

Revolutionizing Passport Services with M-Passport: Towards Agile and Digital Government

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Abstract: A passport is an essential requirement for someone who wants to travel to another country, and this passport will continue to be needed by people from time to time. However, passport processing services were first done manually, where services were subject to time constraints. Therefore, the Indonesian Ministry of Law and Human Rights Directorate General of Immigration continues to innovate passport-making services to make them faster, easier, and more efficient. One of the efforts is to issue the M-Passport application, which is a passport application service that can be accessed easily online. With the M-Passport application, people can apply for a new passport or apply for a replacement passport. This research is a qualitative study with a case study approach. Data collection uses secondary data techniques, which are obtained indirectly through information available in the mass media, websites, articles, social media, and online news. The results of this study found that M-Passport is useful as an innovative, fast, and efficient service to create digital and agile governance.

Keywords: *M-Passport; Agile Governance; Digital Governance.*

INTRODUCTION

The overly complicated bureaucracy in Indonesia's administration is not conducive and efficient service delivery. Services for the people that are the government's responsibilities have not been effective in various fields and levels, starting from national to regional level services, such as passport-making services. In the beginning, the passport-making service was very complicated, applicants could only receive service if they submitted their application before noon, and if the applicant arrived late after midnight, they would not be served and had to queue the next day. This condition causes many people to queue since morning at the immigration office to get the service on the same day. From time-limited service, the system switched to quota-based service. In this system, if the quota is full, the applicant will not get the service on that day, creating uncertainty as to when they will be served. Currently, the Ministry of Law and Human Rights Directorate General of Immigration has created an innovation called M-Passport to speed up passport processing services. A new form of passport service was created by utilizing the technology that has developed to date. M-Passport is present as an update that makes it easier for people to get services, people can directly access the application for passport making anytime and anywhere, only by relying on electronic devices and internet networks, people get easy, fast, and efficient services without having to queue.

Several steps still have to be filled out when applying for a passport. For instance, the first step that must be taken is to create an account and complete personal data. After that, choose the

type of service required, such as wanting to make a new passport or replacement passport. Then, choose the schedule and location for passport processing that can be reached. Registration ends by paying the passport processing fee, which has various payment methods, such as mobile banking, post office, and so on (Indratna, 2023). After that, people only went to the tax office at the appointed time to complete the data with interviews and official photos. Therefore, by using M-Passport, people can apply for a passport by uploading scanned files to the application. So, there is no need to wait for the officer to upload and enter the application data. However, this stage is complicated. When there is incorrect information, applicants have to repeat it from the beginning, and not everyone can adapt to these changes.

Therefore, further review of the M-Passport application is needed to ensure that public services in Indonesia truly embody agile and digital government. The outcomes of this research will shed light on the utility of M-Passport as an innovative, rapid, and efficient service, demonstrating its role in fostering digitalization and promoting agile governance. The study highlights how M-Passport serves as a valuable tool in streamlining processes, enhancing speed, and ensuring efficiency within governance structures. This, in turn, contributes to the broader paradigm shift toward digital governance, emphasizing adaptability and responsiveness to contemporary challenges. The findings underscore M-Passport's significance not only in modernizing service delivery but also in paving the way for more agile and digitally-driven governance models. This research is based on an in-depth analysis of previous studies and news related to the implementation of M-Passport as an innovative, fast, and efficient service to support the creation of an agile and digitized government.

RESEARCH METHOD

This research employs a qualitative method with a case study approach (Nur'aini, 2020). The qualitative research method involves examining the condition of natural objects, while the case study approach is a type of approach that investigates and understands an event or problem that has occurred by collecting various kinds of information which is then processed to obtain a solution so that the problem revealed can be resolved. The combination of qualitative research with a case study approach and the analysis of six principles of agile governance and three dimensions of digital governance facilitates researchers in analyzing more deeply related to the implementation of the M-Passport application for more innovative, efficient, and effective services to create agile and digital government. The primary data in this study are sourced from secondary data obtained from various mass media, scientific articles, and online media relevant to the study. The data that will be collected is then divided into four stages of analysis, namely: 1) Data collection to collect data search related to the research topic; 2) Perform data reduction to select data that is adjusted to the research focus; 3) Data presentation to write down the results of data sorting, which focuses on research problems; 4) Concluding by outlining the conclusions from the research findings obtained. This can be seen in the figure below:

