

IMPLEMENTATION OF GOOD GOVERNANCE PRINCIPLES IN THE MONITORING AND EVALUATION OF PUBLIC SERVICE DELIVERY PERFORMANCE (PEKPPP) IN THE ORGANIZATIONAL SECTION OF THE SURABAYA CITY REGIONAL SECRETARIAT

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Abstract

The government implements the Monitoring and Evaluation of Public Service Delivery Performance (PEKPPP) based on the principles of good governance to improve service quality. This study aims to analyze the implementation of good governance principles in the execution of PEKPPP at the Organizational Division of the Regional Secretariat of Surabaya City. The research employs a descriptive qualitative method, with data collected through observation and in-depth interviews with key informants selected purposively. The focus of the study includes the principles of equity, participation, accountability, transparency, efficiency, and accessibility. The findings indicate that the implementation of PEKPPP has been conducted in accordance with established guidelines and has substantively applied the principles of good governance, thereby contributing to the improvement of public service quality in Surabaya City.

Keywords: Good governance, Public service, PEKPPP, Performance evaluation, Local government

A. INTRODUCTION

In accordance with applicable laws and regulations, national and regional governments provide public services to meet community needs (Ranjani et al., 2023). This aligns with Law Number 25 of 2009 concerning Public Services, which defines public services as a series of operations that provide goods, services, and/or administrative services to the public and residents in accordance with applicable laws and regulations. Because public services are the primary means of meeting community needs, they play a crucial role in national and state affairs (Silalahi et al., 2019). One way the concept of good governance is put into practice is through the provision of professional, efficient, and responsive services to the public (Engkus et al., 2021). Furthermore, public services are defined as initiatives that use established protocols and methods to meet community needs and interests (Sari, R. P., & Rahayu, 2021).

However, in reality, the implementation of public services in Indonesia still faces a number of problems, such as complicated and slow service procedures, a lack of responsiveness from officials, continued corruption, a lack of transparency, discriminatory treatment, and abuse of power and position (Ammas & Fitriani, 2023). These conditions result in public services not meeting public expectations. A 2023 survey by the Indonesian Ombudsman Institute showed that public services in Indonesia have generally performed well, but this good performance is not evenly distributed across all regions.

Table 1. Results of the Public Service Delivery Compliance Assessment

Jumlah Zona Kepatuhan 2023	Total	%
Hijau	414	70.70
Kuning	133	22.66
Merah	39	6.64
Total	586	100

Source: Ombudsman of the Republic of Indonesia, 2023

Based on Table 1, most agencies are in the green zone, meaning that public service delivery generally meets service standards and is able to meet public expectations. However, this achievement is not evenly distributed, as several agencies are in the yellow zone, indicating that the quality of service provided is moderate and needs improvement. Furthermore, some agencies are in the red zone, meaning that service quality is relatively low and does not meet required standards. Therefore, the government and public service providers need to make efforts and innovate, particularly in strengthening monitoring and evaluation mechanisms so that the quality of public services can be felt by all citizens.

In response to various public service issues, the central and regional governments continue to pursue policies to promote good governance, one of which is through the implementation of Public Service Delivery Performance Monitoring and Evaluation (PEKPPP). According to Minister of Administrative and Bureaucratic Reform Regulation Number 29 of 2022, PEKPPP is a procedure that systematically measures the performance of work units over a specific period to determine a public service index value. Furthermore, PEKPPP also functions as a monitoring and assessment tool for the implementation of service standards to improve the quality of public services. Service policies, human resource professionalism, facilities and infrastructure, public service information systems, consultation and complaints, and service innovation are the six main aspects of PEKPPP implementation (KemenPANRB, 2022).

To ensure the sustainable implementation of good governance principles, the Monitoring and Evaluation of Public Service Delivery Performance (PEKPPP) requires a work unit with coordination and evaluation functions. This work unit is responsible for overseeing assessment procedures, facilitating communication between local government organizations, and ensuring accountability for public service performance. As the primary implementer of PEKPPP, the Organizational Section of the Surabaya City Regional Secretariat was selected as the research location. This decision aligns with Article 23 of Surabaya Mayoral Regulation Number 67 of 2021, which highlights the Organizational Section's responsibilities in developing and implementing regional policies, regulating the duties of local government agencies, and supervising and assessing institutions, job analysis, public services, governance, planning, performance reporting, and bureaucratic reform (Mayor of Surabaya, East Java Province, 2021). In implementing PEKPPP, the Organizational Section adheres to the principles of good governance, including fairness, participation, accountability, transparency, effectiveness, and accessibility, as outlined in the 2022 KemenPANRB Guidelines.

