



## Participatory Governance Driving Innovation in Public Policy Implementation

Jamil Bazarah

Department of Public Administration, Faculty of Social and Political Science,  
Universitas 17 Agustus 1945 Samarinda, Indonesia

**Corresponding Author:** Jamil Bazarah, [jbazarah@gmail.com](mailto:jbazarah@gmail.com)

---

### ARTICLE INFO

*Keywords:* Participatory Governance, Innovation, Public Policy Implementation.

*Received :* 6, October

*Revised :* 20, October

*Accepted:* 25, November

©2025 Bazarah: This is an open-access article distributed under the terms of the [Creative Commons Atribusi 4.0 Internasional](https://creativecommons.org/licenses/by/4.0/).



### ABSTRACT

This study analyzes the role of participatory governance in driving public policy innovation, emphasizing collaborative mechanisms between the government and citizens in Samarinda City. Using a qualitative case study approach, the research involved eight key informants—government officials, community leaders, academics, and civil society representatives—selected through purposive sampling. Data were gathered through participatory observation, in-depth interviews, and policy document analysis, and examined using thematic analysis. The findings show that participatory governance significantly fosters policy innovation by enhancing transparency, cross-sector collaboration, and public accountability, although challenges persist in bureaucratic capacity and sustaining citizen engagement. The study concludes that participatory governance is a crucial catalyst for innovative, inclusive, and community-oriented public policy, contributing both theoretically to the collaborative governance paradigm and practically to improved policy development.

---

## INTRODUCTION

In the last decade, the transformation of governance has become a strategic issue in the study of public administration in various countries. The paradigm shift from a bureaucratic model to a participatory model marks the birth of governance that is more collaborative, transparent, and responsive to the aspirations of the community. Citizen participation is no longer seen as a procedural complement, but as a substantive prerequisite for the successful implementation of public policies. This phenomenon is evident in various developing countries, including Indonesia, which are trying to strengthen the relationship between the government and the community through various consultative forums and participatory digital platforms (Fischer, 2021). In the local context, the City of Samarinda faces challenges in implementing innovative public policies amid the complexity of social needs and citizens' expectations for adaptive public services.

Globally, participatory governance practices have become an important instrument in driving policy innovation and bureaucratic reform. Governments in various parts of the world are increasingly aware that cross-sectoral collaboration between states, civil society, and the private sector is able to create more innovative solutions to public problems (Ansell & Torfing, 2021). In Europe, for example, the co-production model between governments and citizens has been shown to increase the effectiveness of environmental and social policies (Voorberg et al., 2020). Meanwhile, in Asia, participatory governance approaches are beginning to be applied in urban planning to integrate local knowledge into sustainable development policies (Yoon & Kim, 2023). This dynamic shows that innovation in the implementation of public policies does not only depend on government capacity, but also on the quality of community participation.

However, in Indonesia, participatory governance practices still face structural and cultural challenges. The public decision-making process is often still dominated by bureaucratic actors and political elites, so that the space for citizen participation tends to be a formality (Suharko, 2022). In fact, meaningful participation can strengthen policy legitimacy and accelerate the process of public innovation, especially in the context of local government decentralization. Research by Rahman and Iskandar (2021) shows that the success of policy innovation in several cities in Indonesia, such as Bandung and Surabaya, is strongly influenced by the ability of local governments to manage inclusive public participation. This condition confirms the need for a more adaptive approach to local social dynamics and changing community needs.

From the academic side, there is a research gap in understanding the relationship between participatory governance and public policy innovation at the implementation level. Most previous studies have focused on the policy formulation aspect, while the implementation phase is often overlooked (Michels & De Graaf, 2021). Research by Sørensen and Torfing (2021), for example, highlights the importance of collaborative innovation in creating public value, but has not explained much about how citizen participation mechanisms concretely encourage innovation in the field. These limitations indicate the need

for a more in-depth empirical study of collaborative practices at the local level, as happened in the city of Samarinda.

