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Digital Public Service Innovation in Sirimau District, Ambon City: A Document Analysis of Policies, Platforms, and Performance Indicators

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Abstract

Indonesian city governments have invested in digital public services, but evidence on how these innovations reach the sub-district (*kecamatan*) level, where many citizens first encounter government, remains limited. This article examines digital public service innovation in Sirimau District, the administrative core of Ambon City, Maluku. Using qualitative document analysis, it analyses 20 documents published between 2019 and 2026: eight news reports, two Ombudsman releases, one academic thesis, two national SPBE evaluation decrees, one city performance report, one city planning document, three Sirimau District documents (strategic plan, performance report, and satisfaction survey), the sub-district's social media record, and a check of the Ambon Access application listing. Because eight of the documents are news reports, many based on official statements, each document was appraised for authenticity, credibility, representativeness, and meaning. Initiatives were coded by e-government maturity, the role of the sub-district, the distribution of administrative work between government and citizens, and the indicators reported. Four initiatives were identified: the Ambon Access integrated application, a planned electronic *kelurahan* (urban village) letter service, Digital Population Identity (IKD) activation, and the integration of IKD with social assistance data. Ambon Access was designed to reach the transaction stage for permits, taxes, and complaints, but the evidence on its current operation is limited, and the planned kelurahan service was piloted outside Sirimau. In the documents examined, Sirimau acts as an implementation site, hosting assisted IKD activation and the final phase of data update, but no document records it as the designer or operator of a digital service. City-level indicators are available, but none measures digital service use by sub-district. The findings describe the documented record and cannot show actual use or informal practice. The article recommends sub-district-level usage metrics, assisted digital service points in kelurahan, and the revival of electronic kelurahan services in Sirimau.

Keywords: Digital Public Service, E-Government, Public Service Innovation, Document Analysis, Ambon City.

INTRODUCTION

Digital transformation has become a central agenda of Indonesian public administration. Presidential Regulation Number 95 of 2018 on the Electronic-Based Government System (SPBE) requires all government agencies to integrate their services and information systems (Republik Indonesia, 2018), while Minister of Home Affairs Regulation Number 72 of 2022 introduced the Digital

Population Identity (IKD) as a digital counterpart to the electronic identity card (Kementerian Dalam Negeri, 2022). These policies are typically implemented by city and regency agencies, but citizens frequently encounter government at the sub-district (*kecamatan*) and urban village (*kelurahan*) levels, where they obtain administrative letters and recommendations. Whether digital innovation reaches these levels is therefore a test of whether it changes everyday public services.

Four strands of literature inform the analysis, and each is operationalised as a coding category (Table 1). First, public sector innovation research distinguishes the adoption of an innovation from its diffusion and use, and emphasises that organisational and environmental conditions shape both (De Vries et al., 2016). Second, the e-government literature describes a progression from publishing information (catalogue), through online transactions, to vertical integration with higher levels of government and horizontal integration across agencies (Layne & Lee, 2001). Because this model has been criticised for its linear assumptions, it is complemented here by the national SPBE maturity framework, which rates the capability of each service on five levels (Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi, 2020). Third, digitalisation changes the encounter between citizens and the state, often shifting administrative work to citizens (Lindgren et al., 2019). The literature on administrative burden shows that such shifts impose learning, compliance, and psychological costs that fall unevenly on citizens (Herd & Moynihan, 2018), and that digital self-service can turn citizens into their own caseworkers (Madsen et al., 2022). Digital transformation produces value only when processes are redesigned (Mergel et al., 2019). Fourth, unequal skills and patterns of use can leave some citizens behind even when access is available (van Dijk, 2020).

Table 1. Analytical Categories

Strand	Coding category	Codes
Innovation diffusion (De Vries et al., 2016)	Stage of diffusion documented	Planned; launched; use reported (with data); discontinued or not reported after launch
E-government maturity (Layne & Lee, 2001; SPBE)	Maturity of the initiative's own functions	Catalogue; transaction; vertical integration; horizontal integration; delivery of a national system
Citizen–state encounters and administrative burden (Lindgren et al., 2019; Herd & Moynihan, 2018)	Who performs the administrative work	Self-service by citizens; assisted service by staff; not documented
Digital divide (van Dijk, 2020)	Provision for groups less able to use digital channels	Assistance documented for specific groups; not documented
Role of the sub-district	Role of Sirimau District	Innovator (designs or operates); implementation site (service delivered in Sirimau, documented); not documented

Source: Developed by the authors, 2026.