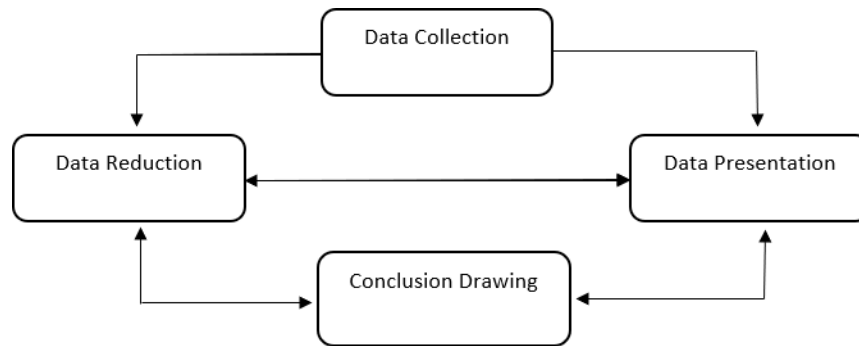


Figure 1. Research Method Flow

Source: Processed by Author (2024)

The initial data collection was carried out by collecting data through journals, news articles, and mass media that were relevant to the implementation of the M-Passport application. Subsequently, the data that had been successfully collected was selected to ensure its alignment with the implementation of the M-Passport application as an innovative, fast, and efficient service to create digital and agile governance. Once the data has been sorted and adjusted to the topic, a data presentation is carried out to write down the results of the data findings that have been selected based on the focus of the research topic. Finally, the data analysis phase involved drawing conclusions based on the suitability of the data that had been collected and sorted.

RESULTS AND DISCUSSION

Previous studies were also conducted using VOSviewer with the density visualization feature. The results of the analysis can be seen in the figure below:

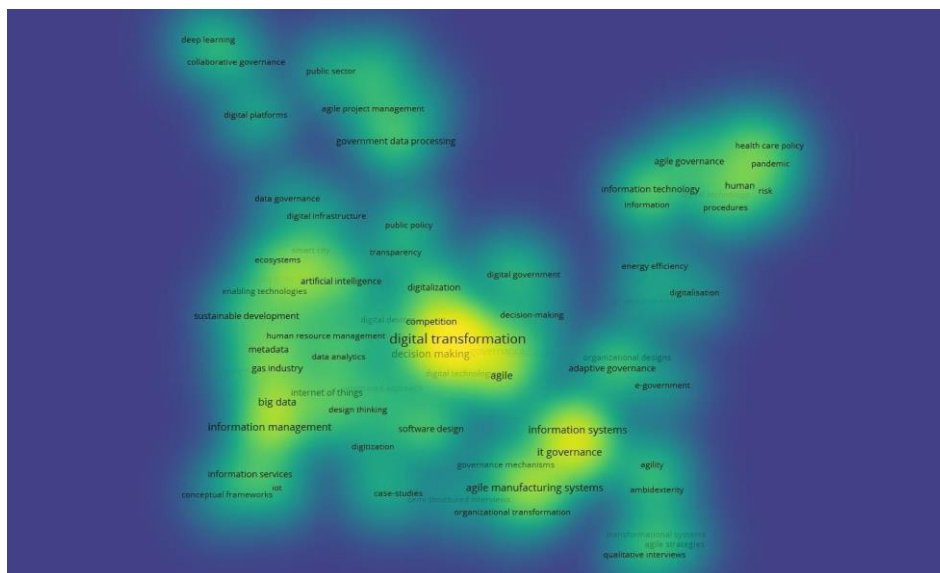


Figure 2. Density Visualization of Agile Governance

Source: Processed by Author from VOSviewer (2024)

Based on the picture above and the results of existing research searches, it can be seen that research on digital transformation in digital and agile governance has been studied by previous studies. This is also reinforced by the results of the VOSViewer network visualization analysis which shows that research related to digital transformation in digital and agile governance already exists, but studies on M-Passports seen from the viewpoint of agile and digital governance are still very minimal. So, further studies are needed to develop research related to the

implementation of m-passports as an innovative, fast, and efficient service to create an agile and digital government. The results of the study show how M-Passport is useful as an innovative, fast, and efficient service to create digital and agile governance.

