
Capability of The DKI Jakarta Provincial Revenue Service in The Implementation of Tax Revenue Administration (Modernization and Policy Improvement in Local Government)

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Abstract:

This research discusses the Capability of DKI Jakarta Bapenda in the implementation of Tax Revenue Administration Modernization and Policy Improvement in Local Governments (TRAMPIL), which is a program to modernize tax revenue administration and improve policies in Indonesian local governments. Tax Revenue Administration Modernization and Policy Improvement in Local Governments (TRAMPIL) or Modernization of Tax Revenue Administration and Policy Improvement in Local Governments is designed to support the strengthening of tax revenue administration in Indonesia both in the Central and Local Governments. In this study, researchers used the Core capabilities theory by Leonard and Barton with indicators of Knowledge and Skills, Technical Systems, Managerial Systems, and Values and Norms. Capability in an organization or agency does not only refer to human resources, but refers to institutions, policy implementation, financial or financial resources that are good enough in realizing the vision and mission that has been built, management systems and technology that are good enough to provide public services, and leaders who can protect employees in order to achieve previously set goals The research method used in this research is a qualitative approach. The results of this study explain that Bapenda faces challenges related to the adaptation of employees and the public who are heading for retirement, network constraints that affect public services

Keywords: *Capability, Implementation, Tax*

1. Introduction

Tax Revenue Administration Modernization and Policy Improvement in Local Governments (TRAMPIL) is designed to support the strengthening of tax revenue administration in Indonesia in both Central and Local Governments as well as to share knowledge from several Local Governments to showcase their potential in increasing Local Tax revenue. One of the outputs of TRAMPIL is the structure of the Local Tax Administration Organization (OPD), which will be used by the Central Government (both the Directorate General of Fiscal Balance - Ministry of Finance and other relevant stakeholders in the Central Government) and Local Government (both the

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OPD of Local Tax Administration and other relevant stakeholders in the Local Government). In this TRAMPIL program, there are 4 (four) participating Regional Tax Administration DPOs, namely the DKI Jakarta Regional Revenue Agency (BAPENDA), the Balikpapan Regional Tax and Retribution Management Agency (BPPDRD), the Badung Regional Revenue Agency (BAPENDA), and the Bandung Regional Revenue Management Agency (BPPD).

According to the Ministry of Finance's DIJPK (2022), regions on the island of Java contribute the most to the gross regional domestic product (GRDP), reaching almost 60%, while other regions such as Nusa Tenggara, Maluku and Papua are only around 2% each. You can imagine the inequality between regions that occurs if the focus of regional autonomy is on efforts to characterize regional revenues, with the granting of very strong regional taxation authority. An economy that is concentrated in Java, of course, will provide a much larger source of income to the regions in Java, so what will happen is that the gap between regions in Indonesia will widen.

In general, according to the DJPK of the Ministry of Finance (2022) the realization of PDRD has reached the target set in the APBD. However, the PDRD target in 2020 was only realized at 75.61%. The realization of PDRD in 2021 is also still below the APBD target of 88.20% but the realization rate is better than in 2020. The low realization and non-achievement of the PDRD revenue target in 2020 is the impact of the COVID-19 pandemic, PDRD is still the largest contributor to Local Original Revenue (PAD) with a contribution of 65-75%. However, the contribution of PDRD to total local revenue is still below 20%. The performance of local taxes and levies (PDRD) to GRDP (local tax ratio) nationally in 2017-2019 was at 1.42%. Meanwhile, during the pandemic period, namely 2020, the local tax ratio fell to 1.2%. This indicates that the pandemic has a significant impact on the performance of PDRD in the regions.

The challenges of the COVID-19 pandemic are profoundly changing the way we interact and transact. Indeed, we should seize the momentum of this crisis to accelerate digital transformation. The main objects are digital government, digital economy, and digital society. The government plays a role in triggering all internal changes so that they have an impact on the economic and digital aspects. The DKI Jakarta Provincial Government has begun to utilize electronic systems for the development of digital transformation of local taxes, integrating the services of the Regional Revenue Agency (BAPENDA) into the Jakarta Kini (JAKI) application through the JakPenda feature. In this application, the public can check and calculate taxes, namely Land and Building Tax (PBB), Motor Vehicle Tax (PKB), and Regional Tax.