Studies of digital services at the sub-district and kelurahan levels in Indonesia show recurring gaps between availability and use. In Gorontalo City, a kelurahan digitalisation application was used by only about 15 percent of residents in one sub-district, and services stopped whenever the single operator was absent (Paramani et al., 2025). In Badung Regency, a civil registration tracking application reportedly reduced processing time, but its use was concentrated in urban areas (Yolanda & Wirantari, 2025). In Bekasi City, an online population service was complemented by officers who assisted residents unable to use it (Turahmawati & Suryani, 2022), and in Sambas Regency, IKD adoption lagged among elderly residents (Danil & Rahmadanita, 2024).

Ambon City, the capital of Maluku Province, had 357,290 inhabitants in 2024 (Badan Pusat Statistik Kota Ambon, 2025). It has pursued a smart city agenda since at least 2019 and was rated "good" in the first national SPBE evaluation, conducted in 2018 and reported in 2019 (Antara, 2019). In the most recent evaluations, its SPBE index was 2.71 ("good") for 2023 and 3.02 ("good") for 2024 (Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi, 2024a, 2025a), compared with national indices of 2.79 for 2023 and 3.12 for 2024 (Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi, 2024b, 2025b). Sirimau District is the city's administrative core: its capital is Karang Panjang, it covers 86.82 km², and it comprises 10 kelurahan and 4 villages or *negeri* (Pemerintah Kota Ambon, 2025). It hosts the city hall and most city agencies and had 152,416 inhabitants in 2024,

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about 43 percent of the city's population (Badan Pusat Statistik Kota Ambon, 2025). Sirimau was chosen because, as the district with the largest population and the seat of city government, it is where city-led digital initiatives would be expected to reach the sub-district level first. If they do not reach Sirimau, they are unlikely to reach Ambon's other districts. An academic study of the city's Ambon Access application found that its implementation was not optimal (Saimima & Zahrati, 2024), but no study has examined how the city's digital innovations relate to the sub-district level, or to Sirimau in particular.

Document analysis was chosen on substantive grounds. Public documents reveal how the city government, oversight bodies, and the media frame, announce, and measure digital innovation, and whether the sub-district appears in that record at all. If sub-district-level metrics are absent from official documents, the absence is itself a finding about how performance is governed. Document analysis cannot, however, show actual use, user experience, or informal practices at the sub-district office, and the findings should be read with this limit in mind (Bowen, 2009).

This article therefore uses document analysis to answer three questions: (1) which digital public service innovations have been introduced in Ambon City and at what stage of maturity they operate; (2) what role Sirimau District plays in these innovations according to the documented record; and (3) what performance indicators are available to assess them. The article contributes a framework for locating the sub-district within city-level digital innovation, evidence that sub-district-level metrics of digital use are absent from the documented record, and priorities for local government and field research.

METHODS

This study used qualitative document analysis, a systematic procedure for finding, selecting, appraising, and synthesising data contained in documents (Bowen, 2009). Its unit of analysis is the digital public service initiative, defined as an electronic channel through which citizens obtain information, submit requests, make payments, or complain, together with the policies and indicators associated with it. The study focuses on Ambon City and on Sirimau District within it.

Documents were identified through searches of the Ambon City Government website, the Sirimau District website and its official Instagram account, the websites of the 10 kelurahan in Sirimau (three of which were active), the KemenPANRB and Ombudsman websites, the regional and national portals of the Antara news agency, other online media, and academic repositories. Search terms included "Ambon Access", "digitalisasi pelayanan publik Kota Ambon", "SPBE Kota Ambon", "IKD Ambon", "Ombudsman Kota Ambon", "Kecamatan Sirimau", "Renstra Kecamatan Sirimau", and "LKjIP Kecamatan Sirimau". Requests for the Sirimau strategic plan, performance report, and satisfaction survey report were also made to the sub-district office by e-mail, and the three documents were received in PDF form. Documents were included if they were publicly accessible or officially provided, were published between 2019 and 2026, and contained specific information about a digital public service in Ambon City, a related performance indicator, or Sirimau District. Documents that merely repeated information from an included document, and documents whose authorship could not be verified, were excluded. Table 2 summarises the selection. The documents were accessed in October 2026, and all web pages and news items were archived through the Internet Archive on 15–16 October 2026.