M-Passport Analysis through Agile Governance Principal

The adoption of agile methods is not a particularly new phenomenon in developing countries, where there is widespread use of agile practices by software companies. Prior studies in some countries, such as Ethiopia, have provided empirical evidence on how the adoption of agile methods can be influenced by user involvement and the nature of the clients and contracts involved (Regassa et al., 2017). Besides that, according to Mergel I & Ganapati (2021), agile governance is a new framework to describe a government's working approach, which involves efficiently responding to evolving public needs by moving away from the traditional "waterfall" bureaucratic method. The need for agile governance acknowledges that governments do not only provide services to their constituents, but they must also proactively provide citizen-driven services designed to accommodate specific individual needs or collaborate with citizens. Most prior empirical studies have discussed agile approaches to designing, producing, and deploying government software (Soe & Drechsler, 2018). Similarly, the agile government emphasizes tackling uncertainty and fluid situations in an adaptive, flexible, iterative, and responsive way to avoid costly failures (Mergel I, 2018). There are six basic principles of agile governance, they can be used as a reference in every case of public services in Indonesia that have innovated agile governance. One of the public services provided by the government is innovation in facilitating and streamlining the time of making passports. In this passport-making public service has achieved the principles by the six principles of agile governance. For more details, here is the analysis:

Transparency and Accountability

Systemized and collaborative public accountability channels are essential for building an effective public accountability process. This is also done by the Indonesian Ministry of Law and Human Rights Directorate General of Immigration, which continues to innovate passport-making services. Information related to how to use and how the M-Passport application system works is explained on media platforms in various forms, such as videos or a poster, and disseminated on the Ministry of Law and Human Rights Directorate General of Immigration's social media. Transparency and accountability are also provided to stakeholders who are public servants by socializing related to the flow of use and discharge of passport making, starting from submitting applications through the M-Passport application to taking photos and finishing passports, such as holding socialization activities carried out by the Directorate General of Immigration and attended by all immigration offices in Indonesia through virtual Zoom. This activity explained the M-Passport Policy, M-Passport Application, Communication Strategy and Operationalization Training, and the Opening of the M-Passport Application Quota (Beck, 2022).

According to Mahmudi (2016:18), public accountability means that the trustee (agent) is responsible for being accountable, presenting, reporting, and disclosing all activities and activities that are responsible to the trustee, who has the right and obligation to hold it accountable. A diverse range of people must participate in the system design associated with digital technologies, and based on this premise, stakeholders with pluralistic values collaborate to achieve the ultimate goal of realizing people's happiness and liberty. This is one of the principles of agile governance put forward by Luna, and Kruchten (2015), namely simple design and continuous refinement. The team's ability to create a simple design is required to provide fast achievements and must continue to improve. In line with this, according to Ramadhan (2017),

human-centered design is an approach to the design process that focuses on humans or users. This approach requires a designer to carry out the design process of a product based on the needs, capabilities, and habits of users. The human-centered theory has four principles, namely focusing on humans, looking for real problems, recognizing that all parts are part of the system, not just focusing on one part of the user experience journey, continuously validating the design made, and testing design solutions that have been made for humans or real users.

Availability of Appropriate Quality and Quantity of Options

The Directorate General of Immigration made innovations related to the problem. Previously, the Directorate General of Immigration had made technology or a system to facilitate services in terms of submitting applications for making passports called the Online Passport Queue Registration Application (APAPO), and now there is the latest innovation with the latest form of APAPO, namely M-Passport (Safitri, 2021). Currently, applying for a passport cannot be done on the spot; it must be done online with M-Passport. However, with innovations that have made it easier for users like this, there are still people who use third-party services to take care of making passports. The public is faced with two choices that are different in the costs that must be paid. The cost is higher if using third-party services. Therefore, people can make their own choices about using one of the existing options.

Multiple Stakeholders Participating in System Design

This is also done by creating features in M-Passport that make it easier for users. M-Passport's superior features include PNPB payment in advance, checking passport application status, validation of Dukcapil NIK, rescheduling arrival schedule, and integration of RI travel documents. This M-Passport application will facilitate the processing of passports. All features made have considered the rapid advancement of technology, such as the fact that applicants can complete and upload required documents via mobile phones (M-Passport application), pay passport application fees (via Banks, Post Offices, Bank ATMs, Indomaret, Marketplace, M-Banking, and Internet Banking). Moreover, applicants have the flexibility to choose their preferred schedule and immigration office for interviews and biometric data recording.

Inclusiveness

This principle means that even people who are not knowledgeable about technology must be able to use the system correctly and recognize its risks if everyone is to be allowed to pursue happiness. Because of this, it's critical to ensure system inclusivity and build a society in which nobody is left behind. An inclusive attitude helps maintain relationships between people. This attitude needs to be applied through inclusive education to understand differences in ethnicity, culture, background, status, and characteristics. In line with this, Skrdjen (2008), explains the objectives of inclusive education, which include reducing concerns, building loyalty and friendship, and building attitudes and respect. This also applies to public services, with an inclusive concept that must be able to provide ease of use and acceptance of services for the community. The Directorate General of Immigration of the Republic of Indonesia has been aggressively socializing with the public regarding how to use a good and correct M-Passport, in addition to those that have been published through social media. To evenly disseminate information related to this M-Passport, various immigration office officers in the district/city conduct community socialization in the sub-district.