Local tax optimization is needed in fiscal decentralization policy in theory, policy, and implementation aspects. In addition, regional expenditures must also be oriented towards regional income to achieve fiscal independence (Rahman, 2017). Specifically for the Provincial Government of DKI Jakarta, due to its status as not only a province but also managing an administrative city, the Provincial Government of DKI Jakarta not only manages provincial taxes but also city taxes. Therefore, the Ministry of Finance, Asian Development Bank, and Swiss Confederation designed Tax Revenue

Administration Modernization and Policy Improvement in Local Governments (TRAMPIL) TA-8877-INO to support the strengthening of tax revenue administration, both at the central and local governments.

This program is the result of cooperation between the Directorate General of Fiscal Balance - Ministry of Finance, Asian Development Bank (ADB), and the Swiss Government (State Secretariat for Economic Affairs - SECO), which is based on the rules of Law No. 23 of 2014 concerning Regional Government mandates one of which is to regulate the mechanism of Formation and Structure of Regional Apparatus, Position, Organizational Structure, Details of Duties and Functions, and Work Procedures of Regional Apparatus which are then clarified through PP No. 18 of 2016 concerning Regional Apparatus, Minister of Home Affairs Regulation No. 107 of 2016 concerning the Mapping of Staff Functions, Supervisory Functions and Supporting Functions of Regional Government Affairs and Minister of Home Affairs Regulation No. 5 of 2017 concerning Guidelines for Nomenclature of Regional Apparatus. 18 of 2016 concerning Regional Apparatus, Regulation of the Minister of Home Affairs No. 107 of 2016 concerning the Results of Mapping Staff Functions, Supervisory Functions and Supporting Functions of Regional Government Affairs and Regulation of the Minister of Home Affairs No. 5 of 2017 concerning Guidelines for Nomenclature of Provincial and Regency / City Regional Apparatus that carry out supporting functions for the implementation of government affairs as well as technical instructions below and mechanisms for discussing proposals for the Formation and Structure of Regional Apparatus, Position, Organizational Structure, Details of Duties and Functions, and Work Procedures of Regional Apparatus at the central and provincial levels have not been able to encourage the formation of Regional Apparatus Organizations (OPD) that have the principles of the right task, the right function and the right size (rightsizing) based on the workload in accordance with the real conditions in the region.

This is suspected because at the time of the discussion mechanism both at the central and provincial levels did not involve other competent agencies as regional tax administration coaches. Not only that, TRAMPIL also provides knowledge for several local governments that want to maximize the potential in increasing local tax revenues. TRAMPIL's main activities are mobilization of local revenue and tax base, transformation of local revenue management institutions, and development and implementation of information technology systems. Jakarta is the most populous and most populous city in all of Indonesia, with a total of 15,978 people / km² (Jakarta Province in figures 2022) so that it will require more tax services than the other 3 TRAMPIL implementing cities. This is the background for taking a research locus that discusses the urgency of strengthening tax administration.

Based on Law Number 3 Year 2000, the definition of local taxes as taxpayer contributions paid by individuals and regional heads without balanced personal rewards can be applied based on applicable laws and regulations, used to finance regional administration, policies, government, and regional development. There are several types of local taxes levied by the regions, especially for agencies and cities, namely: (1) Hotel Tax, (2) Restaurant Tax, (3) Entertainment Tax, (4) Billboard Tax,

(5) Street Lighting Tax, (6) Non-Metal and Stone Mineral Tax, (7) Parking Tax, (8) Groundwater Tax, (9) Mayor Tax, (10) Land Development Tax, and (11) Land and Building Rights Retribution (BPHTB) recovery. Implement local and regional taxation laws as stipulated in local regulations at the Provincial and Regency/City levels.

Capability or ability must be possessed by each individual or local government apparatus in order to provide good public services in accordance with applicable SOPs. This ability is certainly a benchmark in the recruitment of Human Resources in government officials. Capability in an organization or agency does not only refer to Human Resources, but refers to institutions, policy implementation, finance that is good enough in realizing the vision and mission that has been built, management systems and technology that are good enough to provide public services, and leaders who can protect employees in order to achieve predetermined goals (Helfat, C. E. 2007). This is in line with the applicable rules and regulations, the design of the organizational structure for the Regional Tax Administration OPD at least refers to Law No. 23 of 2014 concerning Regional Government, Government Regulation (PP) No. 18 of 2016 concerning Regional Apparatus, Rules of trade ministry Indonesia No. 107 of 2016 concerning the Results of Mapping Staff Functions, Supervisory Functions, and Supporting Functions of Regional Government Affairs, and Rules of trade ministry Indonesia No. 5 of 2017 concerning Guidelines for Nomenclature of Provincial and Regency / City Regional Apparatus that Carry out Supporting Functions for the Implementation of Government Affairs.