Although PEKPPP has been implemented nationally, there are few empirical studies on the use of good governance concepts in PEKPPP implementation at the local government level. The purpose of this study is to comprehensively investigate, using good governance

principles, how the Organizational Section of the Surabaya City Regional Secretariat implements PEKPPP. The results are expected to broaden scientific knowledge, serve as a reference for future researchers, and provide recommendations for the government to continuously improve public service standards.

B. LITERATURE REVIEW

Good Governance

Good governance is understood as a framework of government administration that places the quality of decision-making and policy implementation as a central aspect, based on the principles of transparency, accountability, participation, effectiveness, justice, and the rule of law. From this perspective, the government is no longer positioned solely as a provider of public services, but rather as a manager of public interests with a moral and institutional responsibility to the public. Interestingly, good governance also requires the existence of monitoring and evaluation mechanisms to ensure that public policies and services are implemented in accordance with established standards and the real needs of citizens. In the context of public services, the implementation of good governance is often seen as a primary prerequisite for creating responsive, fair, and satisfaction-oriented services. Therefore, it is not an exaggeration to say that the principles of good governance are often used as benchmarks for the success of bureaucratic reform and improved public sector performance (UNDP, 1997; Bovens, 2007). Indicators

- Fairness in service delivery
- Transparency of service information
- Accountability for performance and reporting
- Stakeholder participation
- Effectiveness and efficiency of services

Public Services

Public services are essentially a series of government activities aimed at meeting the basic needs of citizens through the provision of goods, services, and administrative services organized according to certain standards. However, public service theory emphasizes that service quality is not solely determined by the completeness of administrative procedures, but also by the level of responsiveness of officials, the clarity of information provided, and the service's orientation toward users. Within this framework, the public is positioned not only as service recipients but also as policy subjects with the right to receive adequate services. Quality public services are required to ensure equal access, timeliness, and a satisfactory service experience for users. Therefore, evaluating public service performance is an important instrument for assessing the extent to which the government has carried out its service functions professionally and responsibly (Denhardt & Denhardt, 2015). Indicators

- Clarity of service procedures
- Timeliness of service
- Responsiveness of staff
- Certainty of service standards
- User satisfaction

Public Accountability

Public accountability refers to the obligation of government officials to be accountable for every decision, action, and use of resources to the public and the relevant authorities. It is worth noting that the concept of accountability extends beyond fulfilling administrative reporting obligations and encompasses substantive accountability for performance achievements and the impact of resulting policies. Accountability requires data transparency, clear performance indicators, and evaluation mechanisms that allow for objective tracking of

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the assessment process. In the context of public services, accountability serves as a control instrument to ensure that service delivery continues to operate in accordance with applicable objectives, standards, and regulations. Therefore, accountability is a key pillar in realizing credible governance and gaining public trust (Bovens, 2007; Mulgan, 2000). Indicators

- Documentation of service performance
- Clarity of indicators and targets
- Reporting of evaluation results
- Clarification and audit mechanisms
- Follow-up on evaluation results

Government Transparency

Government transparency is defined as the government's openness in providing relevant, accurate, and easily accessible information to the public. Through transparency, the public has the opportunity to understand the processes, basis for decision-making, and the results of public policy implementation. In public services, transparency plays a strategic role in reducing information asymmetry between the government and the public as service users. Furthermore, information disclosure encourages public oversight and serves as a preventative mechanism against abuse of authority. Therefore, transparency is often viewed as a fundamental prerequisite for building public trust and strengthening government legitimacy (Meijer, 2013). Indicators:

- Openness of service information
- Public access to guidelines and indicators
- Clarity of service mechanisms and stages
- Open disclosure of evaluation results
- Two-way communication with stakeholders

