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Public Innovation Governance in Regional Data Integration: An Analysis of the Simata Policy in South Sumatra

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Abstract
Regional data integration is a crucial element in the digital transformation of bureaucracy, but its implementation is often faced with structural tensions between technical regulatory demands and strong sectoral egos. In South Sumatra Province, the One Data Information System (SIMATA) was initiated as a form of public innovation to break the information fragmentation impasse between Regional Apparatus Organizations (OPDs). This study aims to examine the implementation of SIMATA policies using the analytical framework of Public Innovation Governance. Through a qualitative method with a policy analysis approach, this study dissects strategic documents, regulatory instruments managed by the South Sumatra Provincial Diskominfo, and data governance practices at the regional level. The results of the analysis show that the effectiveness of SIMATA implementation is not solely determined by technological determination, but is highly dependent on the capacity of actor orchestration and administrative regularization. It was found that there is a contradiction between the formal data integration mandate and the institutional readiness of OPDs in the field. In this context, the Public Innovation Governance model serves as a bridging instrument capable of shifting passive bureaucratic compliance patterns into proactive network collaboration. This study concludes that the sustainability of SIMATA requires governance adaptation that goes beyond traditional hierarchical approaches, leading to a more adaptive innovation ecosystem. This study makes a theoretical contribution to the digital governance policy literature and offers practical recommendations for strengthening the One Data governance architecture at the local government level.

INTRODUCTION

Digital transformation is no longer understood as a sectoral technological agenda but as a national development priority (Díaz-Arancibia et al., 2024; Kaggwa et al., 2023; Syed et al., 2023). In the 2025–2029 RPJMN, digital transformation is affirmed as one of the national priorities, which includes strengthening digital infrastructure, public literacy, and developing a digital economy based on cutting-edge technology. This position is aligned with the National RPJP 2025–2045, which serves as a guideline for long-term national development. Thus, the digitalization of government and public services must be understood as part of the country's development architecture, not merely a short-term administrative project (Ministry of National

Development Planning/Bappenas, 2025; Republic of Indonesia, 2024; Republic of Indonesia, 2025).

Within this framework, Indonesia's One Data Policy serves as an institutional foundation to ensure that digital transformation does not stop at application digitization, but produces data-based governance. Presidential Regulation Number 39 of 2019 emphasizes that One Data Indonesia is directed toward producing government data that are accurate, up-to-date, integrated, accountable, and easily accessible and shared between institutions through data standards, metadata, interoperability, reference codes, and master data. Nationally, the urgency of this policy is increasingly strong because the challenge of data-driven development lies precisely in fragmentation and weak integration across sectors, both at the central and regional levels (Ministry of National Development Planning/Bappenas, 2026; Republic of Indonesia, 2019).

The implementation of One Data in South Sumatra is administratively based on Governor Regulation Number 4 of 2021 and Governor Decree Number 892/2021. Through this framework, SIMATA is transformed from a mere reporting platform into a governance instrument that integrates the production cycle, verification, and cross-sectoral data dissemination. This position places Diskominfo as an operational node in consolidating data work among OPDs to make it more standardized and coordinated (Governor of South Sumatra, 2021a, 2021b; South Sumatra Provincial Government, 2023).

However, the effectiveness of SIMATA requires more than digital readiness alone. Based on the 2023 One Data Coordination Meeting, institutional strengthening, SOP development, and data synchronization between provinces and districts/cities are absolute prerequisites for valid planning and implementation. The crucial point lies in the consistency of OPDs in supplying up-to-date and interoperable data. This challenge aligns with the studies of Bernot et al. (2024) and Ahmadi (2026), which identify that the main obstacles to One Data Indonesia often stem from administrative and coordination issues. In the regional context, the roles of Diskominfo and Bappeda constitute a vital axis in orchestrating adaptive data governance.

