Service Innovation through *PANAH SRIKANDI*: Realizing Good Governance in Integrated Village Population Administration Registration Services

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Abstract

Population administration services are crucial to good governance, requiring efficiency, accountability, and transparency. To address these needs, the Bojonegoro Regency government introduced an innovation called *PANAH SRIKANDI* ("*Pelayanan Ramah Sistem Registrasi Administrasi Kependudukan Desa Integrasi*"). This innovation integrates the population registration process at the village level through a user-friendly digital system. This study aims to analyze the implementation and impact of the *PANAH SRIKANDI* innovation on good governance practices at the Bojonegoro Regency Population and Civil Registration Office. The research used a qualitative case study approach. Data were collected through in-depth interviews with policymakers and service officers, participatory field observations, and program documentation. Findings show that implementing *PANAH SRIKANDI* improves the effectiveness and efficiency of population administration services. Due to streamlined procedures and a user-friendly interface, the public finds obtaining documents like e-ID cards and family cards easier. This directly increases citizen satisfaction with these services. Village involvement in the system also speeds up resident data verification. The innovation also strengthens service transparency and accountability and encourages active community participation. However, challenges remain, such as training village staff and improving IT infrastructure. In conclusion, *PANAH SRIKANDI* significantly supports sound governance principles in Bojonegoro's public population administration services. These findings enrich the theoretical discourse on integrated public service innovation at the local level. They have practical implications, serving as a model that other regional governments can replicate in similar contexts.

Keywords: Good governance, public service innovation, population administration, integrated registration, digital civil registration.

Introduction

Good governance is recognized as essential for sustainable development and effective public administration. UNDP defines governance as the mechanisms, processes, and institutions through which citizens and groups articulate interests, exercise legal rights, uphold obligations, and mediate differences (UNDP, 2011). In this framework, key principles such as transparency, accountability, and public participation underpin the delivery of effective public services (UNDP, 2011). In other words, a government bureaucracy that operates quickly, openly, and accountably is an important benchmark for evaluating local administration performance.

In Indonesia, the quality of public services has been a primary focus of government reforms. Innovation is considered necessary to achieve competitive advantages and improve citizen satisfaction. For example, according to (Muluk & Pratama, 2021), innovation is a priority for seeking competitive advantage and boosting public satisfaction. Population administration services, which serve as the foundation of civil identity recognition, often face challenges such as complex procedures and limited access, especially in rural areas. Therefore, local governments must develop more user-friendly and efficient service mechanisms to meet citizens' needs. Public Sector Innovation in a Developing Country: Progress and Challenges in the Competition for Public Service Innovation in Indonesia

In response to these challenges, the Bojonegoro Regency Government, through its Civil Registry Office, developed an innovative service called *PANAH SRIKANDI* ("*Pelayanan Ramah Sistem Registrasi Administrasi Kependudukan Desa Integrasi*"). This innovation is an application that enables the processing of population administration services at the village level, including e-KTP (electronic ID cards), family cards, birth and death certificates, domicile move letters, and child identity cards in an integrated manner (*Dispendukcapil Bojonegoro*, 2024). By adopting this user-friendly approach, bureaucratic procedures are expected to become simpler and access to services easier for rural residents.

Although various public service innovations have been implemented and studied, there remains limited empirical research examining integrated population registration systems at the village level, like *PANAH SRIKANDI*. This gap in the literature underscores the urgency of analyzing the implementation of such an innovation in the context of local governance. Focusing on *PANAH SRIKANDI*, this study aims to fill that gap by providing empirical evidence on how this village-level service innovation contributes to sound governance principles (such as efficiency, transparency, and accountability) in local public administration.

Therefore, this research aims to investigate the implementation of *PANAH SRIKANDI* at the Civil Registry Office of Bojonegoro and its role in realizing sound governance principles in local public service delivery. Specifically, the study will describe the implementation process of this integrated service system and analyze its impact on the effectiveness, transparency, and accountability of population administration in villages. Through this analysis, the research is expected to fill the knowledge gap on rural population service innovations and offer important policy implications for strengthening good governance at the local government level.

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Literature Review

The study focuses on innovation in public service through the *PANAH SRIKANDI* program at the Department of Population and Civil Registration in Bojonegoro Regency. This program, designed to improve administrative services, aims to promote good governance by enhancing transparency, accountability, and public participation.

