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CHALLENGES AND STRATEGIES IN E-GOVERNMENT IMPLEMENTATION IN A REMOTE REGION IN SUMENEP

Faris Anggara[1], Ika Devy Pramudiana[2], Eny Haryati[3], Sapto Pramono[4]
Universitas Dr. Seotomo Surabaya[1,2,3,4]
ika.devy@unitomo.ac.id

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ABSTRACT

This study aims to analyze the challenges and strategies in implementing e-government in remote areas of Sumenep Regency. The approach used is qualitative with a case study design, which allows for an in-depth understanding of the obstacles and efforts that can be made in implementing digital government services. Data were collected through interviews with key stakeholders, direct observation of e-government infrastructure and utilization, and documentation studies. Data analysis was carried out using thematic analysis methods, including data reduction, data presentation, and drawing conclusions. The results of the study indicate that the implementation of e-government in Sumenep faces various challenges, such as limited information and communication technology (ICT) infrastructure, low digital literacy of the community, the digital divide between urban and rural areas, limited government human resource (HR) competency, and limited budget. In addition, resistance to change, lack of supporting local policies, and data security issues are also major obstacles. To overcome these obstacles, a comprehensive strategy is needed, such as improving ICT infrastructure through collaboration with the private sector, digital literacy programs for the community, strengthening government HR capacity, optimizing budget allocation, and cultural and social approaches to increase public acceptance of e-government. Continuous evaluation and monitoring are also needed to ensure the effectiveness of implementation. With the right strategy, e-government in Sumenep has the potential to improve the quality of public services and encourage a more inclusive and sustainable digital transformation.

Keywords: *E-Government, Ict Infrastructure, Digital Literacy, Digital Divide*

INTRODUCTION

The implementation of e-government in Indonesia has become one of the top priorities in efforts to modernize public administration. The government seeks to increase efficiency, transparency, and community participation through the use of information and communication technology (ICT). However, the success of the implementation of e-government is inseparable from the challenges faced, especially in remote areas such as Sumenep Regency. The district, which is located at the eastern tip of Madura Island, has unique geographical and demographic characteristics, which have the potential to affect the effectiveness of the implementation of e-government (Muliawaty & Hendryawan, 2020). Sumenep Regency is known for its scattered archipelago, with 126 small islands that are mostly inhabited. Most of these islands have limited access to basic infrastructure, such as electricity, internet, and transportation. This is a major obstacle in the implementation of e-government because ICT-based services require adequate infrastructure support. The digital divide between urban and remote areas further exacerbates the challenges faced by local governments in providing digital-based public services (Rahmadany, 2021).

The digital literacy of people in Sumenep is still low, especially in remote areas. Many people do not understand how to use e-government services, which leads to low participation in the programs provided. The low digital literacy is also caused by the lack of training or educational programs regarding the use of information technology in the region. Another factor that contributes to the challenge of implementing e-

government in Sumenep is the limited capacity of human resources (HR) at the local government level. The lack of experts in the field of ICT is often an obstacle in the management and development of e-government systems. Local governments also often face budget constraints to develop technological infrastructure and provide training to government employees (Lenak et al., 2021).

The cultural and social context of the Sumenep community also affects the implementation of e-government. Strong local traditions and mindsets that tend to maintain conventional ways can be obstacles to the adoption of new technologies. For example, many people prefer face-to-face in document management rather than using online services, even though these services are more efficient. Nevertheless, the implementation of e-government in Sumenep has great potential to improve the quality of public services (Andriyan et al., 2024). By utilizing technology, the government can provide easier and faster access to the community, including in remote areas. In addition, e-government can also help reduce convoluted bureaucracy and increase government accountability (Asy'hary et al., 2023).

To overcome these challenges, a comprehensive strategy is needed. The Sumenep local government needs to collaborate with various parties, including the private sector and civil society organizations, to accelerate the development of ICT infrastructure. In addition, digital literacy programs must be improved to ensure that people are able to take full advantage of e-government services. In this context, it is important to evaluate the policies that have been implemented and identify specific obstacles in remote areas. Thus, this study aims to delve deeper into the challenges faced in the implementation of e-government in Sumenep and formulate strategies that can be adopted to overcome these challenges (Wulandari et al., 2021). The study also has wider relevance as the results can serve as a reference for other regions in Indonesia that are facing similar challenges. By adopting the right approach, the implementation of e-government can be one of the solutions to improve the quality of public services in remote areas, while supporting more inclusive and sustainable development.