Public Sector Performance Evaluation

Public sector performance evaluation is a systematic process designed to assess program and service outcomes based on predetermined indicators. Interestingly, performance evaluation theory emphasizes that assessments go beyond measuring outputs, but also encompass the effectiveness, efficiency, and benefits of policies for the public. Performance evaluation serves as an organizational learning tool that enables the government to make continuous improvements. In the context of public services, evaluation results serve as an important basis for developing recommendations and making strategic decisions. Therefore, evaluation instruments such as the PEKPPP play a crucial role in ensuring continuous improvement in the quality of public services (Hatry, 2006). Indicators

- Clarity of evaluation instruments
- Consistency of assessment implementation
- Utilization of evaluation results
- Recommendations for performance improvements
- Impact of evaluation on service quality

C. RESEARCH METHODOLOGY

This study employed a descriptive qualitative method to gain an in-depth understanding of the implementation of good governance principles in the PEKPPP implementation in the Organizational Section of the Surabaya City Regional Secretariat. This method was chosen because it is able to describe the process and dynamics of PEKPPP implementation based on factual conditions in the field. The research focuses on the principles of good governance as stipulated in the Minister of Administrative and Bureaucratic Reform Guidelines Number 1 of 2022, which include: justice, participation, accountability, transparency, effectiveness, and accessibility.

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The data collection techniques used in this study were observation and interviews. Observation involved the researcher actively participating in a number of PEKPPP activities, while interviews were conducted with key informants. Data were collected in the form of verbal accounts, documentation, and direct observations. Informants were selected using a purposive sampling technique, selecting informants based on specific considerations to obtain data relevant to the research needs (Agustianti et al., 2022). Participation, in-depth understanding, and a strategic role in PEKPPP implementation were prerequisites for informants. Three informants were found to be able to provide accurate information relevant to the research topic based on these criteria. Data reduction, data presentation, and drawing conclusions are the stages of data analysis in this study.

D. RESULT AND DISCUSSION

The implementation of Public Service Delivery Performance Monitoring and Evaluation (PEKPPP) is a strategic instrument for central and regional governments to assess and improve the quality of public services and obtain a public service index score. In this activity, researchers act as evaluators, individuals appointed and designated by authorized officials in accordance with Minister of Administrative and Bureaucratic Reform Guidelines Number 1 of 2022. All stages of the PEKPPP are implemented in accordance with the principles of good governance to ensure the evaluation process is objective and compliant.

Based on the research results, the Organizational Section of the Surabaya City Regional Secretariat has generally complied with the requirements for implementing PEKPPP by applying the principles of good governance. The application of each principle can be explained as follows:

- Fairness

The application of the principle of fairness in the implementation of PEKPPP in the Organizational Section of the Surabaya City Regional Secretariat is reflected in the uniform treatment of all regional apparatus. This aligns with the statement of informant 1, who explained:

“... For us in the Organizational Section, the principle of fairness is the most important principle. All OPDs are treated equally, ma'am, using the same instruments and indicators. So, there's no such thing as certain OPDs receiving special treatment. The assessment is still based on the data and evidence they provide...” (Interview, 2025)

A similar opinion was expressed by informant 2, who emphasized:

“... In my opinion, ma'am, fairness is evident in the way we assess. We don't look at the leader or the OPD, but focus on documents, reports, and performance results. If the score is lacking, we convey it as it is...” (Interview, 2025)

Meanwhile, informant 3 added:

“... We've always tried to be consistent, ma'am. Every OPD has an equal opportunity to clarify any missing data. So, decisions aren't made unilaterally, but there's room for improvement so the results are truly fair...” (Interview, 2025)

Research findings indicate that the principle of fairness in the implementation of PEKPPP has been applied objectively and consistently to all regional apparatuses. This implementation is reflected in equal treatment in the evaluation process, without distinguishing the characteristics or conditions of each Regional Apparatus Organization (OPD). This aligns with the principles of good governance, which emphasize the importance of fairness and the elimination of discriminatory practices in the provision of public services. Furthermore, the application of the principle of fairness has a positive impact on the satisfaction level of OPDs in receiving evaluation results. The uniformity of indicators and assessment procedures applied evenly allows OPDs to perceive the evaluation process as

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more transparent and fair. Thus, the application of the principle of fairness not only contributes to improving the quality of public services but also strengthens trust among stakeholders, as stated by (Sari et al., 2021).

