

Public service innovation process of smart kampung program at Banyuwangi

Choirul Saleh^{*)}, Syahrul Ibad, Lely Indah Mindarty,
Bambang Santoso Hariyono

Faculty of Administrative Sciences, Universitas Brawijaya

Veteran Street, Lowokwaru, Malang, Indonesia

Email: choirulsaleh@ub.ac.id, Phone: +62341- 553737

How to Cite This Article: Saleh, C. *et al.* (2023). Public service innovation process of smart kampung program at Banyuwangi. *Jurnal Studi Komunikasi*, 7(1). doi: 10.25139/jsk.v7i1.5854

Received: 28-01-2023, Revision: 22-02-2023, Acceptance: 13-03-2023, Published online: 31-03-2023

Abstract This study aims to describe and analyse the public service innovation process of Smart Kampung Banyuwangi. The emergence of various quality public service innovations is the main indicator of responsiveness in public services. This research used a qualitative method conducted in the Local Government of Banyuwangi Regency to examine the smart Kampung program in the public service innovation process. The results show that the process of public service innovation of the Smart Kampung Banyuwangi program has been running communicative, systematically, and comprehensively. It can be concluded that the Smart kampung Banyuwangi Innovation program has a positive and significant impact on solving the various problems in rural areas, increasing the optimal performance of public services to rural communities. Services can run faster, closer, more precise, easier, cheaper, and give other advantages.

Keywords: smart kampung; local government; public services; information technology

INTRODUCTION

Banyuwangi is one of the largest districts in East Java Province and has natural resources that vary from fertile volcanic mountains to the oceans that surround its territory from the north, east, and south. It is also surrounded by forests in the form of three national parks. This region has various ethnic groups: Osing, Javanese, Madurese, and Balinese. If managed properly, the potential of natural and cultural resources will bring prosperity to its citizens. Judging by the distance between the capital cities with regency capitals, it shows that out of the 25 existing districts, 15 districts are 30 to 70 km apart, with inadequate public transportation facilities (Banyuwangi in Figures; 2015). The Local government of Banyuwangi's consideration for innovating excellent public services for its citizens is based on the poor public service bureaucracy that occurred before 2010 (Yuwono et al., 2020).

^{*)} Corresponding Author

Allocating public funding for innovation activities for micro, small, and medium enterprises in the early to late stages of development (Đurićin et al., 2022) is part of the Banyuwangi Government's strategy. One innovation in public services is to apply the concept of OI (Open Innovations) (Bommert, 2010; Kankanhalli et al., 2017). OI has become an established and dominant paradigm in innovation management (Enkel & Sagmeister, 2020). Two main trends are identified: broadening definitions and moving towards collaborative and integrative approaches in order to better system reform in public services.

The concept of OI was introduced by (Chesbrough, 2003), who first proposed the idea that companies can and should seek external sources of ideas and knowledge while developing innovations because traditional closed innovation approaches have become ineffective in addressing emerging government policy challenges. At present, the innovation of public services for the local government is an interesting main issue to study, especially to know how the process and stages of local government apparatus can realise innovation to answer the problems of public services at the local government level (McLaughlin, 2021; Lewis, 2017; Satoła & Milewska, 2022; Sihombing, 2016).

Why is public service innovation so important and urgent? This is due to the increasing demand for quantitative and qualitative public services, which are both complex and interrelated. Public service innovation has become a fundamental practice and has been proven to solve various problems in public services to the community (Alberti & Bertucci, 2006). Public service innovation is a perfect and rational choice that can prevent a country from experiencing various failures (Pratama, 2020; Damanpour & Schneider, 2010; Wiryanto, 2020; Walker et al., 2002; Mulgan et al., 2003; Walker, 2014). Public service innovation is not an option but an obligation that is needed by government officials at all levels. Public service innovation will be the answer to solving public service problems.

Public service innovation, in general, can be interpreted as a process of updating, utilising, and developing the creation of an idea, a framework, and a new activity that is not the same as before. Public service innovation must underline the importance of locking and maintaining relationships between organisations and their public (Ledingham & Bruning, 1998). This determines how an organisation can work towards a two-way communication model (Hon & Grunig, 1999; Ledingham, 2003). Stakeholder communication has a strategic role in helping stakeholders understand Government motives and build trustworthy relationships with key constituents (Du et al., 2010).

Existing research has shown that well-communicated benefits of Government initiatives will result in the following; organisational legitimacy (Du & Vieira, 2012) and stakeholder trust (Castaldo et al., 2009) while also distorting stakeholder perceptions (Hall, 2006). Meanwhile, Hunt et al. (2019), Mulgan et al. (2003), and de Vries et al. (2018) provide a theory that innovation must be a core activity of the

public sector: helping public services improve performance and increase public value; respond to the expectations of citizens and adapt to user needs; improve service efficiency and minimise costs. Moreover, the public sector has been successful in innovation in the past.

To improve public services in rural areas and encourage regional development in improving public services, the Government of Banyuwangi has made a breakthrough in creating a public service innovation program using an integrated fibre-optic-based integrated information and communication technology approach called Smart Kampung Banyuwangi. This initiative aims to encourage economic, social and cultural activities so that public services are more productive and creative and improve services to the community, including in efforts to alleviate community poverty. This condition follows the results of research conducted by Santoso (2015), Sutanto (2017), Anggadwita, (2013), Fahlevi (2014), and Kusumasari et al. (2018), which state that the majority of public service innovations in Indonesia emphasised the use of IT technology.

Smart Kampung Banyuwangi is a program aimed at increasing the role of the village government more broadly. Village governments will be more optimal in using ICT to manage resources effectively, efficiently, and sustainably. Regardless of the technologies involved in SVs, scholars agreed to conceive them as place-based and bottom-up initiatives (Aggarwal et al., 2018; Fennell et al., 2018). In both developed and developing countries, their implementation was described as a territorially-embedded process addressing the needs of a given territory (Bielska et al., 2021; Nieto et al., 2019) and leveraging its potential and resources (Srivatsa, 2015; Adamowicz et al., 2021). The literature revealed that some researchers believe the smart-village concept draws upon the equivalent concept of smart cities (Guzal-Dec, 2018; Visvizi & Lytras, 2018). However, Komorowski and Stanny (2020) argued that the problems faced by urban and rural areas seem to be completely different; therefore, the solutions proposed during the implementation of these two approaches are also different. The research conducted by Renukappa et al. (2022) indicates that lack of budget, lack of clear strategies for the development of sustainable 'smart villages', lack of collaboration between stakeholders, and lack of knowledge related to 'smart villages' are the most debated challenges for implementing smart villages agenda. Whereas smart energy, smart healthcare, smart transport, smart education, and smart water are the top five most important smart villages strategies. Wang et al. (2022) stated that the current trend of SVs places a relatively narrow focus on technology-based approaches, while the community, service, and cultural dimensions have been largely neglected. Therefore, the conceptual model must be more dynamic with more human-driven perspectives. So knowledge-based, community-led, and human-centred rural communities are at the core of village ecosystem intelligence.

