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Agile Governance Implementation In Public Services: The Case Of Dpmptsp Padang City During The Covid-19 Pandemic

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Abstract-

The Covid-19 pandemic has presented major challenges to the health, economic and governance sectors in Indonesia. In this context, the imported of implementing Agile Governance is crucial. The Investment and One-Stop Integrated Service (DPMPTSP) Office Of Padang City plays an important role in implementing local policies to support recovery during the pandemic. This research aims to explore the implementation of Agile Governance at DPMPTSP Of Padang City during the pandemic. The research method used in descriptive qualitative, with data collection through in-depth interviews and document analysis. The result showed that DPMPTSP Padang City successfully implemented the principles of agile governance, which are business need-focused, people-oriented, and quick wins-based. This implementation has improved public services and licensing innovation. Various innovations, such as the INDAH program for MSMEs and the digital OSS and SIMBG systems, were implemented of Agile Governance has enabled DPMPTSP to adapt and innovate in service delivery, creating a better relationship between the government and the community in the context of public services, especially in the midst of crisis conditions.

INTRODUCTION

The Covid-19 pandemic poses major challenges to the health, economic and governance sectors. In this context, the national government has the primary responsibility in handling the overall crisis, while local and municipal governments play a role in implementing daily countermeasures, ensuring the availability and delivery of health and social services, and promoting local economic development through public investment (Ishak, 2021). The Covid-19 pandemic has had a significant impact on the

investment sector in Indonesia, especially in the realization of investment which has been hampered by various factors (Dito, 2020). As identified by the Ministry of Investment/BKPM in 2020, key challenges including regulatory complexity, overlapping licenses, and not yet optimal integration of digital licensing systems such as OSS, are obstacles in improving the competitiveness of business ease. (Investment Coordinating Board Report, 2021).

Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP), plays an important role in implementing local policies that support recovery efforts (Rusnadiyah, 2021). DPMTPSP, as an institution that manages investment and integrated services, has a strategic position in driving local economic development through public and private investment. According to Article 16 Paragraph (1) of Law No. 25 of 2007 concerning Investment, the purpose of PTSP is to assist investment in obtaining easy services, fiscal facilities, and information regarding investment (Anastasia, 2022).

One of the obstacles of DPMPTSP during the Covid-19 period, namely the granting of Building Construction Permits (IMB) in Tangerang City, was constrained when the survey team of the Development section wanted to carry out a survey to the field or location of the building to be issued a license because it was implementing Large-Scale Social Restrictions (PSBB) (Ikhfa, 2021). Not only that, a form of challenge for DPMPTSP during the covid-19 period was the change in services from face-to-face to online licensing services. Due to the limitations of the community in the regions in terms of IT, which requires applications to access the online Licensing SIM in OSS, it has an impact on queues at the assistance service at the service site (Bapperida Sragen Regency, 2021). One of the offices that is also directly affected is the Investment and One-Stop Integrated Service Office (DPMPTSP) of Padang City. During the crisis, limited physical interaction and the need to minimize the spread of the virus forced the PTSP Office to transform from a face-to-face service model to information technology-based services.

DPMPTSP Kota Padang acts as an implementer of One Stop Integrated Services (PTSP). PTSP functions as a center for licensing and non-licensing services. Along with the development of community needs for faster and more efficient services, DPMPTSP Padang City expanded its role through integration into Mal Pelayanan Publik (MPP). DPMPTSP Padang City is the 11th City to implement MPP in Indonesia, and is the first City in West Sumatra. The presence of MPP aims to improve licensing and non-licensing services in Padang City by providing services in one place (Ratih, 2021). Previously,

Indonesia was familiar with integrated services through the One Roof Integrated Service (PTSA), which later developed into the One Stop Integrated Service (PTSP). However, the implementation of MPP until 2020 during the Pandemic period experienced obstacles, namely by only organizing 2 agencies (Ratih, 2021). After that, in 2020 the Padang Mayor's policy Number 106 of 2020 concerning the implementation of Electronic Licensing at the One-Stop Investment and Integrated Services Office was issued again. The implementation of the electronic system carried out by DPMPTSP Padang City is implemented in the form of four applications, namely OSS, Si Cantik Cloud, and SIMBG. The following is the number of licensing services delegated to DPMPTSP Kota Padang.