The main problem in the implementation of SIMATA does not lie in the availability of applications, servers, or operators alone, but in the clash between the mandate of data integration and bureaucratic work patterns that remain sectoral. The study by Bernot et al. (2024) shows that the success of One Data Indonesia is largely determined by institutional dimensions, including data standardization, interoperability, and the ability to build a cross-actor ecosystem. Thus, barriers to data integration are more accurately understood as governance issues rather than merely technological deficits. In line with this, Kasiwi et al. (2025) emphasize that the digital transformation of government in Indonesia is often constrained by fragmented institutional behavior and limited interoperability across organizations. As a result, formally connected systems do not necessarily produce substantive coordination between institutions (Bernot et al., 2024; Kasiwi et al., 2025).

In the context of South Sumatra, the role architecture has been normatively established through Governor Regulation Number 4 of 2021 and Governor Decree Number 892/KPTS/DISKOMINFO/2021, which divides functions among coordinators, data stewards, data supervisors, and data producers. However, the formal division of authority does not automatically produce effective collaboration. This is where governance problems emerge, as data tend to be treated as a source of administrative authority by each OPD. As a result, data-

sharing practices are often trapped in minimal procedural compliance rather than alignment of business processes, metadata, and horizontal accountability. This tendency is reflected in the strong official emphasis on coordination forums, stakeholder synergy, and the reduction of sectoral ego in the implementation of One Data. Therefore, the central issue of this research is not whether SIMATA exists as a platform, but why the mandate of data integration has not fully penetrated sectoral boundaries and transformed inter-OPD relations into consistent, reciprocal, and accountable collaboration (Governor of South Sumatra, 2021a, 2021b; Central Statistics Agency of South Sumatra Province, 2025; Anggraini, 2024).

Recent studies on government data integration generally develop along three main streams. The first stream highlights One Data Indonesia as a national institutional agenda. Bernot et al. (2024) show that the success of data integration is largely determined by standardization, interoperability, organizational capacity, and cross-actor ecosystem support. The second stream examines interoperability in digital governance in Indonesia. Kasiwi et al. (2025) emphasize that system connectivity does not automatically result in substantive integration due to asymmetries in technical, semantic, organizational, and legal standards across institutions. The third stream develops within the public sector innovation literature. Könnölä et al. (2021) view innovation governance as an ecosystem orchestration process requiring adaptivity, connectivity, polycentricity, and clear policy direction. In a more specific cluster, Casula and Migone (2025) position collaborative public sector innovation as promising but still analytically immature, particularly in relation to policy design. These findings are further reinforced by Di Mascio et al. (2025), who show that institutional design alone is insufficient to sustain collaborative innovation without leadership capable of building trust, shared learning, and alignment of decisions across actors.

Although important, the literature still leaves a relevant gap for this research. First, studies on One Data Indonesia tend to remain at the national level or focus on general interoperability issues, with limited explanation of how the data integration agenda is negotiated within regional bureaucratic arenas characterized by sectoral fragmentation. Second, public sector innovation literature more often discusses collaboration, design, and leadership in generic terms, but rarely applies them to regional data integration governance as both policy innovation and institutional innovation simultaneously. Third, few studies interpret platforms such as SIMATA not only as digital instruments but also as governance arenas that bring together regulations, leadership, actor orchestration, data standards, and inter-OPD relations. At this point, the novelty of this manuscript is established. This paper positions SIMATA through the lens of Public Innovation Governance in Regional Data Integration: An Analysis of the SIMATA Policy in South Sumatra to show that the success of regional data integration is not adequately explained by system availability alone, but must be understood through institutional capacity to manage collaboration, reduce sectoral fragmentation, and transform administrative compliance into adaptive co-working. Thus, this study bridges the literature on digital policy implementation, One Data Indonesia, and public sector innovation at the subnational level, which remains underexplored.

The purpose of this article is to analyze the implementation of SIMATA policy in South Sumatra Province using the lens of Public Innovation Governance, in order to explain more deeply how regional data integration is determined not only by technological readiness but also by institutional capacity to manage collaboration, coordination, and negotiation among

bureaucratic actors. Through this perspective, this article shows that the main problem in implementing One Data at the regional level lies in governance relations that have not fully overcome sectoral fragmentation, limited interoperability, and weak cross-OPD orchestration (Bernot et al., 2024; Kasiwi et al., 2025). Theoretically, this article is expected to enrich studies of digital governance and public sector innovation, especially regarding subnational data integration. Practically, it is expected to provide references for local governments in strengthening institutional design, coordination mechanisms, and the sustainability of One Data implementation.

