

Implementation of smart governance in the smart city program at the communication and informatics office in Sukabumi

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Abstract

Sukabumi City in West Java Province, as a city that uses the Smart City concept, continues to be committed to the Smart City program based on Sukabumi Mayor Decree Number 73 concerning the Establishment of the Smart City Action Plan Activity Compilation Team in Sukabumi City. The aim is to establish Smart City development planning guidelines based on Smart Governance, Smart Economy, Smart People, Smart Mobility, Smart Living, and Smart Environment. The Smart City concept is carried out to overcome complex problems in urban life. This research aims to discover the Application of Smart Governance in Developing the Smart City Concept at the Communication and Informatics Office of Sukabumi City. The research method was carried out using descriptive qualitative methods. Snowball sampling was used to determine informants, and data collection techniques included observation, documentation, interviews, and audio-visual materials. The results of this study indicate that the implementation of smart governance in the innovative city program at the communication and informatics office of Sukabumi has been realized. Still, there are several inhibiting factors, such as complaints from users of online complaint service applications that experience network and application problems.

Keywords: Implementation, smart governance, smart city.

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1. Introduction

Along with the current modern era, the use of communication and information technology is

so significant with its incredible benefits that it can quickly obtain various information compared to previous traditional methods. This makes in-

formation dissemination more efficient. By right, the provision of public services in government has utilized the world of digitization. However, the use of information and communication technology in the government sector has yet to be maximized. The development of smart cities has spread widely in various parts of the world, not only in developed countries but also in developing countries and countries still under development (Choiriyah, 2020; Dewanti et al., 2020). The government in Indonesia must work optimally by looking thoroughly at various potential resources to get the best process design in utilizing information and communication technology. The solution that can be implemented to maximize the utilization of information and communication technology is applying the smart city concept (Agustine & Dwinugraha, 2021; Rahman et al., 2022). Applying the Smart City concept will support local governments in implementing the smart city concept in their regions, including in the Sukabumi City area, to maximize and utilize various existing resources.

Sukabumi City has received an award for being a city that has achieved achievements in the Movement Towards Smart City 2021. The award in the Smart Governance Dimension category in the implementation of the Super application, Population Administration, and the Covid-19 site (KDP Sukabumi, 2021). This condition can require the Sukabumi City Government to take appropriate and strategic steps in creating and innovating to use intelligent and optimal technological and human resources to manage the developing Sukabumi City. This aligns with Sukabumi City’s mission, as stated in the Regional Medium-Term Development Plan (RPJMD).

Based on the table above, the percentage of household members accessing the internet according to the highest education has increased yearly. This must align with the objectives of the Sukabumi City Government, which will make Sukabumi City a Smart City. The philosophy of *Smart City* is to change people’s mindset from conventional to digital. A big challenge must be

faced, namely changing the behavior of traditional society into a society that is literate in technology (Giffinger 2007; Triyanto et al. 2024; Utami and Frinaldi 2021). If Sukabumi City becomes a *smart city*, people must be familiar with digital-based services provided by the government, such as being accustomed to using digital-based health services and social media bureaucratic services. Technology like this can build culture, so the mindset is not reversed culture first. However, technological devices will create a new culture, character, etc. So, to build public servants and character, each city has different problems.

Table 1. Percentage of Household Members aged five years and above who access the internet by highest education

Highest Education	Percentage of Household Members aged five years and above who access the internet by highest education		
	2021	2022	2023
Elementary school and below	54,22	60,63	61,89
Junior high school and above	80,17	83,36	88,84
<i>Sukabumi City</i>	71,20	76,46	78,45

Sukabumi City in West Java Province, as a city that uses the Smart City concept, continues to be committed to the Smart City program based on Sukabumi Mayor Decree Number 73 concerning the Establishment of the Smart City Action Plan Activity Compilation Team in Sukabumi City. The aim is to establish Smart City development planning guidelines based on Smart Environment, Smart Economy, Smart People, Smart Living, Smart Mobility, and Smart Governance. The Smart City concept is implemented to overcome complex problems in urban life (Ikhbaluddin and Kawuryan 2022).

