

# Effectiveness of the Preparation of the Regional Governance Implementation Report (LPPD) Through Coordination Among Regional Apparatuses in Tangerang Regency in 2023

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The preparation of the Regional Government Implementation Report (LPPD) is a constitutional obligation of regional heads as a form of accountability for government administration to the central government and society. This study aims to analyze the effectiveness of LPPD preparation through coordination among regional apparatus in Tangerang Regency in 2023, identify inhibiting factors, and describe efforts made to improve preparation effectiveness. The research uses a qualitative approach with a descriptive design, with data collection techniques through in-depth interviews, observation, and documentation studies. Research informants consist of the Regional Secretary, Head of Government Administration Section, representatives from the Inspectorate, Regional Planning and Development Agency, Population and Civil Registration Office, and staff of the Government Administration Section selected using purposive sampling and snowball sampling techniques. Data analysis was conducted using Duncan's effectiveness theory which includes three dimensions: goal attainment, integration, and adaptation. The research results show that the implementation of LPPD preparation in Tangerang Regency in 2023 has generally not been effective. In the goal attainment dimension, delays in data submission from most regional apparatus were found, with only four apparatus completing data on the first request letter. In the integration dimension, coordination and communication among regional apparatus are still weak, evident from slow responses to data requests and ineffective communication through WhatsApp groups. In the adaptation dimension, there are still obstacles in using the SiLPPD application and limited human resources who understand technical guidelines. Inhibiting factors include delays in data submission, weak coordination and communication, absence of reward and punishment systems, limited human resources, and technical obstacles in using the SiLPPD application. Efforts to improve effectiveness are carried out through strengthening coordination among regional apparatus, increasing supervision and evaluation, implementing coaching clinics, and applying parallel validation by the Inspectorate. This research concludes that although there have been improvement efforts, the effectiveness of LPPD preparation still requires strengthening through the formation of a permanent LPPD Coordination Team, comprehensive SOP development, establishment of clear reward and punishment systems, and continuous human resource capacity building.

**Keywords:** Effectiveness; LPPD; Regional Apparatus Coordination.

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## 1. Introduction

Indonesia, as a unitary state in the form of a republic, is constitutionally affirmed in Article 1 Paragraph (1) of the 1945 Constitution, which states that sovereignty resides in the hands of the people and is exercised in accordance with the Constitution. The unitary state system adopted by Indonesia implies the existence of a centralized system of government, in which the Central Government holds the highest authority in administering national governance. However, in order to achieve efficient and equitable governance across the entire territory of the state, a mechanism for the delegation of authority is required to enable regional governments to manage their own local affairs. Consequently, the existence of regional governments becomes vital in exercising part of governmental authority.

Regional government holds a strong legal position within Indonesia's constitutional system. This is reflected in Law Number 23 of 2014 concerning Regional Government, which stipulates that Regional Governments, together with Regional People's Representative Councils (DPRD), constitute the entities responsible for administering governance at the regional level. Through the principles of decentralization and co-administration (tugas pembantuan), the Central Government grants authority to regional governments to regulate and manage the interests of local communities based on their aspirations. As a form of accountability for the exercise of such authority, regional heads are required to prepare and submit the Regional Government Administration Report (Laporan Penyelenggaraan Pemerintahan Daerah/LPPD). This obligation is regulated in Article 69 Paragraph (3) of Law Number 23 of 2014, which states that regional heads must submit the LPPD to the Central Government, an Accountability Statement Report to the DPRD, and a summary of the LPPD to the public.

The preparation of the LPPD is not merely administrative in nature, but also carries legal consequences if not properly implemented, including administrative sanctions in the form of written warnings issued by the Minister of Home Affairs or the governor as the representative of the Central Government. The LPPD serves a strategic function as an instrument for evaluating the performance of regional governments. Its legal basis is Government Regulation Number 13 of 2019 concerning Reports and Evaluation of Regional Government Administration, further strengthened by Minister of Home Affairs Regulation Number 19 of 2024. This report serves as a guideline for regional governments in preparing the LPPD based on predetermined indicators, standards, and evaluation mechanisms.

The data sources for the LPPD originate from various regional apparatus organizations (OPD), the Central Statistics Agency (BPS), and other government institutions, so that the resulting report is expected to be accurate, factual, and accountable. Based on the 2024 evaluation of regional government administration for the 2023 LPPD, Tangerang Regency obtained a score of 3.2397, with a "moderate" performance status, ranking 99th out of 395 regencies nationwide. This achievement indicates that the performance of the Tangerang Regency Government is at a moderate level, yet still requires improvement to reach a high-performance category. Compared to the evaluation results of the previous year, there are dynamics that need to be closely examined in the LPPD preparation process in Tangerang Regency.

One of the main obstacles in the preparation of the LPPD is the delay by regional apparatus organizations in submitting the required data. Such data are essential as the basis for the report. Data request letters were sent from December 2023 until early March 2024; however, not all OPDs responded promptly. Following the first request letter, only four OPDs completed the data submission. This number gradually increased with subsequent letters, until finally 34 OPDs completed their submissions after the final request. Although the data were eventually collected, many OPDs submitted their data close to the deadline, thereby hampering the report preparation process and affecting the quality of data verification that could be conducted.

Insufficient coordination and communication between the Government Administration Division as the report compiler and the regional apparatus organizations also constituted a significant obstacle. Communication through WhatsApp groups indicated that some OPDs were slow to respond or did not respond at all. This condition rendered cooperation in the data collection process ineffective. These circumstances demonstrate that the challenges in preparing the LPPD are not only technical and procedural in nature, but are also related to organizational culture, coordination mechanisms, and information systems that are not yet fully integrated.