Before the Banyuwangi Smart kampung was implemented, the village hall functioned only for meetings or ceremonial events by the village government. However, after the Banyuwangi Smart kampung program was put into operation, the village hall became the centre of community activities in matters of economics, education and socio-cultural activities. The Government of Banyuwangi Regency has long initiated and tried to make the Smart Kampung Banyuwangi public service innovation a flagship program for regional development. Therefore, the program was finally adopted as part of the regional development plan poured into the Banyuwangi Regency regional intermediate development plan for the 2010-2015 program, becoming the IT Utilisation Optimisation Program.

The Smart Kampung Banyuwangi program has been legalised in Banyuwangi Regent Regulation Number 18 of 2016 (Amanda et al., 2017; Baru et al., 2019; MUZAYYIN, 2022), which contains a decision that the main objectives set in the Banyuwangi smart kampung model include seven main objectives which include; (1) public services, (2) economic empowerment, (3) health, (4) education, arts, and culture, (5) human resource capacity building, (6) poverty, and (7) legal information. In 2017 through a regional regulation (Regent's Number 60 of 2017) concerning "Implementation of the Smart City Masterplan Through Banyuwangi Smart kampung." This was done as part of the follow-up to the response of the Banyuwangi Local Government, which was selected as a district involved in the pioneering movement towards 100 smart cities by holding the first conference in Makassar in 2017.

Based on various perspectives from several theories and research results, researchers are trying to find and analyse how the Banyuwangi Regency Government can create the Smart Kampung Banyuwangi program. This is part of a public service innovation process that needs to be studied in depth. However, there are still things that hamper these regulations, such as a slow Wi-Fi network, hampering services in Sumberkencono village, and increasing the queue for services. Another thing that makes the service inappropriate is the person who does not carry out the service in accordance with the procedures and culture of the community and who is not lawful, making the service old (MUZAYYIN, 2022). Factors that influence the stages of smart village development include leadership, technology, community support, and budget allocation (Baru et al., 2019). Smart Kampung in Banyuwangi Regency has poor service quality and shows a negative difference in 3 dimensions, namely efficiency, reliability, and support, and one dimension with a positive difference, namely trust (Amanda & others, 2017).

METHODOLOGY

This research uses a qualitative approach. The type of research method used is explanatory, namely research that aims to test a theory or hypothesis to strengthen or even reject the theory or hypothesis of

existing research results. Explanatory research is fundamental and aims to obtain information, information, and data regarding matters that are not yet known. Because it is fundamental, this research is called exploration (exploration) and is used to understand beliefs about the experience. It is based on the philosophy of post-positivism used to examine the condition of natural objects, behaviour, attitudes, activities, social processes, and human society. The results are not in the form of numerical data but non-numeric data, which is referred to as narrative or descriptive data (Pathak et al., 2013; Taylor, Steven, J., Bogdan Robert & DeVaulth,; Marjor, 2016; Creswell & David, 2017; Leavy, 2017).

This research aims to; seek, describe, understand, explain, interpret, and obtain an overview of social and societal phenomena related to the Kampung Banyuwangi smart public service innovation process. Researchers select informants to be interviewed according to the table 1.

Table 1. List of Informants

NO	Descriptions
1.	Local Government
2.	Statistical Communication and Informatics Agency
3.	Smart City Council of Banyuwangi Regency
4.	Smart City Implementer or Developer
5.	Regional Development Planning, Research and Development Agency of Banyuwangi Regency
6.	Village heads of Banyuwangi Regency
7.	Community of Banyuwangi Regency
8.	University
9.	Private Sector
10.	Media
11.	NGOs
12.	Banyuwangi House of Representatives

Source: Research data (2023)

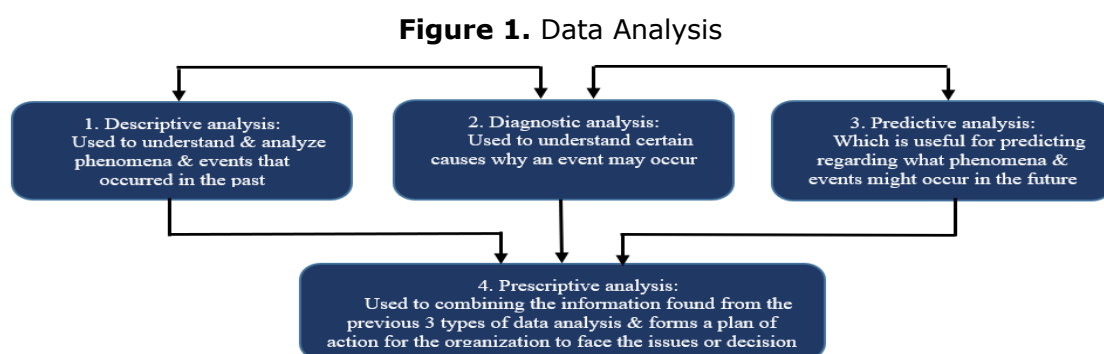
Subsequent informants were selected based on the snowball sampling technique, based on information about data sources provided by key informants. For example, the key informants for this study were the Head of the Office of Statistical Communication and Informatics and staff programmers within the Office of Statistical Communication and Informatics.

There are three data sources in this study, namely data from interviews, observations, and documents involving ten interviewees from officials involved in the process of preparing the Smart Kampung Banyuwangi program, 15 interviewees from implementing officials, and 50 people who at that time were taking care of/needing various types of services. This method is called the accidental sampling method by

Notoatmodjo (2010) and Sugiyono (2009). More than that, it is also equipped with data from non-participant observations to observe the process of public service delivery provided by providers/public servants to users or citizens.

Starting from the data that has been successfully collected from various sources, the data is processed using the following data management steps; data, organising and classifying, data cleaning or condensation, data assembly, data disassembly, data reassembly, data interpretation, and conclusion.

For the various narrative data to be able to explain the social phenomena that have been observed accurately, there are four kinds of data analysis methods (Olubunmi & Amos, 2019) used in this study which include; 1) descriptive analysis, used to understand and analyse phenomena and events that have occurred in the past, 2) diagnostic analysis, used to understand certain causes why an event may occur, 3) predictive analysis, which is useful for predicting regarding what phenomena and events might occur in the future and 4) The three types of previous data analysis and the form of organisational action plans to deal with problems or decisions are used as prescriptive analysis, according to the illustration at Figure 1.



