Journal of Political Innovation and Analysis
Volume 3, No 2, July-December, 2026, pp (103-115)
E-ISSN (3089-7424)
Doi: https://doi.org/10.59261/jpia.v3i2.29

Bureaucratic Accountability Analysis Through Application-Based Monitoring System in the Enforcement of Class C Mineral Quarrying in Kupang Regency

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Article Info :
Accepted: 21-04-2024
Approved: 21-05-2026
Published: 23-06-2026

Keywords:
bureaucratic accountability; e-government; application monitoring; Galian C; Kupang Regency

ABSTRACT

Background: Bureaucratic accountability in the management of Class C mineral quarrying (Galian C) in Kupang Regency faces a serious crisis, evidenced by alleged revenue leakage of IDR 570 million across three budget years (2019–2021) and the persistence of widespread illegal mining activities despite existing regulatory frameworks.

Objective: This study aims to analyze bureaucratic accountability in the enforcement of Galian C mining through a digital application-based monitoring system launched in April 2025 by the Kupang Regency Government.

Method: This research employs a qualitative descriptive approach relying on secondary data sources, including digital media reports (Timur Today, Victory News, Koran Timor, Lintas NTT), official government documents (Kupang Regency Government website, NTT Provincial ESDM IUP data), and academic publications. Data validation was conducted through source triangulation, requiring each key finding to be confirmed by at least two independent sources.

Findings and Implications: The results indicate that the implementation of the Galian C Monitoring Application is still in its early stages, classifiable at Layne and Lee's first e-government stage (cataloguing), and is hampered by three critical deficiencies: (1) limited ASN human resource capacity and dependence on external STIKOM Uyelindo personnel; (2) underdeveloped digital infrastructure across Kupang Regency's 5,298.13 km^2 and 24 sub-districts; and (3) weak inter-agency coordination among Bapenda, Dinas ESDM, Satpol PP, and Polres Kupang.

Conclusion: Bureaucratic accountability in Galian C enforcement in Kupang Regency has not yet functioned optimally; its success requires sustained ASN capacity building, reinforced cross-institutional coordination, digital infrastructure improvement, and firm law enforcement mechanisms.

INTRODUCTION

Bureaucratic accountability is the main foundation in realizing good governance worldwide (Dwiyanto, 2021). In a global context, the challenge of enforcing accountability in the natural resources sector is not unique to Indonesia. The Extractive Industries Transparency Initiative (EITI), which as

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of 2024 includes 57 member countries, was established precisely because of the persistent gap between resource extraction revenues and public accountability across both developed and developing nations.

The World Bank (2022) has documented that weak accountability in mining governance leads to an estimated USD 20–50 billion in annual revenue losses globally, primarily through illegal mining, under-reported production, and retribution evasion. (Romzek et al., 2018) asserted that there are four types of accountability used by public institutions in managing public expectations: legal, political, bureaucratic, and professional accountability. In the digital era, the use of information and communication technology through e-Government systems enables governments to provide faster, more efficient, and transparent services, while strengthening the principles of good governance such as transparency, accountability, participation, and efficiency (Fang, 2002).

The United Nations E-Government Survey (2022) found that 193 UN member states have adopted some form of e-government strategy, yet implementation effectiveness varies dramatically based on institutional capacity and infrastructure readiness (Pribadi et al., 2024). Thus, digital application-based monitoring systems are not merely technological tools, but strategic instruments in building genuine bureaucratic accountability and their effectiveness is critically dependent on the organizational and infrastructural context into which they are introduced.

At the national level, the problem of illegal mining, including Class C quarrying (Galian C) reflects the weakness of Indonesia's bureaucratic accountability in managing natural resources. Data from the Ministry of Energy and Mineral Resources shows that as of 2023, there were more than 2,700 illegal mining sites scattered across Indonesia. (Rohman et al., 2024b) assert that current mining legislation fails to sufficiently safeguard against illegal mining activities and that enforcement responsibility remains fragmented across multiple entities, while (Fernando et al., 2023) document how the absence of robust anti-corruption mechanisms in the mining sector further deepens accountability deficits. This situation is compounded by weak inter-agency coordination, sub-optimal use of information technology, and limited human resources in the field. President Prabowo openly questioned the supervisory function of relevant authorities regarding the proliferation of unlicensed mines, confirming that technology-based mining supervision reform has become an urgent national need.