In accordance with the above rules and regulations, the Local Tax Administration OPD is part of the Regional Financial and Revenue Management Agency at both the provincial and district/city levels, and is a separate unit within the Regional Revenue Agency at both the provincial and district/city levels. Most local governments often face significant revenue shortfalls. Local government expenditure liabilities account for roughly two-thirds of government expenditure (D.M., R., Lam, W. R., & Wingender, P. 2017). In building an organizational structure, not only rules and regulations are important criteria, but also related to other criteria, namely strategy and organizational challenges, this requires extra capabilities from Regional Revenue Agency of Jakarta. Based on the study in TRAMPIL, on the 4 (four) OPDs of Regional Tax Administration, the main strategy will focus on strengthening the database and information technology (IT) system, improving the capability of the taxation function especially in terms of tax object assessment, collection, and audit, and simultaneously improving organizational governance and access and quality of service to taxpayers to increase voluntary compliance. To do this, it is necessary to strengthen human resources (HR), HR management, and work culture development.

Organizational structure plays an important role in supporting the achievement of organizational goals and strategies, and driving organizational capabilities. Organizational structure can also play an important role as an enabler of change management and organizational culture. Local Tax Administration Organizational Structure Manual. According to management expert Peter Drucker, organizational structure is an indispensable tool, and the right structure will help capabilities, and

also vice versa, when applying an inappropriate structure will not support the goals and capabilities of the organization. The organizational structure needs to be designed in such a way that it enables the achievement of long-term organizational goals. The organizational structure needs to be designed to clarify who will do what and who is responsible for what results, and also to minimize barriers to capability caused by assignment uncertainty, and to complement the decision-making and communication networks necessary to support organizational goals. Therefore, this research is expected to provide analysis and identification of the form of Capability of the Jakarta Regional Revenue Agency in the Implementation of TRAMPIL (Tax Revenue Administration Modernization and Policy Improvement In Local Governments).

The state of art from this research reviews the ability of the DKI Jakarta Regional Revenue Agency (BAPENDA) to implement Modernization of Tax Revenue Administration and Policy Improvement in Regional Government, known as the TRAMPIL program (Tax Revenue Administration Modernization and Policy Improvement in Regional Government) in Indonesia. The TRAMPIL program is designed to support improvements to implement tax revenue administration throughout Indonesia, including in the Central and Regional Governments. In this research, researchers used Leonard and Barton's Core Ability theory with indicators of Knowledge and Skills, Technical Systems, Managerial Systems, and Values and Norms. DKI Jakarta BAPENDA's Capability:

The first core capability is the knowledge and skills of DKI Jakarta BAPENDA's employees in managing tax revenue administration. In this context, researchers need to identify the extent to which employees have a deep understanding of applicable tax regulations and the technical capabilities to carry out their duties. The results of the research can determine whether there are deficiencies in employee training and development to improve this ability. The second is technical systems including the technological infrastructure used in tax revenue administration. In this case, researchers need to expand the reach wherever the DKI Jakarta BAPENDA has adopted modern technology in the tax process, such as the use of tax software and online reporting systems. Third, Management System is the third aspect is the ability to manage the system as a whole. This involves process efficiency, policy formation, and coordination between different units within the DKI Jakarta BAPENDA. Research should explore the extent to which managerial capabilities have resulted in improvements in tax collection and increased administrative efficiency. The last is values and ethics about organizational values and ethics are also important in measuring capabilities, work ethics and integrity are maintained in the tax revenue administration process, and the DKI Jakarta BAPENDA has a culture that supports good governance and quality public services.

