

The Performance of City/Regency Councils in Achieving Good Governance in the Special Capital Region of Jakarta

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ABSTRACT

KEYWORDS

Performance, City Council, Good Governance

This study aims to analyze the performance of City/Regency Councils in realizing Good Governance in the Special Capital Region of Jakarta based on five indicators according to Dwiyanto (2008), namely productivity, service quality, responsiveness, responsibility, and accountability. The main problems identified include weak work standards, lack of transparency, and suboptimal coordination with local governments due to the absence of regulations governing the City Council secretariat. This study employs a descriptive method with qualitative data, collected through in-depth interviews, field observations, and analysis of official documents. The results show that the productivity of the City Council remains low due to the absence of clear Key Performance Indicators (KPIs). Service quality varies because of a lack of standard operating procedures (SOPs). Responsiveness is quite good in following up on public aspirations but lacks support from a standardized evaluation system. Responsibility is hindered by weak coordination with local governments due to the absence of a Governor's Regulation (*Pergub*) regulating City Council operations. Accountability is also impeded because public access to performance reports remains limited. In conclusion, this study emphasizes that City Council performance must be enhanced through service standardization, digitization of the public complaint system, and increased transparency via periodic report publication. With these improvements, City/Regency Councils are expected to play a more effective role in supporting Good Governance in Jakarta.

INTRODUCTION

Jakarta is currently still the capital of the Unitary State of the Republic of Indonesia. Although the Law on the Special Region of Jakarta (*UU DKI*) has been passed, Jakarta remains the capital city until a Presidential Decree stipulates the transfer of the capital to the Capital City of the Archipelago (*IKN*) in East Kalimantan. As the capital city, Jakarta plays a role as the center of Indonesian government, where the entire process of state administration in the legislative, executive, and judicial branches takes place. This strategic role makes Jakarta a crucial center of government activities for the country (Alam, 2023; Dewi et al., 2025; Ginanjar, 2025; Hidayat et al., 2024; Susanti, 2023).

After the transfer of the capital to the *IKN* is officially carried out, the status of Jakarta will change to a Special Region of Jakarta, with a focus on being the center of the national economy and a global city. In addition, Jakarta must adapt to quite dynamic changes in all matters, both operational in governance and in implementing strategic policies (Darmawan et al., 2023; Fajra et al., 2024; Kurochkin & Maltsev, 2018; Laka & Sasmito, 2019; Omale & Daniel, 2016). The important role played by Jakarta certainly requires special attention from the central government. This is the basis for granting special autonomy to Jakarta, which is expected to be an effective and synergistic solution for local governments in dealing with very complex urban problems, such as increasing community participation and improving community services (Astawa, 2023; Fransiskus Steven et al., 2025; Steyn et al., 2016).

However, the implementation of special autonomy also produces its own privileges for local governments in Jakarta. The most important consequence of the implementation of regional autonomy in Jakarta is the handover of autonomy to local governments at the provincial level in accordance with the 1945 Constitution of the Republic of Indonesia. The placement of regional autonomy at the provincial level makes regional forms at the city/regency level in Jakarta purely administrative.

In order to achieve effectiveness, efficiency, the objectives of state government implementation, and compliance with laws and regulations to form good governance, the Jakarta government implements various programs and policies that support the achievement of Jakarta as good governance (Ministry of Law and Human Rights, 2021). Good governance is the most viewed issue related to the management of public administration in a government. The old pattern of government administration has become incompatible with the order of society because, along with the development of the times, there have been changes in the pattern of life and society, requiring the government to keep up with these developments (Meydani, 2017; Orazgaliyeva et al., 2023). The demands of the community on the Jakarta government to organize good governance must be responded to by implementing changes that lead to the realization of good government administration.

Good governance is a governance system that is usually assessed from government performance. These include transparency, accountability, responsiveness, effectiveness and efficiency, and participation (Keping, 2018; Pomeranz & Stedman, 2020; Rahim, 2019). The emergence of the concept of good governance in the Indonesian government, including in Jakarta, is due to the development of the democratization process in various fields of life to achieve professional progress. Thus, the government as the main actor in the implementation of good governance is required to provide transparent and accurate accountability. Public policy is considered one of the main and important drivers of all elements of good governance.

