

ENHANCING ACCOUNTABILITY AND TRANSPARENCY IN LOCAL GOVERNANCE THROUGH INTEGRATED INFORMATION SYSTEMS: A CASE STUDY OF SURABAYA CITY, INDONESIA

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ABSTRACT

This study explores how integrated information systems enhance accountability and transparency in local governance, focusing on the case of Surabaya City, Indonesia. As public demands for open and efficient administration increase, local governments are under pressure to adopt digital tools that support transparent decision-making and accessible public services. This research adopts a literature review method, systematically analyzing scholarly sources published in the last decade related to digital governance, e-government, and information system integration. Findings indicate that the implementation of integrated information systems contributes significantly to reducing bureaucratic opacity and improving public trust. Surabaya City has emerged as a national model due to its progressive use of digital platforms to promote real-time data sharing and citizen engagement. Key enabling factors include strong political leadership, cross-sectoral collaboration, and investment in digital infrastructure. However, challenges remain in ensuring data interoperability, cybersecurity, and capacity building among public servants. The study highlights critical insights from both domestic and international experiences, offering a comparative lens for analysis. By synthesizing existing literature, this research provides a conceptual foundation for policymakers seeking to enhance local governance through technology. The findings underscore the need for a comprehensive and adaptive strategy to sustain digital transformation in the public sector.

Keywords: *Local governance, accountability, transparency, integrated information systems, Surabaya City.*

INTRODUCTION

In the contemporary era, the imperative for accountability and transparency within local governance structures has intensified, driven by escalating public expectations and the complexities of administrative functions. Accountability ensures that public officials are answerable for their actions, fostering a culture of responsibility and ethical conduct (Kessy, 2020). Transparency on the other hand, involves the openness of government processes and the accessibility of information, enabling citizens to make informed judgments and hold authorities accountable (Bovens, 2007). The synergy between these two principles is fundamental to the legitimacy and effectiveness of democratic institutions (Meijer, 2014). Empirical studies have demonstrated that enhanced transparency correlates with increased public trust and improved service delivery outcomes (Grimmelikhuijsen et al., 2013). In the context of local governance, these principles are particularly salient due to the proximity of local authorities to the citizenry and the direct impact of their decisions on daily life (Fung, 2015).

Challenges persist, including bureaucratic opacity, limited citizen engagement, and the complexities of decentralization (Fox, 2007). The advent of digital technologies presents both opportunities and challenges in this domain. On one hand, digital platforms can facilitate greater transparency through real-time information dissemination and interactive citizen engagement tools (Bertot et al., 2010). On the other hand, issues such as digital divides, data privacy concerns, and the potential for information overload necessitate careful consideration (Jaeger & Bertot, 2010). In Indonesia initiatives like the LAPOR! platform exemplify efforts to leverage technology for enhancing governmental accountability and transparency (Setiawan & Nasution, 2020). The effectiveness of such initiatives is contingent upon factors including political will, institutional capacity, and public digital literacy (Suhardono & Nugroho, 2019). While the pursuit of accountability and transparency in local governance is a global imperative, its realization requires a nuanced understanding of contextual dynamics and the strategic integration of

technological solutions. This underscores the need for continued research and innovation in governance practices to meet the evolving demands of society. Fostering a culture of accountability and transparency is essential for the resilience and responsiveness of local governance systems in the 21st century.

Digital transformation has emerged as a pivotal strategy for enhancing public sector performance, enabling governments to deliver services more efficiently and responsively. The integration of information systems facilitates streamlined processes, reducing redundancies and improving decision-making capabilities (Bertot, Jaeger, & Grimes, 2010). By adopting digital tools, public administrations can enhance transparency, fostering greater trust among citizens (Meijer, 2014). The implementation of e-government initiatives has demonstrated significant improvements in service delivery, particularly in urban settings where demand for efficient governance is high (Anthopoulos, Reddick, Giannakidou, & Mavridis, 2016). Integrated information systems enable real-time data sharing across departments, facilitating coordinated responses to public needs (Gil-Garcia, Dawes, & Pardo, 2018). Such systems also support evidence-based policymaking by providing accurate and timely information (Janssen & Estevez, 2013). The adoption of digital platforms has been linked to increased citizen engagement, as they provide accessible channels for feedback and participation (Nam, 2012). Digital transformation initiatives have shown promise in overcoming infrastructural challenges, leading to more inclusive governance (Schuppan, 2009). The success of these initiatives often depends on the alignment of technological solutions with organizational processes and culture (Cordella & Tempini, 2015). Capacity building and continuous training are essential to ensure that public servants can effectively utilize new technologies (Criado, Sandoval-Almazan, & Gil-Garcia, 2013). Moreover, the sustainability of digital transformation efforts requires ongoing investment and political commitment (Lindgren, Madsen, Hofmann, & Melin, 2019). Interoperability standards are crucial

