



Parahyangan Catholic University
Faculty of Social Science and Political Science
Department of Public Administration

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SK BAN-PT NO: 3100/SK/BAN-PT/Ak/PPJ/S/V/2020

**What Are The Public Values Created By Indonesian
ICT-Based Public Service Innovations?**

Undergraduate Thesis

Written By

Siti Nadya Andyani

2014310082

Bandung

2021



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Student ID Number : 2014310082
Title : What Are The Public Values Created By Indonesian ICT-
Based Public Service Innovations?

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On Friday, July 30th, 2021
And hereby declared **PASSED**

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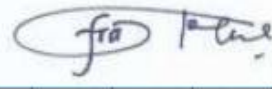
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With this statement, the writer accepts that if the above statements are proven invalid and dishonest, she will be ready to accept any academic and legal repercussions that will be justifiably dispensed as punishment for the proven offense(s).

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Siti Nadya Andyani

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ABSTRAK

Nama : Siti Nadya Andyani

NPM : 2014310082

Judul : Nilai Publik Apa Saja yang Diciptakan Oleh Inovasi Pelayanan Publik Berbasis TIK di Indonesia?

Penelitian ini berharap dapat menjelaskan nilai-nilai publik yang diciptakan oleh inovasi pelayanan publik berbasis TIK di Indonesia pada Kompetisi Inovasi Pelayanan Publik (KIPP) selama tujuh tahun terakhir (2014-2020). Diyakini bahwa dengan memahami nilai publik yang telah diciptakan oleh pemerintah, dapat memberikan wawasan tentang sejauh mana pemerintah Indonesia telah memberikan manfaat kepada publik. Selain itu, penelitian ini juga dimaksudkan untuk memperkaya wawasan tentang nilai publik di Indonesia.

Kerangka kerja nilai publik disusun dari berbagai teori nilai publik dan peraturan Menteri Indonesia. Terdapat tujuh nilai publik yang terkandung dalam kerangka tersebut; (1) efektivitas, (2) efisiensi, (3) pemerataan, (4) keadilan sosial, (5) keadilan distributif dan alokatif, (6) nilai demokrasi, dan (7) keberlanjutan pelayanan. Untuk mendapatkan gambaran nilai-nilai publik yang diciptakan oleh inovasi pelayanan publik berbasis TIK di Indonesia, seperangkat data Sinovik 2014-2020 dan artikel resmi yang dirilis oleh pemerintah digunakan untuk mendukung tujuan eksploratif dari penelitian ini. Pendekatan kualitatif dan analisis dokumen diterapkan untuk melacak pola data dan tren inovasi layanan publik berbasis TIK di Indonesia selama tujuh tahun terakhir (2014-2020).

Terdapat 693 inovasi di dalam dataset Sinovik mulai dari 2014 hingga 2020; 196 diantaranya adalah inovasi pelayanan publik berbasis TIK. Berdasarkan kompilasi data yang telah disusun berdasarkan kategori, dimensi, dan indikator sesuai kriteria nilai publik, 196 inovasi pelayanan publik berbasis TIK di Indonesia diketahui menciptakan nilai publik. Skor nilai publik yang dihasilkan oleh inovasi layanan publik berbasis TIK di Indonesia, adalah sebagai berikut: efektivitas (86%); efisiensi (99%); ekuitas (49%); keadilan sosial (99%); keadilan distributif dan alokatif (71%); demokratis (78%), dan kesinambungan pelayanan (72%). Angka-angka tersebut mencerminkan representasi atau pemenuhan indikator nilai publik inovasi layanan publik Indonesia berbasis TIK dalam dataset Sinovik.

Secara umum, rata-rata skor inovasi pelayanan publik berbasis TIK pada dataset Sinovik memberikan hasil yang cukup baik untuk setiap dimensi nilai publik. Temuan ini menyimpulkan bahwa 196 inovasi pelayanan publik berbasis TIK di Indonesia memenuhi semua kriteria indikator pada dimensi nilai publik.

Kata Kunci: Nilai Publik, Inovasi Pelayanan Publik Berbasis TIK

ABSTRACT

Name : Siti Nadya Andyani

SID : 2014310082

Title : What Are The Public Values Created By Indonesian ICT-Based Public Service Innovations?