FORMULIR PENILAIAN BAGI EVALUATOR		
	LEMBAR PENILAIAN PEKPPP	F-02
Form Isian Evaluatur		
Nama Perangkat Daerah	: UNIT PELAYANAN ANDA BELUM DIEVALUASI	
Nama Unit Pelayanan	: UNIT PELAYANAN ANDA BELUM DIEVALUASI	
INDEK PELAYANAN PUBLIKS	NILAI	
	KATEGORI	
	MAKNA	
KEBIJAKAN PELAYANAN	Bobot Aspek	24%
	Nilai Aspek	
1 Tersedia Standar Pelayanan (SP) sesuai dengan ketentuan peraturan perundang-undangan yang berlaku 0 Tidak tersedia Standar Pelayanan 1 Tersedia SP namun tidak memenuhi 14 komponen 2 Tersedia SP yang memenuhi 14 komponen 3 Tersedia SP yang memenuhi 14 komponen dan dilakukan penetapan 4 Tersedia SP yang memenuhi 14 komponen, melibatkan masyarakat dalam penyusunan SP, dan dilakukan penetapan 5 Tersedia SP yang memenuhi 14 komponen, melibatkan masyarakat dalam penyusunan SP, dilakukan penetapan, dan dilakukan movev		
Hasil Pengamatan :		

Figure 1. F02 Assessment Instrument for All Regional Devices

Source: Guidelines for Minister of Administrative and Bureaucratic Reform Regulation Number 1 of 2022

Participation

Regional apparatus participation in the implementation of PEKPPP in Surabaya City was quite active from the initial stages to the final evaluation. This involvement extended beyond data collection to discussions and mentoring facilitated by the Organizational Section. This is consistent with the statement from informant 1, who stated:

“...The participation of regional government agencies (OPDs) is quite noticeable, ma'am. They don't just send supporting data and evidence, but also participate in discussions during outreach or evaluations. Sometimes they also share obstacles in the field, so we can understand the real situation...” (Interview, 2025)

Informant 2's statement supports this:

“...Usually, before the assessment, we provide mentoring or outreach, ma'am. There, OPDs can ask questions directly and even provide input on the assessment instruments. So the process isn't one-way, but two-way communication...” (Interview, 2025)

Informant 3 also stated:

“...From what I've seen, OPDs are quite active, ma'am. They're also open to any shortcomings. So, they're not just being assessed, but also involved in the process of improving public services themselves...” (Interview, 2025)

The participation demonstrated in the implementation of PEKPPP indicates that the evaluation process is not solely top-down, but involves regional apparatus. as partners in efforts to improve the quality of public services. This involvement aligns with the principles of good governance, which emphasize the importance of active stakeholder participation in governance. Participation by regional government agencies (OPD) not only contributes to improving the quality of assessment results but also fosters a sense of ownership in efforts to improve public services. Stakeholder participation in service performance evaluations plays a role in increasing the effectiveness of public services and strengthening internal communication between work units (Saputra & Prasetyani, 2025).



Figure 2. PEKPPP Socialization in Regional Apparatus
Source: Researcher Documentation (2025)

Accountability

Accountability in the implementation of PEKPPP is demonstrated through systematic documentation and reporting of evaluation results. Each assessment process is accountable because it is supported by clear data and evidence. This explanation aligns with the statement of informant 1, who stated:

“... We maintain accountability through documentation, ma'am. We record all assessment processes, from the instruments and minutes to the final results. So, if clarification is requested at any time, the data is complete...” (Interview, 2025)

Informant 2 added:

“... We also officially submit the evaluation results. Not just the numbers, but also the notes and recommendations. So it's clear, ma'am, why the score is that high and what needs to be improved by the OPD...” (Interview, 2025)

Another opinion was expressed by informant 3, who stated:

“... In my opinion, ma'am, accountability is also evident in our openness during follow-up audits or evaluations. PEKPPP data is traceable and not fabricated, as it is based on existing conditions...” (Interview, 2025)

Research findings indicate that accountability in the implementation of PEKPPP demonstrates substantive accountability in the delivery of public services in addition to meeting administrative requirements. The implementation of accountability aligns with the

