



Toward transparent governance: A case study of good and clean governance practices within the office of district administrators

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ABSTRACT

This study aims to understand governance practices in the Sukolilo Sub-District Administration Office, Surabaya, and to identify factors that support or hinder transparency and good governance. Using a qualitative case study method, data were collected through interviews, observations, and document analysis. The results show that the Sub-District Office has implemented various efforts to improve governance, such as formulating clear vision, mission, and goals, implementing standard operating procedures (SOPs), and improving budget and financial management systems. However, there are still some challenges faced, including lack of public awareness, limited resources, lack of innovation, and a suboptimal bureaucratic work culture. This study recommends several steps to improve the governance of the Sukolilo Sub-District Office, such as increasing socialization and education, utilizing information technology, increasing cooperation with other parties, strengthening internal and external supervision, and improving a professional work culture.

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1. INTRODUCTION

The concept of good and clean governance (GCG) has long been an aspirational goal in Indonesia, emphasizing the importance of transparency and accountability in government administration. The Sub-district Administration Office, as an extension of the government at the sub-district level, plays a crucial role in realizing GCG practices. However, several challenges have hindered the implementation of GCG in the Sub-district Office, including limited transparency in decision-making and budget management, poor performance accountability, low community participation, weak internal control systems, and a culture that supports corrupt practices.

Previous studies have highlighted these issues, emphasizing the need for improved governance practices in the Sub-district Office (Haudi & Wijoyo, 2018; Prabowo, 2018; Tugiantoro et al., 2022). Despite initiatives such as the "Malang Smart Service" program and the "Gerakan Sapu Jagat" program, which aim to improve governance in East Java, these programs have not addressed the underlying governance issues that hinder effective and efficient government administration.

This study aims to contribute to the existing body of knowledge by conducting a comprehensive case study on governance practices in the Sukolilo Sub-District Administration Office in Surabaya City. Specifically, this study aims to identify factors that support or hinder

transparency, accountability, and community participation in governance practices at the Sub-district level. The study will also explore potential improvements and innovations that can be made to enhance governance practices in the Sukolilo Sub-District Administration Office.

To address existing gaps in research, this study will evaluate the long-term effectiveness and sustainability of governance programs implemented at the Sub-district level. It will also examine the challenges faced in program implementation and how the Sub-district Office overcomes these obstacles. Furthermore, this study will provide a holistic perspective by involving community members in case studies.

By understanding governance problems in-depth, this study hopes to provide a clear picture of the factors that influence governance in the Sukolilo Sub-District Administration Office and identify best practices that can be implemented to increase transparency, accountability, and community participation.

2. RESEARCH METHOD

This research uses a qualitative approach to collect data. Data collection techniques used include in-depth interviews, participant observation, and documentation studies. The research results show that the Sukolilo District Administration Office has taken various steps to improve governance, including preparing a clear vision, mission and objectives, implementing standard operating procedures (SOP), and improving the budget and financial management system. This research focuses on aspects of transparency in decision making and budget management, community participation in the decision making process, internal control systems, and organizational culture that supports good governance.

The data collected through in-depth interviews will be transcribed verbatim and analyzed using thematic analysis technique. Thematic analysis involves coding and categorizing the data into themes and sub-themes that reflect the research questions. This approach allows for a detailed examination of the data and identification of patterns, trends, and relationships between the different themes. The participant observation data will be analyzed using descriptive analysis, where observations will be recorded and described in detail. The documentation study data will be analyzed using content analysis, where relevant documents will be coded and categorized into themes and sub-themes.

The data analysis process will involve several stages. First, the researcher will read and re-read the data to gain a sense of the overall content and meaning. Next, the researcher will identify and code the data into themes and sub-themes using a coding scheme. The coded data will then be categorized into themes and sub-themes that reflect the research questions. Finally, the researcher will interpret the findings by drawing on the codes, themes, and categories to answer the research questions. The researcher aims to achieve high-quality data through triangulation by combining multiple methods of data collection (in-depth interviews, participant observation, and documentation studies) to increase validity and reliability of the findings. The researcher also aims to ensure credibility by providing a detailed description of the research methodology and procedures used in collecting and analyzing the data.

