Editorial: Reimagining Public Policy (Digital Transformation, Civic Engagement, and Multi-Level Accountability)

Tissa Silvia[1], Rizky Amalia Putri[2], Khayu Rohmi[3],

[1,2,3]Faculty of Social and Political Sciences, Jenderal Soedirman University, Indonesia

In the last two decades, the direction of public policy in Indonesia has experienced a paradigmatic shift influenced by two main forces that have occurred simultaneously, namely digital transformation and government decentralization. Open government or E-government can represent a significant opportunity in the digital revolution of public administration (Saputra, et al., 2024). Both of them not only reformulate the institutional structure in the administration of government, but also fundamentally influence the pattern of relations between the state and citizens, as well as between the central and regional governments. In terms of decentralization, local governments have broader authority to manage their resources and provide more effective and efficient public services (Suriadi et al., 2024)

Digital transformation has had major consequences for the way public institutions carry out administrative and service functions. As described by Dunleavy and Margetts (2006), the concept of Digital Era Governance not only emphasizes the aspect of technology adoption, but further highlights changes in the structure, processes and behavior of public organizations in adapting to the demands of the digital era. Digitalization in government, therefore, is not merely a modernization of tools, but rather a transition towards a governance system that is data-based, responsive, and prioritizes openness. Digital innovation refers to the process of implementing new digital technologies that involves not only the development of new technologies, but also new ways of using existing technologies to create new value, improve efficiency, or create better user experiences. (Marion & Fixson, 2021; Ulva et al, 2024; Silvia, T., & Putri, R. A. 2024). In some areas, limited human resources, infrastructure, and budget are the main obstacles in this digital transformation process (Talitha et al., 2020).

In line with this, the decentralization process that has been rolled out since the beginning of the reform has opened up wider space for local governments to develop policies that are in accordance with local needs and characteristics. Decentralization, as noted by Bünte and Ufen (2009), is a large-scale institutional experiment that enables democratization at the local level

while demanding more adaptive institutional capacities in responding to the complexity of development issues.

In a broader context, the combination of digital transformation and decentralization has strengthened the importance of public participation in the policy process. The presence of digital technology, especially social media and online public service platforms, opens up new channels for the public to convey their aspirations and monitor the running of government so that public services are faster and easier to access. (Andry, & Sawir, M. 2024; Wijaya, R. C. 2024). This marks a shift from conventional participation models to more interactive and real-time participation. This participatory idea is in line with Arnstein's (1969) classic view in "A Ladder of Citizen Participation", which emphasizes that citizen participation must go beyond symbolic involvement and move towards substantive involvement in decision-making. Not only does it strengthen public participation, but this digital innovation and transformation improves the quality of public services, accessibility of public services, transparency of public organizers (Afrilia, U et al. 2024; Isma, Y., et al. 2025; Firdaus et al., 2021; Tuebou, Bernabé Fochie. 2024)

The May 2025 edition presents a collection of articles that reflect the complexity and dynamics of public policy in the era of digital transformation and decentralization. The articles in this edition highlight various aspects of public governance, from issues of data accuracy in social policy at the local level, to reflections on economic cooperation between countries. Several articles raise the issue of digitalization, both in the form of public services such as digital banking applications and digital transformation initiatives in rural areas. This shows a shift in governance towards the use of technology to improve accessibility and efficiency of services, this article also emphasizes that human resources must master digital literacy where structured digital literacy can help the community and government employees acquire the knowledge and skills needed because it is a key skill in this era of modernization. (Nurlaila, 2024; Putrayasa, I. M., Suwindia, I. G., & Winangun, I. M. A. 2024; Hikmah, B., Muaz, R. A., & Rachman, I. F. 2024). On the other hand, articles discussing the role of youth in preserving local culture and citizen participation in policy formulation through social media illustrate the increasing public awareness of the right to be actively involved in the policy process. This phenomenon is important as part of the consolidation of deliberative democracy in Indonesia.

No less important, discussions on the implementation of strategic sector policies such as mining, as well as the evaluation of regional financial management, emphasize the importance of the principles of accountability and sustainability-oriented governance. Starting from these

diverse perspectives, this publication invites us to Reimagining of Indonesian public policy which continues to develop, both in local, national and global contexts, and to foster critical reflection on the direction of inclusive, adaptive and data-based policy reform.