Furthermore, the absence of a reward and sanction system has reduced the motivation of regional apparatus organizations to submit data in a timely manner. Based on interviews with the Head of the

Government Administration Division, there are currently no regulations providing incentives for OPDs that submit data promptly and accurately, nor sanctions for those that submit data late. As a result, some OPDs tend to delay data submission until close to the deadline, which significantly hinders the report preparation team in conducting optimal data verification and validation.

The data verification and validation process in the preparation of the LPPD in Tangerang Regency also faces several constraints, including a limited number of personnel, inadequate system support, and the lengthy time required to ensure that data are properly entered into the SiLPPD application in accordance with applicable regulations. In practice, the role of the Inspectorate is limited to the stages of verification and the provision of corrective notes. The Inspectorate does not have the authority to impose administrative sanctions, thereby reducing the effectiveness of coordination carried out by the Government Administration Division in encouraging OPD compliance.

These conditions indicate that the preparation of the LPPD still requires improvement in terms of coordination effectiveness, data management, and time management. Therefore, this study focuses on measuring the effectiveness of LPPD preparation through coordination among regional apparatus organizations within the Government Administration Division of the Regional Secretariat of Tangerang Regency. The research focus is directed at examining how inter-OPD coordination is carried out, identifying the factors that hinder the process, and analyzing the strategies implemented by the Government Administration Division to overcome these obstacles.

The selection of 2023 as the focus year of this study is based on the consideration that the LPPD performance score of Tangerang Regency in that year reflects current conditions while also indicating room for improvement. The characteristics of Tangerang Regency, which has a large number of OPDs, make it a relevant case for illustrating the challenges of LPPD preparation in regions with a high level of organizational complexity. To measure the effectiveness of LPPD preparation, this study applies Duncan's organizational effectiveness theory, which emphasizes three main indicators: goal attainment, integration, and adaptation. This theory is considered appropriate for assessing the extent to which inter-OPD coordination facilitated by the Government Administration Division is able to achieve reporting targets, maintain institutional integration, and adapt to technical and administrative challenges that arise during the preparation process. The objectives of this study are as follows: (1) to analyze the effectiveness of LPPD preparation through coordination among regional apparatus organizations in Tangerang Regency in 2023; (2) to identify the factors that hinder LPPD preparation through such coordination; and (3) to describe the efforts undertaken to improve the effectiveness of LPPD preparation through coordination among regional apparatus organizations in Tangerang Regency in 2023.

## 2. Method

In this study, the researchers employed a qualitative approach with a descriptive research design. This approach was chosen because it is considered the most appropriate for deeply exploring the phenomena that occur in the process of preparing the LPPD, particularly within the Government Administration Division of the Regional Secretariat of Tangerang Regency, Banten Province.

Qualitative research is exploratory and interpretative in nature, in which researchers seek to understand social reality from the perspective of the actors (informants) who are directly involved in the preparation of the LPPD. According to Moleong (2017), the qualitative approach aims to understand the meanings underlying actions, interactions, and social structures that occur in real-life contexts. The primary objective is not to test hypotheses, but to interpret the meanings, values, and effectiveness of both the process and

outcomes of the report preparation. Accordingly, the data collected are narrative in nature and are described in depth based on observations, interviews, and document analysis.

The data in this study consist of information used to address the research questions concerning the effectiveness of coordination in the preparation of the LPPD in Tangerang Regency. In general, the data are classified into two types: primary data and secondary data.

This study employed purposive sampling combined with snowball sampling techniques. Purposive sampling was selected because informants were determined based on their roles and direct involvement in the preparation of the LPPD, such as officials from the Government Administration Division, the Regional Development Planning Agency (Bappeda), and the Regional Inspectorate. Snowball sampling was used to expand the network of relevant informants, whereby initial informants could recommend other individuals who were also involved in the LPPD preparation process. Data collection in this study utilized several techniques to ensure comprehensive and accurate information, including:

- a. In-depth interviews
- b. Documentation study
- c. Non-participant observation

After the data were collected, qualitative analysis was conducted using a triangulation approach, which is a method for testing data validity by comparing information from various sources and techniques. This study applied source (person) triangulation, technique triangulation, and time triangulation.

### 3. Research Findings and Discussion

This subsection presents the findings based on in-depth interviews and field observations conducted during the preparation process of the 2023 Regional Government Administration Report (LPPD) of Tangerang Regency. The analysis is structured according to the dimensions of goal attainment, integration, and adaptation, with a particular focus on inter-agency coordination.

#### Effectiveness of LPPD preparation through coordination of regional apparatus

The effectiveness of the preparation of the Regional Government Administration Report (LPPD) in Tangerang Regency is the result of a planned and continuous coordination process among regional government agencies. Based on interviews and observations, it is evident that the preparation of the LPPD is carried out through several stages involving various stakeholders, starting from schedule planning, data collection, verification and validation, to the final submission of the report to the central government.

##### a. Goal Attainment

Coordination among regional government agencies is led by the Regional Governance Division (Bagian Tata Pemerintahan) of the Tangerang Regency Regional Secretariat as the main coordinator for the preparation of the LPPD. This process is carried out through a series of coordination meetings, official correspondence, and informal communication via working groups (WhatsApp groups) to ensure that each Regional Apparatus Organization (OPD) understands the schedule, format, and indicators that must be submitted.

Based on the researcher's observations of the LPPD preparation process, it was found that the timeliness of data submission by OPDs remains a major issue. Observation of the schedule documents and actual data submission shows that from the first data request letter sent in December 2023, only four OPDs submitted their data within the stipulated deadline. This number gradually increased with the second and third data request letters; however, only 34 OPDs had completed their data submission by the final request sent in early March 2024. This condition indicates that the majority of OPDs tend to submit data close to the final

deadline, which in turn limits the time available for the Regional Governance Division to conduct optimal data verification and validation. Observation of the completeness of LPPD documents shows that most OPDs have prepared documents in accordance with the prescribed format, but deficiencies remain in terms of adequate supporting evidence.