This research hopes to shed further light on the public values created by Indonesian ICT-based public service innovations listed in Public Service Innovations Competition (KIPP) for the last seven years (2014-2020). It is believed that understanding the public value created by government innovations will offer an insight into the extent to which the Indonesian government had delivered values to the public. Moreover, this study is intended to enrich the insight of public value in Indonesia.

The framework of this study is derived from various public value theories and Indonesian ministerial regulation. There are seven public values contained within the framework; (1) effectiveness, (2) efficiency, (3) equity, (4) social justice, (5) fairness, (6) democratic value, and (7) service continuity. In order to get a depiction of public values created by Indonesian ICT-based public service innovations, Sinovik dataset 2014-2020 and official government articles are used to support the explorative purpose of this study. Due to the nature of Sinovik dataset, a document analysis approach is applied to track data patterns and trends of Indonesian ICT-based public service innovations over the past seven years.

There were 693 innovations on the Sinovik dataset from 2014 to 2020; 196 are ICT-based public service innovations. Based on the compilation of data that has been compiled based on categories, dimensions, and indicators according to the criteria of public value, 196 Indonesian ICT-based public service innovations are known to create public value. The scores of public values that Indonesian ICT-based public service innovations have created, based on the percentage of indicators, are as follows: effectiveness (86%); efficiency (99%); equity (49%); social justice (99%); fairness (71%); democratic (78%), and service continuity (72%). These numbers reflect the representation or fulfillment of public value indicators of ICT-based Indonesian public service innovations in the Sinovik dataset.

Generally, the average score of ICT-based public service innovation on the Sinovik dataset yields a fairly good result on each dimension of public values. These findings conclude that 196 Indonesian ICT-based public service innovations meet all the indicator criteria on public value dimensions.

Keywords: Public Value, Public Values, ICT-Based Public Service Innovations

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CHAPTER 1

Research Background

1.1 Research Background

In most parts of the world, public service has undergone many transformations, especially in its way of delivery. The first reformation began after World War II ended (Lufunyo, 2013, p. 3). During that time, most countries in the European continent were facing budget deficits. If money started to get short in supply, policymakers would not be able to maneuver (Bovaird and Löffler, 2004, p. 13; 2009, p. 15). Hence budget deficit is a serious problem considering that public services are not meant only to meet consumers' and producers' preferences but to the extent of whether these public services can benefit society and exceed the desired expectations of the policymakers (Stoker, 2006, p. 49; Spicker, 2009). So, as the resources become scarcer in the early 1980s to 1990s, most governments, at least in OECD countries, have been trying to elevate their competencies to run the government efficiently and effectively (Lufunyo, 2013, p. 3; Bovaird and Löffler, 2004; 2009).

In order to perform efficiently, many countries decided to reduce the cost of public services to the extent that it would not hurt their intent of existence (Matheson and Kwon, 2003, p. 43; Robinson, 2015, p. 5-9). Traditionally, public sectors were designed to remain stable while their environment is constantly changing. However, in a progressive society, the government is expected to be flexible and adaptive (Matheson and Kwon, 2003, p. 48). As Bovaird (2004, p.

71) noted, 'No change' is not an option, but neither is 'all change,' Adaptable and innovative are the traits of a healthy organizational culture. Aside from that, many new challenges arose and pressured the government to be in constant flux. These new oppressions are derived from the external factors (e.g., the aging society, urbanization, the information society, and tabloid society) and internal factors (the consequences, both planned and unplanned, arising from the 'first generation' of public sector reforms) (see Bovaird and Löffler, 2004, p. 13-17; 2009, p. 15-18; Bolívar, 2015).

Many governments in developed countries have enhanced their efficiency in public services and governance with the help of ICTs (Bellamy and Taylor, 1998). Furthermore, there was an uprising debate about equal access and equal treatment around the 1950s and 1960s. The debate centered around the idea that the old practice of public service delivery was accustomed to inequality, although impartiality was guaranteed by the law (Blum and Manning, 2009, p. 43). By the early 1970s, the superiority of computers was already well recognized within the public sector. Therefore, the government has tried to use computers to tackle administrative and social problems efficiently (Bellamy, 2009, p. 136; Blum and Manning, 2009, p. 43). In 1980, the interest in networking via electronics continued to grow until the arrival of the internet in the mid-1990s. When society began to live alongside ICTs (the mark of the beginning of information society), the urgency to overcome this societal challenge emerged. So as a consequence, e-channels were developed as the means for citizens and the government to exchange information. In addition, these technologies were available for anyone

to access (Bellamy 2003, p. 113; 2009, p. 135). Hence, ICTs can increase efficiency and minimize the risk of social inequality (Helsper, 2014, p. 2). As a result, several developing nations pursued this trajectory with broader governance agendas (McCourt, 2013, p. 1-3; Robinson, 2015, p. 4-5).