3. RESULTS AND DISCUSSIONS

In The presentation on the Governance of the Sukolilo District Office, Surabaya, begins by outlining the vision, mission and goals that form the basis for the office's performance. This office is committed to realizing excellent, clean and transparent public services. This vision is supported by missions which include improving the quality of public services, achieving transparent, accountable and participatory governance, increasing the capacity of the apparatus, and building synergy with various parties for the development of the Sukolilo District area. Next, the scope of services and programs provided by the office is described in detail. Starting from population administration services, general administration, to social and development services, including programs such as the Jagat Sweep Movement, Disaster Resilient Villages, apparatus training, and synergy between apparatus and community. The budget and financial management system of the Sukolilo District Office is described. This office ensures that budget management is carried out responsibly and transparently in accordance with applicable laws and regulations, including budget planning,

implementation, monitoring and budget reporting. Budget and financial management at the Sukolilo District Office is carried out based on applicable laws and regulations, including: Law Number 1 of 2004 concerning State Treasury; Government Regulation Number 71 of 2010 concerning Procedures for Implementing Regional Financial Management; and Minister of Home Affairs Regulation Number 13 of 2016 concerning Guidelines for Village Financial Management Procedures (Cahyadi & Soenarjanto, 2019).

Table 1. Obstacles to realizing good an

Constraint	Description
Lack of public awareness	There are still some people who do not understand their rights and obligations regarding public services at the District Office.
Resource limitations	Subdistrict offices sometimes lack human resources and budget to run programs optimally.
Lack of innovation	Even though programs such as the Sapu Jagat Movement and Disaster Resilient Villages are good, new innovations are still needed to increase the effectiveness and efficiency of public services.
Bureaucratic work culture	Some officials may still be used to a bureaucratic work culture that is slow and less responsive.

The Sukolilo District Office, although it has made various efforts to improve governance, is still faced with several challenges (Lutfia & Indartuti, 2022). First, there is still a lack of public awareness regarding their rights and obligations in obtaining public services at this office. Second, limited human resources and budget are obstacles in running programs optimally. Third, even though several programs have been implemented, such as the Sapu Jagat Movement and Disaster Resilient Villages, new innovations are still needed to increase the effectiveness and efficiency of public services. Lastly, a bureaucratic work culture that is slow and less responsive is also a challenge that needs to be overcome so that the office can respond more quickly to the needs and problems faced by the community. By overcoming these challenges, the Sukolilo District Office can continue to improve governance and the quality of public services provided to the community.

To overcome challenges and improve governance with GCG principles, the Sukolilo District Office has several potentials, including:

Table 2. Efforts to overcome GCG obstacles in the district office

Component	Efforts Made
Socialization and education	The public needs to continue to be informed and educated about their rights and obligations related to public services.
Utilization of information technology	Information technology can be used to increase the accessibility and transparency of public services.
Collaboration with other parties	The District Office continues to strive to collaborate with non-governmental organizations (NGOs) and the private sector to increase the capacity of the apparatus and programs offered.
Internal and external supervision	Effective internal and external supervision is needed and enhanced to prevent corrupt practices and abuse of authority.
Increasing professional work culture	The apparatus needs to continue to be encouraged to develop a work culture that is professional, responsive and oriented towards community service.

Efforts to improve governance at the Sukolilo District Office include several strategic steps. First, increasing public outreach and education is a priority to ensure a better understanding of the rights and obligations related to public services. Second, the use of information technology is an important means of increasing the accessibility and transparency of public services. The next step is to increase cooperation with other parties, including non-governmental organizations (NGOs) and the private sector, to increase the capacity of the apparatus and programs offered. Effective internal and external supervision is also a focus, with the aim of preventing corrupt practices and abuse of authority. Finally, efforts to improve a professional, responsive and community service-oriented work culture are important to ensure optimal performance of the office apparatus. Through this series of efforts, the Sukolilo District Office seeks to create better and cleaner governance, as well as increasing public satisfaction and trust in the public services provided.