The contribution of this research is twofold. Theoretically, this article enriches the study of digital governance and public sector innovation, particularly regarding subnational data integration issues. By applying the Public Innovation Governance framework to a concrete policy case, this research offers an analytical model that can be adapted for studying similar digital transformation policies in other regions. Practically, it provides references for local governments in strengthening institutional design, coordination mechanisms, and the sustainability of One Data implementation. The benefits include actionable recommendations for policymakers regarding the necessary conditions—beyond regulation alone—to achieve effective regional data integration, including leadership capacity building, incentive design, and enforcement of interoperability standards.

METHODS

This study used a qualitative method with a descriptive policy analysis approach to understand how data integration policies through SIMATA were implemented, interpreted, and negotiated by bureaucratic actors at the regional level. This approach was chosen because the research was not directed at testing hypotheses, but rather at unraveling the relationships between actors, institutional dynamics, and the meaning of policies in regional data governance practices. Epistemologically, this research relied on inductive logic, which is an analysis that moves from observations of the reality of SIMATA implementation, policy documents, and institutional role configurations toward a more abstract conceptualization of Public Innovation Governance. Thus, the focus of the analysis was placed on policy processes, contexts, and interactions, rather than on positivistic measurements of causality (Creswell & Poth, 2018; Dunn, 2018; Yanow, 2000).

The main locus of this research was the Communication and Information Service (Diskominfo) of South Sumatra Province as the operational node for the implementation of SIMATA, because this institution played a central role in coordinating, managing, integrating, and disseminating data across regional apparatus organizations. To obtain a more complete picture of policy implementation, the study also included several technical Regional Apparatus Organizations (OPDs) as data producers, as well as the South Sumatra Provincial Bappeda as actors involved in action planning and data utilization in the process. The selection of informants was carried out through purposive sampling by selecting subjects based on their positions and experience in the One Data policy. In this study, data were collected through in-depth interviews with 12 key informants, who were grouped into three main agency categories. The first category included 5 informants from the South Sumatra Provincial Diskominfo, consisting of the Head of Service and technical officials in the E-Government Sector as the operational node for the implementation of SIMATA. The second category included 3

informants from the South Sumatra Provincial Bappeda, especially officials responsible for data synchronization with regional development planning documents. The last category involved 4 informants from technical Regional Apparatus Organizations (OPDs), selected as representatives of sectoral data producers with varying levels of data input activity. The entire data collection process, which included policy document studies, in-depth interviews, and direct observation of the use of the SIMATA platform, was carried out from January to March 2026. This time frame was chosen to capture the dynamics of the most recent implementation after the establishment of digital transformation priorities in the 2025–2029 RPJMN (Creswell & Poth, 2018; Patton, 2015).

Data collection in this study was carried out through triangulation of sources so that the analysis of SIMATA policy implementation did not rely on a single type of evidence. First, document study was used to examine the primary data corpus that forms the formal and operational basis for the implementation of One Data in South Sumatra, including Governor of South Sumatra Regulation Number 4 of 2021 concerning One Data in South Sumatra Province, the Governor's Decree on the Establishment of the One Data Management Team, strategic planning documents of regional apparatus organizations, minutes of One Data Coordination Meetings, and other technical documents related to the roles of data guardians and data producers. Second, in-depth interviews were conducted with key informants using semi-structured interview guidelines developed based on Public Innovation Governance indicators, such as inter-stakeholder coordination, leadership, data standardization, interoperability, and institutional responses to implementation obstacles. These interviews were directed at exploring actors' narratives regarding the tension between technical regulations and implementation practices in the field. Third, limited observations were conducted through direct observation of the use of the SIMATA platform to understand how data input, verification, and utilization mechanisms were carried out in daily bureaucratic practice (Bowen, 2009; Creswell & Poth, 2018; Patton, 2015). The entire data collection process, including document studies, in-depth interviews, and platform observation, was conducted from January to March 2026. This time frame was chosen to capture the dynamics of the most recent implementation following the establishment of digital transformation priorities in the 2025–2029 RPJMN.

