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IMPLEMENTATION OF E-GOVERNMENT IN INCREASING TRANSPARENCY OF PUBLIC SERVICES IN THE REGIONS

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ABSTRACT

The implementation of Electronic Government (E-Government) is an important strategy in realizing transparent, accountable, effective, and responsive governance to the needs of the community. The use of information and communication technology in regional government administration is expected to increase information transparency, accelerate administrative service processes, reduce convoluted bureaucratic practices, and strengthen public oversight of government performance. However, the implementation of E-Government in the regions still faces various obstacles, including limited information technology infrastructure, gaps in internet access, low human resource competency, the lack of integration of information systems between regional apparatus organizations (OPD), and a less than optimal culture of public information disclosure. This study aims to analyze the implementation of E-Government in increasing the transparency of public services in the regions, identify factors that influence its success, and formulate strategies for strengthening digital-based governance. The research method used is normative juridical with a statutory and conceptual approach, and is supported by library research through analysis of scientific journals, books, and government policy documents. The research results show that e-government has the potential to increase the transparency of public services through the open provision of information, digitization of service procedures, public complaints systems, traceability of administrative processes, and publication of government performance. Its success requires regulatory support, equitable digital infrastructure, increased capacity of civil servants, data integration, information security, and public participation. Therefore, e-government implementation needs to be directed towards developing an integrated digital government ecosystem oriented toward the public interest.

A. INTRODUCTION

The development of information and communication technology has brought fundamental changes to the pattern of governance, particularly in the provision of services to the public. The government is no longer only required to carry out conventional administrative functions, but must also be able to adapt to developments in digital technology to create public services that are fast, easy, transparent, and accountable. Digital transformation in the government sector has become a strategic necessity due to the increasing public demand for information transparency, procedural certainty, service efficiency, and ease of access to various government services. Digital transformation in the public sector is not simply a process of converting manual services to electronic ones, but also encompasses organizational changes, bureaucratic work culture, business processes, and government-public relations[1].

One form of this transformation is realized through the implementation of Electronic Government or E-Government. E-Government is the use of information and communication technology in government administration to improve the quality of administration, improve relations between the government and the public, and strengthen the effectiveness of public service delivery. Through the implementation of E-Government, various bureaucratic processes that were previously carried out manually can be transferred to an electronic system, so that the public can obtain information, submit service requests, monitor the progress of administrative processes, and submit complaints without always having to come directly to government offices. Heeks (2006) explains that the implementation of E-Government includes the management of strategies, information systems, data security, human resources, financing, and policies that support the implementation of digital government. Thus, the success of E-Government is not only determined by the availability of technology, but also by organizational readiness and the government's ability to manage change.

From the perspective of good governance, transparency is a fundamental principle that must be realized by every government administrator. Transparency implies the government's openness in providing information on policies, programs, budgets, service procedures, and the results of government activities that can be accessed and understood by the public. This openness is important for building public trust while preventing abuse of authority, corruption, collusion, nepotism, and discriminatory actions in the provision of public services. In the context of digital government, the OECD (2020) places the principle of open by default as one of the important dimensions of digital government, namely encouraging the government to provide and disclose public information as a basic approach in governance, as long as it does not conflict with legal provisions regarding exempted information.

Constitutionally, the public's right to obtain information is guaranteed in Article 28F of the 1945 Constitution of the Republic of Indonesia. This provision provides the basis that everyone has the right to communicate and obtain information to develop their personal and social environment[2]. This constitutional

[1]Ines Mergel, Noella Edelmann, dan Nathalie Haug, "Defining Digital Transformation: Results from Expert Interviews," Government Information Quarterly, Vol. 36, No. 4 (2019), artikel 101385.

[2]Republik Indonesia, Undang-Undang Dasar Negara Republik Indonesia Tahun 1945, Pasal 28F.

guarantee was then strengthened through Law Number 14 of 2008 concerning Public Information Disclosure which requires public bodies to provide and serve information requests openly, quickly, timely, and in a simple manner. Thus, the use of digital technology in government is not merely an administrative innovation, but an instrument to fulfill the public's right to public information.

Furthermore, Law Number 25 of 2009 concerning Public Services emphasizes the importance of providing quality, transparent, accountable, and non-discriminatory services. As providers of public services, local governments are responsible for ensuring that the public receives services in accordance with established service standards[3]. The implementation of e-Government can be a means to realize this responsibility through the publication of service standards, administrative requirements, completion timeframes, service fees, and electronic complaint mechanisms. The use of technology in public services can also increase the effectiveness of service delivery and improve the relationship between the government and service users.

