



IMPLEMENTATION OF PUBLIC INFORMATION DISCLOSURE POLICY AT THE OFFICE OF THE REPRESENTATIVE FINANCIAL AUDIT BODY OF GORONTALO PROVINCE

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Abstract (English)

This research aims to determine and analyze: 1) the implementation of the public information disclosure policy at the BPK Representative Office of Gorontalo Province, studied from four stages, namely: a) initial; b) intermediate; c) advanced; and d) innovative. 2) The factors that determine the implementation of the public information disclosure policy at the Gorontalo Province Representative Office of the BPK are examined from six factors, namely: a) the size and objectives of the policy; b) resources; c) characteristics of implementing agents; d) the attitude or disposition of the implementer; e) communication between organizations; and f) social, economic and political environment. This research approach is qualitative. This type of research is descriptive qualitative. The data collection techniques used were documentation studies, interviews and observations. Data analysis techniques include data reduction, data presentation, and drawing conclusions. The research results show that 1) The implementation of the Public Information Openness policy at the BPK Representative Office of Gorontalo Province starting from the Initial, Intermediate and Advance stages has been carried out in accordance with the Open Government Partnership theory but is not yet fully optimal, but the BPK has made innovations to support the implementation of the Public Information Openness policy. 2) The factors that determine the implementation of the Public Information Openness policy at the BPK Representative of Gorontalo Province, namely the Policy Size and Objectives Factor, Resource Factors, and Social, Economic and Political Environmental Factors are supporting and inhibiting factors in the implementation of the policy. Meanwhile, the Characteristic Factor of the Implementing Agent, the Attitude or Disposition Factor of the Implementer, and the Communication Factor between Organizations are supporting factors in the implementation of the Public Information Openness policy at the Gorontalo Province Representative BPK.

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INTRODUCTION

Marianti (2017) defines public administration as "the entire process of cooperation between two or more individuals based on logic to achieve certain goals". Pasolong (in Dunggio and Darman, 2020) says that "public administration is the collaboration of a group of people or institutions to carry out government tasks in an efficient manner and meet the needs of the community". It can be understood that public administration is a process in which a group of people work together to achieve certain goals.

Public Policy



Etymologically, the term policy comes from the Greek word "polis" meaning state, from the Latin word "politia" which means state, and in English "policie" which means government administration or control of public issues. The term "policy" can be used to describe the behavior of an actor (such as an official, group or government agency) or a number of actors involved in a particular field of activity (Nur & Guntur, 2019). Public policy is "a collection of government decisions made by the government to help solve problems which include plans, decisions, goals, solutions, programs and activities to be implemented" (Nur & Guntur, 2019).

Public policy is a government effort to address public service problems with choices and actions, including analysis of the decision-making process. Based on the value perspective, public policy is the process of allocating resources to achieve prioritized shared values (Kusumawati, 2019).

Public policy is state policy in the form of provisions on government actions which are also one of the state's policy actions in choosing to do something or not do something (Ramdhani & Ramdhani, 2017). Furthermore, according to Donahue (in Keban, 2014) that policy is not merely a strategic use of resources but also has a very decisive moral dimension. Friedrich (in Hutabalian, 2020) says Policy is a collection of actions or activities related to each other to achieve certain goals. It can be understood that policy is a series of results that have been determined in the implementation of a job seen from the method the leader takes action.

Public Policy Implementation

According to Nugroho (2021), Policy implementation occurs through existing or to-be-created organizations. In implementing policies, preparation of implementing organizations, implementing human resources and policy implementation procedures is required. Next, Asmono *et al* (2022) defines "Policy implementation is basically a way for the objectives of a policy to be achieved."

Simply put, implementation is defined as the application of a policy. Public policy in the form of a law or regional regulation, including a type of public policy that requires explanation or implementation rules. Meanwhile, public policies such as presidential instructions, presidential/minister/regional head decisions and decisions of service/agency heads are types of policies that can be implemented directly. Legislators should try to influence the behavior of implementers or employees who provide services and regulate the behavior of target groups when implementing programs (Asmono *et al*, 2022).

According to Lester & Stewart (in Agustino, 2016), Implementation Policy is an ever-changing process, where policy implementers take action to obtain results that are in accordance with the policy goals and objectives. Ripley & Franklin (in Winarno, 2014) say that "Implementation is when laws are created that provide authority for programs, policies, benefits, or a type of tangible output." It can be understood that policy implementation is a policy created to achieve the goal so that a procedure or rule that has been previously established can be implemented.

Factors that Determine Policy Implementation

According to the Merse Model (in Kadji, 2015) there are five components that influence the public policy implementation model, namely information, policy content, community support (both physical and non-physical), and potential sharing. In particular, community support is closely related to community involvement as the party responsible for program implementation. The public policy implementation model according to Merse (in Kadji, 2015) is depicted in Figure 4.

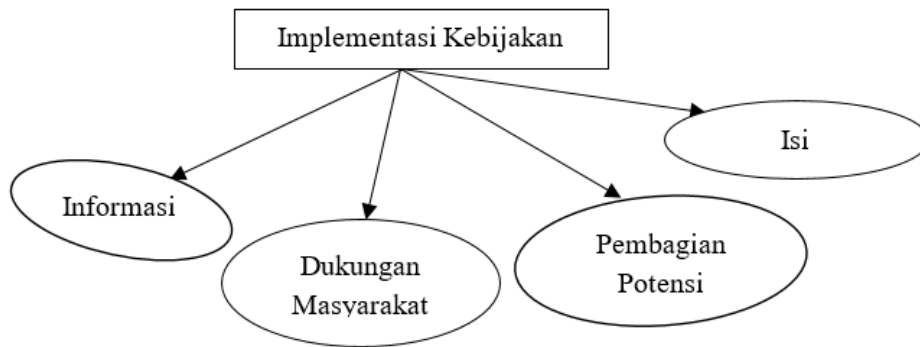


Figure 1. Policy Implementation Model According to Jan Merse

Model George C. Edwards III

According to the Edwards III model (Tahir, 2011) suggests that "in our approach to the study of policy implementation, we begin the abstract and ask: What are the preconditions for successful full policy implementation? What are primary obstacles to successful full policy implementation?". To answer this important question, Edwards III offers and considers four things that determine the success or failure of implementing public policy, namely Communication, Resources, Dispositions, and Bureaucratic Structure. The model for implementing public policy according to Edwards III is depicted in Figure 5.