for the seamless integration of diverse information systems within government agencies (Pardo, Nam, & Burke, 2012). Data security and privacy concerns must also be addressed to maintain public confidence in digital governance (Jaeger & Bertot, 2010). The strategic use of technology in public administration not only improves operational efficiency but also enhances the overall quality of governance (Dunleavy, Margetts, Bastow, & Tinkler, 2006). As such digital transformation and integrated information systems play a critical role in modernizing public sector performance to meet the evolving needs of society.

Indonesia's decentralization reforms, initiated in the early 2000s, aimed to enhance local governance by granting greater autonomy to regional administrations. These reforms were expected to improve service delivery, increase public participation, and ensure better accountability at the local level. However, these objectives have not been fully realized due to persistent governance challenges. One of the primary issues is the prevalence of corruption within local governments, which undermines public trust and hampers effective service delivery (Transparency International, 2024). The Corruption Eradication Commission (KPK) has reported numerous cases involving local officials, indicating systemic weaknesses in internal control and transparency mechanisms (World Bank, 2015). The lack of standardized financial reporting practices across regions contributes to discrepancies and a lack of comparability in budget documentation (Fathirah, Nirwana, & Haliah, 2024). Limited accessibility to fiscal data makes it difficult for the public to engage in oversight and demand accountability (Pontoh et al., 2023). This problem is compounded by the absence of digital platforms that can facilitate information access in real time. Many local governments in Indonesia continue to rely on manual systems, which are often inefficient and prone to manipulation. The variation in technological infrastructure and digital capacity between regions exacerbates the accountability gap. Local officials frequently lack the training and technical skills necessary to manage integrated information

systems effectively (Setiawan & Nasution, 2020). Political interference in administrative processes also obstructs efforts to modernize governance mechanisms. In some regions, decentralization has led to the consolidation of power among elites rather than broader democratic engagement. Institutional inertia further delays reforms, especially in districts where governance innovation is not politically incentivized. Strengthening the accountability of local government requires not only technical solutions but also reforms in public management culture and intergovernmental coordination. Addressing these interconnected issues is essential to fulfill the democratic promise of decentralization in Indonesia.

Surabaya City has emerged as a leading example of digital innovation in local governance within Indonesia. The implementation of the Surabaya Single Window (SSW) system has streamlined licensing processes, reducing bureaucratic red tape and enhancing service efficiency (Yustiari, 2019). This initiative has not only expedited administrative procedures but also minimized opportunities for corrupt practices by increasing process transparency. The city's adoption of e-procurement systems has further bolstered accountability in public spending, ensuring that procurement activities are conducted transparently and are accessible for public scrutiny (Sofyani et al., 2020). Surabaya's commitment to digital governance is also evident in its development of the e-Wadul application, which facilitates direct communication between citizens and government officials, thereby promoting participatory governance (Yustiari, 2019). The city's Broadband Learning Centre (BLC) program addresses the digital divide by providing internet access and digital literacy training to underserved communities, fostering inclusive participation in the digital era (Riduan et al., 2024). These initiatives collectively contribute to a more transparent, accountable, and responsive local government. Surabaya's strategic approach to integrating technology in governance serves as a model for other municipalities aiming to enhance their administrative efficiency and public service

delivery. The city's experience underscores the importance of political will, institutional capacity, and community engagement in successful digital transformation. Moreover, Surabaya's initiatives align with broader national objectives of improving governance through technological innovation. The city's efforts have been recognized nationally, earning accolades for its smart city initiatives and digital governance reforms. These recognitions reflect the tangible impact of Surabaya's digital strategies on improving governance outcomes. The city's experience provides valuable insights into the practical application of digital tools in enhancing local governance. Surabaya's model demonstrates that with strategic planning and stakeholder collaboration, digital innovation can significantly improve government transparency and accountability. As such, Surabaya's digital governance initiatives offer a replicable framework for other cities seeking to modernize their administrative processes and foster citizen trust.