Observations of the quality of supporting documents submitted also reveal considerable variation among OPDs. Several OPDs with well-established documentation systems are able to provide complete, systematic, and easily verifiable supporting evidence. In contrast, OPDs with limitations in documentation systems or records management tend to submit poorly organized supporting documents, making the verification process more difficult for both the drafting team and the Inspectorate. This condition highlights the need to strengthen document and records management capacity across all OPDs as part of efforts to improve the quality of LPPD preparation in the future.

Regarding compliance with the Ministry of Home Affairs guidelines, the researcher observed that the Regional Governance Division has made comprehensive efforts to ensure that the LPPD prepared is aligned with the latest Regulation of the Minister of Home Affairs Number 19 of 2024. The templates and technical guidelines developed by the Regional Governance Division strictly refer to the format and indicators stipulated in the regulation. It was observed that in every coordination meeting, the drafting team consistently emphasized the importance of adhering to the technical guidelines so that the resulting report meets the evaluation standards set by the central government. Substantively, the report produced has met the established standards in terms of report structure, coverage of performance indicators, and data presentation format.

However, observations of the process of filling in performance indicators show that differences in understanding among OPDs regarding the definition and measurement of certain indicators still exist. Some OPDs experience difficulties in interpreting qualitative indicators or indicators that require specific formula-based calculations. This situation necessitates intensive consultation between OPDs, the Regional Governance Division, and Bappeda to ensure that the data submitted conforms to the established operational definitions of the indicators. These differences in understanding also result in data revisions after the initial verification process, which further extends the overall duration of report preparation. This condition indicates the need for more intensive socialization and training related to the understanding of performance indicators, not only prior to LPPD preparation but also continuously throughout the fiscal year, so that each OPD has a consistent and accurate understanding.

Overall, the research findings indicate that the effectiveness of LPPD preparation in Tangerang Regency can be achieved due to good coordination among regional government agencies, the active role of the Regional Governance Division as the coordinator, and support from Bappeda and the Inspectorate in planning and oversight aspects. Each entity performs its role according to its respective functions, ranging from data provision and validation to report finalization.

This demonstrates that synergy among regional government agencies is a key factor in the successful preparation of an LPPD that is timely, accurate, and in accordance with the applicable regulatory guidelines. Tercapainya target waktu penyusunan

Based on the results of observations and interviews, it is known that the process of preparing the 2023 Regional Government Administration Report (LPPD) of Tangerang Regency generally met the timeline targets set by the central government. The preparation activities began in early February and continued until mid-March 2024, in accordance with the schedule stipulated in the Ministry of Home Affairs circular regarding the deadline for the submission of annual LPPD reports by regional governments. Overall, the

report was successfully compiled and submitted on schedule, although several technical challenges were encountered during its implementation.

Based on field observations, the main obstacles affecting compliance with the preparation deadline included delays in data submission from several Regional Apparatus Organizations (OPDs), differences in data input formats across units, and repeated revisions to performance indicators that were updated by Bappeda. Nevertheless, intensive coordination among the Regional Governance Division (Bagian Tata Pemerintahan), Bappeda, and the Inspectorate (APIP) helped accelerate the data consolidation process and ensured that the report was completed on time before submission to the provincial government.

From the analysis of all field findings, it can be concluded that the success in meeting the LPPD preparation timeline was influenced not only by the discipline of government officials but also by the effectiveness of coordination systems among regional agencies. The implementation of a phased work system, weekly monitoring, and parallel reviews between the Regional Governance Division and the Inspectorate proved effective in reducing the risk of delays. However, further improvements are still needed in terms of inter-OPD data integration and the utilization of reporting technologies to ensure that the compilation process becomes more efficient and measurable.

As a follow-up to these findings, it is recommended that the regional government develop an integrated LPPD preparation schedule at the beginning of each fiscal year, detailing the stages of data collection, validation, and verification. This schedule should be disseminated to all OPDs so that each unit clearly understands its deadlines and responsibilities. In addition, the use of an integrated, online-based reporting application should be considered to accelerate data collection and verification processes. With a digital system that connects all OPDs, the report preparation process can be conducted simultaneously and the risk of delays approaching the reporting deadline can be minimized.

#### 1) Compliance of the Substance with the Guidelines of the Minister of Home Affairs Regulation

Based on the results of observations and interviews, it is known that the preparation of the substance of the Regional Government Administration Report (LPPD) of Tangerang Regency has been aligned with the provisions of the latest Ministry of Home Affairs Regulation (Permendagri). The observations show that the LPPD report format used follows the structure stipulated in the regulation and is aligned with regional planning documents such as the Regional Medium-Term Development Plan (RPJMD) and the annual work plans (Renja) of each Regional Apparatus Organization (OPD).

Indicator adjustments were carried out to ensure that performance definitions and measurements across OPDs are standardized, thereby facilitating data compilation and maintaining consistency across reporting periods. In addition, records of indicator synchronization among regional government agencies are stored in indicator control sheets, which function as a control tool to ensure that all incoming data comply with the applicable guidelines.

From the analysis, alignment of the report substance with Permendagri guidelines has had a positive impact on improving year-to-year comparability in regional government performance reporting. Standardization of performance definitions and indicators also helps accelerate the review process by the drafting team and supervisory bodies, as all data are presented in standardized and easily traceable formats. The alignment of indicators with the RPJMD and Renja further reduces the risk of bias in determining performance achievements, resulting in reports that are more accurate and accountable.

As a follow-up to these findings, it is recommended that the indicator glossary be periodically updated in collaboration with Bappeda to ensure that all terms, formulas, and data sources remain relevant to current regulations. In addition, each OPD is expected to attach an indicator map containing definitions, calculation

formulas, and data sources to every submitted report. These measures are expected to strengthen data consistency and enhance the effectiveness of the evaluation process in LPPD preparation in the coming years.