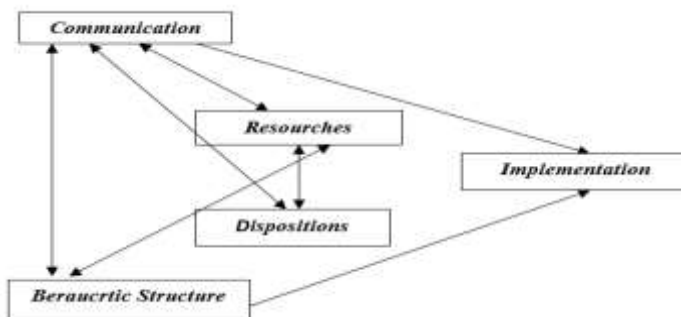


Figure 2. Policy Implementation Model According to Edwards III

a. *Communications*

Communication is an important part of the policy implementation process. Effective communication ensures that policies and objectives are implemented well.

Communication is very important to ensure that implementers and decision makers are more consistent in implementing policies that will be implemented in society. Three variables are used to measure the success of communication elements: transmission, clarity, and consistency of information.

b. *Resources*

Resources, namely individuals or officers who implement a policy, are responsible for the success of the policy. Lack of resources capable of implementing policies will have an impact on policy implementation.



c. *Dispositions*

The disposition or attitude of the implementer can be defined as the nature of the individual or implementer in the form of commitment, honesty and democracy. If the implementing apparatus has a good disposition, then the policy can be implemented in accordance with the wishes of the policy maker.

d. *Bureaucratic Structure*

The bureaucratic structure responsible for implementing policies influences how policies are implemented. One of the most important structural components is the existence of Standard Operating Procedures (SOP), which functions as a guideline for how implementing officials act.

Model Van Meter and Van Horn

Van Meter and Van Horn models (in Berliani et al, 2022) and Aritonang (2011) suggests that there are 6 (six) factors that influence the success or failure of public policy implementation, namely:

a. *Measures and Policy Objectives*

The level of success of policy implementation can be measured if the policy measures and objectives are in accordance with the socio-cultural conditions at the policy implementation level. On the other hand, if policy measures or objectives are too ideal to be implemented at the citizen level, realizing public policy becomes somewhat difficult to the point that it can be considered successful.

b. *Resource*

The ability to utilize existing resources is critical to the success of the policy implementation process; High-quality human resources are necessary for certain stages of the implementation process to fulfill apolitically defined tasks, but it is difficult to anticipate how public policy will proceed when resources are not available. Additional resources are financial and time resources. These two resources are very important because if one of them is missing, the policy may not run optimally. Therefore, the combination of all three is very important.

c. *Characteristics of Implementing Agents*

An implementing agent is a formal or informal organization that handles the implementation of public policy. This is also important because the right and suitable characteristics of the implementing agent greatly influence the performance of policy implementation. In the process of selecting an implementing agent, the scope of policy implementation must be considered. With more agencies involved in policy implementation, the scope should be broader.

d. *Attitude or Disposition of the Implementer*

The attitude of acceptance or rejection by implementing agents greatly influences the success or failure of implementing public policy. This opinion is based on the idea that the public is not always responsible for creating and implementing policies because they do not always know the problems that the policies will solve. As a result, it is very likely that society will reject this policy. In addition, top down policies allow decision makers to



come from groups who do not touch the problems, needs or desires of society to be resolved.

e. Communication between Organizations

In implementing public policy, communication is very important. The better the communication that occurs between the parties involved in the implementation process, the lower the possibility of errors. vice versa.

f. Economic, Social and Political Environment

Policy implementation is definitely influenced by the external environment, namely the economic, social and political environment. An external environment that is not conducive can cause failure in implementing policies, so the conducive external environment must be considered when implementing policies.

The relationship between factor variables that influence the success of Van Meter and Van Horn's policies is depicted in the following model.

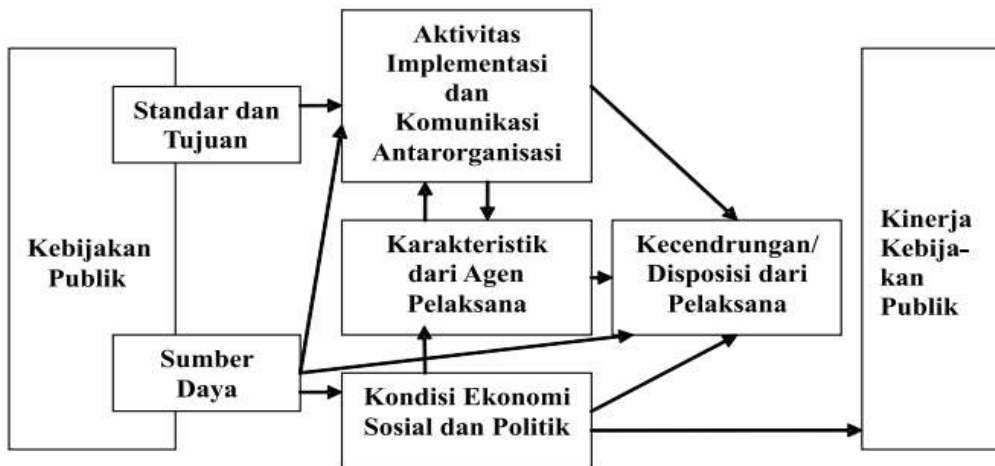


Figure 3. Policy Implementation Model According to Van Metter and Van Horn

Openness of Public Information

Openness of public information is one way to maximize public supervision of how the government works. All public bodies are responsible for providing information relating to public bodies to the general public. Executive, judicial, legislative and state institutions funded by the APBN or APBD, as well as non-governmental organizations, including public bodies. By providing access to public information, it is hoped that public bodies will be responsible and try their best to serve the public.

OGI is part of the Open Government Partnership (OGP) which aims to create a more transparent, participatory and innovative government. Indonesia faces many challenges as a leader in information disclosure for the 60 other countries that are members of the OGP after being named Chair of the OGP Leadership Council in 2013.

Public service is the core of government. The right to obtain public information is one of the rights that everyone has. Openness of public information consists of three concepts, namely good governance, open government and a democratic state system. Public information management is necessary for all matters relating to the public interest. If all service delivery can be accessed easily and published openly so that the public can understand it. On the other



hand, if all or part of the service aspects are not open and difficult to access by both users and stakeholders, then the service implementation does not meet the rules of openness.

RESEARCH METHODS

The research setting is the Gorontalo Province Representative BPK Office which is responsible for examining regional financial management and responsibility within the scope of the Gorontalo Provincial Government, Regency/City, BUMD, and related institutions within the entity including examinations provided by the State Financial Auditor (AKN) and the Auditorate Primary Investigation (AUI).

The research process begins with preparation and ends with writing a report, which lasts for about six months.