At the regional level of Nusa Tenggara Timur (NTT), the Galian C mining issue presents a more complex dilemma because it intersects with weak institutional capacity and limited regional infrastructure. (Nasir et al., 2023)

similarly found that the complexity of environmental supervision in Indonesian mining areas is closely tied to fragmented oversight structures and limited inter-agency coordination, a condition especially pronounced in regions with constrained infrastructure. A bureaucratic culture that tends to be closed, weak human resource capacity, and the lack of integrated information systems are the main obstacles to ensuring the principle of accountability can be properly implemented. This condition confirms the urgency of a more systematic and technology-based monitoring system in each regency, including Kupang Regency.

At the local level, the Kupang Regency Government took an innovative step by launching a digital application-based monitoring system. On April 25, 2025, Kupang Regent Yosef Lede officially launched seven electronic government applications together with STIKOM Uyelindo Kupang within the Electronic Government System (SPBE) framework, one of which is the Galian C Monitoring Application. However, this innovation comes amid serious issues: the Galian C retribution in Kupang Regency is alleged to be short by approximately IDR 570 million for the three budget years 2019-2021, and this case has already entered the investigation stage at the Kupang Police Resort. Furthermore, the Regent still requested accompanying personnel from STIKOM Uyelindo because the government does not yet have its own ASN technical staff, indicating that internal human resource readiness remains a real obstacle.

Several previous studies have mapped the complexity of Galian C mining governance from various perspectives, providing important groundwork for the present research. (Yanuardi et al., 2021) demonstrated that transparency initiatives in Indonesia's extractive sector such as the EITI have had limited effects on accountability and that meaningful governance improvement requires broader institutional reform beyond mere information disclosure. (Rohman et al., 2024a) further argued that without a typologically-grounded approach to illegal mining in the criminal justice system, ecological justice cannot be achieved even when legal frameworks nominally exist. (Juya et al., 2026), in a study of PT Juya Aceh Mining in Aceh Province, found that accountability crises in mining governance are systematically triggered by weak transparency mechanisms and inadequate supervision structures, and argued that digitalization of reporting systems without accompanying institutional reform remains insufficient.

These three studies collectively establish that Galian C governance failures are systemic rather than incidental, and that neither legal frameworks alone nor administrative procedures without digital support are sufficient to ensure accountability. Previous research has more frequently discussed Galian

C from the perspective of environmental law, economic impact, and social conflict, but has not addressed the urgent question of how bureaucratic accountability functions when the supervisory instrument takes the form of a newly-launched digital application in an area with limited human resource capacity and infrastructure (Hasan et al., 2026).

This research fills that gap by analyzing whether the Galian C Monitoring Application launched in April 2025 can genuinely become an effective accountability instrument under conditions of limited institutional readiness. The research gap is clear: no prior study has examined how bureaucratic accountability operates when a digital monitoring application is introduced simultaneously with an active corruption investigation in a remote Indonesian regency with demonstrably inadequate digital infrastructure and ASN technical capacity. This gap is both empirically urgent and theoretically significant.

The novelty of this study lies in three aspects not previously examined simultaneously: (1) analyzing bureaucratic accountability in Galian C enforcement specifically through the analytical lens of digital monitoring applications as accountability instruments, rather than merely as service delivery tools; (2) providing the first empirical assessment of the Kupang Regency Galian C Monitoring Application at the critical juncture of its initial launch, capturing institutional conditions before normalization occurs; and (3) situating the study in the island and remote context of NTT a region that has rarely been the locus of studies on technology-based bureaucratic accountability in the extractive sector, thereby generating findings with broader implications for remote-area governance.

The benefits of this research are threefold: academically, it contributes to e-government and bureaucratic accountability theory by testing their propositions in an under-studied frontier context; practically, it provides evidence-based policy recommendations for the Kupang Regency Government to strengthen its monitoring system; and institutionally, it offers a replicable evaluation framework for other regional governments in NTT and eastern Indonesia that are beginning to adopt digital governance tools in the extractive sector.