LITERATURE REVIEW

Concept E-Government

e-Government, or electronic government, is the use of information and communication technology (ICT) to increase efficiency, transparency, and accountability in the administration of government. This concept is growing rapidly along with technological advances and people's demands for better public services. The World Bank defines e-Government as the use of information technology by the government to transform the relationship between the government and the community, the business world, and other parties. This definition shows a focus on transforming interactions to create added value for all stakeholders (Rasaili, 2021). E-government refers to the use of information and communication technology (ICT) to improve the efficiency, effectiveness, transparency, and accountability of public services. The concept includes three main dimensions:

1) Government-to-Citizens (G2C): The interaction between the government and the community. This dimension focuses on providing direct public services to the community. Examples are e-KTP services, online tax payments, and community complaint applications.
2) Government-to-Business (G2B): The relationship between the government and the business sector. The relationship between the government and the

business sector, for example in the procurement of goods and services through e-procurement.

3) Government-to-Government (G2G): Collaboration between government agencies. Collaboration between government agencies to improve internal coordination and efficiency.

In the context of remote areas such as Sumenep, the G2C dimension is crucial because it is directly related to the provision of public services to people who often experience limited access. E-government is also seen as a tool to increase transparency. By providing information online, the public can more easily monitor government performance, reduce the risk of corruption, and increase accountability. This is in accordance with the principles of good governance, which involves the active participation of the community in decision-making. The implementation of e-government is not only limited to providing technology. There is an urgent need to build a supporting ecosystem that includes competent infrastructure, policies, and human resources (Setianingsi et al., 2022).

Without these elements, e-government would simply be a technology project with no real benefits to society. e-Government in Indonesia has been regulated in several strategic policies, such as Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems (SPBE). This policy emphasizes the importance of integrating information systems between agencies and improving the quality of public services. However, its implementation often faces various obstacles, especially in remote areas such as Sumenep (Gultom et al., 2024). Overall, e-government is not just the application of technology, but a transformation of the way the government works in providing services to the community. Its implementation in remote areas such as Sumenep requires a holistic approach, involving various technical, human, social, and cultural aspects. Thus, the concept of e-government becomes relevant in the context of inclusive and sustainable development. This concept also emphasizes the importance of synergy between technology and human values in building a more advanced society. Successful implementation can be a model for other regions in Indonesia that are facing similar challenges.

Supporting Factors and Inhibiting Factors in the Implementation of E-Government

The implementation of e-government The success of a program is influenced by various factors that can be a supporter or hindrance. These factors include technological, human, policy, and cultural aspects. Supporting and Inhibiting Factors for E-Government Implementation, The literature identifies various factors that affect the success of e-government implementation (Putra et al., 2024). It is divided into three categories:

1) Technology: ICT infrastructure such as internet networks, hardware, and software are fundamental elements in the implementation of e-government. In Sumenep, limited infrastructure, especially in remote islands, is one of the main challenges.
2) Human: The capacity of human resources (HR), including the digital literacy of the community and the technical competence of government employees, greatly affects the success of e-government. The low level of digital literacy in Sumenep, as mentioned in the background, exacerbates this gap.

3) Policies and Regulations: Clear and supportive regulations, as well as strong political commitment, are needed to direct the implementation of e-government. Local governments often face challenges in ensuring policies that are inclusive and in line with local needs.

The implementation of e-government is at its core a complex process and is influenced by a variety of key interrelated factors: technology, people, and policies and regulations.

Supporting Factors for E-Government Implementation

Information and communication technology (ICT) infrastructure is the main prerequisite for the implementation of e-government. A stable internet network, hardware such as computers and servers, and other supporting systems such as data centers ensure the smooth operation of e-government. In areas with strong ICT infrastructure, e-government services can run efficiently. The government's commitment and support in the success of e-government is greatly influenced by the government's commitment, both at the central and regional levels. This support can be in the form of adequate budget allocation, supportive regulations, and implementation oversight. Governments that have a clear digital vision and focus on innovation are more likely to be successful in developing e-government services (Rachmad & Hardjati, 2024). Partnerships with the private sector, especially technology companies, can be strategic partners in the development of e-government. They can provide technology solutions, such as software and infrastructure, as well as assist the government in providing training to employees or the public. Public awareness and participation about the benefits of e-government are important supporting factors. As people realize that digital services can save time and money, their participation will increase, encouraging wider use of the service (Nurlaila Nurlaila et al., 2024).

