Transforming Public Services Through Agile Governance: Insights from SipTenan City of Pekalongan
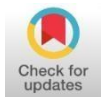
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Article Info

Abstract: Integrating agile governance principles into transforming public services is important to increase government efficiency and effectiveness. The SipTenan case study shows how agile governance principles can be applied in public services to increase community involvement, flexibility, and use of technology. This article discusses the development of the information system at SipTenan Pekalongan, which is implemented to increase the efficiency and effectiveness of monitoring processes and services to the community. Apart from that, this article also discusses the challenges faced by SipTenan in maintaining the continuity of education and the development of public welfare and health, as well as the role and challenges in developing information systems. The research results show that implementing agile governance principles in SipTenan can improve quality of public services and government efficiency.

Keywords: Agile Governance; Public Service Transformation; SipTenan Pekalongan.

INTRODUCTION

Agile governance is an approach to governance that emphasizes responsiveness, community participation, and the use of technology to improve the efficiency and effectiveness of public services. This concept enables governments to respond more quickly to changing issues and conditions. This includes public service transformation and crisis management. The principles of agile governance are applied in SipTenan Pekalongan through the development of a responsive and technology-based information system to improve monitoring and community services. In addition, the application of these principles enables policy and decision-making that is more responsive to community needs as well as faster, adaptive, and sustainable public service delivery. In addition, case studies on the implementation of agile governance in various regions, such as West Java and Bandung City, show that this idea has helped improve government responsiveness to public services and governance transformation, but there are still problems with maximizing the application of agile governance principles, especially in the aspect of services that focus on human needs. Therefore, the transformation of public services in SipTenan Pekalongan by applying agile governance principles can be considered a responsive and adaptive step to improve the quality of public services and government efficiency. However, it still requires efforts for optimization and adjustment to local circumstances.

(Mazidah et al., 2019). Likewise, agile governance in dealing with the health crisis situation caused by the spread of the covid-19 virus in Indonesia requires the government to respond quickly to all changes that occur in the country. Luna, Kruchten, and Moura (2015) define agile governance as follows: 'Agile government is the ability of human societies to sense, adapt and respond rapidly and sustainably to changes in its environment, utilizing the coordinated combination of agile and lean capabilities with governance capabilities, to deliver value faster, better, and cheaper to their core business'. (Luna et al., 2015) other experts also define agile governance as the ability of an organization in terms of budget efficiency and reading opportunities quickly and precisely so that a competitive and innovative action emerges (Huang

et al., 2014). So it can be concluded that in this agile governance concept, the government is required to be agile in dealing with existing and unexpected developments. So that in dealing with various situations that are or will occur, the government can adjust and

In this case, researchers used the 3 (three) principles of agile governance proposed by Luna, Krutchen, and Moura (Vernanda, 2019), namely Based on quick wins, Systematic and adaptive approach, and Simple design and continuous refinement to analyze the implementation of agile governance in the transformation of public services in the Pekalongan SipTenan Application. This research aims to explore or find out how a government responds to complaints and needs of its people with agility and speed in responding to this crisis. In this case, researchers focused their research on the Pekalongan Government. This research uses descriptive research with a qualitative approach. The results of the study show that an agile and adaptive government, especially during this pandemic, requires high tolerance, fast and precise analysis in decision making, requires centralisation and decentralisation mechanisms, innovation and bureaucracy, as well as science and politics. So in responding to complaints and the needs of this community, the government needs to combine a broader governance system by involving non-government sectors to respond in the form of handling more quickly (Janssen & Voort, 2020). The novelty or what distinguishes this research from previous research it becomes an advantage of this research is that researchers use the principles contained in agile governance to analyze the integrated sub-district information system application or SipTenan that has been made by the Pekalongan Regency Government. In addition, this research was also conducted to find out how the Pekalongan Regency Government responds to the needs of the community.