LAPORAN HASIL PEMANTAUAN EVALUASI PENYELENGGARAAN PELAYANAN PUBLIK TAHUN 2025					
Instansi Unit Kerja Capaian Indeks					
NO	ASPEK	NO	NILAI	PENGAMATAN LAPANGAN	REKOMENDASI
1.	Kebijakan Pelayanan	1.	3	<ul style="list-style-type: none"> Tersedia Daftar Jenis Layanan dengan jenis layanan sebanyak 17 layanan dan sudah tersusun 17 layanan Tersedia Surat Keputusan Camat Gunung Awiat Nomor 188 / 095 / 436 / 9.12 / 2022 Tentang Standar Pelayanan Kecamatan Kertener yang ditetapkan tanggal 1 Desember 2022 dengan jumlah layanan sebanyak 17 layanan SP yang disusun terdiri dari 17 (empat belas) jenis layanan dan masing-masing telah memuat 14 komponen (8 komponen manufacturing dan 6 komponen service delivery). 	1. Kurang baik bukti dukung perlu diperbaharui dengan menambahkan laporan FKPP yang terbaru.
		2.	5	<ul style="list-style-type: none"> Tersedia laporan Penyelenggaraan forum Konsultasi Publik dengan melampirkan undangan, daftar hadir, resume dan dokumentasi kegiatan yang diselenggarakan pada 21 Februari 2024. Penyelenggaraan FKPP menghadirkan unsur masyarakat yang terdiri dari: <ul style="list-style-type: none"> penyelenggara layanan: Kecamatan Kertener stakeholder pelayanan public: Polsek nambangan, DPMPSTP, Dinas Pemadam Kebakaran, Dinas Komunikasi dan Informatika, Dinas Sumber Daya Air dan Bina Marga, BPPD, BPBD, Diskop, UKM, Dishub dan DLH 	2. Sudah baik. Namun bukti dukung perlu diperbaharui dengan menambahkan unsur masyarakat berupa akademisi/praktisi.

principles of good governance, which demand accountability for performance, both to organizational leaders and to the public. Furthermore, accountability in PEKPPP emphasizes the importance of utilizing information technology as a means of storing, managing, and reporting performance data. Public service accountability requires support for data

transparency and the use of digital systems to ensure clear and verifiable evaluation processes (Jabar & Yuniarni, 2025).

Figure 3. PEKPPP Evaluation Report as Performance Accountability
Source: Researcher Documentation (2025)

Transparency

The principle of transparency in the implementation of PEKPPP is implemented through the disclosure of information regarding the mechanisms, stages, and assessment indicators to all regional government agencies. Information is conveyed through official guidelines, technical outreach, and direct communication between the Organizational Section and regional government agencies. This aligns with the statement of informant 1, who stated:

"...From the beginning, we conveyed the assessment to the Regional Apparatus Organizations (OPDs), ma'am. Starting from the indicators, assessment methods, and the timeline. So they know what is being assessed..." (Interview, 2025)

Informant 2 added the same opinion, stating:

"...We also conveyed the assessment results openly to the relevant OPDs, ma'am. If there were any notes or deficiencies, we explained them in detail. So nothing was hidden..." (Interview, 2025)

Meanwhile, informant 3 also stated the same thing, stating:

"...Transparency is important, ma'am, so that OPDs trust the process. We have always strived to be communicative and open, both through official letters and direct coordination..." (Interview, 2025)

Transparency of information in the public service evaluation process is a crucial component in implementing the principle of transparency. Openly communicating indicators, mechanisms, and assessment results to OPDs aims to increase clarity and understanding of all stages of the evaluation, while also strengthening trust in the assessment results. The implementation of transparency also plays a role in minimizing the potential for conflict and misunderstanding between parties, as each stage of the assessment can be clearly identified and understood. Transparency in public service delivery encourages information disclosure, increases stakeholder trust, and contributes to improving the quality of public service governance (Layn, Ayu Sari & Layn, 2020).

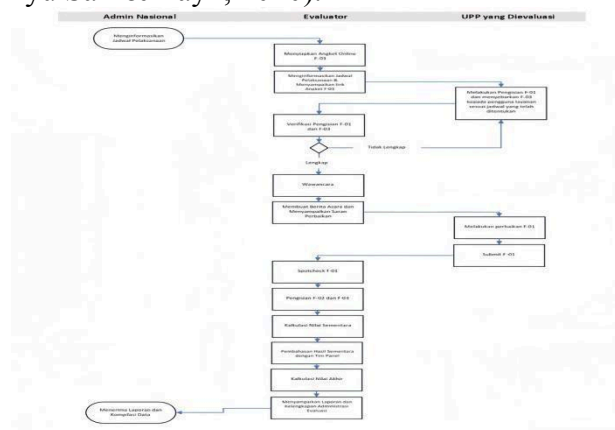


Figure 4. PEKPPP Assessment Stages for Regional Apparatus
Source: Guidelines for Minister of Administrative and Bureaucratic Reform
Regulation Number 1 of 2022