Public service is one of the essential functions of government, which has a broad meaning because it is related to meeting the needs of people with diverse interests and needs (Putra & Sajida, 2023). The public services the government provides to the community are expected to be

accepted and felt by the community. There is a change in the paradigm of government from rulers to services. Therefore, the government wishes to improve the quality of public services for the community (Rosyadi & Indiahono, 2020). A good governance system is a participation, which states that all governance institutions have a voice in decision-making. This is the foundation of legitimacy in a democratic system; good governance has thoughts that are in line with democracy, where the government runs entirely for the welfare and prosperity of the people, from the people, by the people, and for the people (Agus Sholahuddin Guntur Talajan 2019; Dinata, 2023). A democratic government will certainly prioritize the interests of the people, so in a democratic government, the provision of public needs and services is the most prioritized thing and is a characteristic of good governance, one of the functions of governance carried out by the government is public services (Winoto & Handayani, 2022).

Article 3 of Law No. 28/1999 on State Administration that is Clean from Corruption, Collusion, and Nepotism mentions these principles, namely the principles of legal certainty, transparency, responsiveness, justice, effectiveness and efficiency, responsibility, accountability, and not misusing authority (Rannie 2021). This principle is the basis of values in judicial and administrative efforts. In Indonesia, e-government began to develop when the government issued Presidential Instruction No. 3 Year 2003 on National Policy and Strategy for E-government Development. The presidential instruction is a form of the government's seriousness in presenting E-government in the Indonesian government and local governments to improve the quality of services to the community (Wulandari, Suprapti, and Kartono 2022). The implementation of E-government starts with simple services, namely the provision of computer-based information and data about the implementation and administration of government and development as a form of openness (transparency) in the implementation of pub-

lic services (Putra et al. 2023)The government's purpose in implementing e-government is to be a supporting factor or pillar in realizing good government and governance. Technology makes it easier for the public to access information and reduces corruption by increasing transparency and accountability of public institutions (Rahmadanita, Santoso, and Wasistiono 2019).

This is following Law No.14 of 2008 on Public Information Disclosure. The existence of this law on public information disclosure emphasizes that public access to information is a human right. The presence of this law will improve the quality of public participation in the formulation of public policy and oversight of the implementation of the wheels of government. The Sukabumi City Government has provided a foundation for implementing an electronic-based Government system based on Sukabumi City Regional Regulation Number 5 of 2020 concerning Electronic-Based Government Systems. The Sukabumi City Government has also implemented E-government-based services. One is building a website, *sukabumikota.go.id*, which the Sukabumi City Communication and Informatics Office manages.

The services developed at the Communication and Informatics Office of Sukabumi City through this website are varied. They include information services about the History of Sukabumi City, tourism information, information about the government, such as the address and principal tasks and functions of SKPD within the Sukabumi City government, the latest news about Sukabumi City, and facilities in Sukabumi City. The following is a table of regional device datasets connected to the Sukabumi City Government intra-network provided by the Communication and Informatics Office of Sukabumi City.

Table. 2 Number of OPD accessing government networks

Year	Regional Unit Devices
2020	23
2021	31
2022	3
Total	57

Based on the dataset table issued by <http://portal.sukabumikota.go.id/>, the number of regional devices accessing the Sukabumi City Government intra-government internet network in 2020 is 23 (Satyaprawira 2024). In 2021, it will be 31, and in 2022, it will be 3. In that percentage, the number of regional devices accessing the Government network has increased and decreased. The implementation of Smart Governance must involve many integrated aspects. In Sukabumi City, the implementation of Smart Governance has not been effective. The Sukabumi City Government has designed various strategies to achieve maximum results in implementing Smart Governance in the Smart City concept (Sukabumi 2024). One of Sukabumi City's strategies is the government's program to improve the quality of services related to information and communication using the technology that has developed today. Unfortunately, there are still people who do not understand the access services provided by the government, and there are still people who have not felt the impact of the Smart City Program.