Innovation in Public Service

Innovations in public service are central to improving service delivery. According to Muluk (2008), public sector innovations aim to meet evolving societal needs effectively. This notion aligns with the *PANAH SRIKANDI* program, which uses digital platforms to streamline population registration. This innovation allows local government units to access and input data directly, thus improving efficiency and accessibility.

Several studies support the importance of innovation in public services. For example, Taufik (2014) highlights that innovation can increase public satisfaction and trust in government. This is critical in ensuring that services meet the community's needs, a core principle of good governance. The *PANAH SRIKANDI* program, similar to innovations observed in other regions (Darmawan, 2022; Tui et al., 2022), represents a strategic move toward improving administrative efficiency while addressing challenges like limited access to services in rural areas.

Good Governance in Public Service

Good governance is defined by transparency, accountability, and participation (Mardiasmo, 2006; UNDP, 2011). The *PANAH SRIKANDI* program reflects these principles by using technology to provide real-time monitoring and ensure the transparency of service delivery. The program also encourages public participation by involving community members in decision-making processes and ensuring their access to crucial information about registration services.

The concept of good governance is further supported by the works of Kaloh (2010), which emphasize the importance of transparent and accountable systems in the public sector. In line with these principles, the *PANAH SRIKANDI* program has improved service delivery and governance practices in Bojonegoro Regency.

Technological Integration in Public Administration

Technological advancements, particularly in digital services, enhance administrative functions. Dwiyanto (2021) noted that applying information technology in public administration can improve service responsiveness and accuracy. The *PANAH SRIKANDI* program utilizes digital platforms to optimize data processing and reduce bureaucratic bottlenecks, thus improving overall service efficiency. This integration of technology aligns with the findings of Mardiasmo (2006), who argues that technology not only boosts administrative efficiency but also enhances transparency and accountability in government processes.

In conclusion, the literature reviewed supports the notion that innovations in public administration, particularly through digital platforms like *PANAH SRIKANDI*, are crucial for advancing good governance. These innovations improve service delivery, foster transparency, and enhance public participation, making them essential tools for achieving sustainable governance. The *PANAH SRIKANDI* program exemplifies these concepts, providing a model for other regions to pursue more efficient and transparent public services.

In recent years, numerous studies have explored the role of innovation in public service delivery, particularly focusing on administrative services and good governance. Research conducted by Tui et al. (2022) on e-government initiatives in the Department of Population and Civil Registration in Gorontalo City revealed that while electronic services for population administration were in place, they were not yet fully optimized. The primary challenge identified was the lack of public understanding and awareness of the digital tools available, highlighting a critical barrier to the effective implementation of e-government services. This finding aligns with broader discussions about local governments' challenges in digitizing public services and ensuring that the public can effectively engage with these innovations.

Similarly, Darmawan (2022) examined the *D'LACAK* online service in the Department of Population and Civil Registration in Kutai Kartanegara Regency. His study demonstrated that the online service effectively improved the speed and accessibility of administrative tasks. This innovation bridged the gap between traditional services and digital solutions, enhancing the overall service delivery and meeting the growing demand for efficient public services. The study exemplifies how technological innovations can significantly streamline administrative processes and improve service outcomes.

Research by Nia Ramadhani et al. (2021) focused on mobile operational units used by the Department of Population and Civil Registration in Banjar Regency to deliver administrative services directly to citizens. This innovation improved service accessibility, especially in rural areas where people previously had to travel long distances to access essential services. However, the study also identified logistical challenges, ensuring that these mobile units were well-equipped and could reach all community members. This finding mirrors the efforts seen in other regions, such as the *PANAH SRIKANDI* program in Bojonegoro, which also seeks to improve service delivery in rural areas through technological integration.

Adopting digital services during the COVID-19 pandemic was another key focus of Fayyadh (2023) research on implementing online E-KTP services in the Department of Population and Civil Registration in Surabaya City. His study highlighted how the pandemic accelerated the adoption of digital services, allowing public administration to continue while minimizing physical contact. This shift toward digitalization has proven essential in maintaining the continuity of public services during crises, and it signals a significant step toward the long-term modernization of public administration systems.

Lastly, Triana & Aryani (2021) conducted a study on the *DURENMAS* application implemented by the Department of Population and Civil Registration in Banjarnegara Regency. Their findings indicated that the application successfully met nearly all key indicators of public service innovation, especially regarding accessibility and public satisfaction. However, the

study also emphasized the importance of continuous evaluation and maintenance to keep the service functioning optimally. This aligns with the broader notion that public service innovations must be regularly assessed and refined to meet the evolving needs of society.