Data analysis in this study was carried out inductively by referring to the Miles, Huberman, and Saldaña interactive model, which includes data condensation, data display, and conclusion drawing and verification. In the condensation stage, data from policy documents, interview results, and observation records were selected, coded, and grouped into themes relevant to Public Innovation Governance, such as coordination, leadership, interoperability, and inter-stakeholder relations. The data display stage was conducted through matrices and analytical narratives to juxtapose formal regulatory content with the implementative experiences of actors in the field. Through this process, document texts such as regulations and governor decrees were compared with interview transcripts to identify contradictions between normative data integration mandates and the institutional readiness of OPDs in implementation. The validity of the data was maintained through source triangulation, by comparing information obtained from Diskominfo, Bappeda, and technical OPDs, so that the findings of the policy analysis had greater consistency, credibility, and clarity (Lincoln & Guba, 1985; Miles et al., 2014).

RESULTS AND DISCUSSION

Institutional Configuration and Coordination Dynamics

Normatively, SIMATA's institutional configuration relies on the One Data Indonesia policy architecture stipulated through Presidential Regulation Number 39 of 2019. This regulation emphasizes that the implementation of government data must meet the principles of accuracy, up-to-date, integrated, accountable, easily accessible, and shareable between institutions. To achieve this goal, this Presidential Regulation introduces governance instruments in the form of data standards, metadata, interoperability, reference codes, and master data as a prerequisite for cross-sector data integration (Republic of Indonesia, 2019). In the context of South Sumatra, the national mandate was adopted through the Governor of South Sumatra Regulation Number 4 of 2021 concerning One Data for South Sumatra Province and the Decree of the Governor of South Sumatra Number 892/KPTS/DISKOMINFO/2021 concerning the Establishment of the One Data Management Team for South Sumatra Province (Governor of South Sumatra, 2021a, 2021b). These two regional regulations form an institutional basis for the division of roles between coordinators, data guardians, data coaches, and data producers. Thus, SIMATA not only gains legitimacy as a technical platform, but also as a governance instrument mandated to penetrate information fragmentation, reduce sectoral egos, and build a more standardized data coordination mechanism between OPDs.

In the institutional configuration of SIMATA, the dynamics of coordination are mainly formed by the relationship between Diskominfo, Bappeda, and technical OPDs as the three main nodes of regional data governance. The South Sumatra Provincial Diskominfo occupies a strategic position as a data guardian as well as the operational node for the implementation of SIMATA. This role is not only technical-administrative, but also coordinating because Diskominfo is responsible for consolidating, managing, verifying, and disseminating data across regional apparatus in accordance with the One Data principle. In this framework, Diskominfo functions as a liaison between the normative mandate of data integration and sectoral bureaucratic work practices at the OPD level (Governor of South Sumatra, 2021a, 2021b; South Sumatra Provincial Government, 2023). The manuscript also places Diskominfo as a central institution in coordination, management, integration, and dissemination of data across regional apparatus.

Meanwhile, Bappeda has an important position as a planning actor that ensures that data does not stop as an administrative archive, but is used in the process of formulating policies and regional development planning. The role of Bappeda is crucial because the quality of planning is highly dependent on the availability of data that is up-to-date, valid, and synchronous with development needs. Thus, Bappeda bridges the technical function of data management with the substantive function of data utilization in the planning cycle.

The technical OPD plays the role of a data producer that supplies sectoral information according to their respective government affairs. The position of the technical OPD determines the quality of SIMATA because the validity of data integration is highly dependent on the consistency of inputs, completeness of metadata, and the discipline of sectoral data updates. However, at this point, coordination challenges also arise because data is often still treated as sectoral assets, not as shared resources between institutions. Therefore, the effectiveness of

SIMATA is highly determined by the ability of data guardians, planners, and data producers to build collaborative working relationships, not just fulfilling administrative obligations.