2. Theoretical Background

This research uses capability theory to develop the ability to solve problems in the context of Modernization of Tax Revenue Administration and Policy Improvement in Local Governments designed to support the strengthening of tax revenue

administration in Indonesia both in the Central and Local Governments, because the capability to effectively carry out actions that are meant to impact its long-term progress and evolution (Honadle, B. W. 2018), this can be seen through the explanation below:

a. Tax Administration

Building an effective and efficient tax administration is a challenging task, but essential in practice. It is not only important for a country's tax revenue, but also for economic prosperity as problems in tax administration can negatively impact trade and investment. All these different aspects make tax administration a complex phenomenon where good governance is key to its effective and efficient functioning. Therefore, several international initiatives have been taken to establish good practices and set international benchmarks in assessing tax administration Végh, G. (2018). The problem of tax administration in many countries is that governments cannot collect all the taxes owed to them under the law. It is argued here that one of the main reasons for this is "tax culture" Keen, M., & Slemrod, J. (2017). Tax administration theory is a collection of concepts and principles in managing the tax system to achieve certain goals, such as improving efficiency, effectiveness, and fairness in tax collection. Some well-known theories of tax administration include:

- a. Optimal Tax Theory - This theory states that an optimal tax is one that can maximize the overall welfare of society and minimize its negative effects.
- b. Tax on Consumption Theory - This theory states that taxes on consumption are more fair and effective than taxes on income.
- c. Growth Tax Theory - This theory states that low or no taxes will encourage economic growth and increase government revenue.
- d. Social Tax Theory - This theory states that taxes can be used to achieve social goals, such as reducing economic inequality or improving social welfare (Prasetyo, 2016).

b. Institutional Capability

Capability is a term used to refer to the internal condition of an entity that consists of two strategic aspects, namely strengths and weaknesses. Strengths refer to positive factors in the internal environment that allow the entity to gain a strategic advantage in achieving its goals, while weaknesses refer to internal situations and limitations that hinder the entity from achieving its goals, as explained by Higgins in Salusu (2005). Capability does not only refer to one type of resource, but rather refers to a distinctive and superior way of allocating various resources, such as finance, technology or manpower. Institutional capability can be defined as the ability of an institution to achieve its predetermined goals. According to several experts, institutional capability includes several things, among others:

1. According to David Teece in his book entitled "Dynamic Capabilities and Strategic Management" (2009), institutional capabilities consist of three elements, namely the ability to identify opportunities, the ability to allocate resources effectively, and the ability to utilize knowledge and technology (Teece et al., 2009).
2. According to Richard L. Daft in his book entitled "Organization Theory and Design" (2007), institutional capabilities include the ability to achieve

predetermined goals, manage resources effectively, and adapt to continuous environmental changes (Daft, 2007)

3. According to Peter F. Drucker in his book entitled "The Effective Executive" (1967), institutional capabilities include the ability to make the right decisions, understand the business environment thoroughly, and develop a clear vision for the future (Zaleznik & Drucker, 1967)

3. Methodology

This research uses the post-positivism paradigm on the grounds that researchers want to build an understanding of the capability of the DKI Jakarta Regional Revenue Agency (BAPENDA) to implement Tax Revenue Administration Modernization and Policy Improvement in Local Governments to bring up the brand image / reputation of the DKI Jakarta BAPENDA with a Descriptive Approach is to understand how the DKI Jakarta Regional Revenue Agency (BAPENDA). According to Creswell (2018) qualitative research is a type of research that explores and understands meaning in a number of individuals or a group of people who come from social problems (Creswell & Creswell, 2018). The data in this study were obtained from interviews and document studies. The place of research to be carried out in this thesis is carried out at the DKI Jakarta Regional Revenue Agency (BAPENDA), this is because the DKI Jakarta Regional Revenue Agency (BAPENDA) is one of 4 tax administration regional apparatus organizations in Indonesia that have the opportunity to implement Tax Revenue Administration Modernization and Policy Improvement in Local Governments (TRAMPIL) or Modernization of Tax Revenue Administration and Policy Improvement in Local Governments designed to support the strengthening of tax revenue administration in Indonesia both in the Central and Local Governments.

Table 1. Example of table numbering

Coloumn 1	Coloumn 1	Coloumn 2	Countries
1.	Armenia	Israel	Pakistan
2.	Azerbaijan	Japan	Philippines
3.	China	Jordan	Sri Lanka
4.	Georgia	Kazakhstan	Singapore
5.	Hong Kong	Korea, Rep.	Thailand
6.	India	Kyrgyz	Turkey
7.	Indonesia	Malaysia	Vietnam

Source: Processed Data (2019)

4. Empirical Findings/Result

The results should be clear and concise, contains all scientific findings obtained as data processing results. This section is expected to provide a scientific explanation that can logically explain the reason for obtaining those results that are clearly described, complete, detailed, integrated, systematic, and continuous.