Table 2. Document Selection

Stage	Documents	Notes
Identified through searches and requests	64	Websites 23; news 31; repositories 6; requested 3; app store 1
Excluded: duplicate information	29	Mostly news items repeating a single press release
Excluded: no specific information on a digital service, indicator, or Sirimau	12	General smart city statements
Excluded: authorship not verifiable	3	Unsigned blog and aggregator posts
Included	20	See Table 3

Source: Authors' search, 2026.

Each document was appraised using Scott's (1990) criteria of authenticity (whether the document is genuine and of known origin), credibility (whether it is free from error and distortion), representativeness (whether it is typical of documents of its kind), and meaning (whether its content is

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clear). News reports based mainly on press releases or officials' statements were rated lower for credibility, because they record what officials announced rather than what was implemented. Table 3 reports the appraisal.

Each document was read in full and coded with the categories in Table 1 by the first author, and the coding was checked by the second author. Maturity was coded by the functions of the initiative itself. Selecting a service and receiving a letter online is a transaction; vertical integration means that the city's own system is linked with a higher-level system for the same function. Where the city delivers a national application such as IKD, this was coded as the delivery of a national system rather than as vertical integration of a city system. The SPBE capability level was recorded where the official evaluation reported it. The role of the sub-district was coded as *innovator* only when a document stated that Sirimau or its kelurahan designed or operated a service; as *implementation site* only when a document stated that a service was delivered in Sirimau; and otherwise as *not documented*, which means that the documents contain no evidence either way, not that a role is absent. Following Bowen (2009), documents were treated as evidence of what organisations planned, announced, and reported rather than as direct evidence of use, and claims were cross-checked across documents wherever possible.

Table 3. Document Corpus and Appraisal

ID	Date	Source (type)	Content coded	Appraisal
D1	29 Mar 2019	Antara (2019) (news)	First SPBE evaluation (2018): Ambon index 2.93, "good"; service domain 3.12	Authentic; credibility moderate (reports official result)
D2	3 Mar 2020	Antara (2020) (news)	Ambon Access: permits, taxes, complaints, information; planned SIMAK kelurahan service	Authentic; credibility moderate (official statements)
D3	25 Nov 2020	Komite (2020) (online news portal)	Smart city priority programmes; Ambon Access as smart public service	Origin unclear; no editorial information; credibility low
D4	2024	Saimima & Zahrati (2024) (thesis)	Ambon Access implementation not optimal; weak coordination	Unpublished thesis, not peer-reviewed; repository record verified on 14 Oct 2026
D5	31 Jan 2024	Ombudsman RI (2024a) (release)	Ambon moved from yellow (2022) to green zone (2023)	Authentic; credibility high
D6	6 Feb 2024	Antara (2024a) (news)	About 11,000 IKD activations; target 25% of e-KTP holders	Authentic; credibility moderate
D7	20 Mar 2024	Antara (2024b) (news)	About 13,000 IKD users; national Dukcapil award	Authentic; credibility moderate
D8	23 Mar 2024	Antara (2024c) (news)	Telkomsel cooperation; existing call centre and omni-channel services	Authentic; credibility moderate
D9	13 Aug 2024	Antara (2024d) (news)	Ombudsman 2024 assessment of five agencies and two health centres; 2023 score 89.03; planned public service mall	Authentic; credibility moderate
D10	2025	Pemerintah Kota Ambon (2025) (performance report)	2024 performance report: satisfaction index 84.01; Sirimau profile	Authentic; credibility high
D11	17 Jul 2026	Antara (2026) (news)	IKD and social assistance integration; about 20,000 of 120,000 family heads; updating ends in Sirimau	Authentic; credibility moderate
D12	1 Feb 2024	Ombudsman RI (2024b) (release)	2023 awards to city agencies and health centres, including Puskesmas Karang Panjang (Sirimau)	Authentic; credibility high
D13	2024	KemenPANRB (2024a) (decree)	SPBE 2023: Ambon 2.71, "good"; public service domain capability level 2	Authentic; credibility high
D14	2025	KemenPANRB (2025a) (decree)	SPBE 2024: Ambon 3.02, "good"; public service domain capability level 3	Authentic; credibility high
D15	2023	Pemerintah Kota Ambon (2023) (planning document)	Regional development plan 2023–2026: SPBE targets; no sub-district digital targets	Authentic; credibility high
D16	2023	Kecamatan Sirimau (2023) (strategic plan)	Integrated sub-district administrative service (PATEN) delivered manually; "digitalisation of administrative services" planned for 2026	Authentic; credibility high