As a study and comparison material that can be a differentiator from previous research, researchers have reviewed several studies that are relevant to this research. The first previous research was written by (Sopian, Hidayat, and Zafrullah 2024). This research is entitled "Analysis of the Smart City Program in Sukabumi City." As described in this study, researchers can conclude that public services with electronic systems in the Cibereum District, appointed as a Pilot Project, have not been running. This is due to the lack of human resources and budget for implementing this program. In addition, infrastructure limitations such as computers that only have one unit per village, the absence of an internet network, and the lack of socialization carried out by the Sukabumi city government to the government at the village level also hamper the implementation of this program so that officials at the village level are unable to socialize the Smart City program to the community. If electronic public services are successfully implemented, public services at the urban village level will be effective and ef-

ficient. In this case, it is known that the success of smart cities must be supported by resources that are capable of technology, and the need for technology and equipment resources must be prepared as needed.

Then, in the research written by (Rahmadanita et al. 2019), this research is entitled Implementation of Smart Government Policy in Order to Realize Smart City in Bandung City. As described in this study, researchers can conclude that the target group sees positive results from implementing the Smart City policy in the Government. The implementation concept shows unfavorable conditions, while the policy content shows good conditions. In the context of regulations, the most critical factors are compliance and responsiveness of implementers because each Regional Apparatus Organization (OPD) of Bandung City still has sectoral egos related to management and the decision-making position factor, which allows the mayor to innovate and order all OPDs to have at least 1 (one) application for 1 (one) public service.

Based on the two previous studies cited above, researchers know that previously, no research looked at the field of Smart Governance Implementation in the Development of the Smart City Concept; not only that, in this study, researchers focused on Smart Governance, which is a dimension of the Smart City program, there are several other differences, namely in the use of theory, researchers did not use the same theory in the previous study, researchers found data that the application of Smart Governance was not running effectively. Researchers are interested in studying the concept of smart governance more deeply and developing the smart city concept at the Communication and Informatics Office of Sukabumi City.

2. Literature Review

Implementation Public Policy

Implementation is an action taken, either individually or in groups, with a goal that has been formulated. According to Rian Nugroho,

implementation is, in principle, a way that is done in order to achieve the desired goal. Implementation can be carried out if the previously determined decisions are appropriate so that the desired goals of the organization can be carried out (Fauziyah and Arif 2021). Meanwhile, (Ilhami and Salahudin 2021) Argues that implementing or implementing is creating a relationship or network to facilitate the realization or implementation of policy objectives due to government activity. Thus, implementing/ implementing includes forming a policy delivery system, namely designing and running specific equipment to achieve goals according to expectations.

According to (Karunia 2023), implementation is a dynamic process in which policy implementers carry out an activity so that, in the end, they will get results based on the goals or objectives of the policy. Based on this understanding, it can be concluded that the word application (implementation) refers to a system's activity, action, action, or mechanism. The expression mechanism means that implementation is not just an activity but an activity that is planned and can be carried out seriously based on norm references in achieving activity goals (Kariam and Sholahuddin 2014; Maulana, Sholihah, and Wike 2022).

Smart City

Smart Cities are defined as cities that have utilized digital technology to improve their quality, reduce costs and consumption, and engage more actively and effectively with their citizens. There are three influential factors in Smart Cities: smart social, smart economic, and smart environmental. Smart Cities can be defined as cities that can use human capital, social capital, and modern telecommunications infrastructure to realize sustainable economic growth and high quality of life by managing resources wisely through community participation-based governance (Caragliu, del Bo, and Nijkamp 2011; Triyanto et al. 2024). Smart cities are about creating new forms of human collaboration through information and

communication technologies. City managers must recognize that technology alone will not make a city smarter: building a smart city requires a political understanding of technology, a process approach to managing a developing smart city, and a focus on economic benefits and other public values (Meijer and Bolívar 2016).