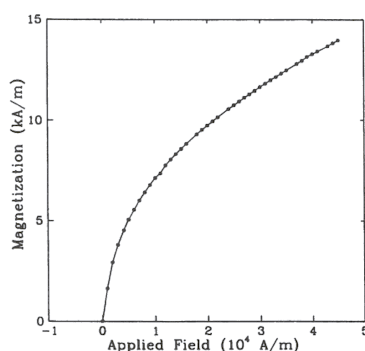


Figure 1. Example Of Figure Numbering

5. Discussion

The capability of the DKI Jakarta Regional Revenue Agency (BAPENDA) to implement modernization and improvement of tax revenue administration policies is very important. The urgency of DKI Jakarta BAPENDA's capability in this regard is to increase local revenue by having good capabilities in tax revenue administration, DKI Jakarta BAPENDA can increase local revenue collection. This will have a positive impact on financing infrastructure development, public services, and other important projects in the region. Improving Efficiency and Transparency With modernization in tax revenue administration, BAPENDA DKI Jakarta can improve efficiency in the tax collection and billing process. The use of information technology and integrated systems will allow the process to be done more quickly and accurately. In addition, there will be greater transparency in the administrative process, which can reduce the risk of abuse and corruption, to describe that from the table below:

Table 1. Number of Local Taxpayer Objects in DKI Jakarta

Number	Types Of Taxes	Amount
1	PKB	11.108.686
2	BBNKB	837.522
3	PBBKB	46
4	PAT	6.263
5	P.HOTEL	4.135
6	P.RESTORAN	12.010
7	P.HIBURAN	1.019
8	P.REKLAME	82.761
9	PPJ	2
10	P.PARKIR	1.305
11	BPHTB	52.425
12	P.ROKOK	-
13	PBB	2.044.809

Source: Bapenda Dki Jakarta, 2023

Based on table 1, it is known that Motor Vehicle Tax (PKB): The number of PKB taxpayers reaches 11,108,686. This data shows great potential in tax collection from the motor vehicle sector in DKI Jakarta. However, it is necessary to pay attention to the level of compliance and effectiveness in collecting this tax. Motor Vehicle Title

Transfer Fee (BBNKB): The number of BBNKB taxpayers was recorded at 837,522. This tax is related to the process of transferring ownership of motor vehicles. It is important to ensure that the BBNKB tax administration and collection process is done well to maximize revenue from this sector.

Improving Taxpayer Compliance With improved policies in tax revenue administration, DKI Jakarta BAPENDA can encourage increased taxpayer awareness and compliance. Easier, faster and more transparent processes will incentivize taxpayers to fulfill their obligations in a timely manner. **Reducing the Tax Gap** In many cases, there is a gap between the potential tax that should be collected and the amount of tax that is actually collected. By improving tax revenue administration capabilities, BAPENDA DKI Jakarta can reduce the gap. This will ensure that all potential local revenues that should be collected are realized **Improving Public Services** Modernizing tax revenue administration not only impacts local revenues, but also public services as a whole. By using technology and efficient systems, BAPENDA DKI Jakarta can provide better services to taxpayers, including in terms of filing, paying, and resolving tax-related issues. Strong capabilities in tax revenue administration are important for BAPENDA DKI Jakarta. By implementing such modernization and policy improvements, BAPENDA can increase local revenue, improve efficiency, encourage taxpayer compliance, reduce tax disparities, and improve overall public services.

Capability of the Jakarta Regional Revenue Agency in the Implementation of Trampil (Tax Revenue Administration Modernization and Policy Improvement in Local Governments)

The Trampil (Tax Revenue Administration Modernization and Policy Improvement in Local Governments) program at Bapenda DKI Jakarta has several strategic components that aim to improve staff capacity, build local government capacity, and disseminate knowledge and training to participants. Through this program, Bapenda DKI Jakarta has developed and delivered training products and shared knowledge that is useful for its staff's policy making. Revenue system development and implementation is also one of the expected outputs of this program. By strengthening information systems and technology, it is expected to improve tax data collection and processing in an accurate and integrated manner. This will ease the tax administration process and allow BAPENDA DKI Jakarta to make better decisions in tax revenue management. Overall, the Trampil Program at BAPENDA DKI Jakarta is expected to have a positive impact, including an increase in local revenue, an increase in the level of tax compliance, harmonization of policies between the central and local governments, expansion of the tax base, institutional transformation of local tax administration, and the development and implementation of a better revenue system.