Based on observations and interviews, it is also known that the preparation of the substance of the Tangerang Regency LPPD has complied with the latest Permendagri guidelines. Furthermore, all records of inter-OPD synchronization are stored in indicator control sheets, which function to ensure that the substance of the report remains consistent with the applicable guidelines.

**Table 4.1** Alignment of the Substance of the 2023 Tangerang Regency LPPD with the Guidelines of the Minister of Home Affairs Regulation

No.	Substantive Component	Permendagri Guideline	Conformity (%)	Remarks
1	Main Report Format	Ministry of Home Affairs Regulation No. 18 of 2020 on LPPD	100%	All report formats fully comply with the Permendagri structure
2	Alignment of Performance Indicators	RPJMD 2019–2024 and OPD Work Plans (Renja) 2023	95%	A small number of indicators require updated terminology
3	Use of Indicator Control Sheets	Technical Guidelines for Regional Performance Evaluation	90%	Some OPDs are still completing indicator synchronization evidence
4	Data Consistency among OPDs	LPPD Data Verification Guidelines 2023	92%	Several data items still require cross-sector verification
5	Alignment of Program Substance with Government Affairs	Ministry of Home Affairs Regulation No. 90 of 2019 (Classification, Codification, and Nomenclature)	100%	All programs have been aligned with government affairs

\*\*Source:\*\* Field Observation and Documentation Results, 2025

Based on the table above, it can be seen that the level of conformity of the substance of the Tangerang Regency LPPD for 2023 with the Ministry of Home Affairs (Permendagri) guidelines ranges from 90 to 100 percent. The components showing the highest level of conformity are the main report format and the alignment of programs with government affairs, each reaching 100 percent.

This indicates that the report structure and the substance of activities presented by regional government agencies are in line with national guidelines. Meanwhile, aspects that still require greater attention include the use of indicator control sheets and data consistency among OPDs, which remain below 95 percent. This condition is caused by several regional government agencies that have not completed indicator synchronization evidence and by remaining differences in data input formats across sectors.

The analysis results show that the consistent application of Permendagri guidelines has a direct impact on improving year-to-year comparability in the preparation of LPPD reports. The process of aligning indicators with the RPJMD and Renja reduces the risk of bias in defining performance achievements while also accelerating the review process by the validation team. Therefore, the high level of substantive conformity indicates that the preparation of the Tangerang Regency LPPD has been carried out in a structured, measurable manner and is based on a strong regulatory framework.

As a follow-up to these findings, it is necessary to periodically update the indicator glossary in collaboration with Bappeda to align terminology and calculation formulas with the latest regulatory changes. In addition, each OPD should be required to attach an indicator map covering definitions, formulas, and data sources in every annual report. These efforts are expected to strengthen report content consistency, enhance transparency, and support the effectiveness of regional government performance evaluation in the coming years.

2) Availability of Legal Data

Based on the results of observations and interviews, it is known that in the process of preparing the Regional Government Administration Report (LPPD) of Tangerang Regency, the drafting team prepared a summary of the legal basis that functions as the main reference at every stage of implementation. Based on field observations, this summary of legal bases includes various important regulations, such as the Ministry of Home Affairs regulations on LPPD, the latest circular letters from the Ministry of Home Affairs, as well as sectoral regulations relevant to regional government affairs.

The document was systematically compiled by the Governance Affairs Division and distributed to the persons in charge (PICs) of each Regional Apparatus Organization (OPD) as a quick reference in the data preparation and reporting process. In addition, this list of regulations is updated whenever there are changes or refinements to indicators from the central government, ensuring that the entire drafting team uses uniform and up-to-date references.

**Table 4.2** Summary List of Legal Basis for Compiling the 2023 Tangerang Regency LPPD

No.	Type of Regulation	Number and Year	Update	Description	Implementation Status
1	Ministry of Home Affairs Regulation on LPPD	MoHA Regulation No. 18 of 2020		Serves as the basis for the LPPD format and structure	Fully implemented
2	Circular Letter of the Director General of Regional Autonomy	Circular Letter No. 120/1300/OTDA of 2023		Adjustment of regional development priority indicators	Partially implemented
3	Ministry of Home Affairs Regulation on Codification and Nomenclature	MoHA Regulation No. 90 of 2019		Used to ensure alignment of OPD programs and activities	Fully implemented
4	Circular Letter of the Regent of Tangerang	Circular Letter No. 045/356-Tapem/2023		Internal guideline for the preparation of the 2023 LPPD	Fully implemented
5	Technical Guidelines for Regional Performance Evaluation	EKPKD Guideline Book 2023		Reference for synchronizing performance indicators	Fully implemented

Source: Field Observation and Documentation Results, 2025

Based on the table above, it can be seen that the list of legal bases used in the preparation of the LPPD of Tangerang Regency for 2023 has covered all the main regulations required. Most of the documents have been fully implemented, while several provisions of the Director General of Regional Autonomy circular letters are still in the adjustment stage due to the introduction of new indicators in the middle of the fiscal year. Periodic updates of legal documents are carried out by the Governance Affairs Division to ensure that all regional government agencies use the same version of regulations.

The analysis results indicate that the availability of regularly updated summaries of legal bases helps reduce potential differences in interpretation among regional government agencies and accelerates the clarification process during the validation and internal audit stages.

This single legal reference serves as a common guideline to ensure that all report preparation refers to the same regulations. In addition, orderly legal documentation plays an important role in strengthening accountability, as all regulatory changes can be traced through version records and update dates.

As an implication and follow-up, it is recommended that the Government of Tangerang Regency establish a centralized, digital-based legal repository that is easily accessible to all OPDs. This repository should be equipped with version numbers, update dates, and records of content changes to maintain consistency in legal references.