According to the literature on ICTs, many researchers believe ICT is a shortcut to improve efficiency, organizational performance, and management capabilities (Bonina and Cordella, 2009; Bonina and Cordella, 2012, p. 512). Furthermore, ICTs had proved to be useful when the government was facing an unprecedented challenge like urbanization (Bolívar, 2015). Creating sustainable development and ensuring the quality of life are the responsibilities of the governments. These premises imply that the government needs to make public service available to be within reach of every citizen, regardless of their location of domicile. According to the European parliament, ICTs and data help tackle social, economic, and environmental problems (Bolívar, 2019). ICT-based public service could be accessed from anywhere, so infusing ICTs inbuilt potentials to public service delivery would give the government an upper hand in tackling environmental issues. Nevertheless, despite its title of being a newcomer in the public sector, ICT is seen as a strategic instrument that befits the aspirations of the twenty-first-century government (Bellamy, 2009, p. 136; Bolívar, 2019). Another perk that came with the implementation of ICT technologies is transparency which later triggered the birth of FOI or Freedom of Information (Blum and Manning, 2009, p. 46). FOI has combined other transparency measures, such as disclosing service standards and performance results, allowing the public to

determine and appraise the government's actions and how they are being carried out (Blum and Manning, 2009, p. 46). In addition, ICT technologies can cut the cost of service and reduce the red tape if basic personal data is integrated between each government information system (Bellamy, 2004, p. 115). Accordingly, while there has been an increasing complication in business regulations, simplified administrative procedures (such as one-stop-shops) have encouraged people to follow these regulations and helped them get easier access to government services (Bellamy, 2004, p. 115).

In the early '90s, Hood (1991) implied that making good use of ICTs potentials might help the government solidify the value creation of public services. Hence, since the late '90s, many researchers, especially those who had a fond interest in ICT, began to analyze its correlation with public value (Karkin *et al.*, 2018; Twizeyimana and Andersson, 2019; Bonina and Cordella, 2012, p. 512). Researchers found that smart technologies have the potential to co-create public value in public services (Bonina and Cordella, 2009; Bonina and Cordella, 2012; Criado and Gil-Garcia, 2019; Bolívar, 2019; Karkin *et al.*, 2018; Savoldelli, Misuraca & Codagnone, 2013; Osborne, Radnor & Strokosch, 2016). They also argued that the use of ICTs in the public sector does not necessarily mean a service would automatically create public value, but it is instead an element that helps and fosters the co-production and co-creation of public values (Bovaird, 2004, p. 48; Bonina and Cordella, 2009; Bonina and Cordella, 2012; Cordella and Paletti, 2017; Osborne, Radnor & Strokosch, 2016). Therefore, the government still needs to pay extra attention to create a service that would add more value to

society (Bovaird, 2004, p. 48). Moreover, Bovaird mentioned that this is an essential matter as to how this would impact public confidence in the government (p.48). According to Bovaird and Löffler (2004, p. 16; 2009, p. 18), technological changes, particularly in ICT, have led to a shift in citizens' perspectives about the efficacy of 'high-tech' solutions. Hence, ICT in public services plays a crucial role in shaping today's public value.

Public value is important because it is the essence of public sector managerial works (Moore, 1995; Moore, 2013, p. 71). According to Stoker (2006), public value has changed the *modus operandi* of public services, especially in tackling efficiency, accountability, and equity issues. He stressed that the public value framework is an effective tool to measure public sector performance and it legitimates democracy. It offers a bottom-up and complex network approach that enhances the quality of the decision-making process (Stoker, 2006, p. 41-56). Public value offers a holistic approach which makes it an effective tool to measure government performance and guide policy decisions. Public value has the ability to identify the impact of the government's outputs. In turn, it would improve both the quality of policy decisions and the relationship between government and citizens (Kelly, Mulgan and Muers, 2002, p. 35). On these premises, public value is widely recognized as a 'game changer' and acts as a catalyst for radical change and public sector reform (Heimburg, Ness & Storch, 2021, p. 23).