RESEARCH METHOD

This research employs a qualitative approach as its main methodological foundation. This approach was chosen because the issue of bureaucratic accountability in Galian C quarrying enforcement in Kupang Regency is not merely a numerical matter, but involves behavior, culture, and inter-institutional relationship dynamics that can only be understood in depth

through direct exploration. The qualitative approach is particularly appropriate given the complex and layered nature of the phenomenon ranging from revenue leakage and ASN cultural resistance to weak cross-institutional coordination and limited digital infrastructure in remote areas.

This research was conducted in Kupang Regency, Nusa Tenggara Timur Province, with a focus on government agencies directly involved in the management and supervision of Galian C mining. The primary agencies of study are: (1) the Kupang Regency Regent's Office in Oelamasi; (2) the Kupang Regency Regional Revenue Agency (Bapenda); (3) the NTT Provincial Energy and Mineral Resources Office (Dinas ESDM); and (4) active mining sites in Kupang Barat, Sulamu, Fatuleu Barat, and Takari sub-districts. The research was planned for three months, covering the stages of instrument and permit preparation, field data collection, and data analysis and reporting.

The research focuses on three sub-focuses: (1) the design and mechanism of the Galian C Monitoring Application; (2) ASN human resource capacity and digital infrastructure readiness; and (3) bureaucratic follow-up mechanisms on monitoring data. Given that this study is at an early stage and the monitored application was only launched in April 2025, data collection relies on secondary data sources.

The research corpus comprises 12 secondary data units, including: (a) eight digital media reports sourced from Timur Today, Lintas NTT, Victory News, Koran Timor, and IndoNusra, published between February and June 2025; (b) official government documents including the Kupang Regency Government's SPBE framework documentation and the NTT Provincial ESDM IUP data listing 24 active mining permits as of end-2024; and (c) three academic publications directly relevant to Galian C governance in NTT and comparable regions.

The research instrument used is a secondary data collection protocol in the form of a structured documentation matrix, which classifies each data unit according to: source credibility, date of publication, relevance to each sub-focus, and corroboration status (whether confirmed by at least one additional independent source). This instrument ensured systematic and auditable data collection across the three sub-focuses. The research subjects defined as the institutional units under analytical scrutiny are the four agencies directly involved in Galian C supervision: the Kupang Regency Regent's Office, Bapenda Kupang Regency, Dinas ESDM Province NTT, and Satpol PP Kupang Regency, with supplementary reference to the Kupang Police Resort (Polres Kupang) as the law enforcement agency.

Data analysis follows (Miles, 2014) interactive model involving three interconnected activities: data reduction (systematic classification of data

according to sub-focuses and themes), data presentation (in the form of descriptive narratives and thematic tables), and conclusion drawing and verification (through cross-source verification to ensure one key piece of information is confirmed by at least two independent sources). Theoretical triangulation is also applied all conclusions must be consistent with the three theories used simultaneously.

RESULT AND DISCUSSION

General Profile of Kupang Regency and the Launch of the Galian C Monitoring Application

Kupang Regency is the regency with the largest land area in NTT Province, covering 5,298.13 km^2 or 15.16 percent of the total NTT land area, divided into 24 sub-districts, 160 villages, and 17 kelurahan, with the regency capital in Oelamasi. As of mid-2024, the population was recorded at 390,210 people with a density of 72 people/km^2-an extremely low figure that reflects how dispersed and difficult it is to reach all areas with government services (Wikipedia, 2026). This geographically vast, hilly, and scattered condition is the main reason why digital application-based monitoring systems are critically important.

On April 25, 2025, Kupang Regent Yosef Lede officially launched seven electronic government applications together with STIKOM Uyelindo Kupang within the SPBE framework, one of which is the Galian C Monitoring Application. The Regent emphasized that given the very large area coverage, he and the Deputy Regent cannot personally reach all areas, necessitating this digital innovation (Palullungan et al., 2023). The Regent also requested accompanying personnel from STIKOM Uyelindo until the government has its own ASN technical staff an honest acknowledgment that internal human resource readiness remains unresolved.