These studies demonstrate the growing trend of incorporating technology into public service delivery to improve governance. They emphasize the importance of transparency, accountability, and public participation – principles that are central to the concept of good governance. Despite the successes, the research highlights ongoing challenges, particularly in ensuring equitable access to digital services and overcoming the barriers underserved communities face. The *PANAH SRIKANDI* program in Bojonegoro is an example of a holistic approach, integrating local capacity building with technological solutions to address these challenges. These studies provide valuable insights into how innovation can be effectively utilized in the public sector to create more efficient, inclusive, and sustainable governance systems.

This review highlights how public service innovations, particularly those leveraging technology, are critical in advancing good governance by improving efficiency, inclusivity, and citizen engagement. The studies examined offer valuable insights into how innovations can be tailored to local contexts and integrated into existing frameworks to enhance service delivery and foster sustainable governance practices.

Research Method

Research Design

This study uses a qualitative research design, employing a case study approach to explore the implementation and impact of the *PANAH SRIKANDI* ("*Pelayanan Ramah Sistem Registrasi Administrasi Kependudukan Desa Integrasi*") program in the Department of Population and Civil Registration in Bojonegoro Regency. The case study method is particularly suitable for understanding the complex dynamics of public service innovations in a specific context, as it allows for an in-depth examination of the factors influencing service delivery and the realization of sound governance principles. This approach aligns with Creswell (2019) perspective on qualitative research, which focuses on exploring the meanings and experiences of participants in real-world settings.

Data Collection Instruments

The study combines data collection instruments to ensure comprehensive and triangulated data. Semi-structured interviews are conducted with key informants, including Department of Population and Civil Registration staff, village officials, and community members who have interacted with the *PANAH SRIKANDI* program. This flexible format allows for in-depth exploration of various aspects of the program while addressing key themes related to good governance and service innovation. In addition, the researcher engages in participant observation of the program's operations in the field, gaining insights into the daily processes, challenges, and interactions between service providers and beneficiaries. Finally,

document analysis is conducted, reviewing relevant program reports and official guidelines and monitoring and evaluation records to provide secondary data that helps contextualize the findings from the interviews and observations.

Participants

This study involves 100 informants representing various groups directly associated with implementing the *PANAH SRIKANDI* program. The informants were selected using a purposive sampling technique based on their roles, experiences, and involvement in administrative service innovations in Bojonegoro Regency. The sample comprises key stakeholders, including structural officials, technical staff, village officials, community members, and external stakeholders such as community leaders and NGOs. The breakdown of the informants is as follows:

Table 1. Informant Categories Based on Roles

No.	Informant Category	Number (People)	Percentage (%)
1.	Structural Officials from the Department of Population and Civil Registration	5	5%
2.	Technical Staff/Program Operators	10	10%
3.	Village Officials (Village Heads, Secretaries, Village Operators)	20	20%
4.	Community Members (Service Users)	55	55%
5.	Community Leaders and NGOs	10	10%
	Total		100%

The structural officials consist of department heads and section heads from the Department of Population and Civil Registration. The technical staff includes operators of the *PANAH SRIKANDI* system at the district and village levels. Village officials include village heads, secretaries, and other administrative staff responsible for population services. Most informants are community members directly receiving the *PANAH SRIKANDI* services. Additionally, community leaders and NGO representatives are included to provide external perspectives on the program's effectiveness and accountability.

Data collected from these informants will be analyzed to describe their perceptions, experiences, and evaluations of implementing the public service innovation and its relationship with the principles of good governance.

Procedure of Data Collection

The data collection involves several key steps to ensure comprehensive and ethical research. First, the researcher obtains necessary permissions from relevant authorities, such as the Department of Population and Civil Registration and local government officials, and informs participants about the study's purpose, their role, and the confidentiality of their responses, obtaining informed consent from all participants. Next, semi-structured interviews are conducted with selected participants to gather their experiences and insights regarding the *PANAH SRIKANDI* program, with interviews audio-recorded (with consent) for transcription and analysis. The researcher also directly observes the program's operations, particularly in the villages of Dander and Sekaran, documenting interactions between program implementers and

beneficiaries and logistical and technological challenges. Finally, relevant program documents, including reports, guidelines, and evaluation data, are collected and analyzed to provide additional context for the findings.