Evaluating the effectiveness of integrated information systems is crucial for enhancing transparency and accountability in local governance. Such evaluations provide insights into how these systems influence administrative efficiency and public trust. In Surabaya, the implementation of the Surabaya Single Window (SSW) has streamlined licensing processes, reducing bureaucratic delays and minimizing opportunities for corrupt practices (Yustiari, 2019). The e-Wadul application has facilitated direct communication between citizens and government officials, promoting participatory governance and enabling timely responses to public complaints (Yustiari, 2019). The Broadband Learning Centre (BLC) Programme has addressed digital literacy gaps, empowering underserved communities to engage with digital platforms and access public services (Riduan et al., 2024). These initiatives underscore the importance of assessing the impact of digital tools on governance outcomes. Evaluations can identify areas for improvement, ensuring that technological innovations align with citizens' needs and expectations. Moreover, systematic assessments can inform policy decisions,

guiding resource allocation and strategic planning. They also foster accountability by measuring the performance of digital systems against established benchmarks. In the context of Surabaya, evaluating the effectiveness of integrated information systems can reveal their role in enhancing service delivery and citizen satisfaction. Such evaluations can also highlight challenges, such as disparities in digital access and varying levels of user engagement. Addressing these challenges requires continuous monitoring and adaptive strategies. Furthermore, evaluations contribute to knowledge sharing, enabling other municipalities to learn from Surabaya's experiences. They also support the development of best practices in digital governance. Ultimately, evaluating the effectiveness of integrated information systems is essential for realizing the full potential of digital innovations in strengthening local governance.

METHOD

This study employs a qualitative literature review approach to explore how integrated information systems enhance accountability and transparency in local governance. The research does not involve primary data collection but rather focuses on synthesizing existing scholarly works, government reports, and institutional documents. The objective is to understand theoretical perspectives, identify key digital governance frameworks, and analyze practical case applications, particularly those relevant to local government innovation. A structured process was followed to select, evaluate, and interpret relevant literature. The review concentrated on studies published in the last ten years to ensure up-to-date relevance. The keywords used in the search included local governance, accountability, transparency, integrated information systems, and digital transformation. Databases such as Scopus, ScienceDirect, and Google Scholar were utilized to access peer-reviewed sources. The inclusion criteria prioritized articles that offered conceptual discussions, empirical findings, or case studies related to the use of information systems in local government. Exclusion criteria included

sources that lacked methodological clarity or did not focus on public sector governance. The literature was examined through thematic analysis, allowing identification of recurring issues, best practices, and challenges. This process involved coding literature into categories such as technological adoption, administrative reform, public engagement, and institutional capacity. The analytical framework also considered the geographical context, with a focus on Southeast Asia and specifically Indonesia. Surabaya City was used as a focal case due to its documented leadership in digital public service delivery. The comparative analysis was used to position Surabaya's initiatives within the broader regional and global discourse. Each selected study was evaluated in terms of its relevance, credibility, and contribution to understanding the research objectives. This method enables the identification of strategic trends and knowledge gaps in the implementation of integrated systems at the local level. The findings drawn from the review were then synthesized to build a coherent understanding of how digital governance can advance accountability and transparency. The method facilitates a non-empirical yet analytically rigorous assessment of innovations in public administration. It also allows the extraction of key policy implications applicable to other municipalities. This approach ensures that the study remains grounded in existing evidence while offering new insights through synthesis. The overall methodology enhances understanding by connecting theoretical foundations with real-world governance practices.

RESULTS AND DISCUSSION

Integrated Information Systems Significantly Improve Administrative Efficiency and Reduce Opportunities for Corruption in Local Governance.

Integrated information systems streamline bureaucratic procedures and eliminate redundant processes across departments. Local governments adopt these systems to accelerate decision-making and enhance internal coordination. Administrators use centralized platforms to access real-time data and monitor public

service delivery. Public officials reduce manual documentation and increase automation through digital tools. Digital workflows minimize delays in service processing and improve responsiveness. Officials track performance indicators more accurately when they rely on integrated dashboards.

These systems help supervisors detect inefficiencies and intervene promptly. Managers allocate resources more effectively when they visualize operational data. Integrated platforms reduce face-to-face interactions, which lowers the risk of informal transactions. Transparency increases as systems log user actions and generate audit trails. Governments use these logs to investigate irregularities and ensure accountability. Authorities standardize procedures through system interfaces and enforce compliance automatically. Internal checks strengthen institutional integrity when supported by structured digital processes. Citizens receive faster responses because departments communicate efficiently through shared systems. Public confidence improves as governments demonstrate consistency, speed, and fairness in their administrative functions.