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ID	Date	Source (type)	Content coded	Appraisal
D17	2025	Kecamatan Sirimau (2025a) (performance report)	2024: 6,812 administrative letters issued, all manually; IKD activation desk hosted with Dukcapil (1,940 activations)	Authentic; credibility high
D18	2025	Kecamatan Sirimau (2025b) (survey report)	2024 satisfaction survey of the sub-district office: IKM 80.6 (B, "good"); lowest on service time	Authentic; credibility moderate (self-administered)
D19	2024–2026	Kecamatan Sirimau (n.d.) (Instagram, 41 posts)	14 posts announce IKD activation desks at the sub-district and kelurahan offices; none mentions Ambon Access	Authentic; representativeness limited
D20	14 Oct 2026	Ambon Access (2021) (Google Play listing)	Ambon Access listed; last updated March 2021; 5,000+ downloads; permit and complaint menus present	Authentic; current at date of check

Source: Compiled by the authors, 2026.

RESULTS AND DISCUSSION

Results

Digital Public Service Initiatives and Their Maturity

The documents identify four main digital initiatives (Table 4). The first is Ambon Access, an integrated application whose first version was launched on 26 September 2019. According to a 2020 report, it was designed to allow residents to process permits through the one-stop integrated service agency, pay regional taxes and levies, submit complaints with images or text instead of by SMS, and obtain public information, beginning with content for small enterprises (Antara, 2020). The city presented it as the core of its "smart public service" programme (Komite, 2020). A check of the application's store listing on 14 October 2026 found that it was still available, had more than 5,000 downloads, and showed permit and complaint menus, but had last been updated in March 2021 (Ambon Access, 2021). Ambon Access was therefore designed to reach the transaction stage for permits, payments, and complaints (Layne & Lee, 2001), but the documents do not show whether these functions are in active use.

The second initiative, SIMAK, was planned as part of Ambon Access to let residents select population administration services at kelurahan and village offices and print letters with an electronic signature provided in cooperation with the National Cyber and Crypto Agency. The service was expected to take about five minutes per resident, and three pilot sites were named: Silale, Rutong, and Ema (Antara, 2020). In Layne and Lee's terms, selecting a service and receiving a signed letter is a transaction-stage function. No later document in the corpus reports that SIMAK was implemented. The Sirimau strategic plan does not mention SIMAK and lists the digitalisation of administrative services only as a plan for 2026 (Kecamatan Sirimau, 2023), and the sub-district's 2024 performance report records all 6,812 administrative letters as issued manually (Kecamatan Sirimau, 2025a). A 2024 thesis found that Ambon Access as a whole had not been implemented optimally because of weak coordination among the parties involved and the need to improve application quality (Saimima & Zahrati, 2024).

The third initiative is the activation of IKD, a national application delivered locally by the city's population and civil registration agency. Activation reached about 11,000 residents in February 2024, the highest in Maluku, against a central government target of at least 25 percent of e-KTP holders (Antara, 2024a). The figure rose to about 13,000 users by March 2024, and the city received a national award for it (Antara, 2024b). Activation proceeded in phases, beginning with civil servants and then extending to the public through outreach at schools, offices, and public places (Antara, 2024a). The fourth initiative, reported in 2026, integrates IKD with digital social assistance data. At that time, about 20,000 of approximately 120,000 family heads had activated IKD, roughly one in six, and about 650 field officers were updating data in phases (Antara, 2026). Both are coded as the delivery of national systems rather than as vertical integration of the city's own systems. The SPBE evaluations rate the capability of the city's public service domain at level 2 for 2023 and level 3 for 2024 (Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi, 2024a, 2025a).