The national policy on e-government was also strengthened through Presidential Regulation Number 95 of 2018 concerning the Electronic-Based Government System (SPBE). This policy aims to realize clean, effective, transparent, and accountable governance, as well as high-quality and reliable public services through the use of information and communication technology [4]. Furthermore, Presidential Regulation Number 132 of 2022 concerning the National Electronic-Based Government System Architecture provides direction for the development of the SPBE architecture to ensure a more integrated, standardized, and sustainable digital government administration. This policy strengthening aligns with the OECD digital government framework, which emphasizes the importance of system integration, data-driven government management, information transparency, and user-centricity.

Nevertheless, the implementation of e-Government at the local government level still faces various challenges. Differences in fiscal capacity and institutional capacity result in uneven levels of digital readiness across regions. Some local governments have developed applications for population administration services, permits, local taxes, public complaints, and development information. However, in practice, these applications are not yet fully integrated, resulting in data duplication, information asymmetry, and difficulties in data exchange between regional government organizations. Heeks (2006) explains that the alignment between organizational needs, resource capacity, and system design are critical aspects in determining the success of e-Government implementation. Research by Pribadi et al. (2024) also shows that employee skills, leadership, regulations, infrastructure, information technology, transparency, and accountability have a positive influence on the implementation of digital government services in Indonesia.

Another issue relates to limited information technology infrastructure, particularly in rural, border, and geographically difficult-to-reach areas. Unequal internet access can hinder access to digital services. This situation has the potential to create a service gap between urban communities with adequate access to technology and those in areas with limited connectivity. Therefore, the digitalization of public services must adhere to the principle of inclusivity to avoid creating new forms of inequality in governance. Heeks (2006) emphasized the

[3]Republik Indonesia, Undang-Undang Nomor 25 Tahun 2009 tentang Pelayanan Publik.
[4]Republik Indonesia, Peraturan Presiden Nomor 95 Tahun 2018 tentang Sistem Pemerintahan Berbasis Elektronik.

importance of considering real-world conditions and environmental preparedness in planning e-government systems so that the benefits of technology can be felt more widely.

Besides infrastructure issues, the quality of human resources within the civil service is also a crucial factor in determining the success of e-government. Digital transformation cannot be achieved simply by providing computers, internet networks, and service applications. Government officials must possess the skills to operate digital systems, manage information, maintain data security, and provide services to the public through various electronic channels. Low digital literacy and resistance to organizational change can lead to underutilization of established systems. Research by Pribadi et al. (2024) demonstrated that employee skills and leadership positively influence the implementation of digital government services. This demonstrates that increasing civil service capacity must be an integral part of local government digital transformation policies.

In the context of transparency, the existence of government applications does not automatically guarantee information disclosure. Transparency is measured not only by the availability of official local government websites or applications, but also by the quality, completeness, currency, accuracy, and ease of public understanding of the information provided. Local governments need to ensure that information regarding budgets, development programs, service standards, activity implementation, and follow-up to public complaints is openly and accountably available. Research by Octavio and Urumsah (2024) on 541 provincial and district/city governments in Indonesia shows that e-government maturity, the quality of financial reports, and local government accountability systems have a positive impact on digital transparency. The study also found that the accessibility of several local government websites is still suboptimal, which can hinder the public from obtaining public information.

Research on e-Government is crucial because the success of digital government transformation is not only related to technological aspects, but also involves changes in governance, organizational culture, apparatus capacity, and the relationship between government and the public. Richard Heeks (2006) explains that the successful implementation of a digital government system is greatly influenced by the alignment of the system design with the organizational conditions and the environment in which the system is implemented. In line with this view, Mergel, Edelmann, and Haug (2019) emphasize that digital transformation in the government sector must be understood as a comprehensive change encompassing organizational processes, bureaucratic culture, and relationships with stakeholders. Therefore, digitalization policies that do not take institutional readiness into account have the potential to create a gap between planning and implementation.

Based on the above description, this study focuses on three main issues: how e-government implementation improves the transparency of public services in the regions, the factors that influence its success, and strategies for strengthening e-government to achieve transparent, accountable, and community-oriented regional public services. This study is expected to provide conceptual contributions and policy recommendations for local governments in strengthening e-government-based governance.

B. RESEARCH METHODS

This study uses a normative legal research method with a qualitative

descriptive approach. Normative legal research is conducted by examining the norms, principles, and provisions of laws and regulations related to the implementation of electronic-based government and transparency of public services. This approach is used to analyze the legal basis and the conformity of e-Government policies with the principles of good governance. This study uses a statutory approach to examine regulations regarding public information disclosure, public services, regional government, personal data protection, and e-Government Systems, as well as a conceptual approach to analyze the concepts of e-Government, transparency, and accountability based on expert thinking[5].