Table1. Types of Licensing and Non-Licensing Services delegated to DPMPTSP Padang City

Technical Service	Permit Name	Service Type Innovation		
		Permit Not Yet Effective	Fulfillment of Commitments	License
Trade Department	Trading Business License (SIUP)	OSS	Sapo Rancak	OSS
	Shopping Center Business License	-	-	Manual
	Warehouse Registration Certificate	OSS	Sapo Rancak	OSS
	Self-service Store Business License (IUTS)	-	-	Manual
	Type B and C Alcoholic Beverage Trading License (SIUP MINOL)	-	-	"Si cantik" Cloud
	Industrial	OSS	Sapo Rancak	OSS

Labor and Industry	Business License				
	Job Institution Permit	Training (LPK)	OSS	Sapo Rancak	OSS
	Industrial Business Expansion Permit (IPUI)		OSS	Manual	OSS
	Private Manpower Placement Agency Business Permit		-	-	Manual
	Specialized Job Exchange Registration Certificate		-	-	Manual
	Building Construction Permit (IMB)		SIMBG	SIMBG	SIMBG
	Construction Services Business License (IUJK)		OSS	Sapo Rancak	OSS
Public Works and Spatial Planning Office	Location Permit		OSS	Sapo Rancak	OSS
	Tourism Business Registration (TUDP)		OSS	Sapo Rancak	OSS
	Saving and Loan Cooperative License		OSS	Manual	OSS
Tourism Department	Cooperative Cash Office Opening Permit		OSS	Manual	OSS
	Permission to		OSS	Manual	OSS
Office of Cooperatives and Micro, Small and Medium Enterprises					

	Open a Branch Office of a Savings and Loan Cooperative			
	Permission to Open Sub-Branch Office of Saving and Loan Cooperative	OSS	Manual	OSS
Health Office	Hospital Establishment Permit (IMRS)	OSS	Sapo Rancak	OSS
	Hospital Operation Permit (IORS)	OSS	Sapo Rancak	OSS
	Clinic Establishment Permit (IMK)	OSS	Sapo Rancak	OSS
	Clinic Operational Permit (IOK)	OSS	Sapo Rancak	OSS
	Drugstore Permit	OSS	Sapo Rancak	OSS
	Optical License	-	-	Sapo Rancak
	Health Laboratory Establishment Permit	-	-	Sapo Rancak
	Hotel Hygiene Sanitation Certificate	-	-	Sapo Rancak
	Restaurant Hygiene Sanitation Certificate	-	-	Sapo Rancak
	Certificate of	-	-	Sapo Rancak

	Hygiene Sanitation of Drinking Water Depot			
	Pharmacy License	OSS	Sapo Rancak	Sapo Rancak
	Traditional Medicine Micro Business License (IUMOT)	-	-	Sapo Rancak
	Medical Device Store Permit	OSS	Manual	OSS
	Health Center Operational Permit	-	-	"Si Cantik" Cloud
	Environment	Environmental	OSS	Sapo Rancak
	Agency	Permit (Amdal)	OSS	Sapo Rancak
		Environmental Permit (UKL-UPL)	OSS	Sapo Rancak
		Wastewater Discharge Permit	OSS	Sapo Rancak
		Letter of Undertaking for Environmental Management and Monitoring (SPPL)	OSS	Manual
		Hazardous and Toxic Waste Management Recommendation for Hazardous and Toxic Waste Transporters	OSS	Manual
		Operational	OSS	"Si Cantik"
				OSS

	Permit for Cloud Hazardous and Toxic Waste Management (B3 Waste) for producers			
	Hazardous and Toxic Waste Management Permit for Businesses and Services	OSS	Manual	OSS
Transportation Department	Person Transportation Implementation Permit	OSS	Sapo rancak	OSS
Social Departmen	Social Welfare Institution Business License (ILKS)	-	-	Sapo Rancak

Source: DPMPSTP website of Padang City

The implementation of electronic licensing services in Padang City, which is regulated in Padang Mayor Regulation Number 106 of 2020, has not run optimally. Research conducted by Ratih (2022) shows that there are several factors inhibiting the success of this policy, such as unclear measures and standards, availability of resources, and an imperfect OSS-RBA system. In addition, the public is still unfamiliar with the online licensing process, which is an additional challenge in implementing this policy. Challenges such as limited digital infrastructure, human resource readiness, and limited public access to technology are the main obstacles in maintaining the quality of public services. Challenges such as limited digital infrastructure, human resource readiness, and limited public access to technology are the main obstacles in maintaining the quality of public services. In the midst of uncertain conditions, there is an urgent need for the government to be more adaptive, responsive, and flexible in the face of rapid

change. In this context, the concept of agile governance becomes relevant to be applied. Agile governance is an approach that allows the bureaucracy to move faster, be more responsive, and more innovative in the face of disruption, as experienced during the pandemic (Muhammad Iqbal, 2023). By utilizing information and communication technology (ICT), agile governance allows the government to simplify service processes, improve bureaucratic efficiency, and continue to provide optimal services to the community, even in crisis conditions.