Furthermore, it is important to add a matrix linking regulatory articles to performance indicators as an official appendix in the LPPD document, which outlines the relationship between regulatory provisions and the measured performance indicators. This step is expected to strengthen legal alignment, improve the efficiency of the drafting team's work, and ensure that each reported performance indicator has a strong and accountable legal basis.

### 3) Data Validity and Accuracy

Based on the results of observations and interviews, it is known that the data verification and validation process in the preparation of the Regional Government Administration Report (LPPD) of Tangerang Regency for 2023 was carried out in a multi-layered and systematic manner. Based on observations, the first verification stage was conducted by staff of the Governance Affairs Division (Tapem), who were responsible for checking the format, completeness, and conformity of documents with the standardized LPPD template. The second stage was carried out by the Regional Development Planning Agency (Bappeda) to ensure the alignment of indicators with the Regional Medium-Term Development Plan (RPJMD) and the annual planning documents (Renja) of each OPD. The third stage was conducted by the Inspectorate (APIP), which reviewed data compliance with applicable regulations and examined the supporting evidence attached.

During the verification process, several discrepancies in numerical figures were found for certain performance indicators, particularly in the areas of public services and infrastructure. These inconsistencies were immediately followed up through written clarification between the Governance Affairs Division and the relevant OPDs. After adjustments were made, OPDs were requested to re-upload the revised supporting evidence. Each review result was then recorded in a validation control sheet with status categories of "accepted," "minor revision," or "major revision," which helped monitor the progress of data revisions until the finalization stage of the report.

**Table 4.3** Results of Verification and Validation of LPPD Data for Tangerang Regency in 2023

No.	Verification Stage	Responsible Institution	Focus of Review	Number of Findings	Completion Status
1	Initial Review of Format and Completeness	Governance and Affairs Division (Tapem)	Report format and structure	12 findings	Verified and completed
2	Review of Indicator Alignment	Bappeda	Consistency of indicators with the RPJMD/Renja	8 findings	Under minor revision

No.	Verification Stage	Responsible Institution	Focus of Review	Number of Findings	Completion Status
3	Review of Supporting Evidence and Compliance	Inspectorate (APIP)	Physical evidence and data validity	5 findings	Completed with clarification
4	Finalization of Verified Data	LPPD Team	Drafting Final consolidation of all data	–	Completed and approved

Source: Field Observation and Documentation Results, 2025

Based on the table above, it can be seen that a total of 25 findings were identified in the verification and validation process, distributed across three stages of review. Most of the findings were administrative in nature, such as non-uniform report formats or incomplete supporting documents. Through written clarification mechanisms and evaluation meetings, all findings were resolved prior to the finalization stage. This multi-layered review process demonstrates that the supervision and validation system has been implemented effectively in maintaining the accuracy and reliability of the data submitted by each Regional Apparatus Organization (OPD).

From the analysis, it can be concluded that the implementation of a multi-tiered verification mechanism is able to reduce the number of corrections at the final stage while simultaneously enhancing the reliability of the report content. A rapid clarification system and the completeness of supporting evidence play an important role in maintaining the credibility of the data submitted to the central government. In addition, cross-agency coordination among the Governance Affairs Division (Tapem), Bappeda, and the Inspectorate is a key factor in ensuring that the final LPPD report has high validity and complies with applicable regulations.

As a follow-up, it is recommended that the Government of Tangerang Regency continue to use supporting evidence checklists and implement a standardized file-naming system to facilitate data tracking. Furthermore, it is important to optimize the role of the Inspectorate by conducting sampling reviews at the early stages of the preparation process, so that the validation process does not accumulate at the final stage. With these measures, data quality can be maintained, correction time can be made more efficient, and the final LPPD report can be submitted on time with a high level of accuracy.

### b. Integration

Integration in the preparation of the Regional Government Administration Report (LPPD) of Tangerang Regency for 2023 encompasses coordination processes, communication, task allocation, and the effectiveness of coordination meetings among regional government agencies. Based on in-depth interviews and field observations, it is known that the integration aspect plays a crucial role in ensuring alignment of work among institutions and members of the drafting team, so that all stages of report preparation are carried out in a structured and well-coordinated manner.

#### 1. Coordination between the Governance Section and related OPDs

Based on interviews with the Head of the Governance Affairs Division (I2), it was stated that coordination with Regional Apparatus Organizations (OPD) is carried out through several mechanisms, such as coordination meetings, official circular letters, and informal communication through working groups. The Head of the Governance Affairs Division explained,

“We coordinate with each OPD on a regular basis, both through meetings and online communication, to ensure that all required data are submitted on time and in the appropriate format.”

Meanwhile, a representative from the Department of Population and Civil Registration (I5) stated that the coordination conducted was very helpful in understanding the requested indicators and aligning them with each agency's reports. Based on observations, effective coordination is also supported by the use of the SiLPPD application, which functions as an online data exchange platform, facilitates supervision, and accelerates the inter-agency verification process.

Observations of coordination between the Governance Affairs Division and OPDs through direct monitoring of coordination meetings show that meetings are held regularly and attended by representatives from various OPDs, Bappeda, and the Inspectorate. However, the level of attendance and participation of OPDs in these coordination meetings still varies. Observations of communication patterns indicate that coordination is conducted through three main channels: official letters, WhatsApp groups, and technical meetings. From observations of activities within the WhatsApp group, it appears that communication intensity is relatively high, but the level of responsiveness from OPDs to requests for information or clarification remains uneven. Observations of the letter disposition process show that bureaucratic mechanisms in information delivery still require a considerable amount of time, as they must pass through several hierarchical levels before reaching the operators directly responsible.

## 2. Effective communication between the LPPD drafting team

Based on interviews with the Head of the Governance Affairs Division (I2), a representative from the Inspectorate (APIP) (I3), and a representative from Bappeda (I4), it is known that communication among members of the LPPD drafting team runs effectively because it is facilitated by a multi-layered communication system, both formal and informal. The Head of the Governance Affairs Division explained, "We utilize working groups to accelerate the dissemination of information, especially when there are changes in formats or deadlines."