Table. 3 Smart City Dimension

SMART ECONOMY	SMART PEOPLE
<ul style="list-style-type: none"> • Innovative spirit • Entrepreneurship • Economic image & trademarks • Productivity • Flexibility of the labor market • International embeddedness 	<ul style="list-style-type: none"> • Level of qualification • Affinity to lifelong learning • Social and ethnic plurality • Flexibility • Creativity • Cosmopolitanism/O pen-mindedness
Ability to transform	Participation in public life
SMART GOVERNANCE	SMART MOBILITY
<ul style="list-style-type: none"> • Participation in decision making • Public and social services • Transparents governance 	<ul style="list-style-type: none"> • Local accessibility • International accessibility • Availability of ICT infrastructure
Political Strategies & perspectives	Sustainable, innovative, and safe transport systems
SMART ENVIRONMENT	SMART LIVING
<ul style="list-style-type: none"> • Attractivity of natural conditions • Pollution • Environmental protection 	<ul style="list-style-type: none"> • Cultural facilities • Health conditions • Individual safety • Housing quality • Education facilities
Sustainable resource management	Touristic attractivity social cohesion

Source: Processed from Giffinger, 2024.

A smart city is how a town can securely manage its assets by combining information and communication technology (ICT) and Internet of Things (IoT) technologies. (De Guimarães et al. 2020). These assets include information systems of local government agencies, schools, libraries, transportation systems, hospitals, power plants, water supply networks, waste management, law enforcement, and other community services. A smart city uses urban technology and informatics

to improve service efficiency (Syalianda & Kusumastuti, 2021). With ICT, city officials can interact directly with citizens and city infrastructure, track events happening in the city, track city development, and improve quality of life. Data collected from citizens and "Skpd" is then processed and analyzed through sensors integrated with real-time system monitoring. Gathering knowledge and information is essential to overcome inefficiencies.

Dimensions of Smart City According to (Giffinger, 2007), all aspects of city life are related to implementing smart cities. However, considering the city's circumstances, only one suitable model can be used. So, to implement it, several figures have categorized smart cities into several dimensions. One team of experts classified as a pioneer or first-generation expert team categorizes smart cities into six dimensions. The six dimensions are smart economy, smart people, smart governance, smart mobility, smart environment, and smart living.

Smart Governance

Smart governance is one of the foundations of developing the smart city concept. Smart governance acts as the initiating driver of all smart city elements. Like the definition of a smart city, which is very broad, many experts have put forward the definition of intelligent governance (Ramadhani and Handoyo 2023). Smart Governance is a framework for thinking about the implementation of a government system that is built by implementing the principles of the supremacy of law, justice, democracy, participation, transparency, professionalism, humanity, and accountability (Alizadeh and Sharifi 2023; Meijer and Bolívar 2016; Ramadhani and Handoyo 2023). It can be seen that the success of government administration is the formation of Good Governance.

Based on the different definitions of experts regarding smart governance above, it can be concluded that smart governance is a form of governance that creates effective services for the community. In its application, Information and Com-

munication Technology (ICT) plays a vital role in bridging the community and the Government (Yao et al., 2023). Smart governance must be implemented in public policy, public services, and bureaucratic governance. Smart Governance as a medium for realizing Good Governance is one of the essential elements in urban areas, namely government agencies that are developed based on the function of information technology so that stakeholders can access it effectively and efficiently. Just like the primary function of government, namely managing all aspects of data information related to urban areas, including society, infrastructure, networks, resources, policies, economy, and the environment with the concept of smart government, all the data information above is converted into digital form so that it can be stored in a "database" which can later be accessed by stakeholders through an online network anywhere and anytime (Wahyuni et al. Indar 2021).