The data sources in this study use secondary data consisting of primary legal materials, secondary legal materials, and tertiary legal materials. Primary legal materials include the 1945 Constitution of the Republic of Indonesia, Law Number 14 of 2008 concerning Public Information Disclosure, Law Number 25 of 2009 concerning Public Services, Law Number 23 of 2014 concerning Regional Government, Law Number 27 of 2022 concerning Personal Data Protection, Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems, and Presidential Regulation Number 39 of 2019 concerning One Data Indonesia. Meanwhile, secondary legal materials were obtained from academic books, national and international journal articles, previous research results, and publications from government institutions and international organizations relevant to the digital transformation of the public sector. Tertiary legal materials in the form of dictionaries, encyclopedias, and other reference sources are used to clarify terms and concepts related to the research object[6].

C. RESULTS AND DISCUSSION

1. Concept and Basis for Implementing E-Government in Regional Government

E-Government is the use of information and communication technology (ICT) in government administration to improve administrative effectiveness, bureaucratic efficiency, the quality of public services, information transparency, and the relationship between government and the public. The implementation of e-government is not only defined as the use of computers, the internet, or applications in government activities, but also as part of the transformation of governance towards a more open, integrated, responsive, and accountable system. Digital technology must be positioned as an instrument to improve government processes, not simply replacing paper documents with electronic ones. Therefore, the implementation of e-government needs to be accompanied by changes in business processes, simplification of administrative procedures, increased capacity of the apparatus, and the establishment of two-way communication patterns between the government and the public [7].

From a government administration perspective, e-government is closely

[5]Richard Heeks, Implementing and Managing eGovernment: An International Text (London: SAGE Publications, 2006).;OECD, The OECD Digital Government Policy Framework: Six Dimensions of a Digital Government (Paris: OECD Publishing, 2020).

[6]Ines Mergel, Noella Edelmann, dan Nathalie Haug, "Defining Digital Transformation: Results from Expert Interviews," Government Information Quarterly, Vol. 36, No. 4 (2019), artikel 101385.;U. Pribadi, M. Iqbal, M. A. Ibrahim, Juhari, dan Y. Ahdarrijal, "Nexus of Public Organization, Transparency, and Accountability in Indonesia's Digital Governance," Journal of Public Affairs, Vol. 24, No. 3 (2024), artikel e2940, https://doi.org/10.1002/pa.2940.

[7]Richard Heeks, Implementing and Managing eGovernment: An International Text (London: SAGE Publications, 2006).;OECD, The OECD Digital Government Policy Framework: Six Dimensions of a Digital Government (Paris: OECD Publishing, 2020).

linked to the principles of good governance, particularly transparency, accountability, effectiveness, efficiency, and public participation. A transparent government is required to provide information on policies, programs, budgets, service procedures, and development outcomes openly and easily accessible. Through digital technology, information previously available only through physical documents or hierarchical bureaucratic mechanisms can be disseminated to the public more quickly and widely. This allows the public to understand the process of government administration and to monitor the performance of government officials. Thus, e-government functions not only as a means of administrative services but also as an instrument for strengthening public control over government administration [8].

According to Richard Heeks (2006), the success of e-government implementation is largely determined by the alignment of technology design with organizational conditions, human resources, business processes, and the government environment. This view suggests that the success of digital transformation cannot be measured solely by the availability of applications or technological infrastructure. Local governments need to ensure that the systems developed are aligned with organizational needs, have institutional support, can be operated by officials, and are easy for the public to use. A mismatch between system design and actual organizational conditions can create a design-reality gap. This gap can be seen through low application usage, repeated manual administrative processes, data inconsistencies between institutions, and the suboptimal benefits of technology for the public. Therefore, e-government planning must be based on needs analysis, resource readiness, and the local government's ability to manage organizational change [9].

In the Indonesian context, the implementation of e-government is based on Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems (SPBE). In this regulation, SPBE is defined as government administration that utilizes information and communication technology to provide services to SPBE users. This policy serves as the basis for the central and regional governments to build integrated, effective, efficient, transparent, and accountable electronic-based governance. Thus, SPBE is not only a policy for procuring technological devices, but also a governance framework that integrates governance, management, business processes, data and information, infrastructure, applications, and electronic system security. Implementation of this policy requires regional governments to align technological development with service needs and bureaucratic reform objectives [10].

The foundation for this implementation is strengthened through Presidential Regulation Number 132 of 2022 concerning the National Electronic-Based Government System Architecture. This regulation regulates the policy and strategy direction, framework, architectural references, architectural domains, and strategic initiatives for the national e-Government System (SPBE). The SPBE architecture is necessary to ensure that the development of digital government

[8]Mark Bovens, Robert E. Goodin, dan Thomas Schillemans (eds.), The Oxford Handbook of Public Accountability (Oxford: Oxford University Press, 2014).;OECD, The OECD Digital Government Policy Framework: Six Dimensions of a Digital Government (Paris: OECD Publishing, 2020).