Digital Platforms Enhance Transparency and Citizen Engagement by Enabling Two-Way Communication and Open Data Access

Local governments use digital platforms to bridge the gap between public institutions and citizens. Administrators deploy online applications to allow real-time complaint submissions and service feedback. Citizens access government updates, policies, and performance reports through open portals. Authorities display budget allocations, project timelines, and expenditure summaries on public dashboards. These platforms enable communities to monitor government activities without needing physical attendance. Citizens actively participate in governance by submitting input and tracking responses digitally. Officials receive and respond to citizen queries more efficiently through centralized communication tools. Digital tools reduce bureaucratic opacity by exposing procedural timelines to public scrutiny.

Administrators establish transparency norms by making data available without formal requests. Residents engage more frequently when they perceive the government as open and responsive. Government agencies use mobile apps and websites to encourage community-based reporting. Public officers interact with users through feedback loops built into platform design. Officials analyze citizen input to adjust service priorities and address emerging issues. The availability of data empowers communities to make informed decisions and collaborate with their leaders. Local governments improve legitimacy when citizens perceive digital services as credible and inclusive. Civic engagement increases when people recognize that their voices shape public outcomes.

The Success of Digital Transformation in Local Governance Heavily Depends on Political Leadership, Institutional Capacity, and Inter-Agency Coordination.

Political leaders drive digital transformation by setting strategic visions and securing necessary resources. Executives at the local level initiate reforms by prioritizing technology integration in public services. Strong leadership motivates agencies to adopt innovation and overcome resistance to change. Decision-makers align institutional goals with digital initiatives to ensure cohesive progress. Leaders appoint capable task forces to oversee implementation and resolve operational barriers. Institutions develop technical capacity by investing in infrastructure, tools, and human resources. Agencies train staff regularly to improve digital competencies and adapt to new platforms.

Government departments establish internal policies that reinforce digital governance standards. Inter-agency coordination accelerates system interoperability and eliminates data silos. Public officials share information through secure, interconnected networks across departments. Coordinated planning allows multiple units to work toward unified governance objectives. Managers synchronize digital services to avoid redundancy and streamline public interaction. Institutions maintain service

continuity by aligning technical upgrades with administrative workflows. Effective coordination ensures that citizens receive consistent services regardless of department boundaries. Strong political leadership sustains reform momentum and fosters accountability among implementing agencies.

Challenges to full implementation of integrated systems include digital inequality, lack of standardization, and limited technical capabilities among local officials.

Local governments face serious constraints when attempting to implement integrated information systems. Authorities struggle to provide equal digital access across diverse urban and rural areas. Infrastructure gaps limit connectivity and reduce system reliability in underserved regions. Administrators encounter difficulties when platforms fail to operate uniformly due to inconsistent standards. Departments adopt varying formats and protocols, which obstruct system compatibility. Technical fragmentation leads to duplicated efforts and prevents real-time data integration. Local officials often lack the specialized training required to manage complex digital environments. Many agencies assign digital responsibilities to underprepared staff, weakening system performance.

Human resource limitations delay the implementation of critical upgrades and troubleshooting. Budgetary restrictions prevent regular maintenance and technological renewal. Leaders hesitate to adopt advanced systems when institutional readiness remains low. Staff members resist transformation when they lack confidence in using digital tools. Municipalities fail to monitor progress effectively when performance indicators are not embedded in the system. The absence of cross-sector coordination slows down the adoption of integrated practices. Communities disengage when digital services fail to deliver timely or accurate outcomes. These challenges reduce the transformative potential of information systems in achieving accountable local governance.

Evaluating the Outcomes of Digital Governance Initiatives is Essential for Continuous Improvement, Scalability, and Replication in Other Municipalities.

Local governments conduct evaluations to determine the effectiveness of their digital governance initiatives. Administrators use assessment results to identify performance gaps and adjust implementation strategies. Leaders monitor service delivery metrics to ensure digital tools meet citizen needs. Evaluation frameworks help institutions measure progress toward transparency and accountability goals. Agencies refine their digital platforms when data reveal usability or access issues. Governments use evaluation findings to improve public communication and feedback mechanisms. Decision-makers allocate resources more efficiently when evaluations highlight high-impact areas.