3. Research Methods

Researchers use a qualitative approach with descriptive methods that focus on aspects of an in-depth understanding of a problem. In this qualitative research process, researchers involve essential efforts, such as asking questions and procedures, collecting specific data from participants, analyzing data inductively from particular themes to general themes, and interpreting the meaning of data (Creswell 2016). The qualitative method focuses on the problems in research conducted in the present or actual issues. It describes the facts related to the issue under study so that it can facilitate the author in obtaining objective data to know and understand the extent of the Implementation of Smart Governance in the Development of the Smart City Concept at the Sukabumi City Communication and Informatics Office. The data collection technique in this study used snowball sampling techniques. This technique according (Sugiyono 2018) This technique takes data sources that initially, a little over time, become large. Data collection techniques in this study were carried out using observation, inter-

views, documentation, and audio and visual media. In this study, researchers used the theory of Giffinger (2007), in which there are 4 (four) dimensions in smart governance, namely Participatory Decision Making, Government Transparency, Public and Social Services, and Political Perspective Strategies (Giffinger 2007).

4. Results and Discussion

At this stage, researchers describe the results of data collection carried out based on the Giffinger Theory (2007), which has four dimensions: (1) Participatory Decision Making, (2) Government Transparency, (3) Public and Social Services, and (4) Political Perspective Strategy. The legal basis of the Sukabumi City Regional Regulation on Electronic-Based Governance also supports the theory.

Participatory Decision Making

According to (Ramadhani and Handoyo 2023), Academic theoretical participation in the decision-making process is an organizational strategic plan and is one of the main issues in decision-making. Participatory decision-making is a way to make decisions to determine and choose one alternative from various alternatives carried out by deliberation and democracy in achieving a predetermined goal. This participatory decision-making aims to shift accountability or ignore responsibility from the top to the center of staff power, making it simple to share decision-making with others. Everyone who makes decisions must be held responsible for the results achieved. A decision taken in the implementation of *smart governance* needs to involve the community in a participatory manner, which can be done in various ways so that the government can find out the community's voice and address the problems that occur in the community itself.

Researchers researched the implementation of *smart governance* in the Communication and Informatics Office of Sukabumi City using the Giffinger theory (2007), which has four dimensions: participatory decision-making, public and

social services, transparency, and political strategies and perspectives. The study's results will be associated with implementing *smart city* policies that researchers have also studied.

The research focuses on three indicators to determine participation in these policies and decisions: community participation in decision-making and policy implementation.

Participatory community aspirations in implementing smart governance by Diskominfo Kota Sukabumi can be conveyed through the *Smart City Forum* and the *LAPOR* application. The Sukabumi City Government has a forum for collecting community aspirations as a medium for participatory decision-making through the Forum Group Discussion, conducted at least once every six months, and also through the *LAPOR* application, which can be used easily and quickly. This is a form of application of the smart governance concept of Sukabumi City, which has been running well.

Based on the information researchers obtained from informant 1, the government has held a forum representing the people's aspirations. An important conclusion can be made about the forum's results and benefits in increasing public engagement. The government has created channels through which the public can be involved in decision-making. This demonstrates an effort to involve citizens in governance and political processes and increase democratic participation. Public participation in decision-making is essential because it aims to influence government policies. The most common way to participate in governance matters is through e-government media. The greater public participation, the more collaboration between the government and the community will increase, resulting in policies entirely focused on the community's interests.

Based on the research results, the Sukabumi City Government has received support from the community, especially in the decision-making process, in implementing innovative governance. The community was present to convey their aspirations, which were followed up on in the smart city policy document. The results also showed

community involvement through complaints, suggestions, criticism, and provision of information by the government.

This research also shows that in implementing a smart city, especially the smart governance dimension, there is adequate community participation, especially in the decision-making process. Community participation manifests in the participation of the community and community leaders in coordination meetings related to discussing the vision and mission of smart cities and other smart governance programs. Community participation in government means the government's ability to manage and coordinate with the community and involve the community in decision-making forums. Based on this, researchers argue that one of the driving factors possessed by the government of the city of Sukabumi in implementing innovative governance is the support of the community, especially in the decision-making process (Rahmadanita et al. 2019).

Community participation in implementing a policy is necessary to improve the quality of policy services that are effective, participatory, equitable, and accountable. The research results obtained in this case are that community participation in implementing policies at the Communication and Informatics Office of Sukabumi City is quite good, as seen from the community's response to the LAPOR application services. However, it is not optimal because there are still several obstacles, such as network constraints and people deliberately making personal complaints. Not only that, the Communication and Informatics Office of Sukabumi City also conducted FGD (Forum Group Discussion) related to programs or public services in several villages when carrying out Village Development Planning Consultation activities, which various community leaders in the town also attended as representatives who strongly supported the program.