[9]Richard Heeks, Implementing and Managing eGovernment: An International Text (London: SAGE Publications, 2006).

[10]Republik Indonesia, Peraturan Presiden Nomor 95 Tahun 2018 tentang Sistem Pemerintahan Berbasis Elektronik.

systems has aligned standards and development directions between the central and regional governments. In practice, regional governments need to consider the integration of business processes, data and information, applications, infrastructure, and SPBE security when developing service systems. This is crucial to avoid the emergence of stand-alone applications, duplication of data collection, differences in information standards, and difficulties in data exchange between regional agencies. With the SPBE architecture, the development of digital systems in the regions is expected to proceed in a planned, coordinated manner, and support the integration of government services nationally [11].

In addition to the national legal basis, e-government development can also be analyzed using the Digital Government Policy Framework developed by the Organization for Economic Co-operation and Development (OECD). The OECD (2020) identifies six main dimensions of digital government: digital by design, data-driven public sector, government as a platform, open by default, user-driven, and proactiveness. The digital by design dimension emphasizes that digital technology must be part of policy planning and government processes from the outset. The data-driven public sector dimension positions data as a strategic asset in policy formulation and service delivery. Furthermore, government as a platform emphasizes the importance of providing shared infrastructure and services that can be used across agencies. Meanwhile, open by default directs the government to open government information and processes to the public in accordance with statutory provisions. The user-driven dimension places community needs as the basis for service design, while proactiveness encourages the government to anticipate community needs and provide services more quickly. These six dimensions emphasize that digital government must be built in an integrated, data-driven, open, user-oriented, and responsive manner to changing community needs [12].

In regional governance, e-government implementation can be realized through various forms of digital services and information systems that directly relate to community needs and internal government management. These implementations include the following.

1. Digital population administration services. Local governments can provide services for processing population documents, such as family cards, birth certificates, death certificates, and certificates, through electronic systems. Digitizing these services can reduce the need for people to visit service offices repeatedly, speed up the administrative process, and provide certainty regarding application requirements and status. Transparency can be increased if the system provides information on service stages, completion times, and requirements.

2. Electronic licensing services. The digital licensing system allows the public and businesses to obtain information regarding permit types, requirements, procedures, fees, and completion times. Through application monitoring, applicants can track the progress of the licensing process without having to contact officials repeatedly. This system can also reduce the potential for unofficial levies if all fees and service stages are publicly announced.

3. Regional financial information systems. Regional governments can

[11]Republik Indonesia, Peraturan Presiden Nomor 132 Tahun 2022 tentang Arsitektur Sistem Pemerintahan Berbasis Elektronik Nasional dan Undang-Undang Nomor 27 Tahun 2022 tentang Pelindungan Data Pribadi.

[12]OECD, The OECD Digital Government Policy Framework: Six Dimensions of a Digital Government (Paris: OECD Publishing, 2020).

utilize information systems to support the publication of information on budget planning, program implementation, budget realization, and financial reports. The availability of this information allows the public and stakeholders to monitor the use of regional budgets. Financial transparency becomes more meaningful when information is presented clearly, is easy to understand, is updated regularly, and its relationship to development programs can be traced.

4. Public information disclosure portal. A public information portal is a means for local governments to provide information on policies, development programs, organizational structures, service standards, performance reports, and other information that must be made public. The portal's existence supports the public's right to information, as guaranteed by Law Number 14 of 2008 concerning Public Information Disclosure. However, the provision of information must still comply with the classification of exempt information and provisions on personal data protection [13].

5. Public complaints system. Local governments can develop electronic complaint channels to receive complaints, criticism, suggestions, and reports from the public regarding public services. A good complaints system not only provides a facility for submitting reports but also provides a registration number, information on handling status, a deadline for completion, and notification of follow-up actions. This way, the public can know whether complaints have been received, processed, or resolved by the authorized regional apparatus.

6. Regional development information services. Local governments can provide information on the implementation of infrastructure development, education, health, social assistance, and community empowerment programs through digital portals or applications. This information can include activity locations, target beneficiaries, implementation stages, and development progress. The availability of structured information can help the public understand development priorities and improve oversight of local government program implementation.