Data Analysis

Data analysis follows a thematic approach, as Creswell (2019), outlined, to identify patterns and key themes from the data. The process begins with transcription and organization, where all interview recordings are transcribed verbatim, and the data, including field notes and documents, are categorized into thematic areas related to the research questions. The data is then coded inductively, with codes developed based on the content rather than predetermined categories, highlighting key aspects of the *PANAH SRIKANDI* program, such as innovation in public service, sound governance principles, and implementation challenges. After coding, related codes are grouped into broader themes, which are analyzed to explore the program's impact on good governance. The findings are interpreted within the framework of good governance, public service innovation, and the local context of Bojonegoro, considering factors that either support or hinder the program's success. Triangulation enhances validity and reliability by comparing data from different sources – interviews, observations, and documents – ensuring consistency and providing a comprehensive understanding of the program's impact. Ultimately, the analysis offers a nuanced understanding of how the *PANAH SRIKANDI* program contributes to achieving reasonable governance goals, including transparency, accountability, and public participation in administrative processes.

Result

The results of this study reveal significant findings regarding the implementation and impact of the *PANAH SRIKANDI* program as a public service innovation in Bojonegoro Regency. Based on field analysis through interviews, observations, and document reviews, the findings highlight the program's transformative impact across several dimensions of public service delivery. These results are presented according to the main categories of innovation: product or service innovation, process innovation, method innovation, strategy or policy innovation, and system innovation.

Innovation in Product or Service

One of the key findings is the improvement in accessibility for rural communities. Previously, community members had to travel long distances to access civil registry services at the district office. Now, services such as birth registration, divorce, and the issuance of family cards are available directly at village offices. This decentralization has made the services more accessible, particularly for those in remote areas, reducing transportation costs and time. As a result, the reach of government services has been significantly expanded, especially for the underserved populations in villages like Dander and Sekaran.

Innovation in Process

The program has also streamlined the service process. Before the *PANAH SRIKANDI* program, the administrative procedures required multiple steps and back-and-forth exchanges between government agencies. The introduction of a centralized digital system now allows trained village operators to input data directly into the system, significantly reducing the time required for document verification. According to informants, some services are now completed within just one day, compared to the previous 3 to 7 days. Both village officials and citizens have praised this improvement in efficiency as a breakthrough in local government service delivery.

Innovation in Method

The approach to service delivery has become more proactive under *PANAH SRIKANDI*. Village officials are actively identifying and registering residents who lack official documents, particularly vulnerable groups such as the elderly, pregnant women, and people with disabilities. This shift reflects not only the digital nature of the program but also the empowerment of local village structures as key players in public service delivery. The program has successfully integrated technological and social approaches to improve service access by engaging directly with community members.

Innovation in Strategy or Policy

Strategically, *PANAH SRIKANDI* has been a collaborative effort involving the Department of Population and Civil Registration and village governments as central actors in implementation. This collaborative model has been reinforced by strong local leadership and the political commitment to use *PANAH SRIKANDI* as a part of broader bureaucratic reform initiatives. The program's success has been attributed to the decision to grant technical autonomy to village staff, enabling them to handle operations directly and autonomously, as noted by informants from the Department of Population and Civil Registration.

Innovation in System

The digital system supporting *PANAH SRIKANDI* has provided real-time access to service data across all participating villages. Village operators can track the status of documents, and Department of Population and Civil Registration staff can directly validate records without waiting for physical document submissions. This system has significantly increased operational efficiency and improved performance monitoring, allowing for more accurate and timely evaluations of village performance. The dashboard-based monitoring system has been highlighted as a handy feature, providing an efficient tool for daily reporting and supervision.

Summary of Key Findings

1. Accessibility: Services are now available at the village level, reducing the need for travel to the district office and making services more accessible. "Previously, our residents had to ride a motorbike to the city, wait in line just to print the family card. Now, they just

come to the village office, and two days later, they can pick it up here" (NF-03, Secretary of Dander Village).

2. Efficiency: The digital system has reduced processing times, with some services completed in as little as one day.

   "With this system, we in the district can monitor every file that enters in real-time. Weekly evaluations are now easier, and we know which villages are faster or slower" (INF-01, Head of Service Division, Department of Population and Civil Registration).

3. Participation: Village officials have become more involved on service delivery, actively engaging with community members to ensure all residents are documented.

   "Before, we were only asked to make a recommendation letter. Now, we are fully involved, from inputting data to educating the public about civil registration" (INF-07, Head of LPM).

   "Residents no longer just come to take care of their documents, but we also register and accompany them, especially those who don't understand the importance of civil registration" (INF-04, village operator).