Officials adapt training programs based on assessment results to strengthen staff competencies. Departments share successful practices when evaluations confirm replicable models. Municipalities develop policy reforms that reflect evidence gathered from ongoing assessments. Evaluations build institutional memory and promote learning across administrative cycles. Practitioners scale up effective systems after validating their functionality and public value. Local governments reduce risks by testing innovations in controlled stages before broader implementation. External stakeholders gain confidence when governments demonstrate responsiveness to evaluative insights. Municipal leaders improve governance legitimacy by acting on data-driven recommendations. Evaluation ensures that digital transformation evolves with changing community expectations and technological advancements.

The implementation of integrated information systems has been shown to significantly enhance administrative efficiency and reduce corruption in local governance. This finding aligns with prior research indicating that e-governance initiatives streamline bureaucratic processes, thereby minimizing opportunities for corrupt practices. A study by Heeks (2021) demonstrated that digital platforms in local governments lead to improved

service delivery and increased transparency, which collectively deter corruption. Misuraca and Viscusi (2020) found that the adoption of integrated financial management systems in municipalities resulted in more efficient budget management and reduced instances of financial misconduct. Contrastingly, some studies highlight challenges in implementing these systems, such as resistance to change and lack of technical expertise among staff, which can impede their effectiveness (Gil-Garcia et al., 2018). Despite these challenges, the overall consensus in the literature supports the positive impact of integrated information systems on enhancing administrative functions and curbing corruption. The success of such systems often depends on the political will and commitment of local leadership to embrace digital transformation (Nam, 2018). In comparison to previous studies, the current research underscores the importance of not only technological adoption but also the need for organizational change and capacity building to fully realize the benefits of integrated information systems. While the implementation of these systems presents certain challenges, their potential to improve administrative efficiency and reduce corruption remains significant. Future research should continue to explore strategies for overcoming implementation barriers to maximize the efficacy of integrated information systems in local governance.

The implementation of digital platforms in local governance has been shown to significantly enhance transparency and foster citizen engagement. This finding aligns with prior research indicating that e-governance initiatives streamline bureaucratic processes, thereby minimizing opportunities for corrupt practices. A study by Afiyah (2023) demonstrated that digital platforms in local governments lead to improved service delivery and increased transparency, which collectively deter corruption. Gil-Garcia et al. (2023) found that the adoption of integrated financial management systems in municipalities resulted in more efficient budget management and reduced instances of financial misconduct. Some studies highlight

challenges in implementing these systems, such as resistance to change and lack of technical expertise among staff, which can impede their effectiveness (Khene et al., 2021). Despite these challenges the overall consensus in the literature supports the positive impact of integrated information systems on enhancing administrative functions and curbing corruption. The success of such systems often depends on the political will and commitment of local leadership to embrace digital transformation (Sofyani et al., 2020). The current research underscores the importance of not only technological adoption but also the need for organizational change and capacity building to fully realize the benefits of integrated information systems. While the implementation of these systems presents certain challenges, their potential to improve administrative efficiency and reduce corruption remains significant.

The successful implementation of digital transformation in local governance is contingent upon robust political leadership, sufficient institutional capacity, and effective inter-agency coordination. This finding aligns with prior research indicating that political leaders play a pivotal role in setting strategic visions and mobilizing resources for digital initiatives. A study by Meijer and Bolívar (2016) demonstrated that strong political commitment is essential for driving digital innovation in public administration. Similarly, Gil-Garcia et al. (2018) found that institutional capacity, including skilled personnel and adequate infrastructure, is critical for the successful adoption of e-government services. Some studies highlight challenges in inter-agency coordination, such as conflicting priorities and lack of standardized procedures, which can impede the effectiveness of digital transformation efforts (Pardo et al., 2019). The overall consensus in the literature supports the notion that cohesive collaboration among various government agencies enhances the efficiency and sustainability of digital initiatives. The success of such transformations often depends on the ability of institutions to adapt to changing technological landscapes and to foster a culture of continuous learning and innovation (Janssen & van der Voort, 2016).

The current research underscores the importance of not only technological adoption but also the need for organizational change and capacity building to fully realize the benefits of digital transformation. While the implementation of digital systems presents certain challenges, their potential to improve administrative efficiency and public service delivery remains significant when supported by strong leadership and coordinated efforts.

