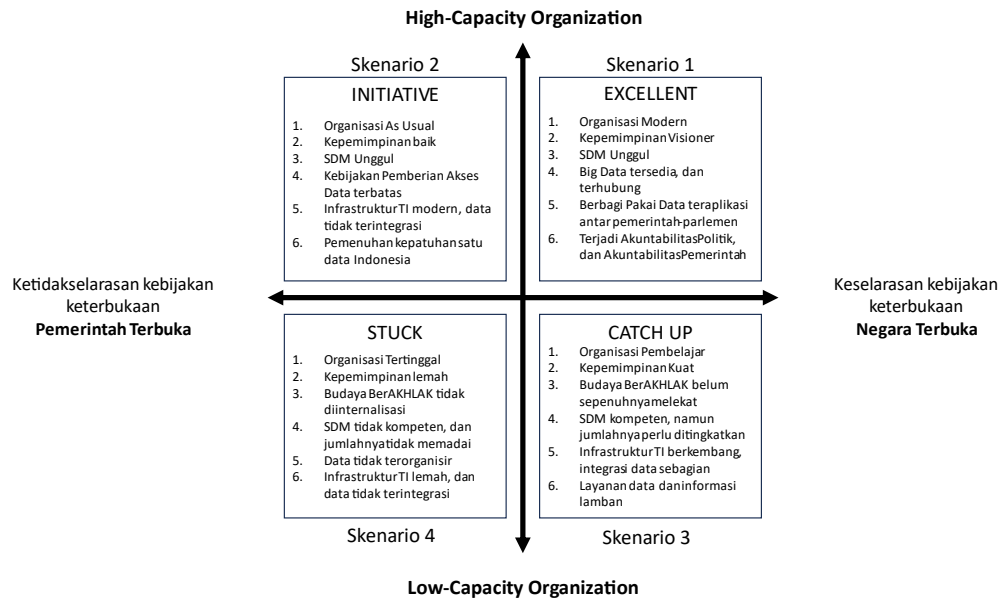
- (1) Increase transparency and public access to data by using strategies such as publishing and updating documents or data to websites so that the public can see them, integrating data into search mechanisms, and increasing public understanding of ICT services of the Secretariat General of the House of Representatives of the Republic of Indonesia as a source of information.
- (2) Improving electronic-based data and information services by implementing strategies such as building Big Data and Command Centers, compiling and implementing the information and communication technology roadmap of the Secretariat General of the House of Representatives of the Republic of Indonesia, building paperless offices with digital signature applications, improving information technology governance in line with SPBE, and improving information security (Pustekinfo, 2022).

There are several technologies of the Secretary General of the House of Representatives of the Republic of Indonesia that are quite effective in assisting the duties of the Secretary General of the House of Representatives of the Republic of Indonesia, assisting leaders in deciding on a policy. to accommodate aspirations, and complaints of the community. The Secretariat General of the House of Representatives has Big Data (personnel, finance, micro learning, risk management). The Official Website [dpr.go.id](http://dpr.go.id) to disseminate the latest news about the activities of the DPR. Applications to accommodate public participation in the drafting of laws, namely: SILEG Application, and SIMAS PUU Application. The Community Complaint Application for the public conveys their problems to the House of Representatives of the Republic of Indonesia. Currently, the Secretariat General of the House of Representatives is building *big data analytics*, considering the large amount of primary data in the House of Representatives, but the storage is scattered and not managed properly. With big data analytics, it is also hoped that it can also provide a repository of knowledge about certain substances as a tool to formulate evidence-based policies.

#### **Scenario of the Secretary General of the House of Representatives of the Republic of Indonesia in 2035**

After identifying the *driving forces* that shape the future, namely organizational capabilities as a driving force from *within*, and *open government policies*, and *open parliament* in the world as an external impetus, four scenarios were then mapped regarding the future of the Secretariat General of the House of Representatives of the Republic of Indonesia in 2035. The first possibility is if internal factors, namely high organizational capabilities, and external factors, namely openness policies, are implemented in the government and parliament, which makes Indonesia an open country. The second possibility is if external factors show negative, while internal factors of organizational capabilities are high. The possibility of all three external factors shows a positive trend, but internal factors of organizational capabilities show a low trend. The last possibility is if external factors are negative and internal factors indicate low organizational capability. These alternative possibilities can be seen in the image below.





The first scenario is the Secretariat General of the House of Representatives "Excellent". In this scenario, the state of the Secretary General of the House of Representatives of the Republic of Indonesia in 2035 is close to the ideal state of a Parliamentary Secretariat that is professional, modern, world-class, informative in carrying out service duties to the House of Representatives, as well as the community. The internal state of the Secretary General of the House of Representatives in this scenario results from *the driving factors*, namely visionary leadership, being able to bring the organization to become a superior organization, anticipating changes, and adapting quickly to the demands of the strategic environment. The organization is supported by competent, superior, and numbered human resources according to the needs of the organization. Organizational Culture (Moral Values) is fully applied by all employees. Information Technology of the Secretary General of the House of Representatives of the Republic of Indonesia is modern, sophisticated, there is *big data analytics* using AI. Data integration with the government is carried out in its entirety, by making an MoU with the government to share data. Information technology and big data are supported by system security, the result of collaboration with various parties, both private and government.