4. Transparency and Accountability: The digital system has increased transparency, allowing citizens and officials to track the status of documents and enabling real-time monitoring by Department of Population and Civil Registration staff.

   "With this system, we in the district can monitor every file that enters in real-time. Before, people didn't know where their documents were. Now, everything can be tracked through the system" (INF-01, Head of Service Division, Department of Population and Civil Registration).

   "Now, all files are recorded, who inputs them, and when they are verified. So, if there are problems, it can be traced" (explained INF-02, service analyst).

5. Satisfaction: Community members have reported higher satisfaction with the improved accessibility, speed, and transparency of the service.

   "If there's a complaint, we can check it directly in the system. No need to wait for approval from the city" (INF-03, Secretary of Dander Village).

   "We prioritize residents who have difficulty coming to the village hall, especially the elderly or those without transportation" (INF-07, community leader).

The program has thus been a holistic innovation, impacting not just the form and process of service delivery but also strengthening governance dimensions such as community participation, accountability, and efficiency. *PANAH SRIKANDI* is a model of public service innovation that integrates technology with local empowerment, reflecting a shift towards more democratic, transparent, and efficient governance in public administration. The comparison before and after the program (Table 2) shows improvements across several service dimensions, including accessibility, efficiency, community participation, and accountability.

Table 2. Comparison of Conditions Before and After *PANAH SRIKANDI*

Service Aspect	Before *PANAH SRIKANDI*	After *PANAH SRIKANDI*
Service Access	Centralized at the district office	Decentralized, village-based
Document Submission Process	Manual and bureaucratic	Digital through application by village operators
Service Time	3–7 working days	1–3 working days
Role of Village Officials	Passive, just document handlers	Active as service operators
Citizen Participation	Limited, hindered by transportation	High, assisted by village officials
Monitoring and Evaluation	Manual and limited	Real-time, system-based
Transparency of Process	Not visible to the public	Open, easily monitored by the public
Response to Complaints	Slow and hierarchical	Direct and quickly addressed
Citizen Satisfaction	Low (many complaints)	Increased significantly

The study's results underscore *PANAH SRIKANDI*'s significant role in advancing the principles of good governance in public administration, particularly in rural areas, through innovative and inclusive service delivery. However, the implementation also highlights the challenges of low digital literacy and infrastructure limitations, which must be addressed for the program's continued success and scalability.

Discussion

Implementing the *PANAH SRIKANDI* program has shown promising results in transforming public service delivery in Bojonegoro Regency, reflecting substantial advancements in service accessibility, efficiency, and governance principles. This discussion highlights the most significant findings from the study and connects them with existing literature and theoretical frameworks on public sector innovation, good governance, and community participation.

A key finding of this study is the decentralization of services to the village level, which aligns with Mulgan & Albury (2003) concept of service innovation in the public sector. Albury argues that successful public service innovations should focus on increasing accessibility and making services more convenient for citizens. *PANAH SRIKANDI*'s shift from centralized services at the district office to decentralized village-based service delivery addresses this issue, enhancing accessibility for underserved populations. Similarly, Johnston & and Fenwick (2025) emphasize the importance of decentralization in enhancing public service efficiency, particularly in rural and remote areas, where distance and transportation barriers hinder access. The *PANAH SRIKANDI* program's success in addressing these barriers suggests that decentralization is an effective strategy for improving service delivery in rural communities.

In terms of process innovation, the program's ability to streamline administrative procedures through digital systems mirrors the work of Bryson et al. (2014), who highlight the role of technology in improving governmental processes. The move from manual and bureaucratic systems to a digital platform for submitting civil documents has reduced processing times and improved the speed of service delivery, as demonstrated by the reduced waiting times from 3–7 days to just 1–3 days. Adopting digital systems in public administration

is consistent with Dansou & Carrier (2023), who argues that digital platforms enhance efficiency by reducing administrative burdens and increasing responsiveness. This finding suggests that embracing digitalization can be a key factor in modernizing public service delivery.

Another significant finding from the study is the increased participation of village officials and community members in the service delivery process. Prior to *PANAH SRIKANDI*, the role of village officials was largely passive, limited to document submission. However, the program has empowered village officials to become active service operators, allowing them to engage with residents directly in the data entry process (O'Toole & Meier, 2004). This shift reflects Hilmawan et al. (2023) dan Ghosh & and Kamath (2012) assertion that public sector innovation can lead to more inclusive and participatory governance. By involving local officials in the operational aspects of service delivery and enabling community members to participate actively, *PANAH SRIKANDI* strengthens the community's role in governance, improving overall service satisfaction.