Source: Created By Authors adapted from Olubunmi & Amos (2019)

RESULTS AND DISCUSSION

More specifically, the smart kampung program, which will later be known as Smart Kampung in the local government of Banyuwangi, started in 2015 (Regional Medium Term Development Plan of Banyuwangi Regency 2015) consists of 6 (six) stages which include: 1) Initiation stage, 2) design stage, 3) development stage, 4) evaluation stage, 5) socialisation stage, and 6) implementation stage. However, if traced back, the program initiated by Azwar Anas, Banyuwangi Regent, was a follow-up to a public service innovation program that started in 2010, which was still general and had not been given a specific identity.

In fact, on a micro and simple scale, the smart kampung concept was first implemented in Indonesia in the smart kampung of Pondok Ranji in South Tangerang. It was declared the first smart kampung in Indonesia by the Ministry of Villages due to its success in developing non-formal education pursuing packages A, B and C. Cibuntu Village,

Cirebon City, was declared a smart kampung because it succeeded in encouraging the manufacture of bowls to strengthen signals cellular so that internet access becomes easy. Geluran Taman Village, Sidoarjo Regency, has also been declared a smart kampung due to efforts to encourage the informal use of English for its people and many other villages (Herdiana, 2019).

However, in the Local Government (Regency/City), until 2015 at that time, the smart kampung program was an original innovation in Indonesia. It was implemented for the first time in totality by the Local Government of Banyuwangi, while the other local governments in Indonesia prefer to apply the smart city concept. The Banyuwangi Regency Government prefers to build, empower and turn villages into smart kampungs where most of the Banyuwangi area is rural. In other words, IT-based Public Service Innovation for rural community services, which was the original idea of the Regent of Banyuwangi at the time, is an integrated initiative and idea that is the development agenda of Banyuwangi Regency, whose area is equivalent to 16 times larger than the area of the City Government. Surabaya, of which about 87% is rural areas (BPS Province of East Java; 2015), which is part of the regional development program contained in the 2010-2015 Banyuwangi Regency plan (RPJMD). It aims to improve the quality of public services and performance on management systems and bureaucratic capacity with the use of ICT programs.

Broadly speaking, the program has seven objectives consisting of; 1) public services, 2) economic empowerment, 3) health, 4) education, arts, and culture, 5) human resource capacity building, 6) poverty alleviation, and 7) legal information, specifically regulated through Regulation of the Banyuwangi Regent No. 18 the Year 2016.

The initiation of this idea departs from an analysis of the problems described in general. The mandate of Law Number 25 of 2019 concerning public services states that "the organisers are obliged to provide services that meet standards in terms of quality, appropriate, unpretentious, quick, affordable, and accurate services to reduce educational and economic disparities." So, the Banyuwangi Regency Government must take the initiative to overcome public service problems.

The Regent's idea was originally used to respond to the situation of Banyuwangi Regency, which is still classified as an underdeveloped, poor Regency and a public service bureaucracy that is very inefficient, ineffective, long, and convoluted (BPS Jawa Timur, 2010; Sinovick PMD Banyuwangi Regency, 2017), as well as various other problems faced by the Banyuwangi Regency Government at that time. The main problems faced by Banyuwangi Regency before the smart kampung innovation was explained in the following: a) All services were centralised in the Banyuwangi Government office, b) All services were only operated offline. They were inefficient, costly, and time-consuming. c) Public services were decentralised at the sub-district and village levels, so the

bureaucracy was complicated. d) There was no place for economic, educational, and socio-cultural improvement have not been provided in the Sinovic PMD Service Village, Banyuwangi Regency.

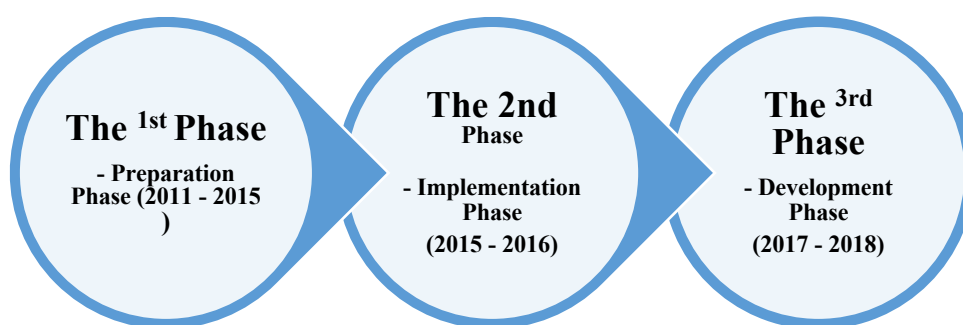
The problems above have motivated local governments to find initiatives and ideas that can solve them, as well as what innovations must be planned and how to form a technical team to run the program. The technical team consists of people familiar with the relevant regulations, existing laws, and IT. In implementing smart kampung, the leader creates a sense of comfort for his employees. Moreover, the leader is always willing to appreciate and accept suggestions and give advice, opinions and counsel to reach agreements.

Banyuwangi Regency is a district that has innovation in providing services and has implemented e-government. In the Banyuwangi district, many Regional Apparatus Organisations (OPDs) are currently running their e-government-based government administration. The Banyuwangi district government, in making Smart kampung program ideas, has carried out an approach method through a theoretical study adopted from Smart City, starting with a literature study to find out the indicators regarding Smart Kampung Readiness.

The process of preparing the Smart Kampung Banyuwangi Program

The process of preparing a smart kampung in the local government of Banyuwangi is divided into 3 phases, as shown in Figure 2 below.

Figure 2. Development Process of the Smart Kampung Banyuwangi Program



Source: Research data (2023)

Starting from the beginning, the diagram shows that the first stage in preparing the Smart Kampung program does not start from the initiation or idea creation stage but goes straight to the preparation stage. Then whether the model of this phase can be implemented more efficiently and effectively is presented chronologically as described below.

The Preparation Phase of The Banyuwangi Smart Kampung Program (2010 – 2015)