These various forms of service demonstrate that e-government plays a strategic role in reducing bureaucratic barriers and increasing public access to government information. However, digitalization of services does not automatically result in transparency. Local governments must ensure that published information is accurate, relevant, up-to-date, easy to understand, and accessible to groups with limited digital skills. Furthermore, information transparency needs to be supported by oversight mechanisms, complaint management, and accountability for officials. Without such support, digital applications risk becoming merely a one-way means of conveying information without providing effective oversight and public participation [14].

Thus, the implementation of e-government in local government needs to be understood as an institutional transformation process that integrates aspects

[13]Republik Indonesia, Undang-Undang Nomor 14 Tahun 2008 tentang Keterbukaan Informasi Publik.;Republik Indonesia, Peraturan Presiden Nomor 132 Tahun 2022 tentang Arsitektur Sistem Pemerintahan Berbasis Elektronik Nasional dan Undang-Undang Nomor 27 Tahun 2022 tentang Pelindungan Data Pribadi.

[14]OECD, The OECD Digital Government Policy Framework: Six Dimensions of a Digital Government (Paris: OECD Publishing, 2020).;Mark Bovens, Robert E. Goodin, dan Thomas Schillemans (eds.), The Oxford Handbook of Public Accountability (Oxford: Oxford University Press, 2014).

of technology, regulation, human resources, data governance, and service orientation. The success of its implementation cannot be measured solely by the number of applications developed, but rather by the system's ability to increase information transparency, accelerate services, simplify procedures, strengthen accountability, and enhance public trust in local government. Therefore, e-government must be directed toward producing public services that are not only fast and efficient, but also transparent, inclusive, and accountable.

2. The Role of E-Government in Increasing Transparency of Public Services in the Regions

Transparency is one of the main principles of good governance. This principle emphasizes the government's openness in conveying information regarding the decision-making process, policy formulation, program implementation, budget utilization, and public service delivery. Transparency requires the government to provide adequate access to information to the public so that every policy and action of the apparatus can be known, understood, and monitored. From a public accountability perspective, information disclosure is a prerequisite for the public to assess whether government authority has been exercised in accordance with regulations and the public interest. Therefore, transparency is not only related to the publication of information, but also includes clear procedures, certainty of service, openness of accountability, and the availability of space for public oversight [15].

The implementation of Electronic Government (E-Government) provides an opportunity for local governments to strengthen transparency through the use of information and communication technology in providing information and administering public services. Digital technology enables government information to be delivered more quickly, widely, and systematically through official websites, service portals, applications, and electronic communication channels. Before the optimal implementation of digital systems, the public often had to visit government offices to obtain information regarding service requirements, administrative fees, procedures, and application progress. Reliance on information provided directly by officials can create uncertainty, prolong the service process, and open up opportunities for brokering and unofficial levies. Through digitalization, information can be provided openly and accessible without having to rely entirely on explanations from service officials. Thus, E-Government has the potential to reduce the information gap between the government as the provider and the public as the service users [16].

The role of E-Government in increasing the transparency of public services in the regions can be analyzed through several main aspects as follows.

First, increase the transparency of public service information.

E-Government enables local governments to provide service information more broadly, quickly, and easily accessible to the public. Information regarding service standards, administrative requirements, procedures, completion times,

[15]Mark Bovens, Robert E. Goodin, dan Thomas Schillemans (eds.), The Oxford Handbook of Public Accountability (Oxford: Oxford University Press, 2014).;OECD, The OECD Digital Government Policy Framework: Six Dimensions of a Digital Government (Paris: OECD Publishing, 2020).

[16]Richard Heeks, Implementing and Managing eGovernment: An International Text (London: SAGE Publications, 2006).;OECD, The OECD Digital Government Policy Framework: Six Dimensions of a Digital Government (Paris: OECD Publishing, 2020).

fees, service products, and responsible officials or work units can be published through official portals and local government applications. This transparency provides certainty to the public regarding the service stages to be completed, the documents required, the fees required, and the rights that can be obtained. Providing information electronically also reduces the public's reliance on verbal explanations from officers, which can potentially lead to discrepancies between service users [17].

Information transparency through e-government also strengthens the public's right to obtain public information, as stipulated in Law Number 14 of 2008 concerning Public Information Transparency. Regional governments are obligated to provide and publish public information in accordance with applicable classifications and provisions. In the context of public services, information regarding service standards, procedures, costs, and performance achievements must be presented in language that is easy to understand and in a format that is accessible to various community groups. This transparency allows the public to compare established service standards with the service practices they receive. If discrepancies are found, the public has a basis to raise objections, request clarification, or file complaints through available mechanisms [18].

Furthermore, digital information transparency can drive changes in the relationship between government and society. The public is no longer merely viewed as recipients of services, but also as parties with the right to know, assess, and monitor the implementation of government policies. Within the "open by default" framework, the OECD (2020) emphasizes the importance of government information transparency as part of digital government design. However, this transparency must still address exempt information and the protection of personal data. Local governments must be able to distinguish between information that must be made public and personal information or other information that must be legally protected [19].