- Effective

The implementation of PEKPPP in Surabaya City is considered effective because the evaluation results are not merely administrative in nature but are also used as a basis for improving public services. This statement aligns with the opinion of informant 1, who stated:

"...In my opinion, Miss, PEKPPP is quite effective because the results don't stop at just an assessment. There are recommendations that can be followed up by OPDs to improve services..." (Interview results, 2025)

Informant 2 also added:

"...PEKPPP is effective, Miss, because the instrument is straightforward, but the results remain relevant. From the evaluation, OPDs can immediately follow up on the recommendations given..." (Interview results, 2025)

Meanwhile, informant 3 assessed:

"...We see PEKPPP helping OPDs with administrative arrangements, Miss. Initially, it was messy, but over time, we became accustomed to compiling reports and service evidence well..." (Interview results, 2025)

The research findings indicate that PEKPPP has functioned effectively and efficiently in encouraging improvements in the quality of public services, in line with the principles of effectiveness in good governance. Public service evaluation is considered effective if the results can be directly utilized by Regional Apparatus Organizations (OPDs) as a basis for improving performance and developing service administration. A simple, straightforward, yet relevant evaluation process facilitates OPDs' follow-up on recommendations. This demonstrates that evaluations are not merely formalities but provide tangible benefits for improving the quality of public services. The application of good governance principles encourages effective public service evaluations and focuses on utilizing evaluation results to improve organizational performance (Tethool et al., 2017).

● Accessibility

The principle of accessibility in the implementation of PEKPPP is realized through easy access by regional apparatuses to instruments, evaluation systems, and communication with the Organizational Section. This aligns with the opinion of informant 1, who stated:

"...Access is quite open, ma'am. Regional Apparatus Organizations (OPDs) can contact us at any time if they encounter any issues, either through the coordination group or by coming directly to the Organizational Section..." (Interview, 2025)

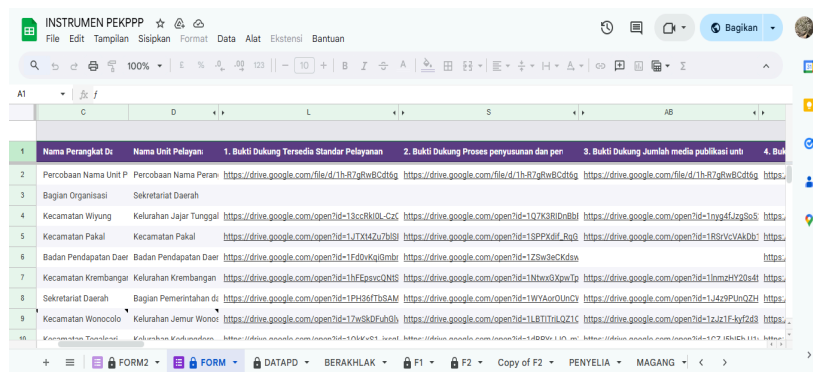
This statement aligns with the opinion of informant 2, who stated:

"...We also utilize digital media, ma'am, so data collection doesn't always have to be face-to-face. This makes things easier for OPDs, especially when time is limited..." (Interview, 2025)

Informant 3 also emphasized:

"...I think accessibility is important, ma'am, so OPDs don't experience any difficulties. We've always tried to be responsive and not make things difficult, so the PEKPPP process can run smoothly..." (Interview, 2025)

Ease of access supports the smooth implementation of the evaluation process and increases the effectiveness of coordination between regional agencies, in line with the principle of accessibility in public service delivery. Easy access allows for faster coordination and contributes to minimizing administrative errors. In addition, the integrity of the digital system used in public service evaluation plays a role in increasing the effectiveness and efficiency of evaluation implementation, while also having an impact on increasing the level of stakeholder satisfaction (Anggraini et al., 2024).