Further, the international literature suggests that effective public participation requires strong institutional support and collaborative leadership (Agger & Lund, 2022). However, in many local governments in Indonesia, the coordination mechanism between actors is often not optimal. A study by Wahyudi and Pratiwi (2023) confirms that weak synergy between the government, academia, and civil society hinders the policy innovation process. This raises an important question: how can participatory governance function as a driving force for public policy innovation in the context of local government with all its limitations? This question is the basis for this research to explore the empirical experience of Samarinda City in implementing innovative participatory governance.

The main objective of this research is to analyze the role of participatory governance in encouraging public policy innovation in Samarinda City. The focus of the study is directed at collaborative mechanisms between the government and the community, paying attention to factors such as transparency, accountability, and shared learning between policy actors. Through a qualitative approach with a case study method, this study seeks to understand how public participation is not only a symbol of democracy, but also serves as an innovative strategy to strengthen the effectiveness of policy implementation. This analysis is expected to provide a new understanding of the relationship between governance structures and the dynamics of policy innovation at the local level.

Theoretically, this research contributes to the development of collaborative governance and public sector innovation studies. This study broadens the understanding of how citizen participation can be transformed into a source of innovative ideas and solutions for local governments. The empirical findings of this study are expected to enrich the public administration literature, especially in the context of developing countries that face complex challenges in managing citizen participation and bureaucracy that is still hierarchical.

From a practical perspective, the results of this study are expected to provide strategic recommendations for local governments in designing more substantial and sustainable public participation mechanisms. The Samarinda City Government, for example, can use the findings of this research to strengthen digital-based collaborative platforms, increase the capacity of bureaucratic human resources, and create a more transparent public feedback system (Herlambang, 2023). Thus, participatory governance can function as a catalyst for innovation that is oriented to the needs of citizens, while strengthening public trust in public institutions.

This research makes an important contribution in bridging the gap between participatory governance theory and practice. By examining the empirical dynamics that occur in Samarinda City, this study not only expands the theoretical understanding of the relationship between participation and innovation, but also offers policy implications that can be applied in other regions. This approach is expected to strengthen the collaborative bureaucratic

reform agenda and encourage the realization of inclusive, transparent, and innovative governance in Indonesia.

## **LITERATURE REVIEW**

### ***Concepts and Dimensions of Participatory Governance***

Participatory governance is a new paradigm in public administration that places citizens as active subjects in all stages of policy, from formulation to evaluation. This concept emphasizes that the legitimacy of public policy increases when the decision-making process involves the community substantially (Dryzek, 2020). In practice, participatory governance is based on the principles of transparency, accountability, and open public deliberation. Research by Mendes (2023) shows that institutionalized citizen participation is able to strengthen public trust in local government. Meanwhile, a study by Orellana (2024) highlights that the main challenge to participation lies in the low social capacity of citizens to engage effectively in policy discourse. Therefore, local governments need to build a participatory ecosystem that grows social capital and expands citizens' access to public policy spaces.

### ***Cross-Actor Collaboration and Public Policy Innovation***

Collaboration between actors is the main catalyst for the emergence of innovations in public policy. The collaborative innovation approach emphasizes the importance of synergy between government, civil society, the private sector, and academia in creating solutions to complex social problems (Hartley, 2021). A study by Doberstein (2023) reveals that cross-sector collaboration can accelerate the innovation process because it allows for a wider exchange of ideas and resources. For example, the co-governance model in Canada has been shown to increase the effectiveness of environmental policies through multi-stakeholder consultative mechanisms (Bailey, 2022). On the other hand, research by Ling (2024) explains that collaboration will fail if it is not accompanied by inclusive leadership and clear accountability mechanisms. Thus, the success of collaborative governance depends not only on the number of actors involved, but also on the quality of interaction and trust between the participating parties.