Figure 1 Public Innovation Governance Model in SIMATA Implementation
Source: Adapted from Indonesia's One Data One Data governance and governance framework (Könnölä et al., 2021; Casula & Migone, 2025; Di Mascio et al., 2025; Republic of Indonesia, 2019).

The model of actor orchestration in the implementation of SIMATA can be understood through Figure 1, which places SIMATA as a governance arena where regulations, actors, data standards, and coordination practices interact with each other. In this model, national regulations through Presidential Regulation Number 39 of 2019 as well as regional regulations through South Sumatra Governor Regulation Number 4 of 2021 and Governor's Decree Number 892/KPTS/DISKOMINFO/2021 function as a normative foundation that provides legitimacy for cross-OPD data integration (Republic of Indonesia, 2019; Governor of South Sumatra, 2021a, 2021b). However, the regulatory mandate does not work automatically. It needs an operational arena that is able to bring together actors with different functions, namely Diskominfo as a data guardian and technical manager, Bappeda as a strategic user of data for development planning, and technical OPD as sectoral data producers.

From a public innovation governance perspective, SIMATA is not only positioned as an application, but as an orchestration mechanism that transforms relationships between actors from sectoral work patterns to integration-based coordination. Prior to SIMATA, data reporting tended to run separately according to the affairs of each OPD, so data is easily fragmented and difficult to compare. Through SIMATA, the process of input, verification, standardization, and utilization of data is directed into a single cycle of shared governance. This transition marks a shift from administrative reporting to a more collaborative data ecosystem, although its success remains dependent on leadership capacity, inter-stakeholder trust, and consistency of OPDs in sharing data in an up-to-date and interoperable manner (Könnölä et al., 2021; In Mascio et al., 2025). To provide a more operational picture of how the orchestration of these actors works in

the SIMATA ecosystem, the business flow of the data integration business process is systematically represented in Figure 2.

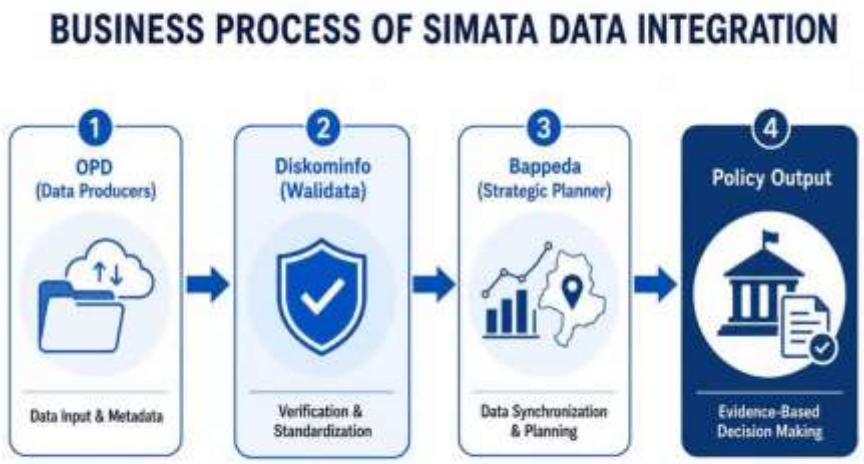

Figure 2. Data Integration Business Process Flow Model in the SIMATA Ecosystem

Digital Leadership and Cultural Transformation

The success of regional data integration through SIMATA is not only determined by the existence of regulations and the readiness of digital infrastructure, but also by the capacity of leadership to direct changes in bureaucratic behavior. In the context of public innovation governance, leadership functions as a driver of actors' orchestration, especially when data integration demands a shift from sectoral work patterns to cross-OPD collaboration. It is not enough for leaders to issue administrative instructions, but must be able to build trust, create spaces for shared learning, and ensure that each actor understands the strategic value of data for planning and public services. This is in line with Di Mascio, Coletti, and Natalini (2025) who affirm that institutional design will not be effective in sustaining collaborative innovation without leadership that is able to maintain trust, collective learning, and cross-actor decision alignment.