This research uses a qualitative approach, which means obtaining descriptive data from informants to explain and analyze the observed phenomena. The various findings were not obtained using statistical methods or other calculations. Instead, try to understand and interpret how events and actions are involved in the implementation of KIP policies at the Gorontalo Province Representative BPK.

Data Analysis Techniques

The data analysis technique used in this research consists of three stages, namely: data reduction, data presentation, and data verification (Sugiyono, 2018).

Research result

In this research, the focus of the research is the implementation of KIP policy and the factors that determine the implementation of KIP policy at the Gorontalo Province Representative BPK.

Implementation of the public information disclosure policy at the BPK Representative Office of Gorontalo Province

In research related to the Implementation of KIP Policy in the BPK Representative Office of Gorontalo Province, it is studied based on the implementation of information disclosure in public bodies according to the Open Government Partnership in Anugrah (2020), namely the Initial Stage, Intermediate Stage, Advance Stage, and Innovative Stage.

a. Initial Stage

Research data regarding the Initial Stage in the implementation of the KIP policy is based on the results of interviews with ALHR as Head of the BPK Representative for Gorontalo Province as follows:

"In implementing the public information disclosure policy, we refer to PerBPK No. 1 of 2022 concerning Management of Public Information at the Financial Audit Agency.

"This regulation implements Law Number 14 of 2008 concerning Openness of Public Information, which requires all government institutions, including the Gorontalo Province Representative BPK, to give the public the right to access public information within their authority." (Transcript of interview with ALHR, January 12 2024).

Furthermore, based on the results of the interview with FN as Head of the Secretariat of the BPK Representative for Gorontalo Province as follows:

"Regarding the regulations for implementing public information disclosure in the form of Standard Operating Procedures (SOP) for the Public Information Request Service at PIK BPK, it was made by the Central Republic of Indonesia BPK and implemented within the Gorontalo Province Representative BPK. "This SOP is stipulated in the 2019



Regulation of the Secretary General of BPK RI." (Transcript of interview with FN, January 10, 2024).

From the results of the interview with the Head of Representative and Head of the Secretariat of the Gorontalo Province Representative BPK above, it can be seen that the Gorontalo Province Representative BPK is one of the public institutions/bodies that is obliged to provide public information as mandated in Law no. 14 of 2008 concerning Openness of Public Information. In its implementation, BPK Regulation No. 1 of 2022 concerning Management of Public Information at the BPK as a basis for implementing KIP policies within the BPK as a basis for implementing KIP at the BPK. Apart from that, there are SOPs stipulated in BPK Secretary General Regulation Number 7 of 2019 concerning Standard Operational Procedures for Public Information Request Services at the BPK Information and Communication Center.

Furthermore, based on the results of interviews with TW as Plt. Head of BPK Representative Sub-auditorate Representative for Gorontalo Province as follows:

“Regarding the structure that implements the Public Information Openness policy, the BPK has issued a Head of Representative Decree regarding PPID. "Furthermore, there is also a Decree from the Head of Representative regarding the PIK Management Team" (Transcript of interview with TW, January 11 2024).

Meanwhile, based on an interview with AABBP as Head of Public Relations Subdivision and TU Kalan/Supervisor of Public Information Services as follows:

“PPID is responsible for implementing KIP policies with the assistance of the PIK Management Team and PPID Assistant Officials. PPID Assistant Officials consist of all heads of work units at the Gorontalo Province Representative BPK, so that the information in each work unit is well documented and complete." (Transcript of interview with AABBP, January 8, 2024)

From the results of interviews with several informants and the documentation study above, we can see a picture of the Initial Stage in the implementation of the KIP policy at the BPK Representative Office of Gorontalo Province. Measurement of the Initial Stage in the implementation of KIP policy refers to the conditions that should be carried out by Public Bodies according to the Open Government Partnership (in Anugrah, 2020), namely the fulfillment of 3 (three) indicators, namely: 1) Public Bodies have established policies as the basis for implementing KIP; 2) Public Bodies have a structure that will implement KIP; and 3) Public Bodies have provided education and training for the employees involved. An overview of the initial stages in implementing the KIP policy at the Gorontalo Province Representative BPK is presented in the following table.

Table 1. Initial Stages in Implementing KIP Policy at the Gorontalo Province Representative BPK

No	Indicators at the Initial Stage according to <i>Open Government Partnership</i>	Implementation at the Gorontalo Province Representative BPK	Information
1	Public Bodies has established policies as the basis for implementing KIP	The BPK has established policies as the basis for implementing KIP: a. BPK Regulation No. 1 of 2022 concerning Management of Public Information at the BPK; And b. BPK Secretary General Regulation Number 7 of 2019 concerning Standard	Indicators have been met





No	Indicators at the Initial Stage according to <i>Open Government Partnership</i>	Implementation at the Gorontalo Province Representative BPK	Information
		Operational Procedures for Public Information Request Services at the BPK Information and Communication Center	
2	Public Bodies already has a structure that will carry out KIP Implementation	BPK has a structure that will carry out KIP implementation: a. Head of Representative Decree Number 16/SK/XIX.GOR/01/2023 concerning PPID at the Gorontalo Province Representative BPK; And b. Head of Representative Decree Number 14/SK/XIX.GOR/01/2023 concerning the PIK Management Team at the Gorontalo Province Representative BPK.	Indicators have been met
3	Public Bodies have provided education and training for the employees involved	There isn't any yet	Indicators have not been met

The first indicator in the Initial Stage is that the Public Agency has established a policy as the basis for implementing KIP. According to research findings through interviews, it shows that the Gorontalo Province Representative BPK has established regulatory rules regarding public information disclosure, namely PerBPK No. 1 of 2022 and SOP for Public Information Request Services at PIK BPK 2019.

The second indicator in the Initial Stage is that the Public Agency has a structure that will implement the KIP policy. According to research findings through interviews, it shows that the BPK Representative of Gorontalo Province has appointed the implementer of public information disclosure through SK Kalan 16/SK/XIX.GOR/01/2023 concerning PPID at the BPK Representative of Gorontalo Province in 2023 and SK Kalan Number 14/SK/XIX .GOR/01/2023 concerning the PIK Management Team at the Gorontalo Province BPK.

The third indicator in the Initial Stage is that the Public Agency has provided education and training for employees involved in implementing KIP policies. According to research findings through interviews, it shows that the Gorontalo Province Representative BPK has not provided special education and training that supports public information services which are part of PPID's duties.

The results of research based on interviews found that if we refer to the three indicators used to measure the Initial Stage in the implementation of KIP policy at the Gorontalo Province Representative BPK, then there are two indicators that have been fulfilled, namely: 1) Public Bodies have established policies as the basis for implementing KIP and 2) Public Bodies have a structure that will carry out KIP Implementation. Meanwhile, there is one indicator that has not been met at the BPK Representative Office of Gorontalo Province, namely that the Public Agency has provided education and training for employees involved in implementing KIP policies.