Research presented by (Lutfia & Indartuti, 2022), explains that the efforts of the Sukolilo District Office are to make technology an important means of increasing the accessibility and transparency of public services. According to (Jones et al., 2019) that the use of digital platforms allows people to access information and services easily and quickly. This is in line with the principle of transparency which requires that information about public services be easily accessible to the public. Apart from that, several research reports, as stated by (Hidayat, 2022), state that collaboration with various parties, including NGOs and the private sector, is an important next step. Likewise, data (Table 2) explains that collaboration allows the Sukolilo District Office to increase the capacity of the apparatus and programs offered, so by combining resources and expertise from various parties, it is hoped that the quality of public services can continue to be improved. On the other (Rizki et al., 2021), stated that effective internal and external supervision is the key to preventing corrupt practices and abuse of authority. Implementing strict and accountable monitoring mechanisms, both from internal offices and from external parties, can build public trust in the government.

Furthermore, an examination of the programs implemented by the Sukolilo District Office can reveal several important aspects:

Table 3. Important aspects in strengthening GCG in district offices

Program	Description	Interpretation
Universal Sweep Movement Program	This program shows awareness of the importance of environmental cleanliness, which is an integral part of good governance.	<p>a. It is necessary to evaluate the effectiveness of the program in achieving these goals, including the extent of community participation and whether there is a transparency mechanism in the use of the budget for this program.</p> <p>b. The source of the problem may lie in a lack of support infrastructure, a lack of active participation from the community, or a lack of oversight to ensure the sustainability and effectiveness of the program.</p>
Disaster Resilient Village Program	<p>a. This program is a proactive effort to increase community preparedness in facing disasters.</p> <p>b. Lack of resources for community training and preparation, or inability to cover all communities equally.</p>	It still needs to be considered to what extent this program is integrated with broader disaster mitigation plans, and whether there is regular evaluation of its effectiveness.
Apparatus Training Program	Lack of access to quality training, lack of support from management for career development, or resistance to change on the part of the apparatus itself.	It is necessary to ensure that the training provided is in accordance with actual needs and is relevant to the tasks carried out by the apparatus.
Synergy Program for Apparatus and Community	<p>a. Collaboration between officials and the community is the foundation of clean and participatory governance.</p> <p>b. Lack of mutual understanding, lack of effective communication, or inability to encourage active community participation in the decision-making process and program implementation.</p>	Evaluation of this program needs to look at the extent of community participation, transparency in the decision-making process, and the positive impact it has on regional development.

Referring to the review of programs realized at the Sukolilo District Office, Surabaya (Table 3), this research can identify the successes and challenges faced in implementing good governance at the Sukolilo District Office. This will provide valuable insights to improve and develop practices that are more effective in achieving transparency and accountability goals. The four programs highlighted in this article are the Sapu Jagat Movement, Disaster Resilient Villages, Apparatus Training, and Synergy between Apparatus and Community, such as the Sapu Jagat Movement which aims to increase public awareness of the importance of environmental cleanliness. This program is relevant because environmental cleanliness is an important aspect of good governance. However, to ensure its effectiveness, regular evaluation is needed. The community needs to be involved in assessing the extent to which the program is running and the budget is used transparently. This program underlines the importance of public awareness of

environmental cleanliness, which is an important aspect of good governance. According to (Mukarom & Laksana, 2015), development participation emphasizes the importance of involving the community in planning, implementing and evaluating programs like this. It was further explained that regular evaluations, involving the community in assessments, and ensuring transparency in budget use are important steps that are in accordance with the principles of good governance.