The main challenge in the implementation of SIMATA lies in the still strong sectoral ego, namely the tendency of OPDs to treat data as a source of administrative authority that must be defended. In such conditions, data sharing is often perceived as a loss of control, rather than a contribution to the quality of public policy. As a result, compliance with SIMATA has the potential to stop at the fulfillment of minimal procedures, such as formal data input, without a commitment to update, verify, and harmonize data on an ongoing basis. This paper also emphasizes that SIMATA's main obstacle does not lie in applications, servers, or operators alone, but in the clash between data integration mandates and bureaucratic work patterns that are still sectoral.

Therefore, the policy direction of leaders is a decisive factor in shifting the bureaucratic orientation from passive compliance to proactive collaboration. Digital leadership must place SIMATA as an organizational cultural transformation agenda, not just a reporting obligation.

When leaders consistently emphasize the value of interoperability, shared accountability, and the use of data for decision-making, then data integration can evolve into adaptive institutional practices. Thus, SIMATA's success depends on leadership's ability to transform data from a symbol of sectoral authority into a shared resource for public value creation.

The institutional response of OPDs to SIMATA is greatly influenced by the presence or absence of incentives that encourage active participation in data management. In regional bureaucratic practices, data filling, updating, verification, and alignment are often perceived as additional administrative burdens, especially when the benefits are not directly felt by the data producing unit. If SIMATA is only understood as a reporting obligation, then OPD tends to carry out data input functions in a minimal, formalistic, and unsustainable manner. Therefore, strengthening SIMATA requires the design of institutional incentives that are able to connect the quality of data management with organizational benefits, such as easy access to data across sectors, program planning support, strengthening performance evaluation, and increasing the accountability of regional apparatus. In this context, data integration needs to be placed as a managerial need of OPDs, not just demands from data guardians.

The variation in participation between OPDs reflects differences in organizational capacity, priorities, and readiness to respond to the One Data agenda. OPDs with stronger human resource capacity, digital infrastructure, and leadership commitment tend to be better able to meet data, metadata, and information update standards on a regular basis. On the other hand, OPDs that still face technical limitations or consider data as a secondary administrative matter will be slower to adapt. This condition shows that the SIMATA problem cannot be solved through regulatory instructions alone, but requires coaching, technical assistance, and a consistent feedback mechanism. This paper has emphasized that the contradiction between the mandate of data integration and the institutional readiness of OPDs is one of the main problems in the implementation of SIMATA.

Thus, leadership is an important element in shaping a cross-actor collaboration ecosystem. Leaders need to create a combination of obligation, facilitation, and reward so that OPDs are encouraged to participate substantively. This is in line with the idea of collaborative public sector innovation that emphasizes the importance of leadership, trust, shared learning, and alignment of inter-agency decisions (Casula & Migone, 2025; In Mascio et al., 2025). Without adequate institutional incentives and responses, SIMATA risks becoming a passive reporting system, rather than a data ecosystem that supports evidence-based decision-making.

Organizational Interoperability and Data Standardization

Interoperability in SIMATA requires more than just application connectivity. Data integration can only proceed substantively if each OPD uses compatible data standards, metadata, reference codes, and classification structures. In the framework of One Data Indonesia, data standards function to ensure uniformity of data definitions, concepts, sizes, units, and formats, while metadata provides contextual information regarding the source, production method, update time, and scope of data. Reference codes and master data are also important instruments so that data from various OPDs can be read, compared, and used across sectors without causing duplication or conflict of meaning (Republic of Indonesia, 2019). Thus, interoperability is not only a technical issue, but also an institutional and semantic issue.

In practice, obstacles to SIMATA integration arise because there is still an asymmetry of technical and semantic standards between institutions. Technical OPDs often have different

ways of defining indicators, classifying data objects, determining update periods, and compiling reporting formats. This difference causes data that has been formally collected in one system not necessarily to be directly integrated as a basis for decision-making. Kasiwi, Wahyuni, and Ratminto (2025) emphasized that digital government interoperability does not only include system connectivity, but also alignment at the technical, semantic, organizational, and legal levels. In other words, digitally connected systems have not automatically produced substantive coordination if data standards and meanings are still running according to sectoral logic.