Factual Problem of Galian C Mining in Kupang Regency

The factual conditions in the field strongly reinforce the urgency of this research. Based on data from the NTT Provincial Energy and Mineral Resources Office at the end of 2024, there were at least 24 active IUPs (both exploration and production operations) belonging to private entities operating in Kupang Regency. The retribution payment system used manual coupons of IDR 50,000 per four-cubic-meter truck capacity. This gap subsequently proved to be a source of the problem, with leakage that has now entered the investigation stage at the Kupang Police Resort (Aprilianto et al., 2025). The following table presents the documented factual problems:

Table 1. Data on Galian C Mining Problems in Kupang Regency

No.	Indicator	Data/Fact	Source
1.	Active Galian C IUPs (2024)	24 IUPs (exploration & production)	Dinas ESDM/Timur Today, Feb 2025
2.	Sub-district locations of mining	Sulamu, Fatuleu Barat, Takari, Kupang Barat	Dinas ESDM NTT/Lintas NTT, Apr 2024
3.	Potential retribution per company/month	IDR 20-50 million (depending on season)	Timur Today, Feb 2025
4.	Alleged retribution leakage	IDR 570 million (FY 2019-2021)	Timur Today, Aug 2025
5.	Legal status	Under investigation by Kupang Police	Timur Today, Aug 2025
6.	Previous retribution system	Manual/coupon at Oelamasi checkpoint	Timur Today, Feb 2025
7.	Galian C Monitoring App launched	April 25, 2025 (with STIKOM Uyelindo)	Victory News/Tirilolok News, Apr 2025
8.	Alleged illegal mining (near settlements)	Excavator operating illegally in Fatukoa	Koran Timor, Jun 2025

Source: Processed from various media sources (secondary data), 2024-2025.

Design and Mechanism of the Galian C Monitoring Application

Based on the collected secondary data, the Galian C Monitoring Application was designed collaboratively between the Kupang Regency Government and STIKOM Uyelindo to help the government monitor mining activities across the regency more systematically compared to the previously-used manual coupon system. However, from the analysis of available secondary data, no public information has been found that clearly explains the technical features of the application, the data reporting mechanism, and the data flow from the field to decision-makers.

The fact that the Regent still requires assistance from STIKOM Uyelindo indicates that technical and institutional readiness is still at a very early stage. This condition suggests that from the dimension of hierarchical and legal accountability in (Romzek et al., 2018) theory, the monitoring system does not yet fully meet the minimum standards of accountability. (Layne & Lee, 2001) e-government model would classify this application at the first stage cataloguing where the system is still building its basic capabilities and has not

reached the transaction or integration stages that would genuinely strengthen accountability.

Furthermore, the absence of a clearly-documented data flow mechanism undermines the answerability dimension identified by (Schedler, 1999) as a core component of genuine accountability. Without a transparent and publicly accessible reporting chain, the application risks becoming an internal administrative tool rather than a true accountability instrument. This aligns with (Hood, 1991) New Public Management perspective, which emphasizes that modern accountability must be linked to outcome transparency, not merely procedural documentation.

Human Resource Capacity and Digital Infrastructure Readiness

The analysis of secondary data shows that human resource capacity and digital infrastructure represent the largest weak points in the implementation of the Galian C Monitoring Application. From the human resource side, there are two very strong indicators: the acknowledged dependence on external STIKOM Uyelindo personnel, and the pattern of ASN indiscipline revealed through media coverage.

The Kupang Regent's instruction regarding morning and afternoon roll calls was reportedly ignored by a number of ASN in several agencies, indicating that an undisciplined bureaucratic culture remains very strong and potentially undermines the effectiveness of the digital monitoring system. From (Edward, 1980) Policy Implementation Theory perspective, this condition reflects weaknesses in the resource and disposition variables two of the four critical variables determining the success of policy implementation. The resource variable encompasses not only financial resources but also human resources in terms of quantity and quality.

The fact that Kupang Regency does not yet have sufficient ASN technical staff to independently manage the application is a fundamental resource deficiency. (Winarno, 2013) emphasizes that resource variables including staff, budget, facilities, and authority are often the weak point in regional government. The disposition variable referring to the attitudes and commitments of implementing officials is equally concerning. (Lipsky, 2010) Street-Level Bureaucracy theory explains that lower-level ASN have significant discretion in implementing policies. If these officials lack genuine commitment to using the monitoring system diligently, the application will merely become a symbolic tool without real operational impact.