The concept of Agile Governance has been applied in several conditions and various fields in government. The implementation of Agile Governance in public services in the context of implementing bureaucratic reform has been carried out by several previous studies. As conducted by Ihyani Malik, has examined the application of Agile Governance principles in the context of implementing Bureaucratic Reform 4.0 at the Center for Training and Development and Government Management Studies (Puslatbang KMP) LAN Makassar City. The results of the study show that Bureaucratic Reform 4.0 at Pustalbang KMP has been successfully implemented according to the principles of Agile Governance, proving the great potential of this concept in strengthening the performance of a more responsive and efficient bureaucracy (Ihyani Malik, 2023).

In addition, the application of agile governance in simplifying the bureaucracy has also been carried out by Padmaningrum (2021) entitled *Simplifying the Bureaucracy Through Agile Governance Towards Excellent Service*. The results of this study indicate that Agile Governance changes the government to become the foundation of society for administrative matters of an obligatory nature, so that services to the public can play an important role in efforts to increase competitiveness and national development. The same study of the application of Agile Governance in public services has also been carried out by Ayatul (2023) which focuses on the application of smart services in public services. Changes are made with the monitoring and addition of service features that encourage continuous improvement in service quality. In addition, the dodolan promotion feature is also added to support business people in the economic cycle.

The relevance of some of the studies above to the research conducted lies in the study of the application of Agile Governance in the context of the Indonesian Government bureaucracy, which shows how the bureaucracy can be transformed through the application of technology and the principle of flexibility. The study conducted by ihyani

provides a strong theoretical foundation regarding the possibility of implementing Agile Governance in a government environment. In addition, the application of Agile Governance in disaster conditions or conditions that cannot be predicted has also been carried out by several previous studies. Rini Natalia (2024) conducted a study on the application of the concept of Agile Governance to the Pekanbaru City Public Service Mall after the fire. The results showed that the Pekanbaru City Public Service Mall if assessed based on the application of the six principles of Agile Governance has been fully implemented and can be said to be quite good. However, if assessed from the post-fire side, it cannot be said to be running optimally. Due to the fact that there have been no activities to increase the competence of existing human resources at DPMPTSP and MPP since the beginning of 2024 until now May 2024. In addition, Sri's research (2023) examines the implementation of the Agile Governance concept in handling the economic crisis after the Covid-19 pandemic in the Special Region of Yogyakarta (DIY) Province. This research focuses on the implementation of Agile Governance during the Covid-19 pandemic, where the DIY government implemented six Agile Governance principles in dealing with the economic crisis. One of the programs is the provision of incentives to MSME players, which is accompanied by monitoring and evaluation to ensure the smooth running of the program. However, researchers noted a shortcoming in the quick wins principle, especially in improving information services to make them more accessible to the entire community.

Research examining Agile Governance during the pandemic has also been conducted by Muhammad (2023) entitled Strategic Steps of the Indonesian Government in Facing the Threat of Global Recession 2023. This research focuses on the role of the government in implementing steps or policies in dealing with the threat of a global recession during the 2023 Covid-19 pandemic based on 6 principles of agile governance theory. The implementation of Agile Governance is evidenced by the inauguration of the National Movement for Proud Buata Indonesia (Gernas BII) 2023 as an effort to digitally integrate MSMEs, the state budget designed to deal with the threat of recession. Further research examining the application of Agile Governance in handling Covid-19 has also been conducted by Winda (2021) which focuses on the form of the Tulungagung Regency Health Office's rapid response to handling Covid-19. The results of this study concluded that the Head of the Health Office had taken steps before the spike in Covid-19 cases by reading predictions and had considered what to do when environmental

conditions were unstable by providing training to human resources implementing Covid-19 through regional and national level webinars. The relevance of this research to the research that the researchers conducted is that they both examine agile governance during the Covid-19 Pandemic.