Then the Disaster Resilient Village, this program has a noble goal, namely increasing community preparedness in facing disasters. However, this program has the potential to be hampered by the lack of resources for training and the uneven reach of the program to all communities. In addition, according to a research report by (Mahrani & Soewarno, 2018), it is important to ensure this program is integrated with broader disaster mitigation plans. According to (Mukarom & Laksana, 2015), this program can demonstrate efforts to increase community preparedness in facing disasters, while (Sutedi, 2012), explains that disaster mitigation theory emphasizes the importance of integrating programs like this in broader disaster mitigation plans. The next program is Apparatus Training. This program aims to increase the capacity of apparatus through training. However, program effectiveness can be hampered by a lack of quality training, minimal career development support from management, and resistance to change from the apparatus itself. Therefore, a needs analysis needs to be carried out to ensure that the training provided is relevant and management support for personnel career development must also be strengthened. (Mulyadi, 2015), stated that needs analysis is important to ensure that the training provided is in accordance with the actual needs of the apparatus. Meanwhile, the program that is in the spotlight is Synergy between Apparatus and Community. This program aims to build cooperation between officials and the community. However, this program can encounter obstacles in the form of a lack of communication and understanding between officials and the community. To overcome this, communication and cooperation need to be improved through joint activities. Communities need to be educated about their role in governance. Apart from that, according to (Suriantini & Suarmanayasa, 2023), it is necessary to build an effective community participation mechanism in the decision-making process and program implementation. (Haudi & Wijoyo, 2018), stated that community participation and inter-organizational communication can provide insight into how to strengthen communication and cooperation between the two parties. Effective community participation mechanisms, such as dialogue forums or joint working groups, can help in increasing community involvement in governance processes.

Table 4. Analysis of district apparatus resources

Aspect	Resource Analysis
The availability of apparatus at the Sukolilo District Office may still not be optimal.	The number of officers is inadequate compared to ideal standards, the distribution of officers between fields is unequal, or there is a lack of training and capacity development for officers.
Equipment limitations	<ol style="list-style-type: none"> The quality of services and programs is less than excellent. Slow completion of tasks and decision making. Lack of responsiveness to community needs.
Efforts to increase the availability of quality apparatus	<ol style="list-style-type: none"> Recruit new officers regularly. Increase the budget for developing apparatus capacity. Improving information systems and human resource management. Increasing employee motivation and performance through reward and career development programs.
The importance of collaboration with other parties	<ol style="list-style-type: none"> Involving the community in implementing programs and activities. Collaborate with non-governmental organizations (NGOs) or the private sector to increase apparatus capacity. Utilizing information technology to improve service efficiency and effectiveness.

The availability of apparatus at the Sukolilo District Office, Surabaya, needs to continue to be improved to support a diverse range of services and programs. Through various efforts such as recruitment, training and increasing motivation, the Sukolilo District Office is expected to be able to provide excellent public services and realize good and clean governance. Likewise, at the Sukolilo District Office, the availability of apparatus may still not be optimal, as can be seen from several indicators such as inadequate numbers compared to ideal standards, unequal distribution between fields, and lack of training and capacity development. These limitations can result in various

negative impacts, including less than excellent quality of services and programs, slow completion of tasks, and a lack of responsiveness to community needs.

Several studies provide an illustration that to overcome problems in strengthening GCG at the district (sub-district) level, strategic efforts are needed. First, through regular recruitment of new personnel, the office can fill vacancies and strengthen the work team (Suriantini & Suarmanayasa, 2023). Furthermore, increasing the budget for developing apparatus capacity is the key to improving performance quality (RF et al., 2020). Apart from that, improvements to information systems and human resource management are also needed to ensure efficient and effective management of apparatus (Cahyadi & Soenarjanto, 2019). In addition, increasing employee motivation and performance through reward and career development programs can be a strong incentive to increase productivity (Cholisoh & Hadziq, 2021).