This is the case with the socialization conducted by the Palangka Raya Class I Non-TPI Immigration Office, which actively socialized the M-Passport Application in Buntok, South Barito Regency. This socialization activity was carried out 'door to door' with government agencies (PKK Secretariat Office, Youth and Sports Office, Bawaslu), schools (SMPN 2 Buntok), Samsat, Mulya

Kencana Hotel, and the Population Control and Family Planning Office of South Barito Regency. Head of the Information and Communication Section of Immigration Palangka Raya Prabowo Putra and the public relations team conveyed information related to the M-Passport Application through brochures and pamphlets (KANWIL Palangkaraya, 2022). Feedback provided by users during testing will help improve the design (Babich, 2018). According to Widodo (2013), inclusive service is a service system that can eliminate all obstacles faced by the community in accessing public services. This means that inclusive services are service patterns designed to answer the value of pluralism that exists in society in general. In line with this definition, Dwiyanto (2010) outlined three characteristics of inclusive services, namely, togetherness, which must be understood as a necessary trait. All parties are encouraged to work together to provide and obtain access to public services. Then, recognition of diversity: everyone has differences, both positive and negative, and the differences that arise must be seen as another source of ideas to provide services that are needed by the public. Finally, not labeling, in this case, means that the apparatus that provides services to the community does not label certain groups so that they feel marginalized.

Appropriate Allocation of Responsibilities

To protect people's right to pursue happiness while using technology, it is critical to assign proper administrative, criminal, and civil responsibilities, among other things, to system providers. It will be crucial that we go past the conventional framework of fault liability, which assumes predictability, and create liability schemes that promote cooperative efforts to enhance systems, along with procedures for fairly compensating people who have been harmed. Legal protection related to immigration for passport-making is written in several laws and can be legally accounted for in the eyes of the state. One of them is regulating the questionnaire filling feature by ensuring that the data and answers provided are correct, and providing incorrect information is an immigration violation as stipulated in Article 126 letter C of Law No. 6 of 2011 concerning Immigration and will result in passport applications being rejected and payment is not refundable (Administrator Kanim Malang, 2023). The Appropriate Allocation of Responsibilities, according to Pink (2009), is a fundamental principle in team-based organizations. This theory suggests that trusting and empowering teams with responsibility can improve organizational performance and responsiveness.

According to Russell (2011), indicators such as faster turn-around times, reduced bureaucracy, and quick responses to community needs can be used to measure the efficiency and responsiveness of public service delivery. In line with that, according to Parmenter (2019), key performance measures or KPIs, which are linked to organizational goals, can provide an overview of the extent to which assigned tasks achieve expected results. The last is the availability of remedial measures; according to Cohn (2005), agile includes a readiness to adapt to change. According to Pritchard (1997), the team must be prepared to change the direction or priority of the project according to changing business needs. This principle relates to risk management, which involves identifying, evaluating, and responding to risks. The availability of corrective actions is an integral part of the risk response strategy. In line with this theory, according to Moran (2016), agile governance involves adaptive risk management. Proactive risk identification, implementation of corrective actions, and continuous monitoring are key elements of effective risk management in an Agile context.

Availability of Remedial Measures

Ex post facto channels for rights redress and conflict settlement must be made available in addition to pre-established legislation to protect people's freedom to pursue pleasure while using

technology, and these channels must also be sustainably constructed. It is crucial to employ a range of online dispute resolution systems (Online Dispute Resolution or ODR) for various stakeholder needs and dispute types, such as consultation and complaint support with operators and pertinent organizations, as well as alternative dispute resolution processes carried out by impartial specialized organizations, rather than relying exclusively on drawn-out and costly court procedures (ADR). In the case of applying for a passport, if it is constrained and threatened with failure to make an application due to an invalid identity in M-Passport, which is caused by a mismatch of data registered at the Population and Civil Registry Office (Disdukcapil). Passport applicants do not need to worry, but their Dukcapil data must be corrected. The system in the M-Passport Application can only pull data from the Dukcapil and does not have the authority to revise the applicant's data in the M-Passport form. However, the immigration office officer can provide general information on what discrepancies will have to be corrected at Disdukcapil. Such obstacles can be raised by the applicant contacting the officer via live chat at <http://www.imigrasi.go.id/> during working days and hours for further information. Meanwhile, to consult about population identity, the public can contact Halo Dukcapil at 1500537 (Humas Ditjenim, 2022).