As explained by Fandli Kempa, Rijal, and Irwan in 2021, the results of this study show that theoretically, good governance means that the processing of power and government is based on applicable legal rules for transparent decision-making and accountability to the community. As a public organization, employees are required to have performance oriented toward the interests of the community. Through this performance, public officials are encouraged to always be responsive to environmental demands and provide the best public services.

The influence of the performance of public officials in the implementation of good governance is also one of the aspects of its success which states that the participation of all parties or stakeholders in the implementation of good governance is very necessary. The performance of each stakeholder, including local officials, also affects the results of the implementation of good governance (Santoso, 2022; Worku, 2016).

Seeing the importance of the role of the City of Jakarta as the Capital City of Indonesia in terms of governance and administrative operations, it requires commitment and involvement from all parties, both the government and the community. In realizing its role, the City of Jakarta is always supported by several related parties and institutions. For the city/regency level in general, which helps the government management process, this is the *DPRD* (Regional People's Representative Council).

However, because the nature of the city/regency is used only as an administrative area, the absence of a *DPRD* institution in the city of Jakarta results in minimal supervision of the performance of the city government. The duties and obligations in the implementation of development and improvement of community services in Jakarta are held by the Jakarta City Council. The function of the city/regency council should be quite important, especially in the context of policy making, which is the function of the City/Regency level *DPRD* in identifying and solving problems to achieve the agreed common welfare—even very important in the context of decision-making.

Initially, the duties and authorities of the *DPRD* in the City of Jakarta were replaced by the City Consultative Institution (*LMK*), in accordance with Law Number 11 of 1990 concerning the Composition of the Government of the Special Capital Region of the Republic of Indonesia *DKI Jakarta*, known as the City Consultative Body or *LMK*. However, in practice, the existence of the *LMK* was dominated by government elements, so it did not carry out a representative role for society at that time.

After the formation of the *LMK* was considered less effective, based on Law Number 34 of 1999 concerning the Provincial Government of the Special Capital Region of the Republic of Indonesia *DKI Jakarta*, the City/Regency Council was established in the City of Jakarta to replace the *LMK* and improve the structure and working of the previous institution. Philosophically, the City/Regency Council was formed as a form of recognition of the principles of democratization and community participation in local government. As an area with special autonomy status, Jakarta has unique challenges in governance, including ensuring citizen involvement in the decision-making process. This concept aligns with the need to create a more responsive, transparent, and inclusive government, as mandated in Law Number 29 of 2007. Therefore, the City/Regency Council should be an instrument that strengthens the relationship between local governments and the community in formulating policies that favor the public interest.

Historically, the City/Regency Council replaced the City Consultative Institution (*LMK*), which was considered less representative because it was dominated by government elements. The establishment of this institution is also part of the adaptation to Jakarta's dual role as the capital of the country and an autonomous region. However, in the process, the effectiveness of the City/Regency Council is often questioned due to its limited authority and lack of legitimacy in the eyes of the public. Although it is expected to be a forum for public participation, this institution is more consultative without a significant role in the strategic decision-making process at the regional level.

Empirically, the performance of the City/Regency Council is still far from expectations due to the lack of transparency in the selection of members, low public participation, and lack of influence in public policy. Budget limitations and dependence on local governments further hamper its effectiveness as a driver of community participation. For this reason, institutional reform is essential, both through strengthening regulations, increasing transparency, and optimizing the role of the City/Regency Council in building closer communication between the community and local governments, so that its existence provides real benefits in the development of a more inclusive and democratic Jakarta.

The City/Regency Council, regulated in Regional Regulation (*Perda*) Number 6 of 2011 as a refinement of the previous regulation, aims to implement the provisions of Article 24

Paragraph 4 of Law Number 29 of 2007 concerning the Provincial Government of *DKI Jakarta*. However, until now, there has been no update to the Regional Regulation, even though Jakarta's status has changed to a Special Region after the issuance of Law of the Republic of Indonesia Number 2 of 2024. This law, through Article 17, also regulates the existence of the City/Regency Council, which should be the basis for regulatory adjustments to ensure that the role of this institution remains relevant and effective in supporting governance in Jakarta after its change in status.