E-government-based public services can make it easier for people to access various services without having to come directly to government offices (Junaidi, 2011). Completeness and openness of information on accessible e-government will encourage the creation of good governance in government governance through increased transparency and accountability in public service institutions. E-government is also expected to increase the productivity and efficiency of the bureaucracy, and to increase creativity and innovation, both on the part of public service providers and for the community. Based on Presidential Instruction No. 3/2003 on National Policy and Strategy for E-Government Development, the government must be able to fulfill the two modalities of governance through increased transparency and accountability in public service institutions. Public service innovation is another form of development of public administration and policy studies. Innovation itself is an idea, practice, or object that is new and can change something into something new and better (Muluk, 2008); (Tanye, 2016). Rogers (in Suwarno, 2008) explains that to see service innovation, it can be seen from its indicators or characteristics, namely relative usefulness, suitability, complexity, possibility to try, and observation. These characteristics become a reference in seeing service innovation carried out by the government as a public service provider.

Increasing public participation and collaboration is something that is important or absolutely must be done by the government as an effort to modernize public services through the adoption of digital technology and integrating it into the public sector or what is called Digital Government (Bappenas, 2018). Digital government is a derivative study of the development of the concept of e-government so the study of digital government cannot be separated or has a close relationship with e-government because it is an interrelated unit. Based on what is stated by the OECD, the digital government can be defined as the use of digital technology, as an integrated part of the government modernization strategy and relies on a digital government ecosystem consisting of government actors, non-governmental organizations, businesses, citizen associations and individuals that support the production and access to data, services, and content through interactions with the government (OECD, 2014). The stages of achievement in digital government have little difference with e-government. Referring to the evolution of digital government as expressed by Janowski (2015), the stages of digital government consist of Stage 1 - Digitisation or Technology in Government, Stage 2 - Transformation or Electronic Government. Stage 3 - Engagement or Electronic Governance, Stage 4 - Contextualisation or Policy-Driven

Electronic Governance. This paper will look at the perspective of Disdukcail Kukar's online population service from the point of view of the achievement of stages in digital government, especially the achievement of Stage 2 - Transformation or Electronic Government.

RESEARCH METHOD

This research is a descriptive-qualitative study that aims to provide a clear picture of how flexible governance is implemented in the Pekalongan Regency government. This data collection technique is similar to the expression mentioned by Silalahi, who stated that the technique can be done through secondary data searches obtained from books, articles, news, comments, government publications (websites), and journals (Silalahi, 2017). The researcher acted as the main instrument in this study, and purposive and snowball techniques were also used to collect data. Condensation, presentation, and inference were other data processing methods used to conduct data analysis (Sugiyono, 2018). In research on transforming public services through agile governance in the SipTenan City of Pekalongan, the methodology focuses on understanding local urban governance structures, incorporating smart innovations for sustainable urban planning, analyzing pathways for smart city development, and utilizing GIS tools for data-driven decision-making.

RESULTS AND DISCUSSION
Analysis of Agile Governance Principles through Pekalongan SipTenan Application

Agile governance principles are essential across various sectors, such as public policy implementation, project management, and software development. The application of Agile methodologies has been proven to enhance collaboration, decision-making processes, and responsiveness to changing demands (Popoola, 2024). Research has emphasized the significance of agile project management in breaking down complex projects into manageable tasks and delivering incremental value through rapid iterations (Ebirim, 2024). Moreover, the adoption of Agile principles in IT governance has been associated with improved firm performance, business/IT alignment, and governance outcomes (Vejseli et al., 2020). In the realm of public policy, the implementation of agile bureaucracy models has been suggested to enhance public accountability, as demonstrated in the street vendor policy in Indonesia (Aripin et al., 2021). Additionally, integrating Agile principles into higher education governance during the COVID-19 pandemic has been proposed to enable adaptive governance and organizational agility (Fitriana et al., 2021). Furthermore, the utilization of Agile governance frameworks has been linked to risk reduction in IT project portfolios, highlighting the importance of methodological approaches in governance practices (Banjanin et al., 2019).