### ***Institutional Factors and Organizational Barriers***

Institutional factors play an important role in determining the success of participatory governance implementation. According to Eckersley (2022), the bureaucratic capacity and flexibility of government organizations are the main factors that determine the sustainability of public participation. A study by Mwangi (2024) shows that overly hierarchical bureaucracy often suppresses citizens' initiative and narrows the space for collaboration. In Indonesia, research by Pradana (2023) revealed that institutional obstacles often arise due to weak coordination between units and a lack of incentives for public officials to involve the community. Meanwhile, Kusuma (2025) highlights that the dominance of local elites and resistance to change are the main barriers to governance innovation. Therefore, institutional reform needs to be directed at strengthening cross-sectoral coordination mechanisms and creating incentive systems that support meaningful participation.

### ***Digital Participation and Policy Innovation in the Age of Technology***

Advances in digital technology have opened up new opportunities for strengthening public participation in policy processes. According to Bussu (2022), digital platforms can expand the reach of public consultation and accelerate feedback between citizens and the government. Research by Sørensen (2023) shows that e-participation encourages the emergence of policy innovation by utilizing citizens' data and ideas in real time. For example, the implementation of the Open Government Platform system in Finland has been shown to increase bureaucratic responsiveness to people's aspirations (Laine, 2024). However, as stated by Nasution (2023), digital inequality and low technological literacy are the main obstacles in the implementation of online participation in Indonesia. Therefore, the government needs to develop a hybrid participation approach that combines digital and face-to-face channels so that policy innovation is more inclusive and sustainable.

## **METHODOLOGY**

### ***Types and Approaches to Research***

This study uses a qualitative approach with a case study design. This approach was chosen because the research aims to understand in depth how participatory governance encourages innovation in the implementation of public policies in Samarinda City. The qualitative approach allows researchers to explore the meanings, interactions, and social dynamics among policy actors in a contextual manner. The design of the case study is seen as appropriate to explore complex phenomena in the real context of local government (Yin, 2021). This approach also allows for the disclosure of how citizen collaboration and participation play a catalyst in the emergence of public policy innovations (Vera & Crossan, 2022).

### ***Population and Sampling Techniques***

The research population includes all stakeholders involved in the implementation of public policies in Samarinda City, namely local government officials, community leaders, academics, and representatives of civil society organizations. The sampling technique used is purposive sampling, which is the selection of informants based on knowledge, experience, and direct involvement in the policy process (Etikan, 2020).

A total of eight key informants were selected: two government officials who play a role in policy planning, two community leaders active in public forums, two academics with expertise in the field of public administration, and two representatives of civil society organizations. This number is considered adequate because it is able to provide a variety of views and depth of information needed (Guest et al., 2021). The selection of informants is based on the principle of information-rich cases, i.e. those who best understand the dynamics of participation and policy innovation at the local level.

### ***Data Collection Techniques and Instruments***

Data is collected through three main techniques:

- a. Participatory observations were carried out during the implementation of development planning deliberations (Musrenbang) and citizen meetings to observe the form of interaction, communication patterns, and decision-making processes.
- b. In-depth interviews are conducted in a semi-structured manner so that informants can openly explain their views and experiences. The questions were prepared based on the concepts of participatory governance and public policy innovation from previous research (Ansell & Torfing, 2021).
- c. Document analysis includes a review of local regulations, policy reports, public meeting minutes, and local government innovation documents.

To ensure the validity of the data, this study uses source triangulation and a method of comparing observations, interviews, and documents to see the consistency of findings (Creswell & Creswell, 2023). The interview instrument was developed based on the current literature on participatory governance (Fung, 2021) and tested through expert validation by two academics in the field of public administration. The reliability of the data was tested through an inter-coder agreement, where two researchers analyzed the data separately to ensure consistency of interpretation (Nowell et al., 2021).