The City/Regency Council acts as a forum that accommodates and channels the aspirations of the community in the City/Administrative Regency to the Mayor/Regent, so that the policies implemented can be more aligned with the needs of the residents. In addition, this institution has the task of submitting social supervision reports on the performance of the Mayor/Regent in the implementation of public services to the Governor, to ensure transparency and accountability of local governments. In supporting development planning, the City/Regency Council also provides input to the Mayor/Regent in preparing the annual work plan, as well as drafting internal rules that serve as guidelines for carrying out institutional duties and functions.

In 2017, the Acting Governor of *DKI Jakarta*, Sumarsono, explained that the existence of the City Council in Jakarta has been recognized, but its function as a government implementer within a clear policy framework has not been optimal (Media Indonesia, 2017). Furthermore, Sumarsono explained that the Jakarta City Council plays the role of political sharing or unifier used to distribute power with the executive. However, the implementation of this work is not clear because the law does not regulate the duties and responsibilities in detail. This is one of the indicators causing the suboptimal performance of the city council. When compared to city councils in other regions, the Jakarta City Council does not yet have a special institution that regulates the specificities and privileges of the City of Jakarta.

Some of the indicators that make the role of the Jakarta City Council not optimal are its lack of performance as a people's representative, lack of transparency, low accountability, and low public participation in the City/Regency Council election process (Lubis et al., 2024). As is known, transparency is one of the main factors for an institution to run well. The institution's non-transparent attitude can trigger allegations of fraud and hidden violations. In addition, the election of city council members, which is not yet democratic, is considered one of the triggers for the suboptimal performance of the city council. The election process should be fair, open, and involve active community participation, so that elected members of the City/Regency Council can better represent the interests and aspirations of the community.

This shows that the Jakarta City Council itself, as a government stakeholder, still has a low role due to its unclear functions and the implementation of its duties. The question then becomes: how is the performance of the City/Regency Council as stated in Regional Regulation No. 6 of 2011 concerning the City/Regency Council, which has a role in the process of implementing government development? If examined, one of the duties of the city/regency council is only to provide input to the Mayor/Regent in realizing the effectiveness and efficiency of development and services to the community. This is very limited when compared to the *DPRD* in every region outside the Special Region of Jakarta, which can participate in discussing and approving draft regional regulations regarding budgets and supervision, and can form regional regulations together with the regent or mayor.

Initial observations of the Jakarta City Council, especially in South Jakarta, show that their performance reports are still in the form of images and brief narratives. The activities carried out also tend to be limited to attending invitations as representatives of the sub-district area. In addition, the South Jakarta City Council does not have a website, so performance reporting and budget use are not available transparently. Until now, they only use Instagram to document their activities. This condition shows the need for improvements in administrative and institutional governance to be more professional and support the principles of good governance.

The City/Regency Council must strengthen its position as one of the implementing stakeholders of good governance in Jakarta. For example, one effort made by the Johar Baru District City Council in public policy is to become a bridge or medium connecting residents' aspirations to the Mayor. Seeing the efforts of the Jakarta City Council to maximize tasks that were initially considered not optimal to create Jakarta as good governance, the researcher was attracted to investigate further the performance of the City/Regency Council in Jakarta to optimize their role and goals in the implementation of the Jakarta Government as good governance through various aspects, one of which is public policy.

RESEARCH METHOD

In this study, a qualitative research approach was used. Data were collected from interview transcripts, field notes, personal documents, and official documents. This method sought to understand and interpret the meaning of human behavior interactions in specific situations from the researcher's perspective. The purpose was to describe empirical reality behind phenomena in depth and detail using descriptive analysis. This approach provided a systematic overview of the performance of the City/Regency Council in achieving good governance in the Special Region of Jakarta.