The interaction between Agile methodologies and governance extends to software development, where Agile practices are utilized to promote user participation, clarify requirements, and ensure early and continuous delivery of valuable software (Regassa et al., 2017; Julià et al., 2021). Combining Agile principles with Enterprise Architecture in service companies presents organizational challenges that necessitate a conceptual model incorporating factors considering EA in Agile-scaling frameworks (Wessel et al., 2022). Additionally, integrating Agile mechanisms in IT governance has been demonstrated to positively impact firm performance, underscoring the importance of aligning Agile values with governance practices (Vejseli et al., 2020). The concept of agile governance, in the context of organizational research, encourages organizations to implement agile governance to improve organizational performance and productivity. Agile governance is a coordinated combination of agility and governance capabilities to detect, adapt, and respond to environmental changes quickly and sustainably, delivering value faster, better, and more cost-effectively. Agile governance is different from

adaptive governance. Both agile governance and adaptive governance focus on responding to and handling environmental uncertainty and change. However, they do so in different ways. Where agility is about responsiveness and rapid learning, adaptive governance is about changing systems to respond to a changing environment. This can take the form of, among other things, collaborative governance, improved governance in decision-making, and power-sharing in decision-making, resulting in learning becoming an embedded process within the organization.

The SipTenan Application is the Pekalongan Regency Integrated Licensing Service Information System (SIP TENAN), an innovation issued by the Pekalongan Regency Investment and One-Stop Integrated Services and Labour Office (DPMPTSP & NAKER). This innovation is to accelerate and simplify the licensing service process, which is carried out online. The implementation of public service innovation in the form of SIP TENAN can be seen from several innovation attributes. Researchers will only focus on examining the management of building permits (IMB) using the relative advantage attribute. Agile government principles are an approach to application development that emphasizes collaboration, flexibility, and responsiveness to change. The principle of 'good enough governance' in the context of agile governance emphasizes the importance of good organizational governance. By applying agile governance during the development and management of the SipTenan Pekalongan application, we can align it with these values. Agile governance enables local governments, such as Pekalongan District, to better respond to community needs and embrace change, including good governance. By applying agile governance principles, including Good Enough Governance, the SipTenan Pekalongan application is expected to provide better public services and respond to the needs of the community, such as the 2021–2026 Regional Medium-Term Development Plan (RPJMD) of Pekalongan Regency, which emphasizes innovation, information technology, and optimization of public services. Therefore, the SipTenan Pekalongan application can serve as a practical example of the application of agile government principles, including Good Enough Governance, in efforts to improve governance and public services at the local level.

The 'business-driven' principle in the context of agile governance emphasizes the importance of aligning politics and governance with the needs of businesses and communities. The implementation of SipTenan Pekalongan is one of many aspects that can be linked to the implementation of these principles, including balancing policy and governance with economic and social needs. The district government must be responsive to economic and social needs. The development of this application should take into account the daily needs of the community and how the application can help them overcome problems and obstacles in various aspects of their lives.

a. Integration of Innovation and Information Technology:
   The Pekalongan Regency Medium-Term Development Plan (RPJMD) 2021-2026 focuses on innovation and information technology in developing the SipTenan Pekalongan application. In this case, the application should utilize existing technology to improve efficiency and effectiveness in addressing business and community needs.
b. Optimisation of Public Services:
   The SipTenan Application aims to optimize public services in the Pekalongan district. In this case, the application should ensure that the services provided meet the community's needs efficiently and effectively.

Developing the SipTenan Pekalongan application based on 'business-oriented' principles will provide better utility to the community and enable the Pekalongan district government to meet the needs of businesses and the community more efficiently and effectively. The Pekalongan SipTenan Application can be attributed to the 'human-focused' principle in the context of agile governance due to several aspects, such as detailed user needs analysis. This can be done by conducting interviews, observations, or surveys of people who use the application.