M-Paspor Analysis with Digital Governance Dimensions

Digital by Design

Digital by design represents a transformative strategy that integrates digital technologies and data seamlessly into policy processes, ensuring the presence of clear leadership and efficient coordination. The objective of this approach is to reimagine public processes, streamline procedures, and establish novel communication channels with stakeholders. The ultimate aim is to create a more efficient, transparent, sustainable, and citizen-centric public sector. Governments employ strategic measures to guarantee a unified design, implementation, and monitoring process, irrespective of the service access channel. Importantly, digitalization is not treated merely as a technical subject but is regarded as an obligatory element that should be woven throughout policy processes. In the case of innovation in accelerating public services in making passports, it utilizes technologies in this era of digital transformation that are increasingly advanced. The use of digital media also answers the challenges of times related to public services provided by the government. The M-Passport application issued by the Directorate General of Immigration of the Ministry of Law and Human Rights to facilitate the passport-making process is an innovation that applies the digital dimension by design in creating passport services that are easier, more convenient, transparent, effective, and efficient.

Government as a Platform

A government serves as a platform by providing clear guidelines, tools, data, and software to enable user-driven, consistent, seamless, integrated, proactive, and cross-sectoral service delivery. This strategy prioritizes user needs in the design and delivery of public services, foster interoperability, and encourage innovation. The consolidation of resources across public agencies enhances the comprehension and consistency of digital and data solutions, enabling teams to concentrate on understanding users' requirements and delivering efficient end-to-end service experiences. M-Passport was created using the E-Government approach of "Government as a Platform", which provides various platforms to support the acceleration of service processes. These include not only the M-Passport application but also accessibility through the website and other existing service processes. M-Passport is a platform that provides online services in the passport-making process and contains tools to support services. The platform is a place to input personal data for someone who wants to make a passport. This certainly makes it easier because

it speeds up the registration process and benefits both parties, namely the government as a service provider and the community as a user or recipient of the services provided.

Proactiveness

A proactive approach describes the ability of governments and public servants to anticipate the needs of individuals and promptly address them, eliminating the necessity for complicated data and service delivery procedures. A proactive government provides solutions or responses to needs before requests are made, thereby reducing the challenges and inconveniences associated with interacting with public sector organizations. Proactiveness extends the principles of the five dimensions mentioned earlier by endeavoring to provide citizens with a service delivery experience that is smooth and convenient. Governments that adopt a proactive approach, as explained earlier, tend to provide solutions or responses to needs before a request is made. This principle is in line with the objective of M-Passport, which aims to provide innovative, fast, and efficient passport services. The incorporation of M-Passport into the government system can be considered an extension of such a proactive concept. By integrating M-Passport, the government has the potential to create a more efficient and convenient service delivery experience for citizens, particularly in the context of passport services. By using a proactive approach, the government is not only able to respond to needs quickly but can also identify potential improvements in passport services. The existence of M-Passport, which offers innovation and efficiency, can substantially improve the service delivery process. For example, the adoption of a system that enables more efficient processing of passport applications can provide more effective solutions to the needs of the public. In addition, the integration of M-Passport also has the potential to reduce the challenges and inconveniences associated with citizens' interactions with passport-related government agencies. By providing solutions or responses proactively, the government can reduce waiting time, spare the public from long queues, and increase customer satisfaction in receiving passport services.

CONCLUSION

Based on the results and discussion above, it can be concluded that implementing M-Passport as an innovative, fast, and efficient service is very useful for creating an agile and digital government. This can be seen by implementing M-Passport services that pay attention to the viewpoints of the six principles of agile governance such as accountability and transparency, availability of appropriate quality and quantity of options, number of stakeholders participating in system design, inclusiveness, appropriate allocation of responsibility, availability of corrective action. Furthermore, it is also said that the implementation was successful from the point of view of three dimensions of digital governance, such as: Digital by design, namely the M-Passport application by the Directorate General of Immigration of the Ministry of Law and Human Rights, is an innovation that utilizes sophisticated digital technology to accelerate the process of making passports, making it easier, more convenient, transparent, effective, and efficient. Government as a platform, such as M-Passport, is an e-government platform that accelerates the service process by providing online passport-making services. The platform offers applications and websites for users to enter personal data, making the registration process easier. This benefits both the government and the public, as it speeds up the registration process. Proactiveness and passport processing services were initially manual and time-limited, causing long queues. The system switched to quota-based services, but if full, service was delayed. M-Passport, a new form of passport service, offers easy, fast, and efficient access to applications anytime and anywhere, relying on electronic devices and internet networks. This new form of passport service eliminates uncertainty and delays.

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