This asymmetry shows a fundamental contradiction between the vision of data as a collective asset of local government and the logic of closed administrative authority. On the one hand, SIMATA encourages data to be shared across OPDs as a shared resource. On the other hand, some OPDs still view data as a representation of sectoral authority that needs to be controlled internally. This paper also emphasizes that data tends to be treated as a source of administrative authority by individual OPDs, so that data sharing is easily trapped in minimal procedural compliance, rather than alignment of business processes, metadata, and horizontal accountability. Therefore, data standardization in SIMATA must be understood as a process of governance change, not just an adjustment of technical formats.

The quality of data in SIMATA is largely determined by the institutional capacity of OPDs as data producers. Although the policy architecture has established the division of roles between data guardians, data coaches, and data producers, the ability of each OPD to perform these functions is not always equal. Inequality in administrative and technical capacity is seen in differences in the availability of human resources, operator capabilities, understanding of data standards, and organizational commitment to update information regularly. As a result, some data is at risk of being up-to-date, incomplete, or inconsistent with development planning needs. This condition shows that the main obstacle to data integration is not only at the application level, but also in the organization's readiness to produce and maintain valid data. This paper also confirms the contradiction between the formal data integration mandate and the institutional readiness of OPDs in the field.

In this context, verification procedures are an important instrument to maintain data quality. Verification cannot be understood only as an administrative check on completeness of fills, but must include an assessment of the consistency of definitions, suitability of metadata, clarity of data sources, and relevance of data to policy needs. Verification procedures also need to be responsive to field barriers, such as delays in data updates, differences in operator capacity, or changes in sectoral indicators. Thus, the verification mechanism needs to be accompanied by clear feedback from the data guardian to the OPD of the data producer so that the correction process is not one-way, but part of institutional learning.

This emphasis suggests that organizational interoperability is more crucial than just system connectivity. Digital connectivity between platforms will not result in substantive integration if OPDs still operate with different standards, rhythms, and institutional orientations. Organizational interoperability demands alignment of business processes, division of responsibilities, discipline of data updates, and cross-actor accountability. In line with Bernot et al. (2024) and Kasiwi et al. (2025), the success of data integration depends on the institutional capacity to integrate technical, semantic, and organizational standards into consistent governance practices.

CONCLUSION

The implementation of SIMATA in South Sumatra Province demonstrates that regional data integration is determined more by governance capacity and actor orchestration than by technological readiness alone. While applications, servers, operators, and regulations are necessary prerequisites, they are insufficient to produce substantive integration without strong coordination among stakeholders. The main challenge lies in the ability of local governments—particularly Diskominfo, Bappeda, and technical OPDs—to harmonize data standards, build trust, and transform sectoral bureaucratic work patterns into more collaborative and interoperable practices. From this perspective, SIMATA's effectiveness depends on consistent, adaptive coordination mechanisms and the institutional capacity to ensure that data is not only collected but also meaningfully used for policy-making. Theoretically, this study contributes to digital governance literature through the lens of Public Innovation Governance by showing that digital platforms function not merely as technical systems but as arenas of institutional negotiation, regulatory alignment, leadership, and cross-agency accountability, thereby extending the understanding of One Data implementation at the subnational level as a governance process rather than a purely administrative digitization effort. Practically, it suggests that local governments should strengthen Diskominfo's role as the primary orchestrator through clearer coordinating authority, structured verification procedures, routine coordination forums, and robust data quality evaluation systems, while also providing incentives for technical OPDs such as performance recognition, technical support, prioritized data access, and integration of data performance into organizational evaluation to reduce administrative burden perceptions. A key limitation of this study is its focus on a single province, so future research should conduct comparative studies across multiple regions to identify variations in governance capacity, institutional design, and actor coordination in implementing One Data systems.

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