By considering the research results above, it can be said that Initial Stage in implementing the KIP policy at the Gorontalo Province Representative BPK applied based on implementation of information disclosure in public bodies according to the Open Government Partnership but not completely optimal.

b. Intermediate Stage

Research data regarding the Intermediate Stage in implementing KIP policies based on results of interview with ALHR as Head of the BPK Representative for Gorontalo Province as follows:

"So far there has been no special meeting regarding the implementation of the public information disclosure policy, but every month the Chair of the PIK Management Team submits PIK service monitoring data" (Transcript of interview with ALHR, January 12 2024).

Furthermore, based on the results of the interview with FN as the Gorontalo Province Head of BPK Regional Secretariat as follows:

"So far we have never prepared a PIK service report, but every month the PIK Management Team prepares PIK monitoring which includes the progress of serving information requests and public complaints. This monitoring takes the form of data recap in MS.Excel. "Apart from that, there is no performance evaluation mechanism for PPID, PPID Assistants, and Information and Communication Managers in implementing public information disclosure policies" (Transcript of interview with FN, January 10 2024).

The results of the interview with the Head of Representative and Head of the Representative Secretariat of the Gorontalo Province BPK Representative above show that the Gorontalo Province Representative BPK has prepared PIK monitoring which contains the progress of serving information requests and public complaints and is submitted every month to the Head of Representative, but there is no performance evaluation mechanism for the PPID, PPID Assistants, and PIK Managers either in the form of meetings or similar to ensure that each implementing component carries out its duties and responsibilities in implementing KIP policies.

c. Advanced Stage

Research data regarding the Advance Stage in implementing the KIP policy is based on the results of interviews with ALHR as Head of the BPK Representative for Gorontalo Province as follows:

"So far, monitoring related to the implementation of public information disclosure policies has been carried out by conducting community satisfaction surveys through representative websites. "On the representative website there is a menu for implementing the Gorontalo Province Representative PIK BPK Service Satisfaction Survey, so that website visitors can immediately make an assessment when visiting the representative website page" (Transcript of interview with ALHR, January 12 2024)

Furthermore, based on the results of the interview with FN as the Gorontalo Province Head of BPK Regional Secretariat as follows:

"Monitoring public information disclosure is carried out through community satisfaction surveys which are available on the representative website. The results of the survey become evaluation material for the BPK Representative of Gorontalo Province to correct all existing deficiencies related to the implementation of public services" (Transcript of interview with FN, January 10 2024)



The results of observations, documentation studies and interviews with several informants above illustrate the Advance Stage in implementing the KIP policy. Measurement of the Advance Stage in implementing the KIP policy refers to the conditions that should be carried out by Public Bodies according to the Open Government Partnership (in Anugrah, 2020), namely the fulfillment of 2 (two) indicators, namely: 1) Public Bodies have developed a monitoring and evaluation system; and 2) Public Bodies Review and revise existing policies. An overview of the advance stages in implementing the KIP policy at the Gorontalo Province Representative BPK is presented in the following table.

Table 2. Advance Stages in Implementing KIP Policy at the Gorontalo Province Representative BPK

No	Indicators at the Advance Stage according to <i>Open Government Partnership</i>	Implementation at the Gorontalo Province Representative BPK	Information
1	Public Bodies have developed a monitoring and evaluation system	The BPK has prepared a public satisfaction survey instrument which is included on the office website, namely https://gorontalo.bpk.go.id/	Indicators have been met
2	Public Bodies review and revise existing policies	There isn't any yet	Indicators have not been met

The first indicator in the Advance Stage is that the work unit has developed a monitoring and evaluation system in implementing the KIP policy. According to research findings through interviews, the Gorontalo Province Representative BPK has developed a monitoring and evaluation system in the implementation of the KIP policy in the form of a community satisfaction survey on the representative website.

The second indicator is that the work unit has reviewed and revised existing policies. According to research findings through interviews, it shows that the BPK Representative of Gorontalo Province has not carried out reviews and improvements to existing policies.

By considering the research results above, it can be said that Advanced Stage in implementing KIP policy at BPK Representative Gorontalo Province already implemented based on implementation of information disclosure in public bodies according to the Open Government Partnership but not completely optimal.

d. Innovative Stage

Research data regarding the Innovative Stage in the implementation of KIP policies is based on the results of interviews with ALHR as Head of the BPK Representative for Gorontalo Province as follows:

"We have used IT to increase access to information, namely through the website <https://gorontalo.bpk.go.id/>. Apart from that, BPK also has an Instagram social media account with the account name @bpkrigorontalo." "This media presents activities carried out, both inspection and non-inspection activities" (Transcript of interview with ALHR, January 12 2024)

The results of observations, documentation studies and interviews with several informants above illustrate the Innovative Stage in implementing KIP policies. Measuring the Innovative Stage in the implementation of KIP policy by referring to the conditions that should be implemented by Public Bodies according to the Open Government





Partnership (in Anugrah, 2020), namely the fulfillment of indicators, namely Public Bodies using IT to increase access to public information. An overview of the innovative stage in implementing the KIP policy at the Gorontalo Province Representative BPK is presented in the following table.

Table 3. Innovative Stage in Implementing KIP Policy at the Representative BPK of Gorontalo Province

No	Indicators at the Innovative Stage according to <i>Open Government Partnership</i>	Implementation at the Gorontalo Province Representative BPK	Information
1	Public Bodies use technology and information to increase access to public information	BPK has made innovations using IT: a. Implementation of open discussions offline and online using zoom media; And b. The Ngopi (smart chat) Bareng podcast was broadcast on one of the television media	Indicators have been met

According to research findings through observations, documentation studies and interviews, the BPK Representative of Gorontalo Province has made innovations to increase access to information in the form of open discussions and smart chat podcasts (coffee).

By considering the research results above, it can be said that Innovative Stage in implementing KIP policy at BPK Representative Gorontalo Province already implemented based on implementation of information disclosure in public bodies according to the Open Government Partnership optimally.

According to the results of observations and documentation studies, there is information that is not provided and made public and cannot be accessed on the Gorontalo Province Representative BPK website, as presented in the following table.