The first article was written by Zaula Rizqi Atika and Chamid Sutikno, Lecturer of Public Administration Study Program, Nadhlatul Ulama University Purwokerto with the title Poverty and Data Accuracy as Public Administration Issues: A Study on Social Policy in Banyumas Regency. This article discusses the problem of poverty in Banyumas Regency within the framework of public administration, where special emphasis is placed on the accuracy and consistency of poverty data as the basis for formulating social policies. The inconsistency of poverty data raises concerns about data accuracy, inclusion errors and exclusion errors, which also trigger regional disparities in the distribution of social assistance to the community. There are two main challenges in measuring poverty. The first challenge is to identify the poor among the entire population, and the second challenge is to construct a poverty index using information collected from the poor themselves. This is emphasized by Sen (1976), who stated, "In measuring poverty, there are two problems that must be faced, namely identifying the poor among the entire population and constructing a poverty index using available information about the poor." In the realm of public administration, data management is a fundamental aspect of the policy-making process, especially for data-driven policies.

The results and discussion in this article examine from various sides, first from (1) differences in perspective on poverty, in Banyumas Regency there are three institutions that have perspectives on poverty, namely the regional statistical institution, social empowerment units, and family welfare program. Each institution uses different poverty measurement standards. (2) Bureaucratic Fragmentation One of the main causes of inconsistency in data on poor households is the high bureaucratic fragmentation among government institutions mandated to handle poverty alleviation. These institutions operate with different information systems, poverty indicators, and verification and validation mechanisms. (3) The Social Justice Perspective in Public Administration, the findings of this study reveal that poor households who should be prioritized are often excluded from the list of beneficiaries due to weak coordination and lack of data integration between government agencies.

The study suggests learning from Brazil's Cadastro Único (Single Registry for Social Programs) system, which successfully integrated poverty data across institutions nationwide. The recommendation emphasized is to carry out a comprehensive reform of the poverty data

management system. Local governments, in collaboration with the central government, should develop a coordination framework that allows for cross-agency data integration, using standard indicators and a multidimensional approach. Furthermore, collaborative and sustainable mechanisms are needed for data verification and validation, along with strengthening human resource capacity in data management.

The second article was written by Aufi Meska Aulia, a Public Administration Undergraduate Program Student at Jenderal Soedirman University, entitled Mobile Service Quality in Assessing User Satisfaction of the BRImo Application, examine the quality of digital banking services through a study of Bank Rakyat Indonesia's BRImo application as part of a technology-based public service strategy. This article is based on the phenomenon of increasing use of digital financial services in society, as well as the need for banking institutions to ensure the quality of services that are not only efficient but also safe and responsive to user needs. Using a quantitative approach based on MSQual dimensions, which include efficiency, service fulfillment, privacy, contact, and responsiveness, this study involved 120 BRImo user respondents and five key informants through in-depth interviews. The results of the study show that in general users are satisfied with BRImo's performance, especially in terms of transaction speed, security of personal data and transactions, and the availability of customer service features. On the other hand, the weaknesses identified relate to technical constraints such as network and server disruptions. This study makes an important contribution to the digital public service literature, particularly in the context of technology integration in the financial services sector, as well as the urgency of strengthening digital governance that ensures quality, security, and user satisfaction as part of the transformation of public services in the digital era.

The third article was written by Muhammad Agi Febi Faisal, Hibatillah Hasanin, Marlina, Alya Naura Athayasani and Ranjani, a collaboration between undergraduate students of Public Administration and Public Administration Lecturers at Jenderal Soedirman University entitled "The Role Of Youth In The Digitalization Of Arts And Culture: A Case Study Of Gondolio Arts In Banyumas Regency". This article discusses the importance of preserving the traditional art of Gondolio amidst the challenges of globalization and digitalization that are increasingly eroding the existence of local culture. Gondolio, a typical bamboo music art from Tambaknegara Village, Banyumas, has high historical and social value, but is now facing the threat of extinction due to the lack of youth regeneration, lack of infrastructure, and the strong influence of modern culture. Although the awareness of Indonesian youth towards the importance of preserving culture is quite

high, in an online survey of the GNFI Independent Study Final Assignment related to "Youth Involvement in Preserving the History and Culture of the Nation" it was shown that 55.4% of youth are aware of the importance of preserving culture (Mansah, 2024). The results of the study show that Gondolio art has developed from being a traditional musical instrument to becoming part of a cultural performance that is increasingly popular with the younger generation. However, the active involvement of young people is still dominated by men because of customary norms that limit the role of women in performing arts.