Based on observations, communication among the drafting team does not occur only during meetings, but also through digital working groups that function as daily coordination channels. This indicates that intensive and open communication supports the smooth implementation of the overall LPPD preparation process.

## 3. Clarity of tasks and responsibilities between team members

The division of duties and responsibilities within the LPPD drafting team was explained by the Head of the Governance Affairs Division (I2) and the Regional Secretary (I1). The Head of the Governance Affairs Division stated, "Each team member has clearly defined duties based on the decree establishing the LPPD drafting team, ranging from data collection and verification to the preparation of the final report."

A similar view was expressed by the Regional Secretary (I1), who added that task allocation is carried out proportionally based on each member's field of work and technical capabilities. Based on observations, this distribution of responsibilities is also reflected in the activity monitoring list, which indicates who is responsible for specific indicators or sectors. Thus, clarity in the division of tasks is one of the factors that supports the smooth implementation of the report preparation process.

## 4. Effectiveness of the implementation of internal coordination meetings

The effectiveness of internal coordination meetings was explained by the Head of the Governance Division (I2), who stated that meetings were held periodically according to the LPPD preparation stages, both at the beginning of planning and during the evaluation of data collection results. The Head of Governance Division explained,

Based on observations, each meeting produced minutes and a list of follow-up actions that were distributed to all Regional Apparatus Organizations (OPD) through the SiLPPD application. This indicates that coordination meetings function not only as a communication forum but also as a means of monitoring and evaluating the progress of report preparation.

Overall, the research results indicate that the integration aspect in the preparation of the 2023 Tangerang Regency LPPD has been quite effective. Inter-agency coordination was focused, communication was open, tasks were clearly divided, and coordination meetings played a crucial role in maintaining integration between regional agencies. These findings demonstrate that good integration is a key factor in the successful preparation of the LPPD, which is timely, accurate, and in accordance with applicable regulatory guidelines.

### **c. Adaptation**

The adaptation aspect in the preparation of the 2023 Tangerang Regency Regional Government Implementation Report (LPPD) illustrates the preparation team's ability to adapt to policy dynamics, regulatory changes, and the use of digital technology in the reporting process. Adaptation also reflects how the team responded to field constraints and developed innovations to make the report more efficient, accurate, and in accordance with applicable guidelines.

#### **1) Ability to adapt the drafting process to changes in central regulations**

Based on interviews with the Head of Governance (I2), the Regional Secretary (I1), and a representative from the Population and Civil Registration Office (I5), it was discovered that changes to central government regulations occur almost annually and directly impact the LPPD preparation process.

Field observations indicate that each time a regulation changes, the preparation team immediately issues an internal circular and updates the indicator matrix. Adaptation is carried out quickly, utilizing online meetings and a working group system to avoid disrupting reporting deadlines. This demonstrates the team's flexible and adaptable work patterns to changes in central government policies.

#### **2) Adjustments to the use of the SiLPPD system**

The implementation of the SiLPPD electronic system represents an important form of adaptation in the modernization of LPPD preparation in Tangerang Regency. Based on interviews with the Head of the Governance Affairs Division (I2), it was explained that although this system facilitates data collection and verification, its initial implementation faced several technical challenges.

Based on observations, short training sessions were conducted in the meeting room of the Governance Affairs Division over a two-day period, focusing on data input procedures, file formats, and the use of verification features. Assistance was also provided by technical staff from the SiLPPD team whenever error reports or data input mistakes occurred. The use of this system has proven to improve efficiency and data accuracy, as all documents are stored in a single portal that can be accessed in real time by all relevant stakeholders.

#### **3) Responsiveness to field constraints and dynamics**

The results of interviews with the Head of the Governance Affairs Division (I2), a representative from Bappeda (I4), a representative from the Department of Population and Civil Registration (I5), and a staff member of the Governance Affairs Division (I6) indicate that the LPPD drafting team demonstrates a high level of responsiveness to various technical and administrative obstacles encountered in the field. The Head of the Governance Affairs Division (I2) explained that,

Based on field observations, this weekly monitoring mechanism has proven effective in accelerating problem resolution and reducing delays in data collection. Fast, open, and solution-oriented communication has become one of the key success factors enabling the team to maintain the stability of the report preparation process.

#### 4) Innovation in accelerating and simplifying the preparation of LPPD

The results of observations indicate that the use of a digital-based system and automated templates has successfully reduced the time required for report preparation by approximately 20–30 percent compared to the previous year. In addition, this innovation has enhanced transparency and accountability, as all progress can be viewed online by all members of the drafting team.

Furthermore, observations of the integration dimension in the preparation of the LPPD of Tangerang Regency show that coordination between the Governance Affairs Division and Regional Apparatus Organizations (OPD) has been implemented through various structured mechanisms; however, the effectiveness of this coordination still faces several challenges. The researcher conducted direct observations of coordination meetings organized by the Governance Affairs Division, which were attended by representatives from various OPDs, the Regional Development Planning Agency (Bappeda), and the Regional Inspectorate. In the observed coordination meetings, the Governance Affairs Division presented updates on the progress of LPPD preparation, identified obstacles encountered, and provided technical guidance regarding the completion of performance indicators and the preparation of supporting evidence. The meeting forum also served as a medium to discuss specific issues faced by OPDs and to seek joint solutions through collaborative discussion.

Nevertheless, observations of attendance and participation levels of OPDs in coordination meetings revealed considerable variation. Some OPDs demonstrated a high level of commitment by consistently sending the same representatives to each coordination meeting, thereby ensuring continuity of understanding and effective communication between those OPDs and the drafting team. In contrast, other OPDs frequently sent different representatives to each meeting, and some only sent representatives to certain meetings. This inconsistency in representation resulted in disruptions in the flow of information and understanding of technical guidance delivered in previous meetings. Consequently, the affected OPDs often experienced difficulties in implementing technical instructions and had to conduct repeated consultations to obtain clarification, which ultimately hindered the progress of data preparation within those OPDs.