Table 4. Information that is not available on the Gorontalo Province Representative BPK website

No	Information that must be provided (PerBPK No. 1 of 2022)	Information is available on the Office website	Information
Public Information that Must Be Provided and Announced Periodically			
1	Inspection Result Report (LHP)	Register for LHP, while for LHP files you must contact the BPK Public Relations Representative	LHP Cannot be accessed
Information that must be available at all times			
1	Reports on public information services	Summary of Public Information Services	Accessible (Not updated)
2	BPK agenda	Not available	-

Source: Processed data

The table above shows that there is public information that must be provided and announced periodically but cannot be accessed, information that must be available at all times but is not updated and some is not available. This shows that it has not fully implemented PerBPK No. 1 of 2022 which, among other things, regulates the types of public information under the authority of the BPK. This is an obstacle to achieving the policy goal of encouraging transparency by providing wider and more complete access to the information held by the government to the public.





In accordance with research findings through interviews, observations and documentation studies, researchers can conclude that the Standards and Policy Objectives factor at the Gorontalo Province Representative BPK is not yet optimal because there is still public information that must be provided and announced periodically but cannot be accessed, the information that must be available all the time but it is not updated and some are not available so it cannot encourage transparency by providing wider and more complete access to the information held by the government to the public.

a. Resource

Resources relate to the availability of supporting resources including budget, facilities and infrastructure, as well as human resources related to the skills of implementing policies.

Research data regarding Resource Factors in the implementation of KIP policies is based on the results of interviews with ALHR as Head of the BPK Representative for Gorontalo Province as follows:

"I, as PPID at the Gorontalo Province Representative BPK, am assisted by 6 (six) PPID Assistant officials who come from each work unit in the Gorontalo Province Representative BPK, namely the Audit Sector, HR Sector, Finance Sector, Legal Sector, General Sector and Procurement of Government Goods/Services and IT, Leadership Information and Public Relations. Apart from that, PPID is also assisted by the PIK Management Team consisting of 4 First Expert Inspectors and 2 Public Relations and Administrative Staff of the Head of Representative" (Transcript of interview with ALHR, January 12 2024)"

According to the results of interviews with QS as Public Relations Staff and TU Kalan/Secretariat of the PIK Management Team as follows:

"The PIK leading sector management team is in the Public Relations and TU Kalan sub-divisions. At the moment there are only 2 definitive staff while the other 4 staff are JF Inspectors who are seconded to the Public Relations and TU Kalan sub-divisions, so if the Inspectors are carrying out audits then we are very overwhelmed because must handle all communication media such as websites, Instagram and PIK services" (Transcript of interview with QS, January 22 2024).

According to the results of the interview with FAR as PIK Inspector/IT Officer as follows:

"When the audit was carried out, I was not too focused on the task of managing information and communication because the audit process, from planning to reporting, was carried out over a period of 4 months every semester, so sometimes there was information that I had not updated regularly on the office website" (Transcript interview with FAR, January 16, 2024).

PPID consists of all structural officials in the Gorontalo Province Representative BPK in accordance with PerBPK No. 1 of 2019 as last amended by PerBPK No. 1 of 2023 that the Gorontalo Province Representative BPK has eight structural officials. The Head of Representative is the PPID who is assisted by 7 PPID assistant officials, namely the PPID assistant official in the Audit Sector is the Head of the Subauditorate, the PPID assistant official in the HR Sector is the Head of the HR Subdivision, the PPID assistant official in the Finance Sector is the Head of the Finance Subdivision, the PPID assistant official in the Legal Sector is the Head of the Legal Subdivision, the PPID assistant official in the General Sector and Procurement of Government Goods/Services and IT is the Head of the



General and IT Subdivision, and the PPID assistant official in the Leadership Information and Public Relations Sector is the Head of the Public Relations Subdivision and TU Kalan.

According to the results of the interview with IK as Chair of the Gorontalo Province Information Commission as follows:

"Regarding facilities and infrastructure in serving requests for information and/or public complaints, BPK has provided accessibility for Persons with Disabilities, so that all levels of society can access information comfortably, including persons with disabilities" (Transcript of interview with IK, January 26 2024)"

In accordance with research findings through interviews, observations and documentation studies, researchers can conclude that the Characteristics of Implementing Agents in implementing KIP policies at the BPK Representative Office of Gorontalo Province are adequate.

b. Attitude or Disposition of the Implementer

Research data regarding the Attitude or Disposition Factors of Implementers in the implementation of KIP policies is based on the results of interviews with ALHR as Head of the BPK Representative for Gorontalo Province as follows:

"The employee response to the policy being implemented is very good and supports the existence of this KIP policy." (Transcript of interview with ALHR, January 12 2024)"

Furthermore, based on the results of the interview with FN as the Gorontalo Province Head of BPK Regional Secretariat as follows:

"Supervision of KIP policies is carried out at all times. Therefore, if implementers make a mistake, we notify them immediately and remind them that the service must be open." (Transcript of interview with FN, January 10, 2024)

According to the results of interviews with QS as Public Relations Staff and TU Kalan/Secretariat of the PIK Management Team as follows:

"Until now, the BPK Representative Office for Gorontalo Province does not have a reward and punishment system designed for service providers. Additionally, no compensation is provided to service recipients in cases of substandard services." (Transcript of interview with QS, January 22 2024)

According to the results of interviews with RNW as Public Relations Staff and TU Kalan/ PIK Back Office Officer as follows:

"The Gorontalo Province Representative BPK does not yet have a reward and punishment system for service implementers. "If the services provided do not meet the expectations of the service recipient, the Gorontalo Province Representative BPK via e-PPID has provided an objection form menu for information, so that the service recipient can provide feedback on the services received" (Transcript of interview with RNW, January 12 2024)

According to the results of interviews with ALS as Public Relations Staff and TU Kalan/PIK Front Office Officer as follows:

"Even though an assessment of the level of compliance has not yet been carried out at the BPK Representative Office of Gorontalo Province, we as the Information Management Team always ensure that public service providers in this office remain consistent in complying with existing policies which are the public's right to obtain quality public information" (Transcript of interview with ALS, January 12, 2024)



From the results of interviews with several of the informants above, it can be seen that policy implementers are very enthusiastic and support the implementation of KIP policies. They also supervise each other and remind each other that services must be transparent.