Indonesia's political conditions are developing in a more accountable direction, interacting with global conditions where openness has become an increasingly global culture. There is stronger cooperation between parliaments, Indonesia is increasingly active in international organizations, supported by the increasingly advanced technology of the Secretary General of the House of Representatives in *data management*. The participation of citizens is very intense in the process of legislation, budget, and supervision, the Secretary General of the House of Representatives has high organizational capabilities so that it successfully performs more efficiently and effectively, especially in providing informative, fast, and accurate information to the public.

The second scenario is the General Secretariat of the House of Representatives "Initiative". The Secretariat General of the House of Representatives of the Republic of Indonesia in this scenario becomes a responsive and initiative organization. The internal state of the Secretary General of the House of Representatives in this scenario results from the driving factors, namely responsive leadership, able to respond quickly to government policies, as well as parliamentary policies. Despite being faced with dualism of interests, the organization is able to provide high performance thanks to responsive leadership that provides a clear direction for the organization. The organization is supported by competent, superior, and numbered human resources according to the needs of the organization. Organizational Culture (Moral Values) is fully applied by all employees. Information Technology of the Secretary General of the House of Representatives of the Republic of Indonesia is modern, sophisticated, uses AI, and there is Data Analysis. Although not all data is integrated, organizations can meet the compliance of one Indonesian data.

Political policy is still half-hearted in implementing open *parliament*. Thus, the policy of openness is not aligned between the government and parliament. The government wants to implement *open government*, but the parliament seems to be *refraining* from opening information transparently. Citizen participation is less accommodative because data and information are not comprehensively available, and due to limited openness policies.

The third scenario is the Secretariat General of the House of Representatives "Catch Up". The Secretariat General of the House of Representatives of the Republic of Indonesia in this scenario is an organization that is developing, striving to improve capabilities, and catching up with the pace of Indonesia's transformation into an open country. The Secretariat General of the House of Representatives has not succeeded in realizing itself into a professional, modern, world-class, and informative Parliamentary Secretariat. The technology of the Secretariat General of the House of Representatives is lagging behind other ministries/institutions. The failure of the organization is due to weak leadership. The internal state of the Secretary General of the House of Representatives in this scenario requires *innovative leadership* that encourages innovation, collaboration, and openness to change. In addition to weak leadership, the quality of human resources is also low, and the number is not in accordance with the needs of the organization. Technological lag also has an impact on the inhibition of data integration.

Low organizational capabilities cannot match the pace of change in global openness. As a result, public information services are hampered, citizens' participation in the legislation, budget, and supervision processes is not optimal due to the unmanaged channels of public aspirations, and the performance of legislators can be hampered due to weak secretariat support in the functions of legislation, budget, and supervision. However, this situation does not result in the worst-case scenario, as there is still an external push that accelerates the organization to catch up.

The last scenario is the General Secretariat of the House of Representatives "Stuck". It is the worst-case scenario, where the policy of openness is not aligned between the government and parliament. The government *wants* to implement *open*



*government*, but the parliament seems to be refraining from opening information transparently. Citizen participation is less accommodative because data and information are not comprehensively available, and due to limited openness policies. Organizations seem to have received a shield from parliament, so they do not try to build technology more modernly, and manage information accordingly because they feel the need to integrate data.

This situation is getting worse because of weak leadership, incompetent human resources, and conflicts in high organizations because there are many elbow-elbows. Leaders and employees seek each other's support from legislators to secure positions. Organizational performance is low because human resource competence is low, and does not apply organizational culture (Moral Values).

## CONCLUSIONS

The scenario of the Secretary General of the House of Representatives of the Republic of Indonesia *towards* 2035 resulting from 2 driving forces consists of 4 alternative scenarios, including the first possibility is the Secretariat General of the House of Representatives Scenario "Excellent" if internal factors, namely high organizational capabilities and external factors, namely openness policies are implemented in the government and parliament, Indonesia becomes an open country. The second possibility is the scenario of the Secretariat General of the House of Representatives "Initiative" if internal factors, namely high organizational capabilities, while negative external factors or openness policies are not aligned between the government and parliament. The third possibility is the scenario of the Secretariat General of the House of Representatives "Catch Up" external factors show positive, namely the alignment of openness policies in the government and parliament so that Indonesia becomes an open country, but internal factors show low organizational capabilities. The last possibility is if negative external factors or openness policies are not aligned between the government and parliament, and internal factors indicate pessimistic trends or low organizational capabilities.

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