Many developing countries have already followed the scheme of infusing ICT into the public domain (McCourt, 2013, p. 1-3; Robinson, 2015, p. 4-5). One

of them is Indonesia. According to the report of the Global Innovation Index in 2019, Indonesia is one of the top performers and ranked in 9th place in the income group category (Global Innovation Index, 2019). In line with this, the Indonesian government has launched hundreds of public service innovations (KemenpanRB, 2014-2020). Some of them even won prestigious international awards (UNPSA, 2015, 2018, 2019).

The Indonesian government has been committed to increasing transparency and accountability since 2011 (Open Government Indonesia, 2011-2012, p. 1-7). This commitment was built along with the legalization of cooperation between the Indonesian government and several other countries to support a more transparent administration (Open Government Indonesia, 2020; Septyandrica, 2014, p. 3). This commitment is then outlined in the national development plan, one of which is to increase the creation of innovations within the government (Open Government Indonesia, 2011-2012, p. 4; Open Government Indonesia, 2014-2015, p. 12-16; Septyandrica, 2014, p. 3). According to the Sinovik database — an information system that provides the lists of Indonesian best innovations, 196 of Indonesian public service innovations are ICT-based (Sinovik, 2014-2020). Thus, the author bases the argument on the findings that Indonesia is a top performer according to IGI, and also because Indonesia has produced 196 ICT based innovations that potentially create public value.

The number of innovations created by Indonesia cannot be separated from a set of stimulating regulations and the fact that Indonesia has entered the

information age (Global Information Society Watch, 2014, p. 140). As mentioned above, the governments are expected to adapt to the needs of society (Matheson and Kwon, 2003, p. 48). Thus, it is only natural for the Indonesian government to launch various service innovations to accommodate this issue (McCourt, 2013, p. 1-3; Robinson, 2015, p. 4-5). Harnessing ICTs into public domains increases efficiency and completes Indonesian democratization process (Open Government Indonesia, 2011-2012, p. 1-2). However, many public service innovations were found to be discontinued (MenpanRB, 2018). Of course, this is a loss for the Indonesian citizens, considering that the funds used to create and develop innovations came from taxes. In addition, this raises the question of whether or not public service innovations are following public value. In 2014, the Ministry of Administrative and Bureaucratic Reform of the Republic of Indonesia (KemenpanRB) published a policy to stimulate the production of public service innovation (KemenpanRB Ministerial Regulation No. 30/2014 concerning Public Service Innovation Guidelines). This action was then followed by the holding of the Public Service Innovation Competition (KIPP) in 2014 as mandated in article 2. After its release, Indonesian public sector has produced hundreds of service innovations that are listed in Sinovik (an information system of public service innovations in Indonesia). Annually, KemenpanRB selects 99 of the best innovations out of thousands of registries. In 7 years, the KIPP has named at least 693 service innovations that have proven to be a success (KemenpanRB, 2014-2020).

1.1.1 Identification of the Issue

Based on the background of the issue, most governments have been trying to improve the methods of service delivery in dire needs of efficiency (Lufunyo, 2013, p. 3; Bovaird and Löffler, 2004; 2009). Efficiency in public services and governance is enhanced by the help of ICTs (Bellamy and Taylor, 1998; McCourt, 2013, p. 1-3; Robinson, 2015, p. 4-5). Moreover, ICTs were found to have potential to help and foster the co-production and co-creation of public value (Hood, 1991; Bonina and Cordella, 2009; Bonina and Cordella, 2012; Criado and Gil-Garcia, 2019; Bolívar, 2019; Karkin *et al.*, 2018; Savoldelli, Misuraca & Codagnone, 2013; Osborne, Radnor & Strokosch, 2016). Indonesia has produced hundreds of public service innovations that are listed in the Sinovik database. Many of them are ICT-based innovations (KemenpanRB, 2014-2020). With that being said, there is a possibility that the Sinovik dataset contains many ICT-based public service innovations that create public value. Public value is important because it is the essence of public sector managerial works (Moore, 1995; Moore, 2013, p. 71). Public value has the ability to identify the impact of the government's outputs. In turn, it would improve both the quality of policy decisions and the relationship between government and citizens (Kelly, Mulgan and Muers, 2002, p. 35). Moreover, Bovaird mentioned that this is an essential matter as to how this would impact public confidence in the government (Bovaird, 2004, p.48).