Understanding user needs makes the developed application more relevant and useful to the community. Developing good collaboration and communication: Agile governance emphasizes good collaboration between the government, stakeholders, and the community. In developing the SipTenan application, Pekalongan must pay attention to the role of communication and collaboration between the various parties involved in the development process. Collaboration and communication help overcome problems and obstacles and ensure that the developed application meets the needs and expectations of the community. Using agile methodologies: Agile methodologies, such as Scrum, emphasize customer-centric priorities, safer and faster arrivals, faster delivery times, and daily collaboration on all projects. When developing the SipTenan Pekalongan application, agile methodologies help integrate user needs and create a more dynamic and inclusive work environment. 'Based on the on the quick win' principle in the development of the Pekalongan SipTenan Application, you can take several steps.

a. Identify Quick Opportunities:
Gather ideas and concepts that can be immediately improved and can be applied to improve. The public can access public services or address existing problems. This can be done through stakeholder discussions, public surveys, or analysis of existing needs.

b. Prioritised Feature Development:
Based on the identification of simple opportunities, prioritize features that provide planned benefits and are easy to implement. Such characteristics may include innovations in information technology, innovations in public services, or efficiency improvements.

c. Agile Policy and Government Integration:
It is necessary to involve stakeholders and government in the development process to ensure the application meets the needs and expectations of the community.

d. Use agile methodologies:
Agile methodologies such as Scrum help integrate user needs and create a more dynamic and inclusive work environment. The SipTenan Pekalongan app project can use Scrum to manage feature prioritization, manage working time, and organize shared tasks.

e. Testing and Evaluation:
After developing and implementing prioritized features, conduct quality testing and evaluation to assess whether the features deliver the expected benefits. The results of these tests can be used to adjust or improve the feature if needed.

f. Iterative Process:
SipTenan Pekalongan The application development process must be continuous, so it must continue to identify short-term opportunities, develop prioritized features, and conduct evaluation trials. This ensures that the application continues to adapt to changes and the needs of the community.

Systematic and adaptive approach. To achieve these goals, an adaptive approach is used, which allows policymakers and the government to adapt flexibly to changes and community needs. This allows the SipTenan Pekalongan application to optimally and efficiently serve the needs of businesses and the public. Improved quality of public services. A systematic and adaptive approach ensures that all functions and services developed in the SipTenan Pekalongan application achieve high-quality standards. Conversely, an adaptive approach allows public services to be monitored and improved based on responding to social needs and changes. Improved Collaboration and Communication: Systematic and adaptive approaches enhance collaboration and communication between the various parties involved in the application development process. This ensures the understanding of all parties involved in the SipTenan Pekalongan application development process. We recognize each other's changes and work together to overcome problems and obstacles. This allows the application to remain relevant and effective in meeting the needs of businesses and communities. The development of the SipTenan

Pekalongan application with the principle of 'Systematic and Adaptive Approach' ensures that the application will bring significant benefits to the local community, and the Bhojolali District Government will be more efficient and able to respond to the needs of the community. The SipTenan Pekalongan application can be linked to the principle of 'Simple Design and Continuous Improvement' in the context of agile government, with several aspects such as:

a. Easy to understand and use:
   Simple application design makes it easy for users to understand and use the functionality provided by the application. This will make it easier for the public, stakeholders, and government to access and use the SipTenan Pekalongan application.

b. Continuous Development:
   The principle of 'Simple Design and Continuous Improvement' emphasizes on continuous development and continuous improvement. As part of the development of the SipTenan Pekalongan application, it is necessary to identify the needs of the community and continue to develop features. Features, as well as adapting and refining the application in response to changes and needs of the community.

c. Evaluation and Adjustment:
   Once you have developed and implemented features, conduct quality testing and evaluation to assess whether the features provide the expected benefits. The results of this testing can be used to adjust or improve the features as needed.

d. Collaboration and Communication:
   SipTenan Pekalongan Application development requires good collaboration and communication between various parties involved in the development process, such as the government, stakeholders, and the community. Collaboration and communication both help overcome problems and obstacles and ensure that the developed app meets the needs and expectations of the community.