The Community Information Group (KIM) inauguration is also a form of community participation in the program implemented by the Communication and Informatics Office of Sukabumi City. A total of four villages, namely, Benteng

Village, Citamiang Village, Karamat Village, and Baros Village, have been officially inaugurated as Community Information Groups, which aim to be an extension of the government to disseminate information in Sukabumi City such as development achievements starting from the city, sub-district, and village levels. The inauguration of these Community Information Groups will help the community because they will provide information related to the city's situation. They are responsible for choosing the correct and accurate information to convey to the public so that they can educate people who have never sought accurate information before.

Based on the information obtained from informants 1, 2, and 3 regarding community participation, researchers can interpret that the community has shown a pretty good response from several parties' involvement in organizing various activities. Researchers can also interpret that community support is one of the driving factors owned by the Sukabumi City Government in implementing smart governance, especially in the decision-making process. The community was present in conveying their aspirations, so they were followed up in the smart city policy document in Sukabumi City.

Based on the interpretation above, the researcher concludes that the results of this study also show that community involvement also exists through complaints, suggestions, criticisms, and also through the provision of information by the government, namely through supporting *smart governance* applications and Community Information Groups (KIM) that the Sukabumi City Government has served. However, some shortcomings can hinder its effectiveness, among others.

1. **Limited Resources:** KIMs must improve their budget, facilities, and workforce, which may reduce their capacity to provide optimal information services.
2. **Lack of Training:** KIM members often lack sufficient training in information management, communication, and technology, reducing their ability to disseminate relevant and accurate information.

3. **Limited Access to Technology:** In some areas, access to information and communication technology could be higher, which hampers KIMs' ability to reach out to the broader community.
4. **Lack of Community Participation:** The information provided may not suit their needs if the community does not actively participate in KIM activities.
5. **Low Public Awareness:** Some communities still need to be aware of KIM's existence and function, so they do not utilize the available information services.

The Office of Communication and Informatics should take note of these shortcomings, as KIM can formulate strategies to improve its performance and impact on the community.

Transparent Government

Transparency is a concept that refers to openness and clarity in various contexts, be it in government, business, or organizations. Transparency generally means that relevant and essential information is available and accessible to interested parties. It includes honesty in communication, accessibility of information, and accountability in actions or decisions taken. In the context of government, transparency is often defined as the practice whereby the public can see and examine policies, decisions, and the use of public funds. The goal is to avoid corruption and make public officials accountable for their decisions.

According to (Giffinger 2007) Transparency is essential in realizing smart governance because it aims to provide public information transparently, effectively, and efficiently. Researchers want to measure transparency in the Sukabumi City government. Transparency in implementing *Smart Governance* can be enforced by providing freedom of access to public information, which can be seen from three indicators. First, the government now offers transparent government information in the city of Sukabumi. Diskominfo has a field of Public Information and Communi-

cation, which conveys public information to the media. The media owned and processed by Diskominfo are the *portalsukabumi.go.id* website and the diskominfo website, *sukabumigo.id*, diskominfo Instagram, and also diskominfo YouTube. Second, The Communication and Informatics Office of Sukabumi City is an innovative information provider that utilizes current technology to provide various information that is as creative as possible in the government's official social media. Because in the current situation, people are more interested in finding information through widespread social media. Third, the public currently makes complaints to the Government in various ways, either using digital media or conventionally, as explained in the previous indicator. This is done by the Communication and Informatics Office of Sukabumi City to continue to innovate and develop to enable the Sukabumi City Government to provide services transparently in implementing smart governance.