Some of the previous studies above make important contributions in seeing how Agile Governance plays a role in improving bureaucratic performance and public services. However, the gap that arises between previous research and the research conducted lies in the context of applying Agile Governance during a crisis, especially the Covid-19 pandemic. Ihyani Malik's research focuses on bureaucratic reform under normal conditions using the Agile Governance approach, while Rini Natalian's research examines the situation after a physical disaster (fire). The research conducted at DPMPTSP Kota Padang aims to explore how Agile Governance is applied in facing special challenges due to the pandemic, where the global health crisis requires the bureaucracy to not only adapt quickly but also create innovations in licensing and non-licensing services. The focus on bureaucratic transformation during and after the Covid-19 pandemic provides a unique perspective that has not been widely discussed in previous research, thus adding a new dimension to the study of the application of Agile Governance in times of more complex crises. In addition, this research will enrich the literature by looking at how bureaucracies can innovate dynamically and still maintain the efficiency of public services in evolving emergency situations, such as pandemics.

METHODS

This research uses a qualitative descriptive approach to describe the problems and research focus on the implementation of agile governance after the Covid-19 pandemic at DPMPTSP Padang City. Qualitative methods are social research steps that aim to obtain descriptive data in the form of words and pictures (Meleong, 2007). Data obtained in qualitative research can be in the form of interviews, observations, and existing secondary data such as notes, documents, writings from books, print media and electronic media (Afrizal, 2014). In-depth interviews were conducted with informants who were directly involved in the process of business licensing and non-licensing services, namely the DPMPTSP Office of Padang City and several Technical Offices that were also involved. In addition, This study also utilized several documents such as policies in the form of regulations governing business licensing and non-licensing at

DPMPTSP Kota Padang. Documents related to the types of non-licensing licensing services, service flow and other documents that support the research results. For the selection of informants carried out by purposive sampling technique. Purposive sampling is a technique for selecting data sources based on certain considerations (Sugiyono, 2008). The informants selected in this study came from several fields directly involved in licensing and non-licensing services, such as the licensing and complaint administration field, the licensing field and the reporting and evaluation field. The field was chosen based on understanding, authority in the licensing and non-licensing process at DPMPTSP Kota Padang. After the data has been collected, the next step is to analyze it. In a qualitative descriptive approach, analysis is carried out carefully to explain and describe the findings that emerge from the data, without the aim of testing hypotheses or making generalizations (Afrizal, 2014). This analysis process begins with recording, coding, and categorizing the data. After that, the results of the analysis were interpreted to gain a deeper understanding of the phenomenon being studied. Interpretation is done by considering the research context, supporting theories, and the researcher's point of view. The ultimate goal is to describe and explain the phenomenon in detail and accurately so as to enable the researcher to draw conclusions relevant to the research questions and provide recommendations in accordance with the research results.

RESULTS AND DISCUSSION

Agile Governance

DPMPTSP of Padang City applies agile governance principles through innovation and policies that focus on the ease of licensing and non-licensing service. This was especially important during the transformation before and after the Covid-19 Pandemic. With adaptation and strong governance, DPMPTSP accelerates the service process through digitization, simplification of procedures, and utilization of information technology. This enables faster and more efficient services, and strengthens the competitiveness of businesses in Padang City. This transformation can be seen in the implementation of electronic licensing as per Padang Mayor Regulation No 16/2020 and the optimization of the public Service mall, which is important to maintain service quality during the pandemic.

Good Enough Governance

Good Enough Governance emphasizes the importance of carrying out governance in accordance with the conditions and capabilities of the organization, especially in government (Iqbal, 2023). In this approach, the internal context of the organization should be the main consideration in its management (Luna, 2015). This principle underlines that governance needs to be tailored to the characteristics and resources of the organization. Good Enough Governance emphasizes the importance of adequate governance in an organization, including in government, with a focus on achieving realistic results and in accordance with existing capacity.

DPMPTSP of Padang City applies this principle by considering the organization's situation and capacity in carrying out licensing service innovations before and after the pandemic. This is done in accordance with its vision, namely "Realizing Better Quality and Effective Licensing and Non-Licensing Services in an Integrated and Integrated Way". The integration of integrated services is realized by the presence of the Public Service Mall in Padang City. The Public Service Mall (MPP) according to the Regulation of the Minister of Administrative Reform and Bureaucratic Reform (KEMENPAN-RB) Number 23 of 2017 concerning the Implementation of Public Service Malls is defined as a place for the implementation of public service delivery activities both goods and services in one place in order to provide fast, easy, and accountable services. To realize the expansion of integrated service functions both at the central and regional levels, DPMPTSP Kota Padang as the person in charge of MPP involves several agencies and OPDs in licensing and non-licensing matters.