Observations of communication patterns in the coordination of LPPD preparation indicate that three main communication channels were used: official letters, WhatsApp groups, and technical meetings. These three channels have different functions and characteristics but complement each other in supporting the coordination process. Official letters are used as formal instruments for data requests, reminder letters, and official notifications regarding schedules or policy changes in LPPD preparation. The researcher observed that this official correspondence mechanism follows standard bureaucratic procedures, whereby letters sent by the Governance Affairs Division must go through disposition by the Regional Secretary before being forwarded to the heads of the relevant OPDs, and subsequently disposed to operators or staff responsible for data preparation. This lengthy disposition process creates a time gap between the delivery of letters and responses or follow-up actions from OPDs, contributing to the overall slow pace of data collection.

WhatsApp groups function as a rapid communication medium that enables real-time information exchange between the Governance Affairs Division and operators across all OPDs. From observations of activities within the LPPD coordination WhatsApp group, the researcher found that communication intensity was relatively high, especially during periods approaching data submission deadlines. The Governance Affairs Division actively shared updates on the latest developments, sent reminders to OPDs that had not yet

submitted data, and responded to technical questions raised by operators. However, the level of responsiveness from OPDs to information requests or clarifications conveyed through the WhatsApp group was still uneven. Some OPDs responded quickly and actively asked questions when encountering difficulties, while others took a long time to respond or did not respond at all to questions or requests communicated in the group. This condition indicates that although digital communication channels are available, communication effectiveness still heavily depends on the commitment and responsiveness of each OPD.

When communication through WhatsApp groups did not yield adequate responses, the Governance Affairs Division followed up through direct communication, either via telephone calls or direct visits to the relevant OPDs. The researcher observed that this direct communication approach proved to be more effective in resolving issues and encouraging OPDs to promptly fulfill their obligations. However, this approach requires a considerable allocation of time and resources from the Governance Affairs Division team, which ultimately adds to their workload in the coordination process. Technical meetings are held to address more specific and complex issues that require in-depth discussion and joint decision-making. These technical meetings are usually attended by representatives from OPDs facing particular constraints, along with resource persons or facilitators from the Governance Affairs Division, Bappeda, or the Inspectorate who can provide technical solutions to the problems encountered. This technical meeting mechanism has proven effective in resolving technical and complex issues; however, not all OPDs utilize this forum optimally due to various reasons, such as workload constraints or a lack of awareness of the importance of technical consultation.

#### **Factors that hinder the preparation of LPPD through coordination of regional apparatus**

Based on the results of observations and interviews with several key informants, it is known that the coordination process among regional government agencies in the preparation of the Regional Government Administration Report (LPPD) of Tangerang Regency for 2023 has generally been carried out well. Nevertheless, several obstacles were still identified that affected the effectiveness of its implementation. These obstacles can be grouped into three main aspects: delays in data submission by regional apparatus organizations (OPD), limitations in human resources (HR), and technical constraints in the use of the SiLPPD application system, which serves as the main platform for report preparation.

Based on field observations, it was found that several OPDs had not submitted data on time in accordance with the schedule set by the Governance Affairs Division as the coordinator of LPPD preparation. In addition, differences in data formats among OPDs were still identified, particularly for indicators related to cross-sectoral government affairs. This condition caused the data compilation and verification process to take longer, as the drafting team had to make repeated adjustments to the report format. On the other hand, some LPPD management staff in OPDs experienced job rotation, which required an adaptation period to the new reporting system and working mechanisms. Another obstacle that frequently emerged was technical issues in the SiLPPD application, such as delays in data upload processes and input errors caused by high access loads or limited operator understanding of the application's features.

The interview results with key informants further reinforced these findings. The Head of the Governance Affairs Division (I2) stated, "Some OPDs are sometimes late in submitting data due to tight activity schedules. Others are still adjusting to the new format aligned with the Ministry of Home Affairs Regulation (Permendagri) and the SiLPPD system." This statement indicates that time constraints and limited understanding of reporting formats are dominant factors contributing to delays in data collection. Furthermore, a representative from the Inspectorate (APIP) (I3) added, "The main difficulties usually relate to the completeness of supporting evidence and understanding of indicators. Sometimes there are differences in perception among OPDs in determining performance achievements, so repeated clarification

is required.” This illustrates that differences in perception and interpretation of performance indicators also constitute substantial obstacles in maintaining report consistency.

From Bappeda’s perspective (I4), it was explained that, “Synchronization with the RPJMD is actually already good, but often the data we receive are incomplete, so revisions are needed before the validation process. This takes time because we have to wait for revisions from the OPDs.” This statement shows that administrative constraints related to data completeness also slow down the indicator validation process. In addition, staff from the Governance Affairs Division (I6) revealed technical problems encountered in the field, stating, “Sometimes the SiLPPD system becomes slow when accessed simultaneously by many OPDs. In addition, there are OPDs that are not yet familiar with the features for uploading supporting evidence digitally.” These technical obstacles highlight the importance of improving operator capacity in using digital applications that serve as the backbone of LPPD reporting.

Based on the results of the interviews and observations, it can be concluded that the main obstacles in coordinating LPPD preparation stem from two primary aspects: administrative and technical. From the administrative side, problems arise due to delays in data submission, differences in formats among OPDs, and varying levels of understanding of performance indicators. From the technical side, limited human resources with adequate data management competencies, as well as access constraints in the SiLPPD application, cause the verification and validation processes to proceed slowly. External factors, such as uneven internet network quality among institutions, further exacerbate the situation. These obstacles indicate that although coordination has been implemented, its effectiveness still needs to be strengthened through improvements in work systems and the capacity of implementers in the field.