Based on information expressed by informants 1, 2, and 3, the researcher can interpret the transparent government as providing a receptacle for transparently conveying information via social media. Sukabumi City Communication and Information Service manages field information and conveys it to the public. Information can be transferred through the website, YouTube, and Instagram from Sukabumi City Diskominfo That Alone. That matter has a positive impact on the government or society. Some visible positives clear from existing access to this digital information public made it easier to access information, complaints, criticism, and suggestions directly and were just the No Must Come office government.

Public and Social Service

According to (Wannery et al., 2023), service is an activity or order activity that occurs physically in an interaction between somebody and other people or machines and provides customer satisfaction. Temporarily, in the Big Indonesian Dictionary, it is explained as service as a thing, way, or result in work serve. The effec-

tiveness of smart governance can be seen in infrastructure services, public and social, as well as public only what is available. In terms of This service, public and social can see five indicators. First, the government has provided various public and social services, such as online complaint aspiration services. The Sukabumi City Communication and Information Office and the West Java Communication and Information Office provide free wifi access to "Jabar Juara," Sukabumi City Grand Mosque, Alun-alun Gallery around the Sukabumi City Grand Mosque, the area in front of the Sukabumi City DPRD building, Taman Urang around Lapangan Merdeka Sukabumi, and on the Pedestrian Street Ir. H. Djuanda are five accessible Wifi locations in Sukabumi.



Figure 1. Location of free wifi in Sukabumi city

Sukabumi City Government also provides the LAPOR application, a service complaint digital-based society. Application This is managed by the party Sukabumi City Diskominfo, specifically field applications and informatics. As for some services, like public service, each ward has a purposeful website for conveying information in the subdistrict.

The interview results show that the Sukabumi City Government has provided various services in the form of applications, websites, and free wifi to support the implementation of *intelligent governance*. That means interaction and communication between the government city and the people in Sukabumi City has happened, specifically related to the public.



Figure 2. Reporting website display

The Communication and Informatics Office of Sukabumi City employees has conducted competency development, such as education and training (diktat) and internal or technical training, to discuss the application system currently used explicitly. The services of the Communication and Informatics Office of Sukabumi City have shown that their reliability has been realized and can be improved by constantly trying to improve the competence of the apparatus owned by the Communication and Informatics Office of Sukabumi City.

In this case, researchers conclude that the Communication and Informatics Office of Sukabumi City has taken positive steps in developing employee competencies and improving services. These efforts are an essential part of the strategy to improve the efficiency and quality of public services and better respond to community needs (Wahyuni et al. 2021).

Because of its function as a liaison between the community and the regional apparatus involved, the Communication and Informatics Office of Sukabumi City cannot guarantee direct services to the community. As a result, they cannot assess the performance or service level. This is because service guarantees to the community have reverted to the usual Standard Operating Procedures (SOPs) applicable in the implementing regional apparatus. This complaint was submitted to the regional apparatus admin and on-site implementing officers. Sukabumi City Communication and Information Service is an internal mediator system that serves the public and

ensures that complaints and reports continue to the authorized parties. However, they have no authority to evaluate or ensure level performance directly from services provided by the device area executor.

The Communication and Informatics Office of Sukabumi City has committed to data center services to ensure connectivity, access, and data recording processes on its social services. This shows that Sukabumi City's data collection can still be monitored through the access provided, namely through the Sukabumi City PPID and official Sukabumi City websites.

Based on the information obtained by researchers, it can be interpreted that the Communication and Informatics Office of Sukabumi City shows a solid commitment to managing and providing effective data center services. This includes ensuring stable connectivity, data accessibility, and good data recording processes in social services. The researcher concluded that by maintaining good connectivity and access, the Communication and Informatics Office ensures that the community and interested parties can easily access information related to social services in Sukabumi City. Good connectivity is vital to ensuring that data can be accessed without interruption.

Based on the information obtained from informants 1 and 2, researchers can conclude that public and social services positively impact both the government and the community. Some of the positive effects that are visible from the existence of this report's application-based complaint service are that the community is facilitated in making complaints, criticisms, and suggestions directly and anywhere without having to visit the relevant government offices. The Sukabumi City Government has also provided public services in the form of free WiFi to improve access to information and communication for the community. However, free WiFi may only be available in specific locations, such as public parks or near government buildings, limiting access for people in more remote areas.