The development of Pekalongan's application by the principles of 'Simple Design and Continuous Improvement' will ensure that the application provides better utility to the public and enable the Pekalongan District Government to fulfill the needs of businesses and the public more efficiently.

Digital by Design

Applications should be designed to be easy to use, accessible, and efficient, with a focus on meeting the needs of their users. Apps should also be designed to be expandable and adaptable to changing user needs and technological advances. In addition, applications should be designed to be secure and protect user privacy, in line with the principles of digital governance. To apply digital governance principles to the Pekalongan SipTenan application, several steps can be taken, including:

1. Improve service quality:
   Ensure that the SipTenan Application offers appropriate, accurate, and efficient services to achieve user needs. This includes the completeness of features, capabilities, and currentness of the application.

2. Easy to associate:
   Customize the SipTenan Application with existing supporting systems, such as customer information systems and payment systems, to make it easier for users to conduct various transactions and interact with the institution.

3. Easy to listen to:
   Providing good consumer support, such as chatbots, dispensing forms, and monitoring systems, to assist users in overcoming problems or obtaining necessary information.

4. Easy to help:
   Providing appropriate and efficient assistance, such as user guides, video tutorials, and training services, to help users use the SipTenan Application correctly.
5. Easy to implement:
   Provide features that make it easy for users to use the SipTenan Application on various platforms, such as web, mobile, and native applications.
6. Easy to manage:
   Use a robust content management system to manage the content and information provided through the SipTenan Application, such as an open-source CMS (Content Management System) or other platforms.
7. Easy to explain:
   Provides the right metrics and analytics to help creators analyze the usage of the SipTenan application and identify areas for improvement.

In applying digital governance principles to Pekalongan's SipTenan application, it is important to ensure that the application reflects local government policies and maintains user privacy. In addition, improving public services through the SipTenanapp may also require cooperation with various parties, such as the local government, stakeholders, and app developers.

Government as a Platform

The principle of government as a platform refers to the concept where the government acts as a platform provider that enables the participation and collaboration of various parties, including communities, companies, and non-governmental organizations, to create innovative solutions and improve public services. This principle often involves the use of information and communication technologies to facilitate interaction and information exchange between the government and various stakeholders.

1. Open Data:
   Providing open access to relevant and non-sensitive government data. Uses open standards for data formats and metadata.
2. Open API (Application Programming Interface):
   Provide open APIs and clear documentation to enable third-party developers to access government data and services.
3. Community Participation:
   Encourage community participation in application development by providing support and training. Organise hackathon events or competitions to encourage innovation in app development.
4. Interoperability:
   Ensure that the 'SipTenan Pekalongan system can integrate with other government systems, both at the local and national levels.
5. Security and Privacy:
   Ensure data security and user privacy by implementing appropriate security measures.
6. Collaborative Development:
   Encourage collaboration between the government, private sector, and civil society to develop better solutions.
7. Performance Measurement and Feedback:
   Engage users and stakeholders in system performance measurement. Collect feedback regularly to improve applications and services.
8. Use of Current Technology:
   Use the latest technology to ensure that the 'SipTenan Pekalongan application remains relevant and efficient.

9. Scalability:
   Design the system so that it can be scaled and improved as needs grow and change.
10. Training and Education:
    Provide training and education to local developers and communities to enhance their ability to utilize the government platform.

Applying the principle of government as a platform to 'SipTenan Pekalongan' will open up opportunities for innovation, increase community involvement, and improve the overall quality of public services.

Data-driven Public Sector

The principle of 'government as data-driven public sector' can be applied to the SipTenan Pekalongan application by ensuring that it is supported by accurate and reliable data. This can be done by collecting data from various sources, such as government data, community data, and data from other related applications. This data can be used to optimize the SipTenan application and improve the quality of services offered. In addition, data can also be used to identify problems and areas that need improvement in the SipTenan application. By utilizing data effectively, the SipTenan application can become more efficient and effective in providing public services to the community and local government.