a. Knowledge and Skills

The Trampil (Tax Revenue Administration Modernization and Policy Improvement in Local Governments) program run by the DKI Jakarta Regional Revenue Agency (BAPENDA) focuses on developing relevant knowledge and skills (Leonard-Barton, 1992). The program aims to improve the capacity of employees in terms of tax administration and local government policy making. In this context, knowledge

enhancement is one of the key aspects of the Trampil Program. BAPENDA DKI Jakarta employees need to have a deep understanding of tax laws, regulations, policies and tax revenue administration procedures. They must also keep abreast of the latest developments in taxation, both nationally and internationally, in order to implement best practices in tax administration.

In the context of implementing the Tax Revenue Administration Modernization and Policy Improvement program, it is important for employees and the public to have an understanding and skills in using new technologies. Efforts are needed to provide training and education to employees and the public so that they can adapt to these changes. The use of technology in tax administration requires good network support. If the network is unstable or limited, this may hinder access and smooth service delivery. In addition, it is important to maintain the security of tax data, including taking steps such as conducting regular data back-ups to prevent potentially harmful data loss. Also, the infrastructure referred to here is the security of the building used by Bapenda. Strengthening building security needs to be done to prevent break-ins by irresponsible individuals. This is important in maintaining the integrity of data and devices used in the tax administration process.

b. Technical Systems

Capability Program Trampil (Tax Revenue Administration Modernization and Policy Improvement in Local Governments) implemented by the DKI Jakarta Regional Revenue Agency (BAPENDA), attention is also given to the development of technical systems that support modern tax administration. These improved technical systems aim to increase efficiency, accuracy, and transparency in tax revenue collection. One important aspect of technical system development is the use of advanced information technology. DKI Jakarta BAPENDA seeks to utilize an integrated tax information system to manage taxpayer data, reporting, payment processing, and archiving. With a good technical system in place, tax administration processes can be carried out more quickly and efficiently, reducing human error and improving data accuracy.

Bapenda has local tax inspectors, local tax assessors, and cooperates with the State Intelligence Agency (BIN) on local tax intelligence. This indicates an effort to cooperate with external parties, including other government agencies, to improve the effectiveness and efficiency of tax administration. Overall, the interviews illustrate the steps Bapenda has taken in improving the implementation capability of the Tax Revenue Administration Modernization and Policy Improvement program. Although there are still challenges in implementing the program, the initiatives and efforts taken demonstrate Bapenda's commitment to improving tax administration services at the local level.

c. Managerial Systems

In the Trampil (Tax Revenue Administration Modernization and Policy Improvement in Local Governments) program implemented by the DKI Jakarta Regional Revenue Agency (BAPENDA), serious attention is paid to the development of an effective managerial system. A good managerial system is key to coordinating activities, overseeing program implementation, and ensuring successful implementation. One

important aspect of an improved managerial system is careful planning. BAPENDA DKI Jakarta needs to plan in detail every step that will be taken in the implementation of the Trampil Program. With good organization, BAPENDA can ensure smooth coordination between various work units and achieve synergy in implementation efforts. Furthermore, effective supervision is also an important component of the managerial system. BAPENDA DKI Jakarta needs to implement a strict supervision mechanism to monitor the progress of program implementation, evaluate the achievement of targets, and identify and address any problems that arise.

Bapenda has used a web-based application as a liaison between tax officers and the public in conducting tax payment activities. By using this application, the public can access taxation services without having to come to the tax office. This provides comfort and convenience for the public in interacting with Bapenda. Bapenda has consolidated various separate applications into one application using the single sign-out concept. This step aims to reduce public confusion in using the application and obtain effective taxation services. With the consolidation of applications, the tax administration process can become more coordinated and efficient. Overall, the interview shows that Bapenda has adopted new technology in an effort to improve the implementation capability of the Tax Revenue Administration Modernization and Policy Improvement program. The use of web-based applications and consolidation of applications into one provides ease of access and effectiveness in tax services to the community.

d. Values and Norms

The implementation capability of the Trampil Program (Tax Revenue Administration Modernization and Policy Improvement in Local Governments) by the DKI Jakarta Regional Revenue Agency (BAPENDA), attention is also given to the development of values and norms that support the success of the program. These values and norms reflect work ethics, integrity, professionalism, and good public service. In the context of implementing the Tax Revenue Administration Modernization and Policy Improvement program, these measures demonstrate Bapenda's efforts to improve tax compliance and ensure more effective implementation of tax policies. Through passive warnings, tax audits, and proper law enforcement, it is expected to encourage taxpayer participation and increase local tax revenue.