In addition to social obstacles, efforts to digitize Gondolio art also face technical obstacles such as limited documentation tools, minimal training in creating digital content, and a lack of policy support from local governments. Although some Gondolio content has been uploaded to platforms such as Instagram and YouTube, its distribution is still unstructured and sporadic. In fact, social media such as TikTok, Instagram, and YouTube have proven to have great potential in promoting local culture to a wider audience. In this case, young people have a strategic role as cultural preservation agents with high technological adaptation capabilities and content creativity. The results of this study conclude that the preservation of Gondolio art requires the active involvement of young people strengthened through training, cultural education, and technological facilitation. Digitization is one of the main solutions to document and promote this art so that it remains alive and appreciated in the modern era. However, these efforts must be supported by cross-sector collaboration between the government, arts community, and society. Local governments need to provide education and strategic policies, while young people and artists need to be more active in using social media creatively. With a collaborative and structured approach, Gondolio art can continue to be preserved and become an important part of Indonesia's cultural identity in the future.

The fourth article was written by Lambertus Ignatius Fatruan, Edoardus E. Maturbongs, Syahruddin academics from the Public Administration Study Program, Masters Program, Faculty of Social and Political Sciences, Musamus University. entitled "Implementation of Mineral and Coal Mining Policies in South Papua Province" This paper discusses the implementation of mineral and coal mining policies in South Papua Province, which is a new autonomous region. In this context, the province faces challenges in adapting to national policies, especially after the enactment of Undang-Undang No 3 of 2020 which confirms that mining management is under the authority of the province and center, not the district/city. This causes the problem of the span of control of licensing becoming increasingly distant from local

communities, as well as difficulties in supervision and implementation in the field. As a policy, once it is established, the policy must be implemented. Policy implementation is a stage in the policy process immediately after the enactment of the law (Handoyo, 2012).

This study uses a qualitative approach with George C. Edward III's policy implementation model. According to George Edward III, the success of policy implementation is influenced by four components, namely communication, resources, dispositions and bureaucratic structure (Edward III, 1980). The results of the study show that from a communication aspect, the provincial government has understood the contents of the policy, as evidenced by the employees of Dinas Tenaga Kerja, Transmigrasi, Energi dan Sumber Daya Mineral South Papua Province understands and masters the contents of the mineral and coal mining policy well, in addition, the mineral and coal mining policy itself in South Papua Province has been socialized to the public or in this case to stakeholders related to the policy. However, in terms of resources, this study refers to human resources and financial resources, human resources and budget are considered to be still very limited. The related agency only has 40 employees, with a very wide working area, namely the coverage area of South Papua Province which has an area of 117,849.16 km2. (Badan Pusat Statistik Provinsi Papua, 2024) which is wider than all the provinces in Papua, and funds are insufficient to support optimal policy implementation. From the aspect of disposition (attitude), the employees show good commitment, loyalty, and professionalism, so that it becomes a positive factor in the implementation process. While in the bureaucratic structure, SOP (Standard Operating Procedures) have been available as work guidelines, but there are still obstacles to coordination between units that can hinder the smooth implementation. Overall, the implementation of this policy has been running, but is not yet optimal due to various limitations, especially in terms of resources and bureaucracy.

The fifth article was written by Nicolaus Petrus Likuwatan Werang with colleagues from the Indonesian Scientist Association of Public Administration and several universities in Indonesia, entitled Digitalization Initiatives in Rural Areas: An Empirical Analysis from West Java, Indonesia, discusses the dynamics of digital transformation in rural areas of West Java and the structural barriers that accompany these efforts. This article presents a descriptive-qualitative study based on literature studies and secondary data to explore how the "Village Digitalization" program initiated by the West Java Provincial Government is running in the field. The author identified inequality in internet access, low digital literacy among rural communities, and lack of technology adoption in key sectors such as agriculture, fisheries, and livestock. Although 93.2% of

villages in West Java have been connected to the internet, there are still 6.8% of villages that are "blank spots" and untouched by digital infrastructure. This paper makes an important contribution to the discourse on digital-based development, especially in rural areas that are often marginalized in the national digital transformation agenda. The author emphasizes that the success of village digitalization programs is highly dependent on cross-level government coordination, policy bias towards local needs, and active community involvement in shaping their digital future.