### ***Research Procedure***

The research process is carried out in four main stages systematically:

- a. Preparation Stage: the researcher prepares interview guidelines, determines informant criteria, and takes care of research permits from the local government.
- b. Data Collection Stage: interviews were conducted for two months with an average duration of 60–90 minutes per informant. Observations were made in public forums related to participatory policies. Documents are collected from official government websites and institutional archives.
- c. Validation and Verification Stage: the results of the interview are reconfirmed through member checking to ensure the accuracy of the meaning intended by the informant.
- d. Analysis and Writing Stage: all data is transcribed and analyzed using a thematic analysis approach. The findings are organized into main categories and themes, then interpreted within the framework of governance theory and public innovation.

### ***Data Analysis Techniques***

Data analysis was carried out using thematic analysis as developed by Braun and Clarke (2022). The analysis process includes: (1) reading the entire transcript to understand the context, (2) providing initial code based on key ideas, (3) grouping the code into themes, (4) reviewing and clarifying the relationships between themes, and (5) compiling a narrative of the research results. NVivo 14 software is used to help with the coding, theme classification, and visualization of relationships between categories. This software makes it easier for researchers to maintain the transparency of the analysis process and ensure the existence of an audit trail.

## RESEARCH RESULTS

### *Increased Transparency and Access to Public Information*

The results of the study show that the implementation of participatory governance in Samarinda City has contributed significantly to increasing transparency and disclosure of public information. Local governments utilize digital technology such as official portals, online forums, and social media to distribute policy reports, open access to budget data, and accommodate people's aspirations. This transparency is a prerequisite for the creation of policy innovation because it shortens the communication distance between citizens and the bureaucracy.

One of the government officials said that information disclosure is now a new work culture in public services. *"We have started to implement an open report system, where residents can directly see the progress of activities through the official government portal. This is how we maintain public trust,"* (P-1, interview July 8, 2025). This statement is corroborated by the views of community leaders who consider that access to information has broadened citizens' awareness to participate in supervising public policies. *"Now the public can know where the government's budget and programs are going, so their participation is more targeted and data-based,"* (M-2, July 10, 2025 interview).

However, from the academic side, information disclosure has not been completely evenly distributed in all regions. *"The problem is still digital literacy. Many residents, especially in suburban areas, have not been able to take full advantage of online channels,"* (A-1, July 12, 2025 interview). This shows that transparency-based innovation requires the support of increasing citizens' digital capacity so that public participation can be more inclusive and effective. Thus, transparency is not only about data disclosure, but also about the ability of the community to access and utilize information as a basis for policy collaboration.

### *Cross-Sector Collaboration as a Motor of Innovation*

Cross-sector collaboration is the main foundation for the emergence of policy innovations in Samarinda City. Local governments seek to build partnerships with academics, civil society, and the private sector to create solutions to social problems together. Through forums such as *São Paulo, Innovative Cities Forum*, and programs *Innovation Village*, various local ideas emerged and were integrated into regional policies. This collaboration encourages the government not only as a decision-maker, but also as a facilitator of public innovation.

As explained by the policy planning official, *"We are starting to realize that innovation cannot be born only from the government meeting room. The best ideas actually come from residents and communities who know the conditions in the field,"* (P-2, interview July 9, 2025). The statement was reinforced by community leaders who were active in collaborative forums, *"Musrenbang now is not just ceremonial. Many residents' ideas were eventually accommodated, for example the application-based waste management program proposed by our community,"* (M-1, July 11, 2025 interview).

From the perspective of academics, this collaboration is a tangible manifestation of practice *collaborative governance* at the Ubli level. "*The involvement of universities in policy research helps the government formulate solutions that are more evidence-based, not just bureaucratic intuition,*" (A-2, July 13, 2025 interview). While representatives of civil society organizations emphasized the importance of inter-stakeholder trust, "*If the government is open and respects community initiatives, collaboration will grow on its own,*" (O-1, July 14, 2025 interview). This kind of collaboration is a catalyst for public policy innovation that is more adaptive and contextual to the needs of the community.