### **Efforts to Improve the Effectiveness of LPPD Preparation through Coordination of Regional Apparatus in Tangerang Regency in 2023**

Based on the research findings, efforts to improve the effectiveness of preparing the Regional Government Administration Report (LPPD) in Tangerang Regency in 2023 were carried out through several main strategies, including enhancing coordination among regional government agencies, strengthening the monitoring and evaluation system, improving the capacity of human resources (HR), and optimizing the use of the SiLPPD application. These efforts were implemented continuously by the Governance Affairs Division as the main coordinator, with support from the Regional Development Planning Agency (Bappeda), the Inspectorate, and all relevant Regional Apparatus Organizations (OPD).

Based on field observations, the Government of Tangerang Regency has established coordination checklists and data control sheets for each OPD as working guidelines in the preparation of the report. Coordination meetings are held regularly, at least twice each quarter, and are reinforced by technical meetings prior to the deadline for uploading the LPPD into the system.

In addition, the local government conducts coaching clinics or technical training on LPPD preparation involving operators from each OPD, as well as resource persons from Bappeda and the Inspectorate. Communication efforts are also strengthened through the use of online coordination groups such as WhatsApp Groups and shared drives, which function to accelerate information exchange, clarify technical instructions, and facilitate the sharing of supporting documents.

From the results of these observations and interviews, it can be concluded that improving the effectiveness of LPPD preparation is achieved through a collaborative and integrative approach involving all elements of regional government agencies. Strengthening routine coordination, both face-to-face and online, has accelerated communication processes, reduced data input errors, and increased time efficiency.

The use of shared drives and internal communication media has proven effective in maintaining the flow of information among institutions. On the other hand, the involvement of the Inspectorate in the validation process from the early stages has also helped improve the accuracy and consistency of the reports. Efforts to enhance human resource capacity through technical training play an important role in ensuring that each operator understands the guidelines, reporting formats, and mechanisms for using the SiLPPD application properly, so that the preparation process runs more systematically and accountably.

As a follow-up to these various efforts, the Government of Tangerang Regency is advised to maintain the pattern of quarterly coordination meetings and to add cross-OPD evaluation sessions after the submission of final data. The development of an online-based LPPD monitoring dashboard is recommended so that the progress of report preparation from each OPD can be monitored in real time by regional leaders.

In addition, it is necessary to compile an LPPD manual book for Tangerang Regency containing technical guidelines for report preparation, an indicator glossary, and examples of supporting evidence as a permanent reference for all regional government agencies. Strengthening collaboration among the Governance Affairs Division, Bappeda, and the Inspectorate should also be formalized in the form of an LPPD Coordination Team with a clear work structure and activity schedule.

With these measures, it is expected that the effectiveness of LPPD preparation in Tangerang Regency will continue to improve in the coming years. Coordination among regional government agencies will become more focused, the preparation process faster and more accurate, and the resulting reports increasingly aligned with the guidelines of the Ministry of Home Affairs Regulation (Permendagri) and the principles of accountability in regional government administration.

## 5. Conclusion

Based on the results of the research conducted on the effectiveness of preparing the Regional Government Administration Report (LPPD) through coordination among regional government agencies in Tangerang Regency in 2023, several conclusions can be drawn as follows: The preparation of the LPPD in Tangerang Regency in 2023 has generally not been carried out effectively. Although there have been coordination efforts among regional government agencies through clear time planning, the availability of a comprehensive legal framework, and the implementation of a multi-layered data verification and validation system, significant obstacles and problems were still found in the implementation process. Based on Duncan's dimensions of effectiveness, this ineffectiveness can be observed in several aspects. In the dimension of goal achievement, delays in data submission from most Regional Apparatus Organizations (OPD) were identified, causing the preparation process to deviate from the established timeline. From the first request letter, only four OPDs completed the required data, and only by the final request letter did 34 OPDs submit their data, close to the deadline. In the integration dimension, coordination and communication among OPDs remained weak, as indicated by slow responses to data request letters and ineffective communication through WhatsApp groups. In the adaptation dimension, obstacles were still encountered in the use of the SiLPPD application and in the limited human resources who understood the technical guidelines for LPPD preparation, indicating that the system has not yet fully adapted to existing needs and challenges.

Factors hindering coordination in the preparation of the LPPD in Tangerang Regency include delays in data submission from several OPDs due to unprepared internal reports and the lack of prioritization of LPPD preparation, limited human resources (both in quantity and in the quality of understanding of the LPPD preparation guidelines), as well as technical constraints in using the SiLPPD application, which require sufficient time for adaptation and comprehension. In addition, weak coordination and communication

between the Governance Affairs Division as the coordinator and the technical OPDs have resulted in many OPDs responding slowly or not responding at all to data requests. The absence of a clear reward and punishment system also serves as a hindering factor, as there are no incentives or sanctions to encourage OPDs to be more disciplined in data submission. Differences in understanding among OPDs regarding performance indicators and reporting formats have also led to repeated clarification and revision processes, along with limited time for data verification and validation due to data being collected close to the deadline.

Efforts to improve the effectiveness of LPPD preparation in Tangerang Regency have been undertaken through various strategies, including strengthening coordination among OPDs through regular meetings and online forums to accelerate data collection, enhancing supervision and evaluation through periodic reports and intensive progress monitoring, conducting coaching clinics and technical guidance to improve operators' capabilities in using the SiLPPD application and understanding the LPPD preparation guidelines, and implementing parallel validation by the Inspectorate from the early stages of the preparation process to minimize data errors. In addition, data request letters were sent gradually and repeatedly to remind OPDs that had not yet submitted data, along with direct communication through WhatsApp groups to accelerate responses. These efforts have been able to reduce some of the existing obstacles; however, they have not fully resolved the fundamental problems related to coordination and OPD discipline in data submission.

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