The sixth article written by **Lukita Werdhani and Gayatri Widya Indryani,** students of the Master of Public Administration Program at Gadjah Mada University, entitled Citizen Participation in National Policy Formulation: Analysis of TNI Law Rejection through Social Media, examines the dynamics of citizen participation in the process of formulating national policies by highlighting the wave of public rejection of the revision of the TNI Law through social media. Through a literature study approach and digital discourse analysis, this article reveals how social media has become an alternative channel for public participation in conveying criticism of policies that are considered elitist and lack transparency. This study refers to the phenomenon of online demonstrations and campaigns such as #TolakRUUTNI and #IndonesiaGelap which peaked in early 2025, as a response to a closed legislative process that ignored the principle of public deliberation. This study makes an important contribution to the discourse on democratic governance, by emphasizing that openness, participation, and policy legitimacy are inseparable. The authors recommend that the Indonesian government strengthen participatory channels, including by integrating social media into more inclusive, adaptive, and transparent policy-making strategies, as part of its response to citizen demands in the digital era.

The seventh article was written by **Muhammad Riyan Fitria Ramdlani, Neneng Sobibatu Rohmah, Dimas Purbo Pambudi,** Lecturers at Jenderal Soedirman University, entitled Implementation of Economic Cooperation Program (ECP) Under Indonesia Australia - Comprehensive Economic Partnership Agreement (IA-CEPA), reviewing the implementation of the IA-CEPA policy ratified in 2020, with a focus on the Economic Cooperation Program (ECP) as the main instrument to strengthen bilateral relations between Indonesia and Australia. The objective of IA-CEPA is to increase trade, investment and economic cooperation through the elimination of tariff and non-tariff barriers, as well as human resource development. IA-CEPA (Indonesia-Australia Comprehensive Economic Partnership Agreement) is a bilateral economic agreement that has been in effect since 2020, aimed at strengthening trade relations by eliminating tariff and non-tariff barriers, increasing investment, and creating a transparent business climate. This

agreement includes liberalization of trade in goods/services, e-commerce facilitation, and economic cooperation, but also raises challenges such as pressure on Indonesia's domestic industry and gaps in implementation capacity. Program Economic Cooperation Program (ECP) act as a supporting instrument to increase human resource capacity, market integration, and UMKM competitiveness. However, the effectiveness of IA-CEPA depends on domestic policy coordination, mitigating benefit disparities, and balancing liberalization with strategic sector protection. Its success is determined by political commitment, regulatory harmonization, and adaptation to global challenges such as digitalization and sustainability.

The eighth article was written by Alfin Dwi Novemyanto, an academic from the Faculty of Law, Gadjah Mada University with the title "Normative Criticism of the Local Government Internal Control System based on the Principles of State Financial Management to realize Good Governance" This article critically examines the application of the principles of state financial management by local governments in preparing the 2023 Regional Government Financial Report (LKPD). The main focus of this research is the non-compliance of local governments with Government Accounting Standards. (SAP) which is considered a violation of the principles of legality, transparency, accountability, effectiveness and efficiency as regulated in laws and regulations. Based on the results of the audit by Badan Pemeriksa Keuangan (BPK), as many as 48 regional government entities received a Fair with Exceptions (WDP) opinion due to irregularities in financial reporting covering assets, liabilities, expenditures, and regional income.

The results of the study show that violations of SAP have a major impact on the integrity of financial reports, reduce public trust, and increase the risk of state losses. SPI weaknesses, such as inaccurate recording and late reporting, exacerbate this condition. In addition, the BPK findings also include state losses due to fictitious spending, excess payments, and shortfalls in receipts that have not been collected. It is emphasized that violations of SAP are not merely administrative matters, but are serious violations of public law, and can even be qualified as criminal acts of corruption if accompanied by bad faith. Therefore, comprehensive reform is needed through strengthening regulations, increasing human resource capacity, reforming accounting information systems, and strict law enforcement. Public involvement, strengthening internal and external supervision, and inter-agency coordination are also needed to improve compliance with SAP and realize legitimate, reliable, and responsible regional financial governance.

Through the various perspectives presented in this edition, we hope that the Journal of Public Policy and Management Inquiry (PPMI) will continue to contribute to enriching the scientific

and practical knowledge in the field of public policy and management. We invite readers to actively engage in this scientific dialogue, to encourage innovation and better practices in the future.

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