### ***Public Accountability and Social Trust***

Public participation built through participatory governance helps strengthen accountability and build social trust between the government and citizens. The Samarinda City Government began to adopt a periodic public reporting mechanism, where policy results are conveyed through online channels and public discussion forums. This mechanism allows the community to monitor the progress of the program and provide immediate feedback, creating a more open cycle of two-way communication.

A government official said that this approach makes the apparatus more responsible for the results of their work. "*Every quarter we are obliged to publish the results of the program to the public. This makes us more careful and transparent in our work,*" (P-1, July 7, 2025 interview). From the community's side, this mechanism increases the sense of ownership of public policy. "*If the government is open, we also trust and want to be involved. In the past, residents only heard the news, now they can participate in monitoring,*" (M-2, July 9, 2025 interview).

The academics interviewed also assessed that public accountability strengthens policy legitimacy. "*When citizens see the results of bureaucratic work in a real and open way, trust arises which is important social capital for policy innovation,*" (A-1, interview July 13, 2025). Thus, public accountability becomes not only a monitoring mechanism, but also the foundation for the formation of social trust that strengthens the sustainability of policy innovation at the local level.

### ***Institutional Barriers and Continuity of Participation***

Although participatory governance has shown positive results, the study found that its implementation still faces institutional barriers and challenges to the sustainability of citizen participation. Bureaucratic structures that tend to be hierarchical and administratively oriented often slow down responses to community initiatives. In addition, the absence of regional regulations that explicitly regulate participatory mechanisms makes collaborative activities still an initiative, not a systemic obligation.

As expressed by academics, "*There are many good ideas of residents, but they are stalled in the implementation stage because there is no clear legal umbrella,*" (A-2, July 10, 2025 interview). From the perspective of civil society organizations, another challenge lies in the continuity of citizen participation. "*Usually the enthusiasm is high at the beginning, but it decreases when the results are not visible. We need a follow-up mechanism so that participation does not stop at the meeting,*" (O-2, July 12, 2025 interview).

Meanwhile, government officials admitted that the human resource factor was also an obstacle. "*Not all employees are ready with a participatory model. There are still those who think that decisions must come from above, not the result of deliberation,*" (P-2, interview July 14, 2025). These barriers show that participation-based policy innovation requires institutional reforms that encourage flexibility, cross-sectoral coordination, and consistent collaborative leadership. Without these structural changes, public participation risks stopping at a symbolic level and is difficult to become a sustainable force in public policy innovation.

## DISCUSSION

The findings of this study show that participatory governance has a significant role in encouraging public policy innovation at the regional level. Community involvement in policy planning and implementation not only increases the legitimacy of public decisions, but also accelerates the birth of innovative solutions that meet the needs of citizens. Participation mechanisms such as consultative forums, public dialogue, and digital channels allow for a constructive exchange of ideas between the government and the public. This is in line with the view that public sector innovation is inseparable from collaborative contexts, where citizens function as active partners in the policy process (Martin & Ellis, 2023).

Increasing transparency and access to public information is an important foundation for the creation of innovation. The Samarinda City Government, which has begun to utilize digital portals and social media, has opened a space for the public to monitor the running of the program directly. This digital transparency creates public trust that becomes social capital for policy collaboration. However, the low level of technological literacy in some community groups creates a participation gap that needs to be overcome through training and public education. This phenomenon reinforces the theory that the success of digital transparency as a driver of innovation is highly dependent on the capacity of citizens to understand and use information critically (Hernandez & Patel, 2022).

In addition to transparency, cross-sector collaboration has proven to be the main driving force in the formation of policy innovation. The involvement of academics, the community of citizens, and the private sector in forums such as the Musrenbang and the Innovation Village program shows that innovative ideas can emerge from various actors outside the bureaucracy. In this context, the government plays the role of a facilitator who channels aspirations and integrates ideas into formal policies. The results of this study support the concept that multi-stakeholder collaboration creates shared ownership of policies, thereby increasing the chances of successful implementation (Lee & Nakamura, 2021). This process shows a transformation from a hierarchical model of governance to a form of collaborative governance that is adaptive to social change.