In accordance with research findings through interviews with several informants, researchers can conclude that the Attitude or Disposition factor of Implementers in implementing the KIP policy at the BPK Representative Office of Gorontalo Province is adequate.

c. Inter-Organizational Communication

Research data regarding Inter-Organizational Communication Factors in the implementation of KIP policies is based on the results of interviews with ALHR as Head of the BPK Representative for Gorontalo Province as follows:

"So far, the communication and cooperation that we have carried out has taken the form of dividing tasks and responsibilities so that we can easily ensure that each implementer understands their role and contribution in implementing the public information disclosure policy" (Transcript of interview with ALHR, January 12 2024)

Furthermore, based on the results of the interview with FN as the Gorontalo Province Head of BPK Regional Secretariat as follows:

"In carrying out our duties, we usually communicate via the Jasmin application (mailing application) and via WhatsApp media" (Transcript of interview with FN, January 10 2024)

"We have two types of communication, namely direct and indirect. Direct communication involves individuals or information requesters coming directly to the office. Indirect communication occurs through online media in the form of websites." (Transcript of interview with AABBP, January 8, 2024)

According to the results of interviews with QS as Public Relations Staff and TU Kalan/Secretariat of the PIK Management Team as follows:

"The public information disclosure policy has never been socialized directly to the public, but we provide all this information on the website or can send it directly to the office. "Apart from that, we held a Media Gathering with five media partners in Gorontalo, namely TVRI Gorontalo, Tribun News, RRI Gorontalo, Gorontalo People's Daily, and Gorontalo Post as a means of BPK accountability to the public." (Transcript of interview with QS, January 22 2024)

The results of the interview above show that communication between external parties by those implementing the KIP policy with the public as users of public information is through direct and indirect communication. Direct communication occurs when people come directly to the BPK office to request public information, while indirect communication occurs when people access information via the BPK Gorontalo Province Representative website or information available on news pages by other press media. Appropriate According to the results of observations and studiesdocumentation, media gathering activities carried out by the BPK Representative of Gorontalo Province

From the results of interviews with several of the informants above, it can be seen that the communication carried out by the BPK Representative of Gorontalo Province took the form of direct communication and indirect communication using information



technology. Indirect communication by internal parties uses the Jasmin application and WhatsApp media, while communication with external parties is via the office website and through media gatherings

In accordance with research findings through interviews, observations and documentation studies, researchers can conclude that the Inter-Organizational Communication factor in the implementation of KIP policies at the BPK Representative Office of Gorontalo Province is adequate.

d. Social, Economic and Political

Research data regarding Social, Economic and Political Factors in the implementation of KIP policies is based on the results of interviews with ALHR as Head of the BPK Representative for Gorontalo Province as follows:

"Implementing KIP policies can reduce opportunities for corruption by demonstrating transparency in the decision-making process. Thus, implementing KIP can help achieve the goal of creating WBK. "Each regional head has provided support by signing an integrity pact which supports the BPK representing Gorontalo Province towards WBK and WBBM" (Transcript of interview with ALHR, January 12 2024)

Integrity Zone towards a Corruption Free Area (WBK) and a Clean and Serving Bureaucratic Area (WBBM) and has received support from the Regional Head and his staff so that the Gorontalo Province Representative BPK can realize the provision of services to the public that are free from corruption, and always ready to serve to provide benefits for the community in Gorontalo Province through inspection tasks.

Furthermore, based on the results of interviews with RNW as Public Relations Staff and TU Kalan/ PIK Back Office Officer as follows:

"Information applicants can directly access information via the website in the form of information that falls into the categories of "information that must be provided and announced periodically" and "information that must be provided at any time" without needing to register. "Meanwhile, information in the form of LHP is not published on the website even though it is included in the category of information that must be provided and announced periodically, so that to submit an LHP application, the applicant can do so through a written submission mechanism to the Head of Representative and service registration or via e-PPID" (Transcript interview with RNW, January 12 2024)

According to the results of interviews with ALS as Public Relations Staff and TU Kalan/ PIK Front Office Officer as follows:

"There are no fees and there is no difference in community status for all information requests processed through PIK including LHP requests, complaints, and others" (Transcript of interview with ALS, January 12 2024)

According to the results of the interview with AMYAA as Chairman of the Gopos.id Board of Directors as follows:

"To make it easier for users to get information regarding audit results, the BPK must provide complete LHP information on its website, so that we no longer need to write to the BPK leadership." (Transcript of interview with AMYAA, February 3, 2024)

According to the results of interviews with QS as Public Relations Staff and TU Kalan/Secretariat of the PIK Management Team as follows:



"LHP applications are submitted through service registration and in writing to the Head of Representative to monitor the use of examination results by the public." (Transcript of interview with QS, January 22 2024)

According to the results of an interview with LP as Mimoza TV Gorontalo Journal as follows:

"I once submitted a request for LHP for Bone Bolango Regency for 2022 via e-PPID, after 3 days, the LHP was sent to my e-PPID account" (Transcript of interview with LP, February 3 2024)

According to the results of an interview with DTN as a Journalist for the Gorontalo Post as follows:

"The Gorontalo Province Representative BPK has provided a communication platform in the form of a website <https://gorontalo.bpk.go.id>." Usually the information available on the website is used as material for me in writing news, but the information available is still very limited." (Transcript of interview with DTN, February 1, 2024)

The results of interviews with several informants above can be seen, in terms of social environmental factors, it shows that the people of Gorontalo Province do not fully understand the KIP policy at the Gorontalo Province Representative BPK. This is indicated by requests for information that is not public information under the authority of the BPK. Economic factors show that for the public services provided by the Gorontalo Province Representative BPK there are no fees, and the last factor is the Political Factor, even though the implementation of the KIP policy has received support from each Regional Head throughout Gorontalo Province, there is no difference in the status of the entire community. Public services remain in accordance with existing SOPs

According to research findings through interviews with several informants, researchers can conclude that social, economic and political factors in the implementation of KIP policies at the BPK Office are inadequate.

DISCUSSION

Discussion This research concerns the implementation of KIP policy at the BPK Representative Office of Gorontalo Province based on the implementation of information disclosure in public bodies according to the Open Government Partnership and the factors that determine the implementation of KIP policy at the BPK Representative Office of Gorontalo Province are studied based on Van Horn and Van Meter's theory.

Implementation of the public information disclosure policy at the BPK Representative Office of Gorontalo Province

Policy implementation is a very important process related to the policies taken, because implementation is a factor that determines whether the policy will or will not be implemented (Yusuf et al, 2023). In encouraging the implementation of KIP policy at the BPK Representative Office of Gorontalo Province, it was discussed based on the implementation of public policy according to the Open Government Partnership through 4 (four) stages, namely the initial stage, intermediate stage, advance stage and innovation stage.

a. Initial Stage

Findings study that the Initial Stage in implementing the KIP policy at the Gorontalo Province Representative BPK is completely implemented based on implementation of



information disclosure in public bodies according to the Open Government Partnership but not completely optimal. In accordance with the results of observations made by researchers that in Initial Stage, Gorontalo Province Representative BPK has the reference in implementing KIP policy is PerBPK No. 1 of 2022. In addition, the Gorontalo Province Representative BPK has formed implementation implementers, namely PPID and the PIK Management Team, but has not provided special education and training to support public information services so that the implementation of KIP policies cannot run effectively.