Good human resource capacity and competent government employees in information technology is one of the keys to the successful implementation of e-government. With the right training, government human resources can manage the system well and provide optimal services to the community. Regulations that support integrated and comprehensive government policies can accelerate the implementation of e-government. Regulations such as Presidential Regulation Number 95 of 2018 concerning SPBE are a framework for realizing electronic-based government.

Factors Hindering the Implementation of E-Government

Low digital literacy People who are not familiar with technology tend to have difficulty using e-government services. In Sumenep, many people do not have basic knowledge about the use of smartphones or digital applications. Limited human resource capacity at the local government level, often find employees who do not have adequate technical skills to manage the e-government system. This is exacerbated by the lack of continuous training to improve employee competencies (Wirawan, 2020). The limited budget for the implementation of e-government requires large investments, especially to build infrastructure and provide training. In areas with limited budgets, the development of digital services is often neglected. Resistance to changes in conventional work culture is often an obstacle in the transformation towards a digital system. Government employees and the public who are accustomed to manual methods tend to reject changes because they are considered more complicated or not in accordance with the norm (Chaitra et al., 2023).

The digital divide, namely the difference in access and ability to use technology, is a big challenge. In Sumenep, urban areas have better access to technology than archipelagic areas, so e-government services tend to be uneven. Lack of local policy support Although there are national policies in favor of e-government, they are often not followed by specific local regulations. This results in a lack of clear direction in implementation at the regional level. Data security and privacy are one of the important issues in the implementation of e-government. An insecure system can pose a risk of public data leakage, which ultimately reduces public trust in digital services. Low accessibility Many e-government services are designed without considering the ease of access for people with certain limitations, such as disabilities or language. This can reduce the inclusivity of the service. Lack of government monitoring and evaluation often makes it difficult to identify the problems faced in the implementation of e-government. As a result, many problems are not addressed immediately.

Strategy Human Resource Capacity Building in E-Government

Human resource capacity (HR) is a key element in the successful implementation of e-government. Government employees as implementers of digital services and the public as users must have adequate competence in information technology. Increasing the capacity of human resources (HR) is a key factor in the successful implementation of e-government. Good human resource capacity ensures that digital services can be managed properly by the government and utilized optimally by the community. To achieve this, a strategy that touches on various aspects is needed, ranging from technical training, community empowerment, to cross-sector collaboration. Here is a descriptive explanation of these strategies:

1) Technical Training for Government Employees: Government employees play a spearhead role in the implementation of e-government. Therefore, technical training is the first step to ensuring they have the necessary skills. This training covers the use of information technology such as data management systems, public service software, as well as data security and privacy. This training is carried out periodically to maintain employee competencies relevant to technological developments. In addition, training should also include managerial aspects such as digital-based strategic planning and change management. Employees who understand technology deeply and have managerial skills can better lead digital transformation.
2) Digital Literacy for Society: One of the main challenges in the implementation of e-government is the low digital literacy of the community, especially in remote areas such as Sumenep. To overcome this, the government can organize a digital literacy program that focuses on the use of basic technology such as smartphones, public service applications, and internet access. This program can be carried out through training at village halls, community centers, or through cooperation with community organizations. Digital literacy campaigns through local media such as radio and television can also reach people who are not familiar with technology. In this campaign, information is conveyed in simple language and in accordance with the local cultural context.
3) Provision of Access and Guidance: Providing access to technological devices is an important step to support people's digital literacy. The government can provide public facilities such as village internet centers or provide subsidies for people to buy technological devices such as smartphones or computers. In

addition, the public needs simple guidance in using e-government services. These guides can be video tutorials, brochures, or easy-to-follow manuals. Direct assistance through hotlines or information centers can also make it easier for people to access digital services.

4) Incentives for Employees and the Community: To encourage active participation, incentives can be one of the effective strategies. Government employees who contribute significantly to the development of e-government may be given awards, bonuses, or promotion opportunities. For the public, incentives can be in the form of tax discounts or service fees for those who use digital platforms.
5) Collaboration with Various Parties: Cross-sector collaboration is one of the important strategies in increasing human resource capacity. Governments can work with universities or educational institutions to provide technology training, as well as with the private sector to provide technology devices or more affordable internet services. Cooperation with civil society organizations is also important to reach marginalized groups or living in remote areas. Volunteers from this organization can help provide digital literacy training or direct assistance to the community.
6) Utilization of Youth as Agents of Change: Youth are often faster to adopt technology than other age groups. They can be involved as agents of change in their communities, helping their families and neighbors understand and use e-government services. This special training program for youth can create a multiplier effect in increasing the digital capacity of the community.
7) Program Monitoring and Evaluation: After various programs are implemented, the government must conduct monitoring and evaluation to assess their effectiveness. This evaluation includes: (1) The level of improvement in the competence of government employees. (2) The level of public participation in e-government services. (3) Input from trainees and digital service users.