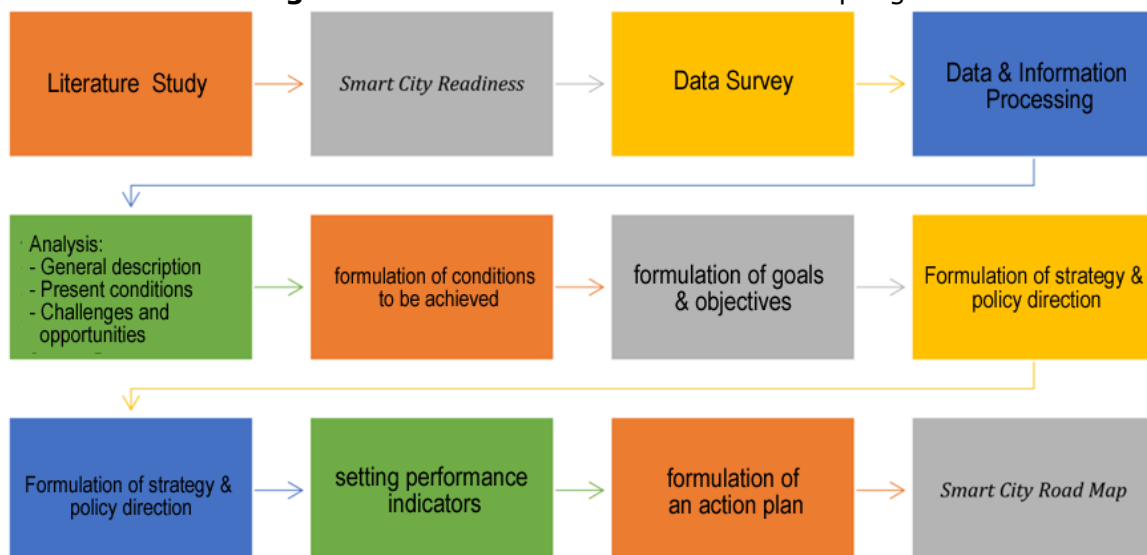
At this stage, several program activities have been carried out by the government to become the foundation for the development of the smart kampung program in the future. Before the leadership of the regent Abdullah Azhar Anas ended in 2010, the condition of the Banyuwangi Regency government was full of many problems. So, when leading the Regency, he focused on implementing activities to improve government services from the district to the village level (Qomaini & Dharmawan, 2022; BPS East Java, 2010; Sinovik PMD Banyuwangi Regency, 2017) To support these activities, several initiatives have been carried out. Among others, the government built information and communication technology infrastructure networks, developed government apparatus resources, strengthened rural communities, and developed IT-based services in villages. The details of the activities in this phase can be seen in the table 2.

Table 2. Preparation of Smart kampung Banguwangi Program

STAGES	YEAR	NAME OF ACTIVITY
I	2010	ICT Network Development
II	2010	Server Development
III	2011	Prepare HR Apparatus
IV	2012	Village ICT Network Development
V	-	Development of ICT-Based Service Applications

Source: Research data (2023)

Figure 3. The flow of ideas for smart kampung



Source: Document plan of Smart Kampung Banyuwangi by the local government, Processed by Author (2023)

According to Schermerhorn Jr. et al (2011), the ideal initial step of innovation must begin with the idea creation phase, the material of which can be sourced from ingenuity, spontaneous or new information. However, how the initial phase taken by the local government of Banyuwangi in conveying their ideas and new ideas is different from the

opinion of Schermerhorn. It started immediately with preparation activities. Meanwhile, the idea creation stage is combined with the preparation phase, so this phase seems to take a long time, around five years, starting from 2010 to 2015. However, this step has several advantages because the creative ideas from the idea creation stage can be directly adopted, revised and adapted to real needs in the preparation phase more concretely. The steps between the idea creation and the preparation phase taken by the Banyuwangi Local Government are as follows at Figure 3.

The Implementation Phase (2015 – 2016)

According to the results of an interview with the head of the Statistical Communication and Informatics Agency, Banyuwangi (2021), Azwar Anas understood that all policies must be legalised to be legally valid. So, he issued legality in the form of Regent's regulation No. 18 of 2016, which stipulates the integration of village-based work programs through the Smart Kampung Banyuwangi program. The first stage is the preparation of facilities and infrastructure in several village offices. This is one of the main indicators in the operation of the smart kampung program. A fundamental change in the operation of the smart kampung program is the renewal of the village hall, which is more open and friendly to villagers.

Before the smart kampung program, the image of the village office was a building close to villagers with a high guardrail, with incomplete supporting facilities, so it did not become a centre for activities and information for villagers. To change this image, the reform began by dismantling the tall village office guardrails as a symbol of separation between the residents and the village government. Comfortable public service spaces with more adequate supporting facilities and infrastructure than before began to be prepared.

According to the results of an interview with the head of the Statistical Communication and Informatics Agency, Banyuwangi (2021), the second activity was preparing human resources for village apparatus and village officials related to the management of Information Technology-based programs. This program was started in 2013 through the SIMDes program and is now being upgraded. To prepare human resources for implementing the program, the government, through technical agencies, regularly organises training and mentoring programs for operators implementing the smart kampung program every year. Village operators trained to manage the smart kampung program consist of two people, namely the first operator in charge of managing administrative service programs and the second operator managing village financial planning and management programs (e-village budgeting).

The government also routinely conducts mentoring activities for village officials aimed at increasing the capacity of village government officials to manage their government. To improve the quality of village

government human resources, the government has also made a breakthrough by providing scholarships for village officials to continue their higher education in Banyuwangi.

Various activities that consumed Local Budget (APBD) funds in 2016 amounted to approximately USD 42 million. The fund was capable of producing positive things, which include the creation of quality improvement and expansion of the reach of the implementation of smart kampung Banyuwangi model. According to Bharosa et al. (2020), this stage is the designing and development phase. Whereas according to (Bækkelie, 2016), this phase is referred to as the service design process

This program designs villages to have an integrated program framework that combines fibre optic-based ICT, productive economic activities, creative economic activities, and improving education, health, and poverty alleviation efforts. In implementing the Smart Kampung Program, the Banyuwangi Regency Government has collaborated with PT Telkom to install optical fibre in 23 villages as the pilot project. Schermerhorn Jr et al. (2011) called this phase the initial experimentation phase. The development of the Smart Kampung program also involves related Regional Apparatus Organisations (OPDs), both in terms of substance coordination and suggestions of opinions regarding urgency and regulations. When the Smart Kampung Program was initially implemented, the Community and Village Empowerment Service also collaborated with academics from universities to create a roadmap for developing the Smart Kampung Program.

Meanwhile, according to the results of an interview with the head of the Statistical Communication and Informatics Agency, Banyuwangi (2021), to increase the capacity of village government officials who are spearheading the success of the Smart Village Program, the PMD Service of Banyuwangi Regency conducted village website training in 2016. The Smart Village Program targeted village officials or subdistricts who would work as service operators.

In implementing Smart Village, there are several objectives. The objectives are as a guide in integrating the preparation of an integrated district government work plan, to synergise the work program of each Regional Apparatus Organisation (OPD) so that it can be implemented effectively, efficiently, and timely, to improve the function of village government in supporting the implementation of district government work programs, to improve the function of service to the community so that the lowest levels of society can directly enjoy it. It was also aimed to increase community participation and participation in the implementation of district government work programs and to make it easier for the community to get integrated services.

The Development Phase (2017 – 2018)

In the third stage, the Banyuwangi Government legalised the Banyuwangi Smart kampung program through Regent's Regulation no. 60 of 2017. The regulation stipulated the "Implementation of the Smart

City Masterplan through Banyuwangi Smart kampung" as the legal basis for procuring equipment (tangible and intangible assets), methods, and operations for implementing the Banyuwangi smart kampung program. Smart kampung development in Banyuwangi Regency was carried out in stages and prioritised the village that met the qualifications. The Smart kampung program, as an effort to improve services to the community with the support of an integrated information system, is not only related to the ability of human resources and funding sources but also more deeply related to various support facilities and infrastructure for the optimal implementation of Smart kampung. Smart kampung brings the community closer to service access; services that were previously carried out at the district or sub-district level can be carried out at the village government level.