The research findings above are in line with Anugrah's research (2020) that public information disclosure will be more effective if it refers to the stages of implementing public information policies initiated by the Open Government Partnership dhi. Initial stage, where the public body must meet three indicators, namely having established a policy as the basis for implementing KIP, the public body has a structure that will carry out KIP Implementation, and the public body has provided education and training for the employees involved.

Based on the results of the discussion above, it can be concluded that there is an indicator on Initial Stage which has not been carried out at the Gorontalo Province Representative BPK Office, the researcher emphasizes that the management of the Gorontalo Province Representative BPK Office should implement Initial Stage optimally by providing special education and training that supports public information services. Education and training are very important to increase understanding of PPID's duties, especially public information services.

b. Intermediate Stage

Findings study that Intermediate Stage in implementing the KIP policy at the Gorontalo Province Representative BPK implemented based on implementation of information disclosure in public bodies according to the Open Government Partnership but not completely optimal. In accordance with the results of observations made by researchers that in Stage *intermediate*, Gorontalo Province Representative BPK has proactively expand publications through representative websites, social media, and banners in the office, but have not ensured that PPID and the PIK Management Team have implemented the KIP policy, so that the implementation of the KIP policy has not been able to run effectively.

The research findings above are in line with Anugrah's research (2020) that public information disclosure will be more effective if it refers to the implementation stages of public information policies initiated by the Open Government Partnership dhi. Intermediate stage, where the public body must fulfill two indicators, namely the public body has ensured that each implementing component carries out its duties and responsibilities, and the public body has expanded the publication of information proactively.

Based on the results of the discussion above, it can be concluded that there is an indicator at the Intermediate Stage which have not been carried out at the Gorontalo Province Representative BPK Office, the researcher emphasized that the management of the Gorontalo Province Representative BPK Office should implement the Intermediate Stage optimally by ensuring that PPID and the PIK Management Team carry out their duties and responsibilities in implementing KIP policies through meetings. annual monitoring and evaluation.



c. Advanced Stage

Findings study that the Advance Stage in implementing the KIP policy at the Gorontalo Province Representative BPK is completely implemented based on implementation of information disclosure in public bodies according to the Open Government Partnership but not completely optimal. In accordance with the results of observations made by researchers that in the Advance Stage, Gorontalo Province Representative BPK has put together a system supervision and evaluation in policy implementation, but has not yet carried out reviews and improvements to existing public implementation policies.

The findings of this research are in line with Anugrah's research (2020) that public information disclosure will be more effective if it refers to the stages of implementing public information policies initiated by the Open Government Partnership dhi. Advanced Stage, where public bodies must meet two indicators, namely that public bodies have developed a monitoring and evaluation system, and public bodies review and revise existing policies.

Based on the results of the discussion above, it can be concluded that there is an indicator on Advanced Stage which has not been carried out at the Gorontalo Province Representative BPK Office, the researcher emphasizes that the management of the Gorontalo Province Representative BPK Office should implement Advanced Stage optimally by reviewing and improving existing public implementation policies.

d. Innovative Stage

Findings study that Innovative Stage in implementing the KIP policy at the Gorontalo Province Representative BPK implemented based on implementation of information disclosure in public bodies according to the Open Government Partnership optimally. In accordance with the results of observations made by researchers that in the Innovative Stage, Gorontalo Province Representative BPK has made innovations to increase access to information in the form of open discussions and smart chat podcasts (ngopi).

The research findings above are in line with Anugrah's research (2020) that public information disclosure will be more effective if it refers to the stages of implementing public information policies initiated by the Open Government Partnership dhi. Innovative stage, where public bodies use technology and information to increase access to public information

Based on the results of the discussion above, it can be concluded that the innovation stages carried out at the BPK Representative Office of Gorontalo Province have been optimal to support the achievement of the goal of public information openness.

Based on the description of the discussion above, it can be concluded that the first focus of this research is that the Initial Stage, Intermediate Stage, Advance Stage and Innovative Stage at the Gorontalo Province Representative Office of the BPK have been implemented in accordance with the stages of public information disclosure in Public Bodies proposed by the Open Government Partnership. However, the implementation of the Initial Stage, Intermediate Stage and Advance Stage has not been fully optimal, but the BPK has made innovations to support the implementation of KIP policies.

Factors that determine the implementation of public information disclosure policies at the BPK Representative Office of Gorontalo Province

The factors that determine the implementation of KIP policy at the BPK Representative Office of Gorontalo Province are discussed based on the theory expressed by Van Meter and



Van Horn that there are six factors that influence the performance of public policy implementation, namely the size and objectives of the policy, resources, characteristics of implementing agents, attitudes / tendencies of implementers, communication between organizations, as well as the socio-economic and political environment.

a. Standard Policy Objectives

The research findings are that the Policy Standards and Objectives in the implementation of KIP policies in the Gorontalo Province Representative BPK are not yet optimal. In accordance with the results of observations made by researchers that Standards and Policy Objectives implement KIP policies based on Per BPK No. 1 of 2022 concerning Management of Public Information at the BPK which regulates the categories of information, namely 1) Public Information which must be provided and announced periodically, 2) Public Information which must be made public immediately, 3) Public Information which must be available at all times, and 4) Public Information is excluded, but in its implementation there is still public information that must be provided and announced periodically but cannot be accessed, information that must be available at all times but is not updated and some is not available so it cannot encourage transparency by providing wider access and complete information provided by the government to the public. This finding is in line with Pambayun's research (2017) that policy implementation has not been effective due to limited content or available policy context so that it has not been able to realize openness of public information.

The above research strengthens the theory of Van Horn and Van Meter (in Berliani *et al.*, 2022) that to determine the success of a policy implementation it can be seen through the standards and policy objectives. In line with Aritonang (2011) that the level of success of policy implementation can be measured if the size and objectives of the policy are in accordance with the socio-culture at the level of implementation. This convinces researchers that policy standards and objectives are very important indicators in the implementation of KIP policies at the BPK Representative Office of Gorontalo Province.

From the description above it can be concluded that Standards and Policy Objectives factors are supporting and inhibiting factors in the implementation of KIP policies at the BPK Representative Office of Gorontalo Province.

b. Resource

The research findings are that the resources in implementing the KIP policy at the Gorontalo Province Representative BPK are inadequate because they are still constrained by a lack of human resources as implementers, while financial resources (budget) and facilities and infrastructure resources are adequate. In accordance with the results of observations made by researchers, resources for policy implementation, namely the budget, have been provided in the form of coverage costs, material expenditures and professional services expenditures. Likewise, facilities and infrastructure are also available in the form of PIK service rooms and online facilities, namely e-PPID. Meanwhile, HR still involves the First Expert Examiner JF who is seconded so that it can become an obstacle to carrying out tasks in implementing the KIP policy if the Examiner JF is carrying out audit duties which is the main task of the Examiner JF.