(Jones et al., 2019), collaboration with other parties is also an important factor. Involving the community in implementing programs and activities can strengthen public participation and provide wider support. (Cholisoh & Hadziq, 2021), stated that collaborating with non-governmental organizations (NGOs) or the private sector can also increase the capacity of the apparatus through various training and development programs. Apart from that (Mahrani & Soewarno, 2018), that the use of information technology is the key to increasing the efficiency and effectiveness of services, so it is necessary to make appropriate investments in infrastructure and resources related to this technology. So that with planned efforts and strong collaboration with various parties, the Sukolilo District Office can overcome challenges in the availability and management of apparatus, as well as improve the quality of public services provided to the community.

In the context of "Toward Transparent Governance: A Case Study of Good and Clean Governance Practices within the Office of District Administrators", the issue of availability and management of apparatus at the Sukolilo District Office is very relevant. (Mulyadi, 2015; Prabowo, 2018), that good governance emphasizes the importance of the availability, competence and integrity of the apparatus in carrying out administrative tasks with high transparency and accountability Chêne, in (Jones et al., 2019). In a study involving 67 countries, Charron (Harma et al., 2020) found that factors such as the availability of quality human resources and effective management play an important role in increasing the level of good governance at the local level. Therefore, efforts to improve the availability, quality and management of apparatus at the Sukolilo District Office will support the achievement of the transparency and accountability objectives desired in this research. Collaboration with other parties, such as NGOs or the private sector, is also in accordance with the principles of partnership in good governance, which can strengthen the capacity of apparatus and support the implementation of programs to improve governance (UNDP, 2018). So understanding and systematically handling the problems of availability and management of apparatus at the Sukolilo District Office will make a significant contribution to achieving the goals of transparency and accountability in the context of this research.

In this regard, research from (Bare et al., 2021) which took as its object the District Office found that although there were efforts to make public services more open, there were still several problems. ASN officials are quite good at carrying out public service processes openly, but there are still difficulties with service rules and procedures. For example, there is no information board at the service counter, which sometimes makes people confused. However, the employees there still help anyone who has difficulties. ASNs at the District Office have also tried to publicize services via the internet and social media. However, there are obstacles related to funds being diverted to other programs. In conclusion, although there has been progress, more efforts are still needed to improve public services to make them more accessible and transparent. Munawaroh's (2019) research results show that the implementation of Good Governance principles in the Bandar Dua Subdistrict Office is not yet optimal, with challenges mainly related to a less structured organizational structure, less than optimal service, and limited employee skills. Likewise, Anita's research highlights similar challenges related to transparency, access to information and the quality of public services. Therefore, learning from Munawaroh's research findings can be relevant in designing strategies and policies to improve governance and public services at the Sukolilo Surabaya District Office, as explained in the research "Toward Transparent Governance".

The results of this research can be linked to (Lutfia & Indartuti, 2022) research on the quality of public services in the field of population administration in Gebang Putih Subdistrict, which is also in Sukolilo District, Surabaya City. Both studies have a similar focus in evaluating public services at the local level, although in different units. The Toward Transparent Governance research seeks to identify good governance practices in the Sukolilo District Office, while Lutfia and Indartuti's research evaluates the quality of population administration services in Gebang Putih Subdistrict. Lutfia and Indartuti's research findings show that public services in Gebang Putih Subdistrict are rated above average and can be said to be good, with the community feeling happy with the handling of their problems. This shows that, even though they are in different units, efforts to improve governance and public services at the sub-district and sub-district levels in Sukolilo, Surabaya City can have a positive impact on the community. For this reason, the learning from these two studies can complement each other in designing strategies and policies to achieve transparent governance and quality public services at the local level.