The utilisation of information technology in services through the Smart Kampung program aims to provide free/practical, transparent, easily accessible, fast service, and corruption-free government and is supported & appreciated by the community. However, in terms of context and content, this stage is more suitable to be called the deployment phase. This is because various important aspects are contained in it, including the deployment and determination of innovation focus and locus (Chen et al., 2020), which was targeted by the smart kampung Banyuwangi program. Some of the activities in this phase include developing a smart governance program, Gandrung JKN, and replicating the program in other villages so that all 189 villages in the working area of the Banyuwangi Regency Government have fully implemented the Banyuwangi smart kampung program. Apart from that, this phase also contains several important steps that have been carried out by the Banyuwangi Regency Government, which include;

The Design of the Banyuwangi Smart kampung Program step.

The Banyuwangi local government has made a good and mature strategic plan. The Banyuwangi local government has also been supported by a team of experts from the Ministry of Information who are professionals in their fields. Maturity in planning is a must for organisations like the Local Government and will guarantee the level of success to achieve something that is expected. The master plan is an initial capital that must be prioritised so that everything can run well and that the achievement process is by what has been targeted.

The preparation of the said Master Plan plays an important role as a standard direction/guideline for the development and phasing of the SPBE development for the Banyuwangi Regency Government in a sustainable manner. The Smart Kampung Master Plan has comprehensive objectives, including (1) providing a material basis and practical implementation of the Banyuwangi Regency regional development plan based on the smart city concept; (2) Providing Banyuwangi Regency development planning guidelines based on 6 (six) dimensions, namely smart governance, smart economy, smart society,

smart branding, smart living, and smart environment; (3) setting priorities for Smart Kampung development in the short term of 1 year (2017-2018), medium-term of 5 years (2018-2023) and long term (2023-2028); and (4) Implementing the quick win smart city program in the next one year.

The Design of the Banyuwangi Smart kampung Program step.

This stage is carried out by prioritising the principles of friendliness, ease, participation, and engagement. This stage is a stage carried out by the Banyuwangi Local Government after the previous stages have been carried out properly, the result of which is a comprehensive plan that has been prepared and designed properly, including taking into account the problems of preparation and readiness for everything that ensures the implementation of the Smart program. Banyuwangi Village. The Local Government has involved all elements in the Smart Kampung socialisation program, all parts of the government elements starting from the local government organisation, Village/District, and Sub-districts, including non-Government elements consisting of; Private/State-Owned Enterprises, Academics, Community representatives, and social groups, NGOs and the Mass Media. All have been involved in the socialisation event. With the involvement of all stakeholders, it is hoped that all parties can understand/understand, and know what smart kampung Banyuwangi is. So that they can accept the existence of the Smart Kampung program well, and if all parties can get to know and accept the Smart Kampung program, it is hoped that all elements that have been involved can contribute according to their respective positions and potential during the implementation stage.

The Smart Kampung program has a broad scope, not only on public services administration but also involving the involvement of many parties to empower the Village/District Government, which is expected to play an active role in the smart kampung. So they can empower socio-economically and improve public service quality in their regions.

The programs and concepts that have been outlined in the Smart Kampung Smart Plan are then required to be disseminated to all interested parties and with strong support from regional heads who are jointly committed to implementing the Banyuwangi Smart kampung program with steps and activities under the following: 1) Conducting socialisation with relevant local government internal parties responsible for implementing the program. 2) Carry out literacy activities by improving the quality of local government human resources, Smart City Forums, and the community by providing skills or skills that support the successful implementation of Smart Kampung in the area. 3) Conducting socialisation to external parties through branding activities and promoting Smart Kampung development to the public, potential investors, contractors, business actors, and campuses.

The Monitoring & Evaluation

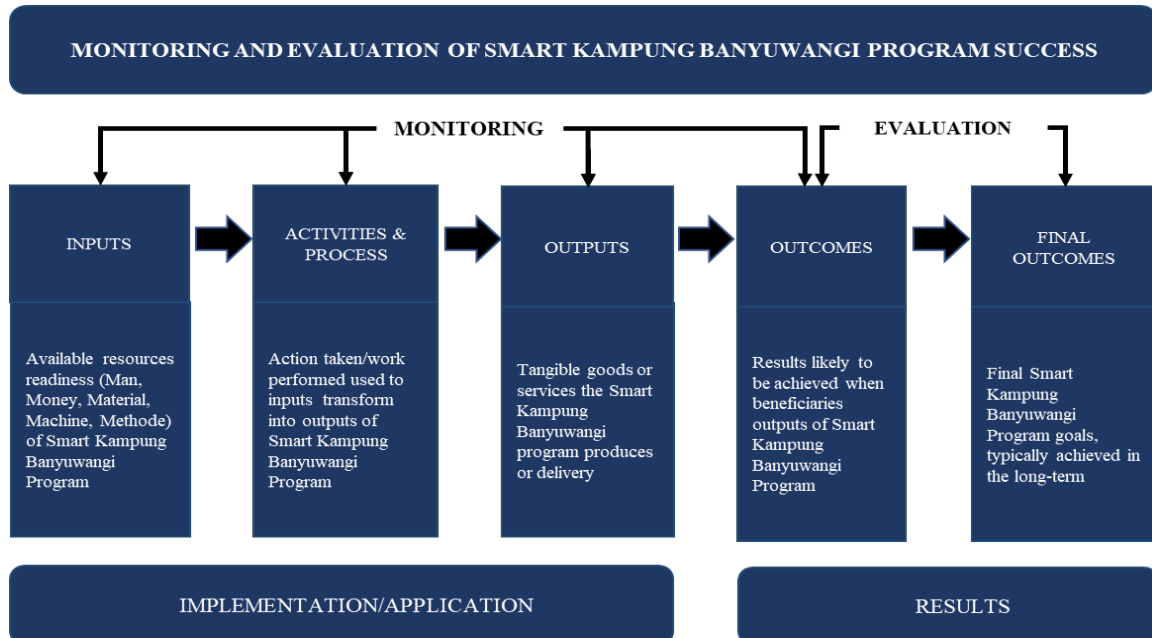
Smart Kampung Banyuwangi is recognised as a program that can encourage regional development, especially at the village level. The information technology program can integrate many activities, such as developing creative, productive economic, social, and cultural activities. It is also known to be able to improve performance in public services, as well as being able to increase government efforts in poverty alleviation programs.