In addition, good public service is also an important value in the implementation of the Trampil Program. DKI Jakarta BAPENDA employees are expected to serve taxpayers in a friendly, responsive manner and prioritize their needs. They are expected to provide clear and accurate information, answer questions well, and provide necessary assistance in the taxation process. By prioritizing good public service, BAPENDA can increase taxpayer satisfaction, build harmonious relationships with the community, and encourage tax compliance. In the implementation capability of the Trampil Program, it is important for BAPENDA DKI Jakarta to internalize and reinforce these values and norms throughout the organization. Through training, communication and coaching, BAPENDA can ensure that their employees understand and apply these values in every aspect of their work.

By doing so, the agency can create a work culture that supports program success and provides maximum benefit to the community.

Challenges of the Jakarta Regional Revenue Agency in the Implementation of Trampil (Tax Revenue Administration Modernization and Policy Improvement in Local Governments).

The implementation of the Trampil Program (Tax Revenue Administration Modernization and Policy Improvement in Local Governments) by the DKI Jakarta Regional Revenue Agency (BAPENDA) faces a number of challenges that need to be considered. First, changes in policies and regulations in tax revenue administration require intense coordination with related agencies and need time to develop new policies and harmonize existing regulations. Limited-trained human resources are also a challenge, where BAPENDA needs to conduct adequate training and employee competency development to keep up with technological developments and tax policies. Firman, T. (2009) describes that in various contexts many local governments view themselves as the highest authority in their respective regions. This mindset can hinder the progress of local and regional development so processes are needed that significantly face the various challenges that arise, supported by the statement of Vani, R.V., & Mayarni, M. (2020) that capabilities can increase efficiency, the implementation of the Trampil Program (Tax Revenue Administration Modernization and Policy Improvement in Local Governments) by the DKI Jakarta Regional Revenue Agency (BAPENDA) faces a number of challenges that need to be considered. First, changes in policies and regulations in tax revenue administration require intense coordination with related agencies and need time to develop new policies and harmonize existing regulations. Limited-trained human resources are also a challenge, where BAPENDA needs to conduct adequate training and employee competency development to keep up with technological developments and tax policies.

a. Policy and Regulatory Changes

Complex tax policy changes can be a challenge for Bapenda to understand and implement appropriately. Policy changes that occur at the national and regional levels can affect the tax administration process in DKI Jakarta. Bapenda must actively follow tax policy developments and understand their implications for administrative procedures and technical implementation in the field. In addition, unclear or varying interpretations of tax regulations can be a challenge for Bapenda. The implementation of policy and regulatory changes requires sufficient resources, both in terms of personnel, infrastructure, and technology. Bapenda may face limitations in terms of budget, staffing, or access to technology required to manage and process the tax information needed for Trampil implementation. These limitations may affect Bapenda's ability to effectively implement policy changes and ensure taxpayer compliance.

Bapenda needs to convey clear and adequate information about the changes to taxpayers and provide an adequate understanding of the implications. This challenge can arise if there is a gap between the expected and actual level of understanding of taxpayers regarding policy and regulatory changes. To deal with these challenges,

Bapenda DKI Jakarta needs to adopt a proactive approach. This includes good monitoring and understanding of changes in policies and regulations, active involvement in policy formation, increased human resource capacity, improved coordination with relevant agencies, and effective communication efforts with taxpayers. In addition, cooperation with the central government.

b. Limited Human Resources

One of the main challenges faced by Bapenda DKI Jakarta is the lack of sufficient manpower to implement the Trampil program. The increased tasks and responsibilities associated with modernizing tax revenue administration require sufficient human resources. However, budget constraints or inadequate human resource planning may hinder Bapenda's ability to recruit and retain qualified staff. Modernizing tax revenue administration often involves the use of information technology and complex computer systems. Challenges arise when Bapenda staff do not have sufficient skills or knowledge in using such technology. Training and skills development are important so that Bapenda staff can master the tools and systems used in modern tax administration.