Three other initiatives in the corpus were considered but not coded as citizen-facing digital transactions. Smart CCTV and smart tax concern surveillance and revenue (Antara, 2024c). The public service mall (MPP) is relevant because such malls often host digital services and assisted access points.

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However, the corpus documents it only as planned in 2024 (Antara, 2024d), and no document reports its opening or its digital functions, so it is noted as a pending initiative rather than coded.

Table 4. Digital Initiatives by Maturity, Burden, and Role of Sirimau District

Initiative	Diffusion stage	Maturity	Who does the work	Role of Sirimau
Ambon Access (2019–)	Launched; use not reported; last update 2021	Transaction (designed)	Self-service by citizens	Not documented
SIMAK (planned 2020)	Planned; not reported as implemented	Transaction (planned)	Assisted at kelurahan offices (planned)	Not a pilot site (pilots in Nusaniwe and Leitimur Selatan)
IKD activation (2024–)	Launched; city-level use reported	Delivery of national system	Assisted activation and self-service	Implementation site: activation desks at sub-district and kelurahan offices (Kecamatan Sirimau, 2025a, n.d.)
IKD and social assistance integration (2026)	Launched; city-level use reported	Delivery of national system	Field officers assist	Implementation site: final phase of updating (Antara, 2026)

Source: Authors' analysis of the documents in Table 3, 2026.

The Role of Sirimau District

In the documents examined, Sirimau appears in four ways. First, it is described as an administrative territory in the city's 2024 performance report, which records its area, its capital, and its 10 kelurahan and 4 villages or negeri (Pemerintah Kota Ambon, 2025). Second, it is named as the final phase of the 2026 data update for IKD and social assistance, which began in Nusaniwe and Teluk Ambon Districts (Antara, 2026). Third, the sub-district's own documents show that it hosted IKD activation desks with the population and civil registration agency at the sub-district office and in kelurahan offices, with 1,940 activations recorded in 2024 (Kecamatan Sirimau, 2025a, n.d.). Fourth, health centres located in Sirimau appear in the Ombudsman assessments, Puskesmas Karang Panjang in 2023 and Puskesmas Rijali in 2024 (Antara, 2024d; Ombudsman Republik Indonesia, 2024b). These centres are managed by the city health agency, so their inclusion shows only that city services located in Sirimau were assessed, not that Sirimau played a role in digital services. None of the 20 documents, including Sirimau's own strategic plan, performance report, and social media, identifies Sirimau, its sub-district office, or its kelurahan as the designer or operator of a digital service. The SIMAK pilots, the only initiative designed for the kelurahan level, were located in Nusaniwe and Leitimur Selatan Districts (Antara, 2020).

Because the corpus is dominated by news reports and city-level documents, which naturally focus on city agencies, this finding could partly reflect the composition of the sources. The inclusion of Sirimau's own documents reduces this risk. The sub-district's strategic plan and performance report would be the most likely place to record its own initiatives, and they record none.

Available Performance Indicators

The documents report several indicators, summarised in Table 5. Ambon's SPBE index was 2.93 in the first national evaluation, above the 2.6 threshold for the "good" category, with a service domain score of 3.12 (Antara, 2019). It was 2.71 in 2023 and 3.02 in 2024 (Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi, 2024a, 2025a). In the Ombudsman's assessment of compliance with public service standards, the city moved from the yellow zone in 2022 to the green zone in 2023 (Ombudsman Republik Indonesia, 2024a), with a 2023 score of 89.03 (Antara, 2024d). The two years are not fully comparable, because in 2023 the Ombudsman added community satisfaction or minimum service standards to the output dimension of its assessment (Ombudsman Republik Indonesia, 2023). The city's community satisfaction index in 2024 was 84.01, against a target of 83.20 (Pemerintah Kota Ambon, 2025). Unit-level satisfaction results do exist: the Sirimau sub-district office scored 80.6 in 2024 (Kecamatan Sirimau, 2025b). This index, however, measures satisfaction with the office's services overall, not digital service use. The IKD indicators show city-level adoption rising from about 11,000 residents in early 2024 to about one in six family heads in 2026 (Antara, 2024a, 2026).