A descriptive method with a qualitative approach was employed as a fact-finding process with proper interpretation. Analysis and observation were conducted directly with the city council in the Special Region of Jakarta and related informants. The main focus was the role of City/Regency Councils in Jakarta's local government institutions. References served as benchmarks to assess whether the performance of the City/Regency Council aligned with public policy and underlying urgency. This involved reviewing the implementation of duties and functions, as well as applicable regulations that formed the basis for local government in Jakarta, including current and previous ones. The analysis examined the institutional evolution of the City/Regency Council over time and improvements made to maximize its role in achieving good governance.

Data were collected using standard qualitative techniques, including observation through direct fieldwork. According to Guba and Lincoln (1981:191), observation allowed researchers to fully engage based on direct experience, capturing phenomena, social dynamics, and authentic data for deeper contextual understanding.

Data analysis involved systematically searching, compiling, and processing data from interviews, field notes, and documentation. This included organizing data into categories, synthesizing units, arranging patterns, and selecting key elements to draw understandable conclusions.

The steps followed were (Sugiyono, 2018):

- 1) Data Reduction: Raw data from the field were summarized, with main themes and patterns selected while discarding unnecessary details. Codes were applied to aspects, aided by electronic tools, to clarify focus.
- 2) Data Display: Reduced data were presented via narrative texts, brief descriptions, charts, relationships between categories, or flowcharts.
- 3) Conclusion/Verification: Temporary conclusions were drawn and verified, subject to change based on further evidence from data collection.

RESULTS AND DISCUSSION

Productivity Indicators

The results of the interview with City Council Members said that the enthusiasm in the management of human resources (HR) and facilities is high, but there is no clear quantitative target to measure productivity. Based on an interview with the Head of the South Jakarta Government Development Section, one of the tasks of the City Council is to accommodate the aspirations of the community and convey them to the mayor. However, quantitatively, aspiration-related reports are not always visible. The City Council is more involved in monitoring activities, such as cable cutting activities, dredging of channels, or programs in the region. So, even though they play an active role, their productivity data has not been well measured.

Furthermore, the City Council Member added that budget limitations and supporting facilities also hinder the achievement of optimal output. The main challenge facing the City Council in its operations is the limited budget available. In addition, there is no objective monitoring system to measure the ratio between inputs and outputs, so the effectiveness of resource use cannot be evaluated systematically. As conveyed by the community, there is no standard mechanism to convey aspirations. The community immediately conveyed to the City Council members. The requirements for service are also less socialized, and information like this is limited to specific regions. This statement shows that there is no structured system in dealing with people's aspirations. Without a standard mechanism, it is difficult to monitor and evaluate the effectiveness of resource use in following up on these aspirations.

The results of the observation during the visit to the workspace and secretary noted that the facilities available are relatively standard but limited. Administrative activities appear to be running at high intensity, but documentation in the form of activity reports and quantitative data that support productivity calculations is still minimal. Some rooms have been equipped with basic equipment, but there is no integrated system that can recap all input data (HR, budget, time) and output (number of reports, follow-up of aspirations). Observations also show that the process of recording activities is carried out without using a special digital application, so it is vulnerable to inaccuracies in calculations and there is no standard that can be compared between periods.

Supporting documents such as activity report documents show brief narratives and visual documentation (photos of activities) without being accompanied by quantitative data. There are no tables or graphs that systematically illustrate the comparison between inputs and outputs. The City Council's existing operational guidelines document do not yet list specific

productivity targets, such as how many aspirations must be followed up per month or the number of reports that must be prepared per activity.

Productivity is a crucial indicator because it reflects how effectively the use of resources is in producing the expected output. Based on the results of interviews, observations, and supporting documents, there are several important points. Although the enthusiasm for work and the use of human resources and facilities has been seen, there are no quantitative indicators of key performance indicators (KPIs) that objectively measure productivity. This makes it difficult to evaluate performance numerically. Observations reveal that the recording system has not been digitally integrated, which results in difficulties in collecting data in real time.