The value identification heavily relies on various value meanings contained in the public value framework of this research. The identification details are given below:

1. 6 in 1 (Sinovik 2018) Creates Efficiency

6 in 1 is a one-stop-shop service innovation from the Department of Civil Registry of Surabaya which aims to simplify and accelerate the management process of civil registries (KemenpanRB, 2018, p. 192-193). 6 in 1 is basically a system that integrates 6 services in one platform. It consists of services for moving in, moving out, birth certificates, death certificates, marriages and divorces. 6 in 1 is also cooperated with many other institutions such as hospitals, health facilities, midwives, etc., to give the citizens of Surabaya an instant service experience. According to the data collected from Sinovik, by using this service, a citizen can issue birth and family certificates in just a day (p. 193).

With respect to the public value framework, managerial efficiency is highly important (Moore, 1995). Managerial efficiency reflected in 6 in 1 indicates creation of value as it provides the citizens of Surabaya a service with better time management and more concise procedure. Better time management is shown through the total time of obtaining a certificate, which could be issued in just a day. While the red tape reduction is demonstrated through the one-stop-shop system.

2. ODHA LINK (Sinovik 2015) Creates Equity

ODHA LINK is an ICT-Based public service innovation initiated in 2012 by Bangil Public Hospital in Pasuruan Regency. This innovation aims to provide space for patients with HIV / AIDS (PLWHA) to freely access the VCT and CST clinics in Bangil Hospital without any restraint, either for consultation, treatment, care, or even filing a complaint (KemenpanRB, 2015, p.45). ODHA LINK offers three new approaches for PLWHA, namely Online SMS 24 Hours, Delivery Service, and High access. ODHA LINK has proven to be a success as the number of VCT/CST clinic visits gradually increased in three years of its implementation.

ODHA LINK indicates equity value creation as it erases negative stigmatizations and discriminations toward PLWHA. Stigma and discrimination restrain PLWHA from getting treatment and medical care (Dahlui *et al.*, 2015, p. 2). Moreover, PLWHA tends to alienate themselves from society and avoid medical care due to perceived discrimination and the possibility of internalized stigma (Pradipto and Setiadi, 2018, p. 242). As a matter of fact, not every hospital staff is HIV/Aids friendly. Some of them are still performing discrimination against PLWHA (Dahlui *et al.*, 2015, p. 2). However, ODHA LINK has a system that was designed to prevent this kind of discrimination from happening. For instance, going out to public places would put PLWHA in jeopardy because they are exposed to the people that might mistreat them and leave further trauma. ODHA LINK has a delivery service that allows PLWHA to get ARV medicine without leaving their home. Therefore, ODHA LINK is capable of eliminating social discrimination. On top of that, this service is promoting social equity. Part

of the reason why this service exists in the first place is that the government realized that everyone has a different footing in accessing public services. Based on this awareness, ODHA LINK is provided to help PLWHA living in deep social disparity get the health care they deserve.

3. Surabaya Single Window (Sinovik 2014) Creates Fairness

Surabaya Single Window (SSW) is a one-stop-shop service that handles licensing, taxes or other online administration managed by the Surabaya City Government (KemenpanRB, 2014, p. 59). SSW was inaugurated in 2013 to simplify the licensing procedure for Surabaya residents and foreigners who want to invest and open a business in Surabaya. SSW has been integrated with an online Management Information System (SIM) coordinated by the Communication and Information Agency (Diskominfo) which connects several local government work units. There are six main menus on the SSW homepage, namely Package Investment Licensing, Independent Partial Permit Registration, SSW File Monitoring, SSW File Verification, SSW Technical Guidance, and Examples of Document Preparation (SSW Official Website, 2021). SSW is capable of accelerating the time of the delivery process. Moreover, data and requirements checking can be carried out more carefully.

Fairness in the public value framework refers to the fair distribution and allocation of benefits and burdens (Moore, 1995). Fairness in SSW is reflected in Figure 1 below, which depicts a list of fees for obtaining a residential building permit in Surabaya City. According to Government Regulation article 14(1)/2005, “Everyone who is going to construct a building must have a building permit.”

This permit is known as Regency/City plan certificate (SKRK). It is a document prepared for issuing an IMB (building permit).