Open by Default

The 'open by default' principle in digital governance is a principle that encourages governments to automatically make data publicly available and information easily accessible to the public. This principle aims to increase government transparency and accountability, as well as enable the public to participate in a more open and democratic decision-making process. To implement the 'open by default' principle in the Pekalongan SipTenan application, several steps can be taken, including:

1. Making data openly available:
   Ensure that data generated by the SipTenan Application can be accessed by the public and local government in an open and easy-to-understand manner.
2. Using open standards:
   Use open standards to ensure that the data generated by the SipTenan Application can be accessed and used by various parties.
3. Use open licenses:
   Use open licenses to ensure that the data generated by the SipTenan Application can be used by the local government community for useful purposes.
4. Use open formats:
   Use open formats to ensure that the data generated by the SipTenan Application can be accessed and used by various parties.
5. Using open APIs:
   Use an open API to ensure that the data generated by the SipTenan Application can be accessed and used by various parties.

By applying the 'open by default' principle, the Pekalongan SipTenan Application can help improve the transparency and accountability of local governments, as well as enable the public to participate in a more open and democratic decision-making process.

User-driven

The 'user-driven' principle in digital governance emphasizes the importance of prioritizing user needs and experiences in the development and implementation of technology solutions. This involves continuously collecting feedback from users as well as ensuring that the

technology solutions developed actually fulfill users' needs and expectations. To apply the 'user-driven' principle to Pekalongan's SipTenan application, the following steps can be taken:

1. Actively involve users: Involve users of the SipTenan Application, both from the local government and the community, in all stages of development, from planning to evaluation. Thus, users' needs and expectations can be integrated in the development of the application.
2. Continuous feedback collection: Collect regular feedback from users to continuously improve and enhance the user experience with the SipTenanapp.
3. User-driven design: Ensure that the user interface design (UI/UX) of the SipTenanapp is based on user-centered design principles, so that users can easily understand and use the app.
4. Field testing: Conduct regular field testing to ensure that the SipTenan Application truly meets the needs of users in various real-life conditions.

By applying the principle of 'user-driven,' the SipTenan Pekalongan application can become more responsive to user needs and more effective in fulfilling its public service objectives.

Proactiveness

The principle of 'proactiveness' in digital governance refers to the government's proactive stance in identifying, planning, and acting to address environmental changes and community needs. In the context of the Pekalongan SipTenan Application, this principle can be applied by:

1. Monitoring and Analysing: Continuously monitoring changes in the environment, community needs, and technological developments that may affect the SipTenan Application.
2. Adaptive Planning: Adaptively plan changes and improvements to the SipTenan Application based on the results of monitoring and analysis.
3. Related Party Involvement: Involving relevant stakeholders, including the community and related parties in the planning and development process of the SipTenan Pekalongan application.
4. Data-Driven Decision Making: Using data and analyses to support decision-making related to the development and improvement of the SipTenan Application.

By applying the principle of 'proactiveness,' the Pekalongan SipTenan Application can become more responsive to changes in the environment and the needs of the community, and better prepared to face challenges that may arise in the future.

CONCLUSION

This article examines how the application of agile governance principles in Pekalongan's SipTenan Application can improve responsiveness to community and environmental needs. It can also help people prepare themselves to deal with future problems. While the limitations of the study include things that could not be achieved by the researcher and recommendations for future research based on those limitations, the findings of this study provide practical recommendations for the development of technology-based public services. Utilizing the SipTenan Application, transparency, accountability and public participation in decision-making can be enhanced. In addition, the app will be more responsive to user needs and environmental changes. This will also make it better equipped to deal with future difficulties. In addition, this article suggests that app developers continue to engage users and relevant parties and collect feedback regularly to support continuous improvement.

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