Productivity Analysis and Recommendations are difficult to measure without quantitative standards and adequate record-keeping systems. Therefore, it is necessary to prepare operational standards that include quantitative targets, the development of a digital-based management information system, and staff training in the use of recording and reporting technology. The implementation of key performance indicators (KPIs) is also recommended to objectively measure and increase productivity.

Quality of Service

The results of the interview of representatives of community organizations revealed that the quality of service still needs to be improved because the process of handling people's aspirations has not been consistent. So far, the service at the City Council has been quite fast. If there is a report from residents, it is usually immediately followed by the relevant agency. However, for services that are more administrative in nature, such as the application for new facilities, it sometimes takes longer than promised.

This statement was supported by the Democracy Observer, revealing that the response to people's aspirations has not been consistent, and many people feel that their complaints are not being addressed quickly. This shows that the quality of service still needs to be improved to ensure a faster and more adequate response. The officers' response to public complaints needs to be improved. Many people feel that their complaints often do not get a quick and adequate response. The City Council needs to develop a more responsive system in order to meet the expectations of the community by conveying their aspirations or complaints immediately and effectively.

From the results of the interview, the City Council members admitted that there were obstacles to formal procedures, and the majority were conveyed through WhatsApp communication media due to the absence of a standard SOP. The public can convey their aspirations via WhatsApp or directly to the relevant departments. Although there is currently no standard format, the City Council is planning to create a special platform to make it easier to convey aspirations. Aspirations are usually accepted by the secretariat staff or directly by members of the City Council.

Although it is recognized that the flexibility of the City Council is quite high in accepting aspirations, it is time to improve in terms of aspiration acceptance services with a variety of information channels. The results of the observation of socialization activities on social media are still in the form of short narratives without a systematic information structure, so that it is difficult for the public to filter the information needed. In addition, the mechanism for conveying aspirations in the field is still informal without formal forms or procedures, leading to potential data loss and aspirations that are not well documented.

The Supporting Document of the service guidelines only lists general tasks without clear quality standards. Socialization materials on social media still lack in-depth information and lack consistency in information delivery. Lack of standards in information delivery and service mechanisms leads to inconsistencies in service quality. It is necessary to prepare clearer SOPs and integrate digital platforms such as the official website in each city to ensure that the information published is structured and easily accessible. In addition, strengthening complaint systems and technology-based services, such as chatbots or public service applications, can improve the efficiency of responses to public complaints.

Responsiveness

The responsiveness of the City Council in handling the aspirations of the community is quite good, especially because they often go directly to the field to hear residents' complaints or receive complaints directly via WhatsApp, as expressed by the Chairman of the South Jakarta Youth Organization through interviews, The response of the City Council members is very good and fast, especially when contacted via WhatsApp. They are quite responsive and responsive to questions and complaints from the community. This is also supported by the results of interviews with South Jakarta FPK Members, City Council Members are quite good at diplomacy and communication. They adapt the language style to the community. In general, City Council members serve the community well and often go directly to the field.

However, there are several obstacles found, including the absence of a standard mechanism in following up on complaints, so the resolution of aspirations is highly dependent on the initiative of City Council members. As conveyed by the Head of the South Jakarta Government Development Section, because there is no standard SOP, the resolution of complaints depends on the flexibility and response of the City Council. They usually act immediately as needed without setting a specific time.

In addition, the lack of specialized personnel handling aspirations causes the response to often be unstructured and dependent on the density of members' schedules, as conveyed by the Community Organization, It seems that there is no special officer who handles aspirations and complaints from the community. Usually directly members of the City Council or there are also members who regularly picket to enter the office or attend forums such as *Musrenbang*. Their response is quite good, although sometimes it is necessary to improve in terms of the speed with which to act on certain reports.

He continued, the lack of an aspiration monitoring system is also an obstacle, where people do not always get information about the development of their complaints in real-time. Yes, usually the public will get information after their aspirations are followed up. However, there are also cases where people feel that they are not being updated in real-time, so they must actively ask the City Council about the progress of their complaints.