Second, increasing accountability in service delivery

An electronic service system allows for systematic documentation of every stage of service delivery. The process of receiving applications, checking for completeness of documents, verification, approval, and completion of services can be recorded within the system. This electronic documentation creates an audit trail that can be used to trace the history of the service process, determine the completion time of each stage, and identify the responsible work unit or official. The existence of a digital footprint can strengthen accountability because the service process no longer relies solely on manual records or informal communication between officers and the public. Every recorded activity can be used as evaluation material for delays, administrative errors, or suspected procedural irregularities [20].

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[17]Republik Indonesia, Undang-Undang Nomor 25 Tahun 2009 tentang Pelayanan Publik.;OECD, The OECD Digital Government Policy Framework: Six Dimensions of a Digital Government (Paris: OECD Publishing, 2020).

[18]Republik Indonesia, Undang-Undang Nomor 14 Tahun 2008 tentang Keterbukaan Informasi Publik.;Republik Indonesia, Undang-Undang Nomor 25 Tahun 2009 tentang Pelayanan Publik.

[19]OECD, The OECD Digital Government Policy Framework: Six Dimensions of a Digital Government (Paris: OECD Publishing, 2020).;Republik Indonesia, Peraturan Presiden Nomor 132 Tahun 2022 tentang Arsitektur Sistem Pemerintahan Berbasis Elektronik Nasional dan Undang-Undang Nomor 27 Tahun 2022 tentang Pelindungan Data Pribadi.

[20]Richard Heeks, Implementing and Managing eGovernment: An International Text (London:

From a local government management perspective, electronically documented service data can be utilized by heads of regional government agencies (OPDs) to evaluate staff performance and service quality. The government can measure the average time to complete requests, the number of completed services, the number of pending requests, and the types of services most frequently encountered. This data can be used as a basis for establishing corrective measures, redistributing workloads, and improving staff discipline. Thus, e-Government not only benefits the public as service users but also helps local governments monitor and measurably improve organizational performance [21].

However, the existence of a digital administrative footprint does not automatically guarantee accountability. The system must be equipped with access rights regulations, information security, data validation, and regular audit and evaluation mechanisms. If data can be changed without being recorded or there is no clarity regarding who is responsible, the digital system has the potential to create new forms of non-transparency. Therefore, local governments need to ensure that every service process has operational standards, clear authority, and traceable accountability mechanisms. Management of the system must also adhere to the principles of personal data protection as stipulated in Law Number 27 of 2022 [22].

Third, strengthening public supervision and participation

E-Government provides greater opportunity for public participation in overseeing local government administration. This participation can be achieved through electronic complaint channels, public aspiration services, public consultation forums, and service quality assessment facilities. Through these channels, the public can submit complaints regarding service delays, unprofessionalism by officials, alleged extortion, service discrimination, or procedural inconsistencies. Utilizing digital channels can also broaden the scope of participation, as citizens no longer have to submit complaints directly to government offices. This aligns with the user-driven principle of digital government, which prioritizes community needs and experiences as a basis for service improvement [23].

For public oversight to have a real impact, local governments must establish a complaints system with a clear handling mechanism. Each report must be assigned a registration number, verified, forwarded to the appropriate regional government agency (OPD), and followed up within the established timeframe. The public also needs to receive information on the status of the complaint and the outcome of its resolution. This mechanism is crucial to prevent complaints from stalling at the report stage without follow-up. With a monitorable system, the public can assess the government's commitment to resolving service

SAGE Publications, 2006).;Mark Bovens, Robert E. Goodin, dan Thomas Schillemans (eds.), The Oxford Handbook of Public Accountability (Oxford: Oxford University Press, 2014).

[21]OECD, The OECD Digital Government Policy Framework: Six Dimensions of a Digital Government (Paris: OECD Publishing, 2020).

[22]Republik Indonesia, Peraturan Presiden Nomor 132 Tahun 2022 tentang Arsitektur Sistem Pemerintahan Berbasis Elektronik Nasional dan Undang-Undang Nomor 27 Tahun 2022 tentang Pelindungan Data Pribadi.

[23]OECD, The OECD Digital Government Policy Framework: Six Dimensions of a Digital Government (Paris: OECD Publishing, 2020).

issues. Conversely, local governments can use complaint data to identify procedural weaknesses and prioritize service quality improvements [24].