Apart from that, there are several general problems faced by sub-district offices, such as research by (Lutfia & Indartuti, 2022; Munawarah, 2019; Surlantini & Suarmanayasa, 2023), regarding the lack of transparency in the decision-making process, low accountability in apparatus performance, and weak internal control systems. The impact of various problems includes decreasing public trust, hampering effective and efficient governance, and increasing the potential for corruption. It can be said that the problem of the readiness of human resources or apparatus at the Sukolilo Surabaya District Office can be seen from several aspects. First, there are budget and human resource limitations that affect the availability and quality of public services at the Sukolilo District Office (Lutfia & Indartuti, 2022). This can result in delays or lack of adequate services for the community. Second, the low quality of education and training for officials results in a lack of competence and skills in providing quality services (Cahyadi & Soenarjanto, 2019; Lutfia & Indartuti, 2022) Third, the slow adaptation and increase in apparatus capacity to technological developments has resulted in a lack of use of information technology which can increase the efficiency and effectiveness of services. Fourth, the lack of transparency and accountability in budget and infrastructure management can lead to the potential for misuse or waste of the budget which reduces the effective use of public resources. Fifth, the lack of community participation in monitoring the performance of apparatus and the quality of public services can lead to a lack of accountability and optimal fulfillment of community needs (Hidayat, 2022). This problem indicates the need for improvement and improvement in management and public services at the Sukolilo District Office.

From several study results and previous research references, it can be said that several general problems faced by the Sukolilo District Office include a lack of transparency in decision making, low accountability for apparatus performance, and a weak internal control system. The impacts of this problem include decreasing public trust, hampering effective and efficient governance, and increasing the potential for corruption. Several aspects of the readiness of human resources or apparatus at the Sukolilo District Office include limited budget and human resources, low quality of education and training, slow adaptation to technological developments, lack of transparency and accountability in budget management, and minimal community participation in monitoring apparatus performance. This shows the need for improvement and improvement in management and public services at the Sukolilo District Office.

4. CONCLUSION

This research provides valuable insights into the challenges and opportunities for improving governance in the Sukolilo District Administration Office, Surabaya City. The findings suggest that there are several practical implications for the management of Sub-district Administrative Offices in Indonesia. Specifically, this research highlights the importance of: 1) Increasing transparency by regularly publishing information through various communication channels that can be accessed by the public; 2) Strengthening accountability by setting clear performance standards and providing incentives for those responsible and taking firm action against violations; 3) Establishing strong internal control systems through clear standard operating procedures and effective monitoring of budget use; 4) Increasing active community participation in decision-making and performance

evaluation processes through various participation forums; and 5) Investing in training and capacity building for officials to improve professionalism and service quality.

The findings of this research also suggest that there are several areas that require attention to improve governance and public services at the Sukolilo District Office, including limited budget and human resources, low quality of education and training for officials, slow adaptation to technology, lack of transparency and accountability in budget management, and minimal community participation in monitoring apparatus performance.

In light of these findings, it is recommended that the Sukolilo District Administration Office take concrete steps to address these challenges and improve governance practices. This may involve collaborating with other parties, such as local communities, NGOs, and private sector organizations, to develop strategies for improving transparency, accountability, and community participation. Furthermore, the office may need to invest in training and capacity building for officials to improve their skills and knowledge in areas such as budget management, procurement, and service delivery. Ultimately, this research aims to contribute to the development of effective governance practices in Sub-district Administrative Offices in Indonesia by highlighting the importance of transparency, accountability, community participation, and professional development for officials. By addressing these challenges and opportunities, Sub-district Administrative Offices can work towards delivering better services to their communities and promoting good governance principles.

However, this study has some limitations that might affect the generalizability or application of the results. Firstly, the study is limited to a single case study of the Sukolilo Sub-District Administration Office, which may not be representative of all Sub-district Offices in Indonesia. Secondly, the study relied on qualitative data collection methods, which may not provide a comprehensive view of governance practices. Thirdly, the study did not explore the perspectives of all stakeholders involved in governance practices in the Sub-district Office. To address these limitations, future research could involve a larger sample size or multiple case studies across different regions in Indonesia. Additionally, quantitative methods could be employed to provide a more comprehensive understanding of governance practices. Furthermore, future research could also explore the perspectives of other stakeholders involved in governance practices, such as community members and private sector organizations. By acknowledging these limitations and building upon this study's findings, future research can provide a more nuanced understanding of governance practices in Indonesia and inform strategies for improving governance at the Sub-district level.

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