The geographical challenges of Kupang Regency further compound these infrastructure problems. With a vast area covering 5,298.13 km^2 spread across 24 sub-districts, internet connectivity at active mining sites in remote sub-

districts such as Fatuleu Barat and Takari cannot be guaranteed. (Meijer & Bolívar, 2016) assert that smart governance requires cross-sector data integration for policy decisions to be made based on real evidence something that is impossible without reliable digital infrastructure. Nugroho and Permata (2023) similarly found that digital bureaucracy in Indonesian regional governments significantly improves service quality only when accompanied by adequate human resource capacity.

Bureaucratic Follow-Up Mechanisms on Monitoring Data

The analysis of the third sub-focus yields the most critical findings. Secondary data shows that even before the monitoring application was launched, the bureaucratic follow-up mechanism for Galian C violations was already very weak. The retribution leakage of IDR 570 million over three budget years (2019-2021) only came to light after the Regional Inspectorate conducted an examination, and the case only entered the investigation stage at the Kupang Police demonstrating that internal oversight mechanisms were unable to detect violations early.

The discovery of illegal excavator activity in Fatukoa, reported by residents to Satpol PP but not yet concretely followed up emphasizes the existence of a large gap between violation detection and enforcement response. In (Schedler, 1999) perspective, this condition shows that the bureaucratic accountability of Kupang Regency barely meets the answerability dimension minimally, but remains very weak on the enforcement dimension. The enforcement dimension requires not only the ability to receive reports, but also the concrete capacity and political will to impose sanctions.

Manazir (2023) framework for analyzing policy implementation further illuminates this problem. The lack of clear Standard Operating Procedures (SOPs) for follow-up on monitoring data creates a governance vacuum where violations can be detected but not addressed. The fragmented institutional landscape with Bapenda, Dinas ESDM Province NTT, Satpol PP, KPH, and Polres Kupang all having partial roles without clear coordination protocols exemplifies what (Edward, 1980) identifies as bureaucratic structure failures that impede effective implementation.

The inter-agency coordination problems revealed in this analysis are consistent with findings from (Sumawidayani et al., 2024) on collaborative governance in Galian C supervision in Karangasem, who found that weak coordination between agencies often creates regulatory gaps exploited by mining actors. The absence of a real-time data-sharing mechanism between the Galian C Monitoring Application and enforcement agencies therefore

represents a fundamental architectural weakness in the current accountability system.

Theoretical Synthesis: Accountability Gaps and Digital Governance

Overall, the analysis of all three sub-focuses produces one strong preliminary conclusion: bureaucratic accountability in Galian C enforcement in Kupang Regency through the application-based monitoring system has not yet operated optimally. This finding is consistent with all three theories used. Romzek and Dubnick's framework shows that the legal and professional accountability dimensions remain weak there is insufficient technical capacity to operate the system and insufficient regulatory compliance to ensure its use. Edward III's framework shows that resource and disposition variables remain problematic. The E-Government Theory shows that infrastructure and digital literacy do not yet support effective implementation.

The implications of these findings extend beyond the specific case of Kupang Regency. For the broader scholarship on e-government in developing regions, this case demonstrates that technological innovation however well-intentioned cannot substitute for the foundational requirements of effective public administration: clear standard operating procedures, adequate human resources, robust inter-agency coordination, and genuine political commitment to enforcement. (Prasojo & Kurniawan, 2008) warned that technology-based bureaucratic reform will only succeed if accompanied by organizational culture change from closed to open and responsive a transformation that requires sustained leadership and institutional effort beyond simply launching an application.

CONCLUSION

The Kupang Regency Government's efforts to improve bureaucratic accountability through the launch of the C-Galing Monitoring Application are a progressive step, but its implementation still faces systemic obstacles in three analyzed dimensions: application design and mechanisms, human resource and digital infrastructure readiness, and bureaucratic follow-up mechanisms so that bureaucratic accountability for C-Galing supervision has not been optimal.

Its success requires: increasing the technical capacity of ASN through a structured management transfer roadmap from STIKOM Uyelindo, strengthening cross-agency coordination through the establishment of an Integrated C-Galing Control Task Force with binding SOPs, improving digital infrastructure through special APBD allocations in remote mining sub-districts, and a firm law enforcement mechanism connected in real-time to

monitoring application data. Further research is recommended using primary data through interviews and longitudinal assessments after 12–18 months of operation.

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