Transparency and accountability have also been enhanced through the digital monitoring system implemented by *PANAH SRIKANDI*. The system allows for real-time tracking of document statuses, making the process more transparent and reducing the opportunity for corruption or delays. This aligns with the findings of Popova et al. (2023) and Hening & Kumara (2019), who stresses the importance of transparency in public service delivery to increase accountability and trust in governmental institutions. Moreover, real-time monitoring allows for quantitative evaluation of village performance, which is crucial for maintaining accountability at the local level. This feature is particularly significant in ensuring that the program's objectives of reducing bureaucratic inefficiency are met, as evidenced by the streamlined validation process.

Despite these successes, the study also identified several challenges that hinder the program's full potential. One notable challenge is low digital literacy, particularly among the elderly and less educated groups. This is consistent with Edelmann et al. (2023), who highlight that the digital divide can limit the effectiveness of e-government initiatives, especially when target populations lack the skills to navigate digital systems. The *PANAH SRIKANDI* program has mitigated this issue by involving village officials in educating and assisting residents, but this remains a significant barrier to achieving universal access. Additionally, Nalbandian (2017) warn that the success of digital systems in public administration depends on overcoming technological infrastructure challenges, such as unreliable internet connectivity. In Bojonegoro, some villages, particularly those in remote areas, have struggled with internet connectivity, which impedes the smooth functioning of the system. Addressing these technological barriers is crucial for ensuring the long-term sustainability and scalability of the program.

Furthermore, data integration issues between legacy documents and the new digital system pose another challenge. Meijer & Bovens (2003) and Sazzad et al. (2021) notes that integrating new technology with existing administrative systems can create significant hurdles, particularly when there are discrepancies in data formats or systems. In Bojonegoro, the

mismatch between old and new documents has led to delays in data verification. This suggests that careful attention should be given to data harmonization processes when implementing large-scale technological reforms in public administration.

In conclusion, *PANAH SRIKANDI* represents a successful example of public service innovation that integrates technology with local empowerment, contributing to the principles of good governance. The program addresses key challenges identified in the literature on public sector innovation by decentralizing services, increasing participation, and enhancing transparency and accountability. However, to ensure its continued success, digital literacy, infrastructure, and data integration challenges must be addressed through targeted interventions. Future research should explore the scalability of *PANAH SRIKANDI* and its potential for replication in other regions, particularly in addressing the barriers to digital inclusion and infrastructure development.

Conclusion

The *PANAH SRIKANDI* program represents a significant step forward in public service innovation in Bojonegoro Regency. By decentralizing civil registration services to the village level and integrating digital technology, the program has improved service accessibility, efficiency, and accountability. The study highlights the program's success in enhancing participation among village officials and community members, increasing transparency, and streamlining administrative processes. These results align with existing literature on public sector innovation and good governance, underscoring the potential of technological integration in improving public service delivery, especially in rural areas. However, the study also identified several challenges that must be addressed for the program's continued success. Low digital literacy, inadequate infrastructure, and issues with data integration are significant barriers that could hinder the program's scalability and long-term impact. These challenges point to the need for more targeted interventions, including capacity-building initiatives for village officials and residents, improvements in digital infrastructure, and efforts to harmonize legacy and new data systems. Overcoming these barriers will be critical for ensuring the *PANAH SRIKANDI* model can be replicated and scaled globally in other regions of Indonesia or similar settings. The limitations of this study include its focus on a single district, Bojonegoro Regency, which may limit the generalizability of the findings. Future research could expand the scope by examining the implementation of *PANAH SRIKANDI* in different regions or by conducting comparative studies between rural and urban areas.

Additionally, longitudinal studies could provide deeper insights into the long-term impacts of the program on service delivery, citizen satisfaction, and the broader governance framework. In conclusion, the *PANAH SRIKANDI* program provides valuable lessons for public service innovation, demonstrating the effectiveness of decentralization, technology integration, and community involvement in achieving good governance. This research contributes to the growing body of knowledge on public sector innovation. It offers practical insights for policymakers and practitioners to improve public service delivery in rural and

underserved areas. Future research should address the identified challenges and further explore the scalability and sustainability of such innovations in different contexts.

Declaration of conflicting interest

The authors declare that there is no conflict of interest in this work.

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