The government has made a policy in the form of seven criteria that must be included in the Banyuwangi Smart kampung program so that it can optimise public services, and health services, empower the community's economy, develop education and arts and culture, increase the capacity of human resources, poverty alleviation and information literacy about the law. All the Banyuwangi Smart kampung criteria are to touch the public interest. IT usage facilities are used as a driving force so that the seven criteria in the program are on the empirical conditions in the village. It is necessary to take strategic steps as follows: 1) Smart Kampung Banyuwangi program is implemented in stages in all villages; 2) Develop fibre optic ICT network services for village. 3) Provide facilities in program integration that encourage Regional Apparatus Organisation (OPD) (OPD activities for the smart kampung program. 4) Make policies and implement regulations that encourage a more innovative mindset in public services for the community. (Sinovik PMD Service of Banyuwangi Regency 2017)

The stages of evaluation and development of creative ideas from Smart Kampung innovations include: a) The Banyuwangi Smart kampung program is supported by the procurement of a fibre optic internet network built in 2017 to support the smart kampung program so that public service performance is more optimal. b) The innovation of the Banyuwangi Smart kampung program solves public service problems in Banyuwangi, providing a service chain to communities in all villages, cutting operating costs in public services, and services being operated online. c) The operation of online public services on the Smart Kampung Banyuwangi program platform can provide convenience for services to the community. Everything is done more quickly, easily, and cheaply in financing.

However, the Banyuwangi Regency Government does not yet have a conceptual model of what and how to monitor and evaluate the implementation of the Banyuwangi smart kampung program, which must be monitored and evaluated on an ongoing basis. Meanwhile, the monitoring and evaluation that has been carried out since the implementation of the Smart Kampung Banyuwangi program is still oriented towards the drafting process. Based on these conditions, there is a recommended monitoring and evaluation model, as shown in figure 4.

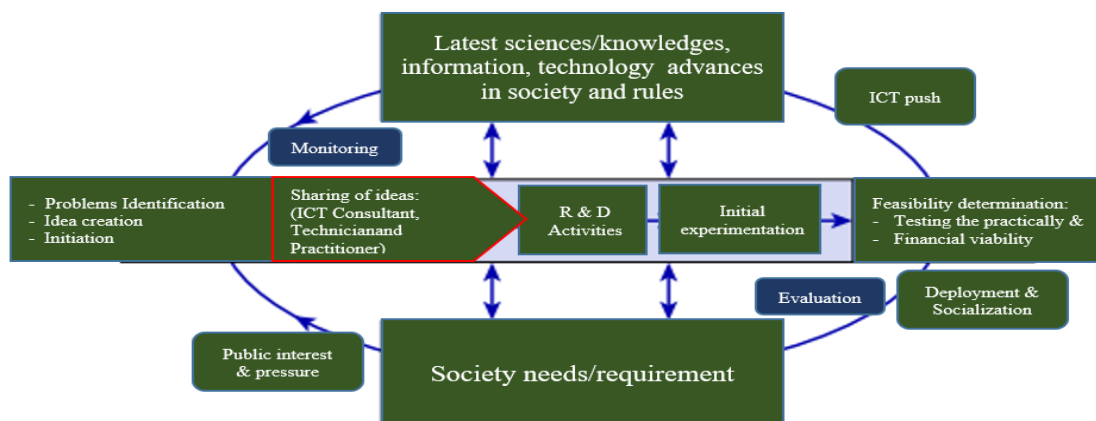
Figure 4. Monitoring & Evaluation Model of Smart Kampung Banyuwangi Program Success



Source: Research data (2023)

Paying attention to the process of preparing the Public Service Initiative by the local government in Banyuwangi, which they call the smart kampung Banyuwangi model, has produced a good initiative and has a very positive impact on increasing community satisfaction with the services they receive. However, if we pay close attention, several important aspects still have not been carried out, including feasibility determination, especially those related to financial viability, so it is not known exactly whether the preparation of the program meets the principle of efficiency or not. The big picture regarding the preparation of the recommended public service innovation process is as follows at Figure 5.

Figure 5. Big Picture Public Service Innovation Process



Source: Research data (2023)

The existence of the Smart Village program can act as a medium of communication in development, which is easy to use and beneficial to the community and can improve the protection of people's data. This results from the increasing need for people who want to access information and communicate easily and quickly. As part of modern world society, it is time for Indonesia to apply the cyber city concept to meet the needs of its citizens to access the internet more broadly and no longer be limited to certain circles.

CONCLUSION

In general, what can be seen in this research is that empirically it provides evidence of real differences between public sector innovation and the business sector. This research follows the innovation process theory of Sherwood (2002), which says that the innovation process requires four stages, namely: (1) the idea submission stage, namely having an idea first; (2) the evaluation stage of the ideas to be followed up; (3) the development stage, namely improving the idea from a concept to a reality that produces something; and (4) the implementation stage, which is trying actually to materialise the idea. The Smart Cities programs are important for an area to progress. The Local government of Banyuwangi has implemented a smart city concept called Smart Kampung Banyuwangi to accelerate regional development and improve public services. The Smart City concept is a strategic program proven to run more effectively and efficiently than conventional public services. The Banyuwangi district area is vast, so it will make it easier for the local government to provide equitable development and access services to the public.

Smart Kampung Banyuwangi is a community development concept, which is the right solution for a community to act smarter and wiser so that all problems can be resolved more effectively and efficiently. It can support regional development, especially in villages. IT technology facilitates the integration of activity operations so that effective economic, creative, social, and cultural programs can be carried out better. A fibre optic Internet network spread across villages makes it easy for the government to carry out its functions and duties to the community. The smart kampung program operates online, resulting in more optimal service performance.

Experts understand the smart kampung concept as an integrated technological revolution that can change people's lives in rural areas, providing sustainable benefits between information technology and rural communities. The Smart Kampung Banyuwangi program makes it easy for the Government to interact with each other, and communication and coordination between the central government and villages can be done more easily.

Implementing the "one-stop service" service program, all waiters are carried out through one door, facilitated by a representative service room, and given a special receptionist. So that it can improve public

services that are more centred on community needs, so it can be concluded that the implementation of the smart kampung has received a good response from the village government and the community. Ultimately, it can provide more effective and efficient public services.

ACKNOWLEDGMENTS

We would like to express our deep gratitude to " Prof. Dr. Ir. Nuhfil Hanani AR., MS. as the Chancellor and Drs. Andy Fefta Wijaya, MDA., Ph.D." as the Dean of Administrative Sciences at the University of Brawijaya Malang Indonesia, especially for sharing their pearls of wisdom with us during this research.