Public participation through digital systems can also strengthen the reciprocal relationship between government and citizens. The public not only serves as a source of information regarding service issues but can also provide input for policy development and improvements to local government programs. Collected data on aspirations and complaints can be analyzed to identify problem patterns, areas experiencing service constraints, and unmet community needs. Thus, e-government can be a tool for building a more responsive government. However, the effectiveness of digital participation remains dependent on affordable internet access, digital literacy skills, and the government's willingness to transparently respond to public input [25].

Fourth, increasing transparency in budget management and regional development.

Transparency in public services is inseparable from open financial management and implementation of regional development. Quality public services require the support of a budget, resources, and development programs that are managed responsibly. Local governments can utilize digital portals to convey information on development planning, budget allocation, spending realization, procurement of goods and services, and development program achievements. This information enables the public to understand the direction of regional budget use and assess the alignment between plans, implementation, and development results. Transparency in financial information can also strengthen oversight of public resource use and reduce the information gap between the government and the public [26].

Providing budget information through digital systems should not be limited to technical financial reports that are difficult for the public to understand. Local governments need to present information in a simple, structured, and informative manner, for example through budget summaries, spending realization graphs, lists of priority programs, activity locations, and development progress. Presenting information that is easy to understand will help the public understand the relationship between allocated budgets and resulting benefits. For example, information regarding road construction budgets can include information on locations, activity values, implementers, completion targets, and work progress. Thus, budget transparency goes beyond the publication of figures but also provides a picture of accountability for development implementation [27].

Furthermore, transparency in government procurement of goods and services through electronic systems can help increase the transparency of the procurement process. Information regarding procurement plans, work packages,

[24]Republik Indonesia, Undang-Undang Nomor 25 Tahun 2009 tentang Pelayanan Publik.;OECD, The OECD Digital Government Policy Framework: Six Dimensions of a Digital Government (Paris: OECD Publishing, 2020).
[25]OECD, The OECD Digital Government Policy Framework: Six Dimensions of a Digital Government (Paris: OECD Publishing, 2020).
[26]Mark Bovens, Robert E. Goodin, dan Thomas Schillemans (eds.), The Oxford Handbook of Public Accountability (Oxford: Oxford University Press, 2014).;OECD, The OECD Digital Government Policy Framework: Six Dimensions of a Digital Government (Paris: OECD Publishing, 2020).
[27]OECD, The OECD Digital Government Policy Framework: Six Dimensions of a Digital Government (Paris: OECD Publishing, 2020).

supplier selection processes, and procurement results can be used by the public for oversight. This transparency can reduce the potential for irregularities because the procurement process has traceable documentation and information. However, digital oversight must still be supported by internal audits, external oversight, and enforcement if violations are found. Thus, technology serves as a supporting instrument for accountability, not a substitute for oversight and law enforcement mechanisms [28].

Fifth, accelerate the delivery of information and reduce information gaps.

E-Government enables local governments to deliver service and policy information more quickly than conventional mechanisms. Information regarding changes in procedures, service schedules, administrative requirements, social assistance programs, emergencies, and development activities can be announced through official websites and local government applications. The speed of information delivery is crucial because delays can lead to the public missing out on services or being unaware of their rights and obligations. Through a well-managed digital system, the government can update information according to developments and community needs. This aligns with the proactiveness dimension within the OECD digital government framework, which refers to the government's ability to anticipate community needs and provide services more proactively [29].

However, the speed of information delivery must be accompanied by assurance of data quality and validity. Out-of-date, incomplete, or discrepant information between official websites and applications can cause confusion and undermine public trust. Regional governments need to designate regional government agencies (OPDs) or officials responsible for managing and updating information. Furthermore, metadata standards, validation mechanisms, and coordination between regional agencies are needed to ensure the accuracy of the information disseminated. In other words, digital transparency is measured not only by the volume of published information but also by its accuracy, currency, consistency, and ease of use by the public [30].

Sixth, increasing public trust in local government

Transparency of information, procedural certainty, traceability of services, and responsiveness to complaints can shape positive public perceptions of government performance. When citizens have clear information and can monitor the service process, uncertainty and dependence on intermediaries are reduced. Local governments also have the opportunity to demonstrate that services are delivered according to the same standards for all users. This can strengthen perceptions of fairness, professionalism, and integrity of government officials. In this context, e-government can be an instrument for strengthening legitimacy and public trust through more open and accountable service delivery [31].

[28]Republik Indonesia, Peraturan Presiden Nomor 95 Tahun 2018 tentang Sistem Pemerintahan Berbasis Elektronik.;OECD, The OECD Digital Government Policy Framework: Six Dimensions of a Digital Government (Paris: OECD Publishing, 2020).

[29]OECD, The OECD Digital Government Policy Framework: Six Dimensions of a Digital Government (Paris: OECD Publishing, 2020).