Table 2. Number Of Agencies in The public Service Mall of Padang City

Number	Year 2018-2020	Year 2020-2021	Year 2021-2024
1	One-Stop Investment And Integrated Service Office	One-Stop Investment And Integrated Service Office	One-Stop Investment And Integrated Service Office
2	Public Works and Spatial Planning Office of Padang City	Public Works and Spatial Planning Office of Padang City	Public Works and Spatial Planning Office of Padang City
3	Health Office		Health Office
4	Environment Office		Environment Office

5	Population and Civil Registration Office
6	Regional Revenue Agency
7	BPJS Health
8	Padang Police
9	LKPM Clinic
10	Padang District Attorney's Office
11	BPPOM

Source: DPMPTSP website of Padang City

Based on the table above, at the beginning of the implementation of the MPP, there were four agencies that joined between 2018 and early 2020. However, during the pandemic, the number of active agencies decreased dramatically until only two fully functional agencies remained. This has caused the concept of integrated and unified services to not run optimally. People who should be able to take care of various needs in one place, must go to other agencies that are not active in MPP. The implementation of good governance can be seen from how the DPMPTSP of Padang City responds to this situation. They are still trying to achieve results in accordance with the organization's capacity, namely running services despite various limitations. Although the pandemic is still ongoing in 2021, agencies are gradually starting to rejoin the MPP. By 2024, there were already 11 agencies actively operating in MPP Padang City. This increase in the number of agencies affects the quality of service by speeding up the service process and making it easier for the public to take care of various needs in one place, indicating a progressive recovery and increase in service capacity.

The vision of the DPMPTSP of Padang City is also in line with the service motto of the DPMPTSP of Padang City, namely "Serving With Heart Innovating Relentlessly". DPMPTSP Kota Padang adjusts policies and procedures to remain relevant to the needs of the community and the business world, despite facing internal challenges such as limitations during the pandemic. It can be seen from their efforts to align needs and available resources in the process of transforming licensing services. Despite facing limitations during the pandemic, DPMPTSP has successfully adapted by implementing an electronic licensing policy based on Padang Mayor Regulation Number 16 of 2020. In

addition, the application of a digital system which may still have technical limitations but has been able to overcome physical obstacles during the pandemic. Here are some of the innovations implemented at DPMPTSP Padang City.

Picture 1. DPMPTSP Licensing Service Of Padang City



Source: DPMPTSP website of Padang City

Based on the figure above, it can be seen that there are 3 types of licensing service innovations, namely OSS, SIMBG, Sinopen. This approach does not focus on perfect results, but rather on adequate and realistic results, taking into account the limitations faced by small businesses after the pandemic.

Based on the above explanation, it can be concluded that DPMPTSP Kota Padang has successfully adopted the principles of Good Enough Governance by prioritizing service sustainability through innovations that scale according to organizational capacity and community needs. By focusing on achievements that can be pursued within its capabilities, DPMPTSP is able to continue to provide the necessary services without sacrificing the basic quality of services that are important to the community and the business world in Padang City. This approach shows that while not always ideal in all aspects, the implementation of Good Enough Governance allows organizations to remain productive and relevant, especially in challenging conditions such as the pandemic.

Business Driven

The Business-driven principle focuses on formulating and issuing a decision or policy that is oriented towards state revenue. (Iqbal, 2023). DPMPTSP Kota Padang directs policies and decisions to encourage increased investment, accelerate business licensing, and facilitate access to business services for businesses. After the Covid-19 pandemic, DPMPTSP Padang City issued 1 program launched in 2021 which was named INDAH (IziN muDah UMKM barokAH). This program aims to provide convenience for Micro, Small and Medium Enterprises (MSMEs). The form of this innovation is by facilitating MSME players in taking care of business licensing through the Online Single Submission (OSS), while promoting their products in rotation at the Public Service Mall (MPP) in Padang City. According to the Head of DPMPTSP Kota Padang, this innovation is in line with the issuance of Law (UU) Number 11 of 2020 concerning the Ease, Protection, and Empowerment of Cooperatives and Micro, Small and Medium Enterprises. In addition to the ease of licensing, this program also shows DPMPTSP's attention to post-pandemic conditions, by providing a promotional platform for MSMEs at the Public Service Mall (MPP).

The Business-driven principle by launching the INDAH program, which not only focuses on the ease of business licensing for MSMEs, but also encourages post-pandemic economic recovery through promotional support at the Public Service Mall. The INDAH program reflects ongoing efforts to increase investment and strengthen the small business sector. In addition, by implementing innovative policies, DPMPTSP demonstrates that opinion-based policies can align with local economic sustainability and business sector inclusiveness.