REFERENCES

- Alberti, A., & Bertucci, G. (2006). Replicating Innovations in Governance: an Overview. *Innovations in Governance and Public Administration: Replicating What Works*, 1, 190. [https://publicadministration.un.org/publications/content/PDFs/E-Library/Archives/2006 Innovations in Governance_Replicating What Works.pdf](https://publicadministration.un.org/publications/content/PDFs/E-Library/Archives/2006%20Innovations%20in%20Governance_Replicating%20What%20Works.pdf)
- Amanda, P. S., & others. (2017). Kualitas Pelayanan E-Government Melalui Smart Kampung Di Kabupaten Banyuwangi.
- Anggadwita, G. (2013). Service Innovation in Public Sector: A Case Study on PT. Kereta Api Indonesia. *Journal of Social and Development Sciences*, 4(7), 308–315. <https://doi.org/10.22610/jsds.v4i7.766>
- Atko, V., & others. (2019). Smart kampung development principles and driving forces: the case of Lithuania. *European Countryside*, 11(4), 497–516.
- Bækkelie, M. K. E. (2016). Service design implementation for innovation in the public sector. *Proceedings of NordDesign, NordDesign 2016*, 1, 22–31. <https://www.ntnu.no/documents/10401/1264435841/Artikkel+Maria+Kristine+Bækkelie.pdf/5557a5bc-08da-4680-ab70-dac57e9259de>
- Baru, V. P., Djunaedi, A., & Herwangi, Y. (2019). Tahap Pengembangan Smart Kampung di Desa Ketapang Kabupaten Banyuwangi. *Jurnal Planoeath*, 4(2), 68–80.
- Bharosa, N., Meijer, K., & Van Der Voort, H. (2020). Innovation in public service design: Developing a co-creation tool for public service innovation journeys. *ACM International Conference Proceeding Series*, 275–284. <https://doi.org/10.1145/3396956.3396981>
- Bommert, B. (2010). Collaborative innovation in the public sector. *International Public Management Review*, 11(1), 15–33.
- Chen, J., Walker, R. M., & Sawhney, M. (2020). Public service innovation: a typology. *Public Management Review*, 22(11), 1674–1695. <https://doi.org/10.1080/14719037.2019.1645874>
- Chesbrough, H. (2003). The logic of open innovation: Managing intellectual property. *California Management Review*, 45(3), 33–58. <https://doi.org/10.2307/41166175>
- Costello, T., & Prohaska, B. (2013). Innovation. *ITPro*.
- Creswell, J. W., & David, J. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications. https://fe.unj.ac.id/wp-content/uploads/2019/08/Research-Design_Qualitative-Quantitative-and-Mixed-Methods-Approaches.pdf
- Damanpour, F., & Schneider, M. (2010). Characteristics of innovation and innovation adoption in public organisations: Assessing the role of managers (*Journal of Public Administration Research and Theory* (2009) 19:3 (495-522) DOI:10.1093/jopart/mun021). *Journal of Public Administration Research and Theory*, 20(1), 259. <https://doi.org/10.1093/jopart/mup031>

- de Vries, H., Tummers, L., & Bekkers, V. (2018). A stakeholder perspective on public sector innovation: why position matters. *International Review of Administrative Sciences*, 84(2), 269–287. <https://doi.org/10.1177/0020852317715513>
- Đuričin, S., Beraha, I., Jovanović, O., Mosurović Ružičić, M., Lazarević-Moravčević, M., & Paunović, M. (2022). The Efficiency of National Innovation Policy Programs: The Case of Serbia. *Sustainability (Switzerland)*, 14(14), 8483. <https://doi.org/10.3390/su14148483>
- Enkel, E., & Sagmeister, V. (2020). External corporate venturing modes as a new way to develop dynamic capabilities. *Technovation*, 96, 102128.
- Fahlevi, H. (2014). The Innovation of the Role of Accounting in Public Hospitals - Lessons Learned from Hospital Financing Reforms in Indonesia and Germany [Deutsche Universität für Verwaltungswissenschaften]. In der Deutschen Universität. <https://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=0CAMQw7AJahcKEwjAq4r66db8AhUAAAAAHQAAAAAQAw&url=https%3A%2F%2Fdnb.info%2F1052694470%2F34&psig=AOvVaw1KHfX3ukqndTSw5FQFv8kO&ust=1674327455965142>
- Fuglsang, L. (2010). Bricolage and invisible innovation in public service innovation. *Journal of Innovation Economics & Management*, n° 5(1), 67–87. <https://doi.org/10.3917/jie.005.0067>
- Gevelt, T. Van, & Holmes, J. (2015). A Vision for Smart kampungs. *Smart kampungs New Thingking for Off-Grid Communities Worldwide*, 5(5), 1–6. www.e4sv.org
- Hon, L. C., & Grunig, J. E. (1999). *Guidelines for measuring relationships in public relations*. Gainesville, FL: Institute for public relations.
- Hunt, M. G., Miller, R. A., Stacy, M. A., Lynam, S., & Carr, E. R. (2019). Public Servant, Silent Servant: A Call to Action for Advocacy Training in Public Service Settings. *Psychological Services*, 17(S1), 37. <https://doi.org/10.1037/ser0000387>
- Kankanhalli, A., Zuiderwijk, A., & Tayi, G. K. (2017). Open innovation in the public sector: A research agenda. In *Government Information Quarterly* (Vol. 34, Issue 1, pp. 84–89). Elsevier.
- Kusumasari, B., Setianto, W. A., & Pang, L. L. (2018). A Study on Digital Democracy Practice: Opportunities and Challenges of e-Health Implementation in Indonesia. *Jurnal Ilmu Sosial Dan Ilmu Politik*, 22(1), 1. <https://doi.org/10.22146/jsp.28863>
- Leavy, P. (2017). *Research Design: Quantitative, Qualitative, Mixed Methods, Arts-Based, and Community-Based Participatory Research Approaches*. <https://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=0CAQQw7AJahcKEwiIuI-Y7Nb8AhUAAAAAHQAAAAAQAw&url=https%3A%2F%2Fonlinelibrary.wiley.com%2Fdoi%2F10.1111%2Fcsr.12276&psig=AOvVaw07L-K60bde1BswWoFhxjVR&ust=1674328055439830>
- Ledingham, J. A. (2003). Explicating relationship management as a general theory of public relations. *Journal of Public Relations Research*, 15(2), 181–198.
- Ledingham, J. A., & Bruning, S. D. (1998). Relationship management in public relations: Dimensions of an organisation-public relationship. *Public Relations Review*, 24(1), 55–65.
- Lewis, B. D. (2017). Does local government proliferation improve public service delivery? Evidence from Indonesia. *Journal of Urban Affairs*, 39(8), 1047–1065. <https://doi.org/10.1080/07352166.2017.1323544>
- MCLAUGHLIN, K. (2021). Working with local governments to improve service delivery in Indonesia. [Worldbank.Org. https://blogs.worldbank.org/eastasiapacific/working-local-governments-improve-service-delivery-indonesia](https://blogs.worldbank.org/eastasiapacific/working-local-governments-improve-service-delivery-indonesia)