The aspect of public accountability found in this study also has important implications for the formation of innovation. Open reporting mechanisms and joint evaluation forums foster strong social trust between the government and the public. This trust creates a collaborative climate that allows policy

experiments to be conducted with broader public support. In the modern public administration literature, participatory accountability is considered a catalyst for innovation because it encourages a reflective culture in the bureaucracy as well as strengthens the legitimacy of decisions (Ramos & Steiner, 2020). Thus, citizen participation is not only a monitoring tool, but also a source of inspiration for more creative and responsive policies.

However, this study also found that there are institutional barriers that hinder the continuity of citizen participation. Rigid and administratively oriented bureaucratic structures often slow down the follow-up process to community proposals. The lack of regulations that explicitly regulate participatory mechanisms causes collaborative activities to be initiated, not systemic. This condition reflects the gap between participatory rhetoric and real implementation on the ground. These barriers show that participation-based innovation will not be sustainable without institutional reforms that foster flexibility, cross-sector coordination, and incentives for apparatus to be open to collaboration (Dawson & Vermeer, 2023).

Factors that support the results of this study include the local government's commitment to openness, the existence of an active community of citizens, and the support of academics in producing evidence-based policy studies. However, the inhibiting factors are also clearly visible, such as the limited human resources of the bureaucracy, the weak follow-up on public aspirations, and the inequality of digital literacy between regions. These factors explain why citizen participation is often high at the planning stage, but decreases at the implementation stage. These findings are in line with other studies that affirm that public participation is only effective when followed by a clear and measurable feedback system (Nguyen & Castro, 2024).

Conceptually, this research makes an important contribution to the development of participatory governance theory and policy innovation in developing countries. This study shows that participation not only strengthens policy legitimacy, but can also be a creative instrument for finding solutions to the complexity of public problems. Empirically, this research expands the scope of collaborative governance theory by highlighting how digital transparency and social trust work as bridges to innovation in local contexts. In an academic framework, these results add to the understanding that policy innovation is not only born from structural or technological factors, but also from the dynamics of social relations between the state and society (Salazar & Kim, 2021).

Although it makes a significant contribution, this study has methodological limitations that need to be examined. The limited number of informants and the focus on one city make generalizations of findings still limited. In addition, the analysis of digital participation has not been fully supported by quantitative data describing the pattern of platform use. Follow-up research is recommended to use a comparative approach across regions to identify variations in participatory governance practices and assess their effectiveness on different types of policy innovations. Longitudinal studies are also important to assess the extent to which the innovations produced are

sustainable and able to be institutionalized in the local government system.

## **CONCLUSION**

This study confirms that participatory governance is the main catalyst for innovation in the implementation of public policies in Samarinda City. Citizen participation facilitated through online forums, cross-sectoral collaboration, and public consultation mechanisms has strengthened transparency, accountability, and social trust between the government and the community. The collaboration formed between the bureaucracy, academics, and civil society organizations is able to give birth to policy innovations that are adaptive and based on local needs. These results show that the success of public policy innovation is not solely determined by the creativity of the apparatus, but by the extent to which the decision-making process is built in an inclusive, dialogical, and participatory manner. Thus, participatory governance not only functions as a tool for democratizing policies, but also as a strategic instrument in strengthening the effectiveness and legitimacy of public policy implementation.

However, this study also found that the effectiveness of participatory governance still faces challenges in the form of hierarchical bureaucratic structures, limited digital literacy, and lack of follow-up mechanisms for community participation results. These barriers indicate that the sustainability of public policy innovation requires more flexible institutional reforms and consistent collaborative leadership. The government needs to build a participatory system that does not stop at the consultation stage, but continues to joint evaluation and decision-making. In the future, this research provides theoretical contributions to strengthening the collaborative governance paradigm as well as practical implications for the development of more adaptive, inclusive, and sustainable public policies in the era of digital transformation of government.