The feedback from this evaluation is used to improve the program in the future, so that human resource capacity building runs more effectively. Increasing the capacity of human resources to support e-government requires a holistic approach. Government employees must have technical and managerial competence, while the public needs to be equipped with adequate digital literacy. Cross-sector collaboration, incentives, and continuous monitoring will ensure that this strategy is successfully implemented. With competent human resources, e-government services are not only more efficient but also inclusive and accessible to all levels of society, including in remote areas such as Sumenep.

RESEARCH METHODOLOGY

This study uses a qualitative approach with a case study design. This approach was chosen to deeply understand the challenges and strategies relevant in the context of e-government implementation in remote areas such as Sumenep. The research is focused on Sumenep Regency, especially remote areas that have ICT infrastructure gaps and low levels of digital literacy. Interviews were conducted with key stakeholders, including local government employees, ICT operators, local communities, and ICT experts. Direct observation of the infrastructure and use of e-government services in several remote areas in Sumenep. According to Sugiyono (2013), there are several stages in data analysis:1. Data Reduction: It is a process of simplifying data to provide a clearer picture

and make it easier for researchers to collect data. The data reduction process includes analysis and processing, with the aim of being used as a basis for producing research results.2. Data Presentation: Includes organizing the information obtained during the research into a simple form so that its meaning can be understood according to an appropriate systematic structure.3. Drawing conclusions: It is a new finding that contains data related to the formulation of the problem, drawing conclusions based on valid and consistent evidence.

The data was analyzed using thematic analysis methods to identify relevant patterns, challenges, and strategies. The results of this analysis will be compared with the existing literature to provide a broader context. To ensure validity, data triangulation was carried out by comparing the results of interviews, observations, and documentation studies. Reliability is maintained through detailed field records and transparency in the analysis process. This research is expected to produce a mapping of the main challenges in the implementation of e-government in remote areas of Sumenep, as well as formulate strategies that can be applied by local governments to overcome these challenges.

RESEARCH RESULT AND DISCUSSION

Challenges in the Implementation of E-Government in Sumenep

The implementation of e-government in Sumenep Regency faces various challenges, one of which is the limitations of information and communication technology (ICT) infrastructure. The archipelago in Sumenep often suffers from a lack of stable internet access, a lack of electricity supply, and inadequate hardware. This infrastructure limitation is the main obstacle in providing digital-based services to the community. The low digital literacy of the community is also a significant challenge. Many citizens, especially in remote areas, do not have basic skills in using digital devices. Public awareness of the benefits of e-government services is still very low, so they are less motivated to utilize this technology in their daily lives.

Human resources (HR) in local government also face major obstacles. Government employees in Sumenep often do not have sufficient technical expertise to manage the e-government system. The lack of training and capacity building programs exacerbates this situation, causing many systems to not run optimally. Another challenge is the stark digital divide between urban and rural areas in Sumenep. Access to technology is better in urban areas than in archipelagic areas, so e-government services cannot be enjoyed equally by all people. This inequality exacerbates obstacles in the implementation of digital-based government programs. The limited local government budget is an additional obstacle in supporting the e-government program. Infrastructure development and human resource training require large investments, but budget availability is often insufficient. This results in digitalization projects running slowly or even stopped. Resistance to change is also an obstacle in the implementation of e-government in Sumenep. Many government employees and the public are more comfortable using manual and traditional methods. Distrust of technology is often seen as a psychological barrier that is difficult to overcome.

The lack of specific local policy support has also exacerbated the situation. Despite regulations at the national level, such as Presidential Regulation Number 95 of 2018, policies at the local level often do not support the specific implementation of this program. This makes local governments do not have clear guidelines for implementing e-government. Data security and privacy are important issues in the implementation of

e-government in Sumenep. The fear of data leakage makes people reluctant to take advantage of digital services. In addition, the government also faces challenges in ensuring that the systems used are completely safe and reliable. Another challenge is the lack of monitoring and evaluation of e-government programs. Without systematic evaluation, it is difficult for the government to identify the weaknesses or problems it faces, so that many obstacles are not immediately overcome. Finally, the accessibility of e-government services often does not pay attention to the needs of people with certain limitations. Vulnerable groups, such as people with disabilities, are often overlooked in the design of digital services, reducing the inclusivity of programs.