- Melo, S., De Waele, L., & Polzer, T. (2020). The role of Post-New Public Management in shaping innovation: the case of a public hospital. *International Review of Administrative Sciences*, 88(4), 1032–1049. <https://doi.org/10.1177/0020852320977626>
- Mulgan, G., Albury, D., & others. (2003). Innovation in the public sector. Strategy Unit, Cabinet Office, 1(1), 40. https://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=0CAQQw7AJahcKEwiQ-q2F7tb8AhUAAAAAHQAAAAAQAw&url=http%3A%2F%2Fwww.sba.oakland.edu%2Ffaculty%2Fmathieson%2Fmis524%2Fresources%2Freadings%2FInnovation%2FInnovation_in_the_public_sector.pdf&psig=AOvVaw0RW9oEY08ydiBTvh37bi9b&ust=1674328553634938
- MUZAYYIN, A. (2022). IMPLEMENTASI PERATURAN BUPATI NO. 18 TAHUN 2016 DI DESA SUMBERKENCONO KECAMATAN WONGSOREJO KABUPATEN BANYUWANGI. UIN Kiai Haji Achmad Siddiq Jember.
- Notoatmodjo, S. (2010). Health research methodology. Jakarta. Rieneka Cipta Publisher, Bandung, Indonesia.
- Pathak, V., Jena, B., & Kalra, S. (2013). Qualitative research. *Perspectives in Clinical Research*, 4(3).
- Pratama, A. B. (2020). The landscape of public service innovation in Indonesia: A comprehensive analysis of its characteristic and trend. *Innovation and Management Review*, 17(1), 25–40. <https://doi.org/10.1108/INMR-11-2018-0080>
- Ma'rup Ali Qomaini, Ma'ruf A & Dharmawan., A., (2022), KOMUNIKASI ORGANISASI PEMERINTAH KABUPATEN BANYU` WANGI DALAM PENINGKATAN PELAYANAN PUBLIK, *Commercium*, Volume 05 Nomor 03 Tahun 2022, Halaman 179-190
- Ramadhanny, R. K., Yuwono, T., & others. (2018). Inovasi tata kelola keuangan pemerintah desa: Electronic village budgeting (e-village budgeting) untuk menciptakan good governance di Kabupaten Banyuwangi. *Journal of Politic and Government Studies*, 7(3), 230–291.
- Renukappa, S., Suresh, S., Abdalla, W., Shetty, N., Yabbati, N., & Hiremath, R. (2022). Evaluation of smart village strategies and challenges. *Smart and Sustainable Built Environment*, ahead-of-print.
- Saifullah, Mohammd, N. (2017). Public Service Innovation. *The Diplomat In Spain*. <https://thediplomatinspain.com/en/>
- Santoso, M. I. (2015). Applying interactive planning on public service leadership in the directorate general of immigration Indonesia. *Procedia-Social and Behavioral Sciences*, 169, 400–410. <http://dx.doi.org/10.1016/j.sbspro.2015.01.326>
- Satoła, Ł., & Milewska, A. (2022). The concept of a Smart kampung as an Innovative Way of Implementing Public Tasks in the Era of Instability on the Energy Market—Examples from Poland. *Energies*, 15(14), 5175. <https://doi.org/10.3390/en15145175>
- Schermerhorn Jr, J. R., Osborn, R. N., Uhl-Bien, M., & Hunt, J. G. (2011). *Organisational behavior*. John Wiley & sons.
- Schermernmorn John.R. (1993). *Management for productivity*. New York John Wiley & Son Inc, New York, 166.
- Sihombing, T. (2016). Public Service Innovation and Reform Towards Good Local Governance. *Global Journal of Politics and Law Research*, 4(1), 64–72. <https://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=0CAMQw7AJahcKEwj4i5n08Nb8AhUAAAAAHQAAAAAQAw&url=http%3A%2F%2Fwww.eajournals.org%2Fwp-content%2Fuploads%2FPublic-Service-Innovation-and-Reform-Towards-Good-Local-Governance.pdf&psig=AOvVaw1IL9-Wdd3zE8sbexh3W0HM&ust=1674329321880237>
- Somwanshi, R., Shindepatil, U., Tule, D., Mankar, A., Ingle, N., Rajamanya, G., & Deshmukh, A. (2016). Study and development of village as a smart kampung. *International Journal of Scientific & Engineering Research*, 7(6), 395–408.

- Sugiyono. (2009). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta.
- Sutanto, E. M. (2017). The influence of organisational learning capability and organisational creativity on organisational innovation of Universities in East Java, Indonesia. *Asia Pacific Management Review*, 22(3), 128–135. <https://doi.org/10.1016/j.apmr.2016.11.002>
- Taylor, Steven, J., Bogdan Robert & DeVault, Marjor, L. (2016). *Introduction to Qualitative Research Methods A Resource Guidebook*. by John Wiley & Sons, Inc., Hoboken, New Jersey. Published simultaneously in Canada. https://www.google.com/url?sa=i&rct=j&q=&esrc=s&source=web&cd=&cad=rja&uact=8&ved=0CAMQw7AJahcKEwiAssfG8db8AhUAAAAHQAAAAQAw&url=http%3A%2F%2F196.43.128.20%2Fxmlui%2Fbitstream%2Fhandle%2F20.500.12383%2F992%2FIntroduction%2520to%2520Qualitative%2520Research%2520Methods%2520%2528%2520PDFDrive%2520%2529.pdf%3Fsequence%3D1%26isAllowed%3Dy&psig=AOvVaw0M_rBXSUzhkVVIca7Tk32Q&ust=1674329494547337
- Walker, R. M. (2014). Internal and External Antecedents of Process Innovation: A review and extension. *Public Management Review*, 16(1), 21–44. <https://doi.org/10.1080/14719037.2013.771698>
- Walker, R. M., Jeanes, E., & Rowlands, R. (2002). Measuring innovation - Applying the literature-based innovation output indicator to public services. *Public Administration*, 80(1), 201–214. <https://doi.org/10.1111/1467-9299.00300>
- Wang, Q., Luo, S., Zhang, J., & Furuya, K. (2022). Increased Attention to Smart Development in Rural Areas: A Scientometric Analysis of Smart Village Research. *Land*, 11(8), 1362.
- Wiryanto, W. (2020). Initiative and Implementation of The Public Service Innovation by Regional Government in Indonesia. *Journal of Governance and Local Politics*, 2(2), 201–215. <https://doi.org/10.47650/jglp.v2i2.134>
- Yuwono, T., Alfirdaus, L. K., & Manar, D. G. (2020). Semua Berawal dari IT: Terobosan Banyuwangi dalam Menata Ulang Tatakelola Pemerintahan. *Politika: Jurnal Ilmu Politik*, 11(2), 148–162. <https://doi.org/10.14710/politika.11.2.2020.148-162>