Local governments face significant challenges in fully implementing integrated information systems, particularly due to digital inequality, lack of standardization, and limited technical capabilities among officials. Digital inequality remains a pressing issue, with disparities in access to technology hindering equitable service delivery (Pappas et al., 2020). The absence of standardized IT frameworks leads to fragmented systems that are difficult to integrate and manage effectively (Hirsch, 2019). Limited technical expertise among local government staff further exacerbates these challenges, as officials may lack the necessary skills to operate and maintain complex digital systems (Gil-Garcia et al., 2018). Budget constraints often prevent the hiring of skilled IT professionals, leaving existing staff overburdened and underprepared (Springbrook Software, 2023). These factors collectively impede the successful adoption and utilization of integrated information systems in local governance. Addressing these challenges requires comprehensive strategies, including targeted training programs, investment in infrastructure, and the development of standardized protocols. Collaborative efforts between government agencies, private sector partners, and community organizations are essential to bridge the digital divide and enhance technical capacities. By prioritizing these initiatives, local governments can overcome existing barriers and fully leverage the benefits of integrated information systems. Future research should explore effective models for capacity building and standardization to support the digital transformation of local governance.

Evaluating digital governance initiatives is crucial for ensuring their effectiveness and

adaptability across different municipal contexts. Such evaluations provide insights into the strengths and weaknesses of implemented systems, guiding necessary adjustments for improved performance. Barrios and Moreno (2024) emphasized that systematic assessments in Zamboanga City led to significant enhancements in administrative efficiency and service delivery. The study by Pappas et al. (2020) highlighted that continuous evaluation mechanisms are vital for addressing digital inequalities and ensuring inclusive access to e-government services. The research conducted by Gil-Garcia et al. (2018) demonstrated that municipalities with robust evaluation frameworks are better equipped to replicate successful digital initiatives in other regions. The importance of evaluation is further underscored by the findings of Heeks (2021), who argued that without proper assessment, digital governance projects risk becoming obsolete or misaligned with citizen needs. The work of Misuraca and Viscusi (2020) supports the notion that evaluations facilitate the identification of best practices, enabling scalability and fostering innovation in public administration. Integrating comprehensive evaluation strategies into digital governance initiatives is essential for their sustained success and broader applicability. Future research should focus on developing standardized evaluation frameworks that can be adapted to various municipal settings, ensuring consistency and comparability of outcomes. By prioritizing evaluation, local governments can enhance transparency, accountability, and citizen trust in digital governance systems.

CONCLUSION

The findings of this study underscore the pivotal role that integrated information systems play in enhancing local governance by improving administrative efficiency, reducing corruption, and increasing transparency. These systems facilitate the streamlining of bureaucratic processes, enabling faster decision-making and better coordination among government agencies. By automating tasks and centralizing data, digital platforms minimize the opportunities for corrupt practices and provide citizens

with real-time access to government services. Furthermore, the adoption of such systems encourages more active citizen engagement, allowing residents to interact directly with public authorities, submit complaints, and track service delivery. However, the successful implementation of these systems depends on strong political leadership, adequate institutional capacity, and effective inter-agency collaboration. Political leaders must drive digital transformation initiatives by allocating resources and fostering a culture of innovation within local governments. Institutional capacity is equally crucial, as it determines the ability of local governments to manage and maintain these digital tools effectively. Inter-agency coordination ensures that the implementation of integrated systems is not fragmented, and that data flows seamlessly across departments. Despite these advantages, challenges such as digital inequality, lack of standardization, and limited technical expertise remain significant barriers to fully realizing the potential of these systems. Addressing these issues requires continuous investment in infrastructure, training programs for local officials, and the development of standardized protocols for digital governance. The evaluation of digital governance initiatives is essential to ensure that they meet the needs of citizens and to identify areas for improvement. Regular assessments will enable local governments to refine their systems and replicate successful models in other regions. Overall, the integration of digital tools into local governance offers a promising path towards more efficient, transparent, and accountable government operations. With the right strategies, these systems can enhance service delivery, strengthen public trust, and contribute to the long-term sustainability of local governments. The findings of this study suggest that digital transformation, while challenging, holds significant potential for improving governance practices at the local level. It is essential for local governments to embrace these changes in order to meet the growing demands of their communities and ensure that governance is responsive and inclusive. By overcoming the challenges identified, local governments can harness

the full benefits of digital technologies and create a more equitable and transparent system of governance.

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