Strategies in the Implementation of E-Government in Sumenep

To overcome these challenges, a comprehensive strategy is needed. One of the main steps is to improve ICT infrastructure in the Sumenep region. Local governments can work with the private sector to expand internet networks to remote areas. The construction of data centers and the provision of free internet access in strategic places such as village halls or schools can also be effective solutions. Digital literacy programs for the community must be a priority. Training and education on digital technology can be carried out through community centers, village halls, or local media. Digital literacy campaigns with a local cultural approach can also help people understand the benefits of e-government more easily.

Strengthening the capacity of human resources in the government is very important to support the implementation of e-government. Local governments need to organize regular technical training to improve employee competence in managing digital systems. Certified training programs can also be an incentive for employees to improve their skills. Efficient budget allocation must be a concern of the government. By optimizing village funds or seeking funding partners from the private sector, the government can ensure that e-government programs receive adequate financial support for sustainability. Involving youth as agents of change can also be an effective strategy. Youth, who are generally more technologically literate, can be trained to become community companions in using e-government services. Their role is very important in increasing community participation in this program. Cultural and social approaches also need to be strengthened to reduce resistance to change. Involving community leaders, traditional leaders, or religious leaders in the socialization of e-government programs can help increase public acceptance.

Monitoring and evaluation must be carried out systematically to ensure the success of e-government implementation. The government can use the results of this evaluation to improve existing weaknesses and optimize future programs. Public data security must be a top priority in the development of e-government. The government needs to adopt the latest security technology and educate the public about the protection of their personal data. The design of e-government services must be inclusive, taking into account the needs of people who have physical, geographical, or language limitations. A simple and easy-to-understand user guide can also improve the accessibility of the service.

Cross-sector collaboration is also important in supporting the implementation of e-government. Governments can work with universities, civil society organizations, and technology companies to provide better training, tools, and access to technology. Through this structured strategy, the implementation of e-government in Sumenep is expected to run more effectively and inclusively. This effort will not only improve the

quality of public services, but also accelerate digital transformation in remote areas such as Sumenep.

CONCLUSION

The implementation of e-government in Sumenep Regency faces various significant challenges. One of the main obstacles is the limitation of information and communication technology (ICT) infrastructure, especially in remote archipelagos. The lack of internet access and electricity is a big barrier to the implementation of digital services. The people of Sumenep, especially in remote areas, have a low level of digital literacy. Many of them are unfamiliar with modern technology, making it difficult to take advantage of e-government services. There is a stark digital divide between urban and rural areas in Sumenep. Urban areas tend to have better access to technology, while remote areas often lag behind. Local government employees often do not have sufficient technical competence to manage the e-government system. Minimal training exacerbates this situation, so the system does not run optimally. People's resistance to change is another challenge. Many residents prefer the manual method because they feel more comfortable and confident in this method than new technology.

The development of e-government services requires large investments, both for infrastructure and human resource training. However, local government budgets are often limited, so the implementation of programs is slow. Despite facing many obstacles, the implementation of e-government in Sumenep has great potential to improve the quality of public services. With technology, people's access to services has become easier, faster, and more efficient. Strengthening ICT infrastructure is the main step that needs to be taken. The internet network must be extended to remote areas, and public internet access centers need to be provided in strategic locations such as village halls. Increasing people's digital literacy is very necessary. Education through direct training or local media can help people understand the benefits and how to use e-government services. Government employees need to be given regular technical and managerial training to be able to manage the e-government system properly. Certification can also be an incentive to improve their skills.

The government needs to allocate the budget efficiently, including utilizing village funds to support digital infrastructure. Collaboration with the private sector can also be a solution for additional funding. Involving community, customary, or religious leaders in the socialization of e-government programs can help reduce cultural resistance. With an appropriate approach, society is more receptive to change. Data security is an important issue in digital services. The government must ensure the protection of people's personal data and design inclusive services for vulnerable groups such as people with disabilities. Continuous monitoring and evaluation are essential to assess the success of e-government implementation. This evaluation can be the basis for making improvements and innovations. With a targeted strategy, the implementation of e-government in Sumenep can provide long-term benefits. This program will not only improve the quality of public services but also support more inclusive and sustainable development, creating a society that is more adaptive to technological changes.

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