People's aspirations that come in through various channels are still processed manually without a reminder mechanism or a follow-up scheduling system. There is no set time standard for responding to aspirations, causing significant differences in response times, as stated by FPK Members, there is no clear time standard. The settlement process depends on the flexibility of the respective City Council members. Some of the community's complaints that should have been followed up in a short time took a long time to get answers.

The complaint system's supporting documents only list general procedures with no clear response time targets. As a solution, the creation of a more professional digital platform, such

as an app containing information on performance and aspiration follow-up, will increase public trust in the City Council. In addition, the use of digital-based monitoring systems, such as the complaint ticketing system, will allow the public to see the progress of complaints transparently and in real-time. An increase in the number of dedicated personnel handling community aspirations is also needed to ensure a faster and more structured response.

Responsibility

The City Council has the task of being a facilitator between the community and the local government in conveying aspirations and overseeing development programs. However, the absence of a Governor's Regulation (*Pergub*) that regulates the City Council secretariat causes the administrative and operational mechanisms to still be suboptimal. As the results of an interview by the Head of the Government Development Section, The main challenge faced by the City Council is the absence of a Governor's Regulation (*Pergub*) that officially regulates the structure of the City Council secretariat. This leads to uncertainty regarding their administrative and operational mechanisms.

The dependence on external sponsors, such as Baznas and Bank DKI, shows that the allocated budget is still insufficient to run the program independently. In addition, the absence of clear SOPs in handling aspirations cause each region to have a different way of working. City Councils also face challenges in compiling standardized accountability reports, resulting in a lack of transparency in the execution of their duties. So far, the community has not faced any significant obstacles in submitting reports, as they can directly contact City Council members via WhatsApp, and the reports are immediately followed up. However, the main challenge facing the City Council is the absence of a clear and standardized mechanism in the process of conveying the aspirations of the community.

The mechanism for conveying aspirations from the community to Musrenbang still needs to be improved so that it is more structured and easily accessible. The lack of coordination with local governments is a major challenge in ensuring the effectiveness of the proposed program. In addition, monitoring program implementation is still not running optimally, so some of the initiatives that have been designed have not been implemented thoroughly. There are no specific regulations governing City Council secretariat, so there are no standard administrative standards. In addition, there is no evaluation system that can measure the impact of the programs that have been implemented.

Improved coordination between City Councils and local governments is the main key in increasing the effectiveness of their responsibilities in governance. The preparation of the Governor's Regulation regulating the City Council secretariat is very necessary to provide clarity in operations and administration. In addition, the creation of SOPs in the handling of aspirations will help create a more efficient and uniform mechanism across the region. The development of a digital-based monitoring system is also important to ensure transparency and accountability in the management of programs and public complaints.

Accountability

City Council accountability is one of the crucial aspects of governance that needs to be strengthened. Currently, transparency in performance reporting still faces various challenges. Based on interviews with City Council Members, although each City Council member is required to prepare a monthly report, the presentation is still narrative and does not have a

standard format. The City Council prepares a performance report every month, which includes the name of the activity, time, date, location, participants, and additional information. In addition to the monthly report, the City Council also prepares an Accountability Report (LPJ) in PDF format which is submitted to the relevant parties or stored as an archive. As a result, it is difficult to compare performance between periods, and the evaluation of the effectiveness of the policies that have been implemented is not optimal.

According to the community, this also needs to be considered. There is no standard mechanism for conveying aspirations. The community immediately conveyed to the City Council members. The requirements for service are also less socialized, and information like this is limited to specific regions. This suggests that there is no standard mechanism for dealing with aspirations, and the handling process often depends on individual City Council members. This indicates that the monthly reports are still narrative and do not have a standard format.

In addition, the publication of performance reports through social media is only in the form of short narratives and images without any supporting statistical data or graphs that can help the public in understanding the achievements and use of the budget more clearly. The lack of public access to information about the role and performance of the City Council is also an obstacle to building public trust. Today, although some City Councils have begun to use social media and websites as a means of publication, their use is still limited and has not been done consistently. Not all people have the same opportunity to obtain information related to policies and decisions taken.