1	Nama Perangkat Da...	Nama Unit Pelayan...	1. Bukti Dukung Tersedia Standar Pelayanan	2. Bukti Dukung Proses penyusunan dan per...	3. Bukti Dukung Jumlah media publikasi unti...	4. Buk...
2	Percobaan Nama Unit P	Percobaan Nama Peran	https://drive.google.com/file/d/1h87gfw8Cdt6g	https://drive.google.com/file/d/1h87gfw8Cdt6g	https://drive.google.com/file/d/1h87gfw8Cdt6g	https://drive.google.com/file/d/1h87gfw8Cdt6g
3	Bagian Organisasi	Sekretariat Daerah				
4	Kecamatan Wiyung	Kelurahan Jajar Tunggal	https://drive.google.com/open?id=13cck0L-Cz6	https://drive.google.com/open?id=1Q7K3R0m8B	https://drive.google.com/open?id=1mg4fJg8o5	https://drive.google.com/open?id=1mg4fJg8o5
5	Kecamatan Pakal	Kecamatan Pakal	https://drive.google.com/open?id=1JTX42u7bSj	https://drive.google.com/open?id=1SPYk6f_RuQ	https://drive.google.com/open?id=1R8YvVAK8b	https://drive.google.com/open?id=1R8YvVAK8b
6	Badan Pendapatan Daer	Badan Pendapatan Daer	https://drive.google.com/open?id=1F8DyKqfRmbr	https://drive.google.com/open?id=1Z3w3eCKdta		
7	Kecamatan Krembangan	Kelurahan Krembangan	https://drive.google.com/open?id=1fEps9GmS	https://drive.google.com/open?id=1Nhez9KwTp	https://drive.google.com/open?id=1nmzHY2de4f	https://drive.google.com/open?id=1nmzHY2de4f
8	Sekretariat Daerah	Bagian Pemerintahan d	https://drive.google.com/open?id=1PH96fTRAM	https://drive.google.com/open?id=1WYAc0UeCY	https://drive.google.com/open?id=1J4r9PUn0Z4H	https://drive.google.com/open?id=1J4r9PUn0Z4H
9	Kecamatan Wonocolo	Kelurahan Jemur Wonor	https://drive.google.com/open?id=17w8DFu0j0	https://drive.google.com/open?id=1L8Tt1t0Z1C	https://drive.google.com/open?id=1x4z1F4yf283	https://drive.google.com/open?id=1x4z1F4yf283
10	Kecamatan Tondong	Kelurahan Kuduandoran	https://drive.google.com/open?id=1V8Kd01	https://drive.google.com/open?id=14B8W14P	https://drive.google.com/open?id=1C7J6E8k111	https://drive.google.com/open?id=1C7J6E8k111

Figure 5. PEKPPP Evaluation System Access (Spreadsheet)
Source: Researcher Documentation, 2025

E. CONCLUSION

The analysis and discussion findings conclude that the implementation of the PEKPPP in the Organizational Section of the Surabaya City Regional Secretariat has generally been conducted in accordance with the principles of good governance. The principle of fairness is reflected in the application of equal treatment to all Regional Apparatus Organizations (OPDs) using the same assessment instruments and indicators. The principle of participation is demonstrated through the active involvement of OPDs at every stage of the evaluation, from the socialization process to the clarification of assessment results. Furthermore, the principles of accountability and transparency are realized through the preparation of systematic documentation, open information regarding evaluation mechanisms and results, and the delivery of clear and accountable recommendations. The application of the principles of efficiency and accessibility demonstrates that the PEKPPP is not solely oriented towards fulfilling administrative requirements but also provides tangible benefits to OPDs in efforts to continuously improve public service performance.

However, this study also indicates that the effectiveness of the application of good governance principles in PEKPPP implementation is significantly influenced by the consistency of evaluation implementation, the quality of coordination between regional apparatuses, and the capacity of personnel to operate the system and optimally utilize evaluation instruments. Therefore, the Organizational Section of the Surabaya City Regional Secretariat needs to continue strengthening its coordinating and evaluative functions, particularly in providing assistance and oversight of follow-up to evaluation results. To ensure that the implementation of PEKPPP has a real impact on improving the quality of public services, strategic steps include strengthening responsive communication, optimizing the use of information technology, and increasing human resource capacity. Thus, it is hoped that the implementation of the concept of good governance in PEKPPP will increase public trust in the performance of local governments and help improve the public service index.

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