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None of these indicators measures the use of digital services by sub-district, and none measures the use of Ambon Access.

Table 5. Available Performance Indicators

Indicator	Level	Values	Measures digital use by sub-district?
SPBE index (KemenPANRB)	City	2.93 (2018); 2.71 (2023); 3.02 (2024)	No
Ombudsman compliance	City agencies and health centres	Yellow (2022); green, 89.03 (2023)	No (method revised in 2023)
Community satisfaction index (IKM)	City	84.01 (2024)	No
IKM of the Sirimau sub-district office	Sub-district office	80.6 (2024)	No (overall satisfaction)
IKD activation	City	~11,000 (Feb 2024); ~13,000 (Mar 2024); ~20,000 of ~120,000 family heads (2026)	No
IKD activations at Sirimau desks	Sub-district	1,940 (2024)	Partly (one service)

Source: Authors' analysis of the documents in Table 3, 2026.

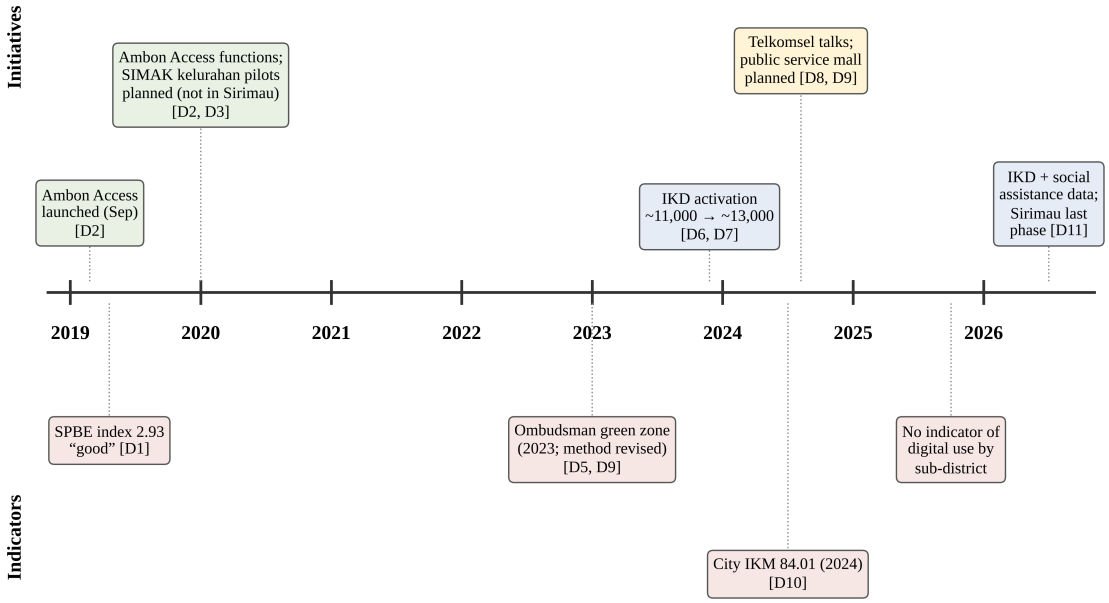

Figure 1. Timeline of Digital Public Service Initiatives and Indicators in Ambon City, 2019–2026

Source: Authors' analysis of documents D1–D11, 2026.

Figure 1 places the initiatives (above the axis) and the indicators (below it) on a timeline. The upper row shows the sequence from the launch of Ambon Access and the planned kelurahan pilots to the nationally driven IKD initiatives. The lower row shows that the available indicators are city-level and that none of them measures digital use by sub-district. The first SPBE evaluation was conducted in 2018 but reported in 2019, so it is placed in 2019.