This finding is in line with Alawiah and Wibowo's (2018) research that human resources, both in quality and quantity, really determine the success of implementing a policy because humans are the movers, thinkers and planners in achieving goals, so that human resources are one of the most important factors. which cannot even be separated



from an organization. Aligned with Asmono Research and Kusbandrijo (2022) states that human resources have an important role in implementing policies so that they can run optimally.

The above research strengthens the theory of Van Horn and Van Meter (in Berliani *et al*, 2022) that to determine the success of a policy implementation, it can be seen that there are adequate resources. In line with Aritonang (2011) that the policy implementation process is very dependent on the ability to utilize existing resources. This is in line with Yusuf *et al* (2023) state that human resources are something that must be considered in implementing policies to be successful.

From the description above it can be concluded that Resource factors are both supporting and inhibiting factors in the implementation of KIP policies at the BPK Representative Office of Gorontalo Province.

c. Characteristics of Implementing Agents

The research findings are that the characteristics of implementing agents in implementing KIP policies at the BPK Representative Office of Gorontalo Province are adequate. In accordance with the results of observations made by researchers, PPID officials and PIK managers in implementing policies are guided by PerBPK No. 1 of 2022 concerning Public Information Management, then in its implementation it is guided by service SOPs such as the SOP for Complaint Services to the public and the SOP for Public Information Request Services. This finding is in line with research by Berliani *et al* (2022) that KIP policies can be implemented well because they are supported by the characteristics of good implementing agents.

The research above strengthens the theory Van Horn and Van Meter (in Berliani *et al*, 2022) that to determine the success of a policy implementation, it can be seen characteristics of a good implementing agent. In line with Aritonang (2011) that policy implementation is greatly influenced by the right characteristics and relationship with the implementing agent.

From the description above it can be concluded that The Characteristics of the Implementing Agent are supporting factors in the implementation of KIP policies at the BPK Representative Office of Gorontalo Province.

d. Attitude or Disposition of the Implementer

Findings study that the Implementer's Attitude or Disposition in implementing the KIP policy at the BPK Representative Office of Gorontalo Province is adequate. In accordance with the results of observations made by research, policy implementers are very enthusiastic and support the implementation of the KIP policy. Apart from that, for supervision, employees also supervise each other and remind each other that services must be transparent. According to Nugroho (in Asmono and Kusbandrijo, 2022) that "Disposition can be seen from the response of the implementer or policy implementer to the program being created, the awareness of the implementer, and the intensity of the response." This finding is in line with research by Berliani *et al* (2022) that KIP policies can be implemented well because they are supported by good implementation attitudes or dispositions.

The research above strengthens the theory Van Horn and Van Meter Van Horn and Van Meter (in Berliani *et al*, 2022) that to determine the success of a policy implementation it can be seen from attitude or disposition of good implementation. In line with Aritonang (2011) that the implementing agent's attitude towards accepting or rejecting public policy



will greatly influence how successful the implementation of public policy is. This is in line with Yusuf et al (2023) state that if the implementer has good qualities or characteristics, the implementer can carry out policies well and match what is expected by policy makers.

From the explanation above it can be concluded that The Attitude or Disposition factor of the Implementer is a supporting factor in implementing the KIP policy at the BPK Representative Office of Gorontalo Province.

e. Inter-Organizational Communication

Findings study that communication between organizations in implementation of the KIP policy at the BPK Representative Office of Gorontalo Province has been adequate. In accordance with the results of observations made by researchers, communication in the implementation of KIP policies is carried out in the form of direct communication and indirect communication using information technology. Indirect communication by internal parties uses the Jasmin application and WhatsApp media, while communication with external parties is via the office website and through media gatherings.

According to Alawiah and Wibowo (2018), communication with the public can occur directly or indirectly through media and official websites owned by public bodies. This finding is in line with research by Berliani et al (2022) that KIP policies can be implemented well because they are supported by good inter-organizational communication.

The research above strengthens the theory Van Horn and Van Meter (in Berliani *et al*, 2022) that to determine the success of a policy implementation it can be seen from good inter-organizational communication. In line with Hutabalian (2020) that Coordination is a powerful mechanism in implementing public policy. The better the communication coordination that occurs between the parties involved in the implementation process, the more it is assumed that very few errors will occur.

In terms of Economic Environmental Factors, it is known that the public services provided by the BPK Representative of Gorontalo Province are free of charge. And in terms of Political Environmental Factors, it is known that the Gorontalo Province Representative BPK has received support from each Regional Head throughout Gorontalo Province, but there is no difference in community status for all public services which remain in accordance with existing SOPs. This shows that the Economic Environmental and Political Environmental Factors support the implementation of KIP policies in the Gorontalo Province Representative BPK, which is different from the Social Environmental Factors.

The above research strengthens the theory of Van Horn and Van Meter (in Berliani *et al*, 2022) that to determine the success of a policy implementation it can be seen with the support of a conducive social, economic and political environment. In line with Aritonang (2011) that policy implementation is definitely influenced by the external environment, namely the economic, social and political environment. An external environment that is not conducive can cause failure in implementing policies, so that in implementing policies you must also consider the conducive conditions of the external environment.

From the description above it can be concluded that Social, Economic and Political Environmental factors are supporting and inhibiting factors in the implementation of KIP policies at the BPK Representative Office of Gorontalo Province, especially the social environment.

Based on the description of the discussion above, it can be concluded that the focus of these two studies is that the factors that determine the implementation of KIP policy in the



Representative BPK of Gorontalo Province, namely the Size and Objectives of the Policy, Resource Factors, and Social, Economic and Political Environmental Factors are both supporting and inhibiting factors. on the implementation of the policy. Meanwhile, the Characteristic Factor of the Implementing Agent, the Attitude or Disposition Factor of the Implementer, and the Communication Factor between Organizations are supporting factors in the implementation of the KIP policy at the Gorontalo Province Representative BPK.

CONCLUSION

Based on the results of research and discussion, it can be concluded that:

- a. The implementation of the KIP policy at the BPK Representative Office of Gorontalo Province starting from the initial, intermediate and advance stages has been implemented but is not yet fully optimal, but the BPK has made innovations to support the implementation of the KIP policy; And
- b. The factors that determine the implementation of the KIP policy at the Gorontalo Province Representative BPK, namely the Policy Size and Objectives, Resource Factors, and Social, Economic and Political Environmental Factors, are supporting and inhibiting factors in the implementation of the policy. Meanwhile, the Characteristic Factor of the Implementing Agent, the Attitude or Disposition Factor of the Implementer, and the Communication Factor between Organizations are supporting factors in the implementation of the KIP policy at the Gorontalo Province Representative BPK.

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