In data management, Bapenda has established cooperation with private parties, such as Bank BRI, Bank DKI, and Bank BNI. This cooperation shows the collaboration between Bapenda and financial institutions to manage taxation-related data. The possibility of this cooperation includes the exchange of relevant data between Bapenda and these banks to support more efficient tax data management. Bapenda needs to implement a good human resource management strategy to minimize the turnover rate and retain qualified employees. Modernizing tax revenue administration often requires changes in procedures, policies and technology. This can increase the task complexity and workload of Bapenda staff. Increased tasks and responsibilities can affect staff performance and lead to burnout or work overload. Bapenda needs to conduct a workload analysis and ensure adequate allocation of human resources to support the implementation of the Trampil program.

c. Enough Technology Infrastructure and Investment

Modernizing tax revenue administration requires adequate technological infrastructure, including computer systems, internet networks, and modern software. Challenges arise when DKI Jakarta Bapenda faces the limitations of inadequate technological infrastructure. Low internet access speed, outdated computer systems, or lack of appropriate software can hinder the effectiveness of the Trampil program implementation. The implementation of modernizing tax administration requires skills and knowledge in using more sophisticated technology. Challenges arise when Bapenda staff do not have sufficient knowledge or skills in operating new technology systems. Training and skills development are important to ensure that staff have the necessary competencies to use the available technology infrastructure.

d. Use of Modern Information Systems

different systems and applications. Challenges arise when Bapenda DKI Jakarta must integrate existing information systems with the new systems required in the implementation of the Trampil program. Ineffective integration can lead to data

mismatches, errors, or loss of important information. Modern information systems require high reliability and availability to operate properly. The use of modern information systems often requires changes in established work processes and habits. Challenges arise when Bapenda staff do not easily adapt to such changes or experience resistance to the use of new information systems. Strong management support and adequate training are needed to ensure that staff can quickly adapt to and utilize new information systems. The use of modern information systems means that Bapenda must ensure data security and privacy of taxpayer information. Bapenda harus memastikan keamanan data dan privasi informasi wajib pajak.

e. Taxpayer Awareness and Compliance

One of the main challenges is taxpayers' lack of awareness about their tax obligations. Some taxpayers may not clearly understand the tax rules, tax payment procedures, or the benefits derived from complying with tax obligations. This lack of awareness can hinder Bapenda's efforts to improve tax compliance. Besides the lack of awareness, another challenge is the low level of voluntary compliance of taxpayers. Bapenda uses measures such as passive warnings through notification letters, warrants, and forced letters, as well as information through applications to encourage public compliance with tax obligations. In addition, annual tax audits are conducted to ensure compliance. If the violation reaches the criminal level, the handling will be adjusted to the applicable rules. Bapenda faces challenges related to the adaptation of employees and the public towards retirement, network constraints affecting the use of technology, and the need for secure infrastructure to prevent harmful actions and hinder the service process. Bapenda states that none of the activities carried out are against the law. they also have a supervisor who oversees the action. In addition, Bapenda coordinates and cooperates with the diskominfo regarding procurement. Bapenda cooperates with private banks such as Bank BRI, Bank DKI, and Bank BNI in managing taxation-related data. This shows the collaboration between Bapenda and financial institutions to improve the efficiency of data management

6. Conclusions

This research provides insight into the capabilities of the DKI Jakarta Provincial Revenue Service in implementing Modernization of Tax Revenue Administration and Policy Improvement in Regional Government (TRAMPIL). The results of this research can be a basis for other regional governments in Indonesia who want to improve the effectiveness of their tax administration. In addition, this research also highlights challenges that need to be overcome, such as employee adaptation and technical problems, to better achieve the goals of the TRAMPIL program. In this study, we also identified several limitations. This research is qualitative in nature, so it should be noted that the findings may not be directly applicable to other situations. In addition, there is potential for further research that could explore in more depth certain aspects of tax administration in the region, such as more detailed employee replacement strategies or a more in-depth analysis of the influence of technology on the efficiency of tax collection. Overall, this research provides important insight into the ability of the DKI Jakarta Bapenda to manage tax revenue administration and

highlights the challenges and opportunities that exist to improve performance in the future. All of this is a valuable contribution to further efforts to improve tax administration and public services at the regional level in Indonesia.

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