[30]Republik Indonesia, Peraturan Presiden Nomor 39 Tahun 2019 tentang Satu Data Indonesia.;OECD, The OECD Digital Government Policy Framework: Six Dimensions of a Digital Government (Paris: OECD Publishing, 2020).

[31]Mark Bovens, Robert E. Goodin, dan Thomas Schillemans (eds.), The Oxford Handbook of

However, public trust is not built simply by having a government website or service app. Trust grows when the information provided is accurate, services operate according to standards, complaints are followed up, and the government is willing to be accountable for its policies. If the app experiences frequent disruptions, information is not updated, or public reports go unanswered, digitalization can actually lead to disappointment. Therefore, local governments must prioritize the quality of the user experience and the consistency of service delivery as measures of e-government success, not simply the number of apps or features available [32].

The findings of Octavio and Urumsah's (2024) research on digital transparency in local governments in Indonesia reinforce the argument that technology needs to be supported by quality governance and government information. The study examined the factors influencing digital transparency in local governments and demonstrated the importance of e-government maturity, accountability, and information quality in supporting openness. The findings also serve as a reminder that the existence of a government website does not necessarily guarantee effective access to information if the quality of its presentation and ease of access are still limited. Therefore, local governments need to ensure that digital systems are not only available, but also functional, easy to use, and provide relevant information to the public [33].

Based on the above description, e-Government plays a strategic role in increasing the transparency of public services through information disclosure, strengthening accountability, expanding oversight and public participation, budget transparency, accelerating information delivery, and increasing public trust. However, the success of its implementation depends heavily on the commitment of local governments to provide accurate, complete, up-to-date, easily accessible, and accountable information. Digital technology must be accompanied by improvements in bureaucratic processes, increased apparatus capacity, information system integration, and effective oversight mechanisms. Thus, e-Government not only produces faster and more efficient services but also encourages the realization of transparent, accountable, participatory, and community-oriented local governments.

D. CONCLUSION

The implementation of Electronic Government (E-Government) is a strategic step in improving transparency and the quality of public service delivery in the regions. The use of information and communication technology enables local governments to provide information openly, accelerate administrative processes, improve service traceability, strengthen apparatus accountability, and expand public participation in overseeing government administration. Thus, E-Government functions not only as a means of digitizing administration but also as an instrument of bureaucratic reform to realize good governance. Research results show that the

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Public Accountability (Oxford: Oxford University Press, 2014).;OECD, The OECD Digital Government Policy Framework: Six Dimensions of a Digital Government (Paris: OECD Publishing, 2020).

[32]Richard Heeks, Implementing and Managing eGovernment: An International Text (London: SAGE Publications, 2006).;OECD, The OECD Digital Government Policy Framework: Six Dimensions of a Digital Government (Paris: OECD Publishing, 2020).

[33]M. F. R. Octavio dan D. Urumsah, "Exploring Factors Influencing Digital Transparency in Local Governments: Practices in Indonesia," Journal of Accounting and Business Dynamics, Vol. 11, No. 2 (2024), hlm. 279–296, https://doi.org/10.24815/jdab.v11i2.39361.

implementation of E-Government can increase transparency through several key aspects, namely the openness of public service information, the digitization of administrative procedures, the publication of budget management and regional development, the provision of a public complaints system, and increased accountability for apparatus performance. The existence of electronic systems provides opportunities for the public to obtain information and monitor service processes more easily. In addition, digital documentation of service activities can strengthen internal oversight and reduce the opportunity for administrative irregularities. However, the implementation of e-government in the regions still faces several obstacles, including disparities in information technology infrastructure, the lack of integration of information systems between regional government agencies, limited human resource competency, limited maintenance budgets, low public digital literacy, and the risk of information security and personal data leaks. These conditions indicate that the success of digital transformation is not sufficient simply by building service applications, but requires organizational readiness, leadership, regulations, and changes in bureaucratic work culture. Therefore, e-government optimization needs to be carried out by strengthening the integration of information systems between regional government agencies (OPD), improving the quality of public information disclosure, developing the competency of civil servants, equitable distribution of digital infrastructure, strengthening information security, and developing responsive public complaint mechanisms. Local governments also need to conduct periodic evaluations using indicators of information transparency, speed of service, ease of access, public satisfaction, and accountability of government administration. Based on the results of this analysis, it can be emphasized that e-government is a crucial instrument in building a transparent, accountable, and community-oriented regional government. The success of its implementation is largely determined by the synergy between local governments, the central government, civil servants, the community, and the private sector. With integrated and sustainable management,E-Government is expected to strengthen public trust and create more effective, open, and high-quality regional public services.

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