Discussion

The first research question concerned the initiatives and their maturity. The documents show that Ambon Access was designed to reach the transaction stage in 2019. Later documents report little about its development: the planned kelurahan service is not reported as implemented, the application was later judged to be suboptimal (Saimima & Zahrati, 2024), and its store listing shows no update since 2021. Whether development has stalled cannot be established from documents alone, but the documented

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record shows no further development of the city's own platform. The documents from 2024 onwards focus instead on nationally driven systems such as IKD and on revenue and surveillance technologies (Antara, 2024c, 2026). The city's regional development plan sets SPBE targets at the city level but contains no digital service targets for sub-districts (Pemerintah Kota Ambon, 2023). This pattern is consistent with the distinction between adopting an innovation and diffusing it into routine use (De Vries et al., 2016). It also supports the argument that digital value depends on redesigning processes, which in this case would have required the kelurahan and sub-district levels to be built into the service (Mergel et al., 2019).

The second question concerned the role of Sirimau. In the documented record, the sub-district is an implementation site for nationally driven initiatives, hosting IKD activation desks and the final phase of one data-updating exercise, but not a locus of innovation. Its own core service, administrative letters, remains manual. This matters because the sub-district and kelurahan are where residents who lack digital skills or devices are most likely to seek help. The IKD activation desks show that Sirimau already performs an assisted-access role for one national service. Experience elsewhere shows that digital services at this level depend on such assistance. In Bekasi, officers helped residents who could not use the online service (Turahmawati & Suryani, 2022), and in Gorontalo, uptake remained around 15 percent and services stopped when the single operator was absent (Paramani et al., 2025). Where self-service applications such as Ambon Access are offered without an assisted channel at the sub-district, the administrative burden of learning and using them falls on citizens (Herd & Moynihan, 2018; Lindgren et al., 2019; Madsen et al., 2022), and the gap in skills and use identified by van Dijk (2020) is likely to persist.

The third question concerned performance indicators. The available indicators show improvement at the city level, including a rising SPBE index, the move to the Ombudsman green zone, and a satisfaction index above target. However, they measure capability, compliance, and satisfaction rather than the use of digital services, and the Ombudsman comparison is affected by a change of method. The only sub-district-level data concern overall satisfaction with the sub-district office and the number of IKD activations at its desks. The one city-level indicator of use, IKD activation, shows about one in six family heads by 2026 (Antara, 2026). This figure cannot be compared with the national target of 25 percent of e-KTP holders cited in 2024 (Antara, 2024a), because family heads and e-KTP holders are different populations. Similar adoption gaps have been reported in Sambas and Badung (Danil & Rahmadanita, 2024; Yolanda & Wirantari, 2025).

Document analysis has limitations. Documents record what governments plan, announce, and report, so they may overstate launches and understate problems, and the absence of a service from the documents does not prove that it does not exist. Eight of the 20 documents are news reports, seven of them from a single agency (Antara), and many rely on official statements, so patterns across them may reflect the shared focus of the sources. The addition of the sub-district's own documents reduces but does not remove this risk. The findings should therefore be read as a map of the documented record that can guide field research, not as evidence of actual use or of informal practices at the sub-district office.

CONCLUSION

Conclusion

This document analysis suggests that digital public service innovation in Ambon City has been city-led and increasingly nationally driven, while Sirimau District has been positioned as an implementation site rather than an innovator. Ambon Access was designed to reach the transaction stage for permits, payments, and complaints in 2019, but the documented record shows little further development. The planned electronic kelurahan service was piloted outside Sirimau and is not reported as implemented, and Sirimau's administrative letters remain manual. The most recent initiatives, IKD activation and its integration with social assistance data, are delivered in Sirimau through assisted desks and Sirimau was the last district reached in the 2026 data update. City-level indicators improved between 2022 and 2024, although the Ombudsman scores are not fully comparable, and none of the available indicators measures digital service use by sub-district. The central gap in the documented record is

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therefore not the absence of digital initiatives but the absence of the sub-district and kelurahan in their design and measurement.

Recommendation

The Ambon City Government is advised to define a role for Sirimau District and its kelurahan in digital service delivery; to extend the assisted IKD desks into general assisted digital service points for online applications, including Ambon Access; to revive the electronic kelurahan letter service with Sirimau kelurahan among the sites; to publish usage data for Ambon Access and IKD by sub-district; and to add questions on digital service use to the satisfaction surveys of sub-district offices. Future research should conduct interviews with sub-district and kelurahan staff and residents in Sirimau, observe service counters, and analyse usage data for Ambon Access and IKD by sub-district, so as to test whether the documented pattern reflects actual practice.

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