Furthermore, the lack of a strict periodic evaluation system is also a factor that worsens this condition. Without clear quantitative indicators, such as Key Performance Indicators (KPIs), it is difficult for the public and external observers to measure the real impact of the City Council's performance in solving community problems. The existing internal reports still lack data-based analysis, so the effectiveness of the policies that have been implemented cannot be measured objectively. In addition, the reporting guidelines currently used only include general instructions without technical details, which leads to differences in the presentation of reports in each period.

On the other hand, the accountability of the City Council is also greatly influenced by its election process. The mechanism for electing City Councils/District Councils in Jakarta is regulated based on Regional Regulation Number 6 of 2011 and Governor Regulation Number 116 of 2013. The process begins at the sub-district level, where the Village Election Committee (PPK) selects one candidate per sub-district through voting. The selected candidates are then submitted to the City Council Election Committee (PPDK) at the city/district level to undergo a feasibility and propriety test. The results of the selection were submitted by the Mayor to the Acting Governor of DKI Jakarta, who then submitted it to the DKI Jakarta DPRD for approval. After approval, the members of the City Council/District Council are inaugurated by the Mayor/Regent. The City Council is tasked with assisting the Mayor/Regent in development and community service, with members representing each sub-district.

The lack of public participation in the election of City/Regency Council members is a separate problem that can affect the legitimacy and trust of the community. Currently, the applicable rules stipulate that only the Chairman of RT/RW has the right to vote in the election of City/Regency Council members, while the general public does not have a direct role in

determining their representatives. This often causes people to feel that they have no involvement in the political process and leads to low trust in elected members.

To overcome this problem, there needs to be a more inclusive system in the election process. One of the steps that can be taken is to require the head of RT/RW to consult and deliberate with residents before voting in the election of City/Regency Council members. With this mechanism, people can participate in the decision-making process indirectly, so that their votes are still considered in determining the representatives who will represent their interests at the local government level. In addition, transparency in the election process must also be strengthened by providing public access to information about prospective City Council members, their track record, and the vision and mission they will carry out.

To improve accountability, the City Council needs to develop a reporting system that is more open, integrated, and accessible to the public. One strategic step is to implement a standard report format that includes quantitative data and evidence-based analysis. In addition, there needs to be a dedicated digital platform that allows the public to access information about the City Council's performance in a transparent manner, including financial statements, target achievements, and policy evaluation results. Thus, the public can not only know information more clearly, but can also participate in supervising and providing input on the performance of the City Council.

In addition, the implementation of a periodic evaluation system with clear indicators will help in measuring the effectiveness of the policies that have been implemented. Each member of the City Council must have performance targets that can be measured objectively, so that evaluations can be carried out in a more systematic and data-driven manner. The use of data visualizations such as interactive charts and dashboards in public reports can also help improve public understanding of City Council performance.

With these measures, it is hoped that the accountability of the City Council can increase significantly. Better transparency will build public trust, while a rigorous evaluation system will ensure that every policy taken has a real impact on society. Strong accountability will not only increase the effectiveness of government, but will also encourage community participation in the decision-making process, so that better governance can be realized.

CONCLUSION

The research on the City/Regency Councils' achievement of good governance in the Special Region of Jakarta concluded that their performance faced significant challenges across five key indicators: productivity, service quality, responsiveness, responsibility, and accountability. Productivity was suboptimal due to absent structured Key Performance Indicators (KPIs), lack of standardized aspiration delivery, and poor follow-up transparency. Service quality varied between regions owing to missing standard procedures, leading to public confusion in complaints. Responsiveness showed high initiative through field visits but lacked formal mechanisms, dedicated resources, and monitoring systems, relying instead on individual efforts. Responsibility and accountability suffered from suboptimal coordination with local governments, exacerbated by the absence of a Governor's Regulation defining the City Council Secretariat's position and governance. For future research, a comparative study of City/Regency Councils in other special regions (e.g., Yogyakarta or Aceh) could identify best practices and inform regulatory reforms to enhance institutional effectiveness.

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First publication right:

Devotion - Journal of Research and Community Service



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