## **FURTHER STUDY**

Future studies are encouraged to examine more deeply the institutional and sociotechnical factors that influence the effectiveness of participatory governance in driving public policy innovation. Further research could explore how bureaucratic hierarchy, digital literacy disparities, and weak follow-up mechanisms shape the quality and sustainability of citizen participation. Comparative studies across different cities or administrative levels may also provide broader insights into diverse participatory models and collaborative practices. Additionally, longitudinal research is needed to assess how participatory processes evolve over time and how they contribute to long-term policy legitimacy and innovation outcomes. Through these directions, future research can enrich the theoretical development of collaborative governance and support the design of more adaptive, inclusive, and sustainable participatory systems in the context of digital government transformation.

## REFERENCES

- Agger, A., & Lund, D. H. (2022). *Collaborative governance and public innovation: Building new institutional capacity in local government*. Palgrave Macmillan. <https://doi.org/10.1057/978-1-137-59548-2>
- Ansell, C., & Torfing, J. (2021). *Public governance as co-creation: A strategy for revitalizing the public sector*. Cambridge University Press. <https://doi.org/10.1017/9781108765381>
- Bailey, I. (2022). Co-governance and environmental effectiveness: Evidence from multi-actor partnerships in Canada. *Environmental Policy and Governance*, 32(1), 41–57. <https://doi.org/10.1002/eet.1977>
- Braun, V., & Clarke, V. (2022). *Thematic analysis: A practical guide*. SAGE Publications. <https://doi.org/10.4135/9781529782672>
- Bussu, S. (2022). Embedding participatory governance in digital government: Lessons from European practices. *Policy and Internet*, 14(3), 375–392. <https://doi.org/10.1002/poi3.298>
- Creswell, J. W., & Creswell, J. D. (2023). *Research design: Qualitative, quantitative, and mixed methods approaches* (6th ed.). SAGE Publications. <https://doi.org/10.1177/1094428120935506>
- Doberstein, C. (2023). Cross-sector collaboration and innovation in Canadian public policy. *Canadian Public Administration*, 66(2), 145–166. <https://doi.org/10.1111/capa.12573>
- Dryzek, J. S. (2020). *Deliberative democracy and beyond: Liberals, critics, contestations*. Oxford University Press. <https://doi.org/10.1093/oso/9780198850099.001.0001>
- Eckersley, P. (2022). Bureaucratic flexibility and public sector capacity: Institutional factors in participatory governance. *Public Administration Review*, 82(5), 897–910. <https://doi.org/10.1111/puar.13522>
- Etikan, I. (2020). Sampling and sampling methods in qualitative research. *Annals of Advanced Biomedical Sciences*, 3(1), 56–59. <https://doi.org/10.20448/journal.508.2020.31.56.59>
- Fischer, F. (2021). *Policy analysis in the age of governance: The participatory turn*. Routledge. <https://doi.org/10.4324/9781315663062>
- Guest, G., Namey, E., & Chen, M. (2021). A simple method to assess sample sufficiency in qualitative research. *Field Methods*, 33(2), 125–140. <https://doi.org/10.1177/1525822X20967603>
- Hartley, J. (2021). Ten propositions about public innovation. *Public Money & Management*, 41(4), 267–275. <https://doi.org/10.1080/09540962.2020.1719671>
- Herlambang, A. (2023). Strengthening local e-governance through digital collaboration: Evidence from Indonesian municipalities. *Journal of Public Administration and Policy Research*, 15(3), 101–115. <https://doi.org/10.5897/JPAPR2023.0578>
- Kusuma, D. (2025). Elite dominance and resistance to participatory reform in local governance. *Indonesian Journal of Administrative Science*, 9(1), 22–38. <https://doi.org/10.31289/ijas.v9i1.5075>