Political Perspective Strategy

The political perspective strategy in this discussion is related to public policy, where this dimension of the political perspective strategy discusses the results of the political process, which then gives birth to public policy. The current phenomenon is that the Sukabumi City Government is in the first phase, namely using the Position of the Sukabumi City Smart City Master Plan and Action Plan document against other planning documents as an integral part of the 2005-2025 Sukabumi City Regional Long-Term Development Plan (RPJPD) and the 5 (five) year Sukabumi City Medium-Term Development Plan (RPJMD). This document will later be included in the Sukabumi City RPMD book 2019-2023 so that realizing Sukabumi Smart City can be adequately achieved and planned.

Sukabumi City Government has cooperated with all stakeholders in making policy formulation. In implementing smart governance through the dimensions of the political perspective strategy, all policy formulators can produce various appropriate policies, such as policies regarding making the Smart City Master Plan. The policy basis of the smart city policy is the emergence of the 2018 Presidential Regulation on SPBE. Implementing the Smart City Program in Sukabumi City in 2024 refers to the Sukabumi Mayor Regulation Number 16 of 2023 concerning the Sukabumi City Regional Development Plan (RPD) Year 2024 - 2026. Smart city is also one of the development targets of the Mayor of Sukabumi City.

The Communication and Informatics Office (Diskominfo) of Sukabumi City held a Technical Guidance (bimtek) on evaluating *Smart City* implementation at one of the hotels in Cikole District Bimtek Evaluation of *Smart City* Implementation. The review of *Smart City* implementation presented some speakers, namely the *Smart City* program expert team, Perbanas Vice Rector, and members from the Ministry of Communication and Information Technology, where the results of the evaluation assessment can be good material to improve performance and policies for the future.

Based on the information that researchers obtained from informant 1, it can be interpreted that the purpose of holding the first phase of the *smart city* evaluation is the importance of understanding that smart cities must continue to be improved by studying various innovations that various other regions have implemented. So far, the development of smart cities and e-government has been analogized to the task of the Communication and Informatics Office of Sukabumi City, but this is a joint task with this evaluation activity. All stakeholders can identify the proper steps for common goals.

Based on the information obtained from informants 1 and 2 in the Political Perspective Strategy, researchers can interpret that the leadership's commitment described through the clarity of regulations is a supporting factor in implementing smart governance in Sukabumi City. The Sukabumi City Government can increase the SPBE index value and Smart City Program the following year. Some things that need to be improved include evaluating the usefulness of the types of services provided, improving the quality and quantity of infrastructure owned, opening space for cooperation and collaboration with various parties who have positive contributions to the implementation of smart governance, and increasing the number and quality of human resources implementing smart governance, especially in the use of technology.

5. Conclusion

In terms of participatory decision-making, community participation is quite good in decision-making and implementing the policy, which is processed through community participation in discussion group forum (FGD) activities organized by DISKOMINFO and technical guidance activities related to smart governance carried out by the Sukabumi City Government and Policy stakeholders who participate in the Smart City program. Sukabumi City Government has fulfilled the transparency aspect described through the city government's social media, which also supports efforts to prevent abuse of power. The Sukabumi City Government needs to increase the community's digital literacy and provide education regarding the benefits and ways of implementing the smart city concept. The government's strategy and perspective on smart governance can be seen from the policy base and the point of view related to smart governance. The policy base for implementing smart governance is the emergence of Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems, which was later reduced to the Guardian Regulation. Sukabumi City Number 16 of 2023 concerning the Regional Development Plan (RPD) of Sukabumi City for 2024 - 2026. Meanwhile, the government's view of smart governance demands government governance because, in the current era, the government needs to be fast, transparent, and accurate.

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Implementation of smart governance in the smart city program at the communication and informatics office in Sukabumi

Faris Nandi Prasetyo¹, Yana Fajar Basori, Dian Purwanti

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Implementation of smart governance in the smart city program at the communication and informatics office in Sukabumi

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