Figure 1. Surabaya Single Window (SSW)

SKRK - IMB Rumah Tinggal (Non Pengembang)

Formulir Pendaftaran

Persyaratan Prosedur Dasar Hukum Unduh Form **Retribusi** Waktu Maklumat Pelayanan Visi & Misi Motto Kontak Kami FAQ

Biaya / Tarif :

| JENIS BANGUNAN | RUMUS (sesuai Perda 12/2012) | |
|---|---|---|
| Bangunan bertingkat maksimal 2 lantai dengan luas lantai s/d 500 m ² | $0.0335 \times \text{Rp. } 24.000,- \times \text{ Luas Lantai}$ | $\text{Rp. } 804,- \times \text{ Luas Lantai}$ |
| Bangunan bertingkat dengan luas lantai > 500 m ² & Bangunan UMKM | $0.335 \times \text{Rp. } 24.000,- \times \text{ Luas Lantai}$ | $\text{Rp. } 8040,- \times \text{ Luas Lantai}$ |
| NRT Sederhana | $2.145 \times \text{Rp. } 24.000,- \times \text{ Luas Lantai}$ | $\text{Rp. } 51.480,- \times \text{ Luas Lantai}$ |
| NRT TABG (mixed use) | $3.34 \times \text{Rp. } 24.000,- \times \text{ Luas Lantai}$ | $\text{Rp } 80.160,- \times \text{ Luas Lantai}$ |

Source: Official Website of Surabaya Single Window

It was stated above that the application fee for a construction permit is calculated based on the size of the building's blueprint. This demonstrates fairness in the allocation and distribution of burdens (fee) and benefits (building permit). The larger the building, the bigger the bill to be borne by the applicant will be. Likewise, an applicant with a relatively small building will pay fewer costs. However, if both of them have completed the building permit requirements, they will receive a permit even though the prices they pay are different.

A recent study showed that public value is considered an under-researched topic, although the number has increased significantly over the years (Wulandari *et al.*, 2020, p. 211). This study aimed to capture the development of public value literature by analyzing the number of literature studies on the Scopus database

from 2001 to 2020. According to their findings, there were 272 related journal articles, the most publications were in 2019 with 47 publications, and the highest research was dominated by the United Kingdom with 65 publications. The study also revealed that there was no publication found regarding public value from Indonesia.

Another study conducted by Sami *et al.* in 2018 supports Wulandari *et al.*'s findings, stressing that public value is an under-researched topic in Indonesia. According to their findings, in Asia, only researchers from China, Sri Lanka, Malaysia, and Singapore focus on public value (Sami *et al.*, 2018, p. 5).

Considering the issues above, the author tries to identify the public values created by Indonesian ICT-based Public Service Innovations because public value is the essence of public sector managerial works. It is believed that understanding the public value created by government innovations will offer an insight into the extent to which the Indonesian government had delivered values to the public. Moreover, this topic is under-researched, especially in Indonesia. Hence conducting this research is appropriate as it enriches the insight of public value in Indonesia. Therefore, this research's title is "What are the public values created by Indonesian ICT-based public service innovations?"

1.1.2 Issue Limitation

There are a total of 693 public service innovations in the Sinovik dataset ranging from 2014 to 2020. Two hundred seventy of them are ICT-based. The number consists of 74 internal service innovations and 196 public service

innovations. Considering that this study discusses the public value creation of ICT-based public service innovations, this study only analyzes the relevant data to limit the scope of this study.

1.2 Research Question

Based on the issue at hand, the research question formulated here is ‘What are the public values created by the Indonesian ICT-based public service innovations?’

1.3 Aim and Use of the Research

1.3.1 Aim of Research

This research aims to identify the values created by Indonesian ICT-based public service innovations. This research then delves further into the aforementioned Sinovik dataset to comprehensively describe the values created by Indonesian ICT-based public service innovations.

1.3.2 Potential Use of Research

This research hopefully exemplifies a conceptual framework to identify public value created by ICT-based innovations. Furthermore, by choosing to focus on the Sinovik dataset, this research hopes to stress the importance of infusing ICT in Indonesian public service domain.

1.4 Writing System

Chapter 1: Introduction

Chapter 2: Literature Review

Chapter 3: Research Methodology

Chapter 4: Findings

Chapter 5: Document Analysis

Chapter 6: Conclusion and Recommendation

1.5 Research Limitations

This research applies document analysis, which implies this study depends on the descriptions of innovations on the Sinovik Dataset. Each innovation is described in a maximum of two-page descriptions, which signifies the innovation script is somewhat limited. As a result, the created public values by some innovations might not be accurately presented. In addition, there might be many Indonesian ICT-based public service innovations that are not listed on the Sinovik dataset but generate public values. Since this research focuses on the Sinovik dataset, only the aforementioned public service innovations are investigated.