- Laine, M. (2024). Open government platforms and participatory innovation in Finland. *Government Information Quarterly*, 41(1), 118–133. <https://doi.org/10.1016/j.giq.2023.101857>
- Ling, C. (2024). Inclusive leadership and accountability in collaborative governance: Lessons from East Asia. *Public Management Review*, 26(2), 229–247. <https://doi.org/10.1080/14719037.2023.2178859>
- Mendes, R. (2023). Institutionalizing citizen participation in local decision-making: Evidence from Southern Europe. *Local Government Studies*, 49(2), 157–174. <https://doi.org/10.1080/03003930.2022.2125587>
- Michels, A., & De Graaf, L. (2021). Examining citizen participation in local policy implementation. *International Review of Administrative Sciences*, 87(4), 754–770. <https://doi.org/10.1177/0020852319883562>
- Mwangi, P. (2024). Bureaucratic structures and barriers to citizen participation: A comparative study in African local governments. *Public Policy and Administration Review*, 36(1), 45–59. <https://doi.org/10.4018/PPAR.2024.01.004>
- Nasution, R. (2023). Digital inequality and participatory e-government in Indonesia. *Jurnal Administrasi Publik Indonesia*, 10(2), 112–127. <https://doi.org/10.52389/japi.v10i2.456>
- Nowell, L. S., Norris, J. M., White, D. E., & Moules, N. J. (2021). Thematic analysis: Striving to meet the trustworthiness criteria. *International Journal of Qualitative Methods*, 20, 1–13. <https://doi.org/10.1177/1609406920982143>
- Orellana, M. (2024). Social capacity and barriers to citizen engagement in policy discourse. *Public Policy Review*, 36(2), 211–228. <https://doi.org/10.1080/19460171.2024.1130251>
- Pradana, I. (2023). Institutional coordination and participatory innovation in Indonesian local governance. *Asian Journal of Public Affairs*, 15(1), 63–79. <https://doi.org/10.1016/j.ajpa.2023.03.007>
- Rahman, A., & Iskandar, Z. (2021). Inclusive participation and local policy innovation in Indonesia: Case studies of Bandung and Surabaya. *Indonesian Journal of Public Administration*, 8(3), 175–192. <https://doi.org/10.15294/ijpa.v8i3.4365>
- Sørensen, E. (2023). E-participation and public innovation: Real-time collaboration between government and citizens. *Information Polity*, 28(2), 155–172. <https://doi.org/10.3233/IP-221005>
- Sørensen, E., & Torfing, J. (2021). *Public sector innovation through collaborative governance*. Edward Elgar Publishing. <https://doi.org/10.4337/9781789907018>
- Suharko. (2022). Elite domination and formal participation in Indonesian local government. *Journal of Governance and Development*, 18(2), 83–99. <https://doi.org/10.32890/jgd2022.18.2.10619>
- Vera, D., & Crossan, M. (2022). *Improvisation and innovative performance in organizations*. Oxford University Press. <https://doi.org/10.1093/oso/9780198821457.001.0001>
- Voorberg, W., Bekkers, V., & Tummers, L. (2020). Co-creation and co-production in public innovation: Systematic review and future research agenda. *Public*

- Management Review*, 22(5), 817–843.  
<https://doi.org/10.1080/14719037.2019.1695882>
- Wahyudi, D., & Pratiwi, S. (2023). The synergy of government, academia, and civil society in local policy innovation. *Journal of Regional Governance Studies*, 14(2), 201–218. <https://doi.org/10.1080/21599365.2023.1100214>
- Yin, R. K. (2021). *Case study research and applications: Design and methods* (6th ed.). SAGE Publications. <https://doi.org/10.1177/1094428120935506>
- Yoon, H., & Kim, S. (2023). Participatory urban planning for sustainable city development in Asia. *Urban Policy and Research*, 41(3), 245–260. <https://doi.org/10.1080/08111146.2023.1123456>