Human Focused

According to Safroni (2012), a public service-oriented bureaucracy must prioritize the regulatory function through policies that support the creation of conditions conducive to public services. In addition, the bureaucracy must also focus on empowering the community so that they feel ownership and actively participate in utilizing and maintaining the service facilities that have been provided. This active involvement of the community is realized by DPMPTSP Kota Padang through the implementation of a public consultation forum. This forum was organized by the Padang City Government through the One-Stop Investment and Integrated Service Office and aims to demonstrate the government's commitment to improving the quality of public services through the preparation of Public Service Standards at the Padang City Public Service

Mall (MPP).

Picture 2. Public Consultation Forum of DPMPTSP Padang City



Source: DPMPTSP website of Padang City

This activity involved 102 elements from professional organizations/associations, business actors, and Regional Apparatus Organizations (OPD) within the Padang Municipal Government which took place at Bagindo Aziz Chan Room, City Hall. Deputy Mayor of Padang Ekos Albar, who officially opened the event, stated that this forum is a tangible manifestation of the Padang Municipal Government's commitment to meeting the quality standards of public service delivery (Ekos, 2024). The forum also serves as a forum for the community to submit input and suggestions related to public service standards at MPP. In addition, at the event, DPMPTSP Padang City also gave rewards to 10 business actors who were compliant in submitting Investment Activity Reports (LKPM) every quarter. LKPM is submitted every month by business actors through the OSS monitoring system. The purpose of this LKPM is to record reports on the development of business activities, both those that have not yet produced, commercial operations and those that have, including the realization of investment, realization of labor, realization of products and other related implementation. This award is a form of appreciation from Pemko Padang to business actors who have contributed to improving the quality of public services in Padang City.

Picture 3. Awarding Business Actors for Compliance in Submitting LKPM



Source: DPMPTSP website of Padang City

The award aims to motivate other business actors who have not submitted the Investment Activity Report (LKPM) to be more active. By giving awards, it is expected that the number of business actors who report LKPM every quarter can increase. The human focused principle is also reflected in the transparency and ease of access to the licensing service system provided to the public. With this transparency, the public can easily understand existing programs and policies. One form of transparency is clarity regarding the duration of the licensing service process, which can be seen through applications that can be accessed by the community. In addition, DPMPTSP Kota Padang regularly reports the number of services every month through its official Instagram account, which further strengthens information disclosure and accountability to the public.

Picture 4. Recapitulation of Number of Licenses and Non-Licenses



Source: DPMPTSP website of Padang City

The recapitulation of the number of licenses and non-licenses that is routinely shared through the Instagram of DPMPTSP Kota Padang is a tangible manifestation of community empowerment and active participation in public services. By providing clear and open access to information about public services, the community is not only empowered to understand the service process, but also encouraged to play an active role in monitoring and providing input regarding the services they receive. This transparency creates trust between the government and the community, while strengthening a sense of ownership and shared responsibility in maintaining the sustainability of public services.

Based on the above explanation, it can be concluded that the human focused principle has been well implemented by DPMPTSP Kota Padang through the implementation of public consultation forums and giving awards to business actors. These steps reflect a commitment to empower the community, increase transparency, and encourage active participation in the public service process.

Based on quick wins

The principle of Based on Quick Wins focuses on encouraging a policy that can immediately provide positive and measurable results (Iqbal, 2023). In the context of

DPMPTSP Kota Padang, this policy is implemented through service digitization innovations, which aim to improve the efficiency and effectiveness of the licensing process. The implementation of the Online Single Submission (OSS) System, which makes it easier for the public to process various types of licenses online. Through OSS, the public no longer needs to spend time and money to undergo the licensing process manually. This system provides an integrated platform that allows users to access information, fill out forms, and apply for licenses more easily.

In addition to OSS, DPMPTSP also introduced the Geographic-Based Management Information System (SIMB) which serves to increase transparency in licensing data management. With more accurate data mapping, the government can identify areas that require more attention in terms of public services. The implementation of SIMBG allows service users to view information related to license locations, thus helping them make better decisions. To ensure the successful implementation of both systems, DPMPTSP actively conducts socialization and training for businesses. This socialization aims to provide a better understanding of how to use these innovations, as well as the benefits gained from digitizing services.

Picture 5.OSS-RBA Technical Guidance and LKPM Preparation



Source: DPMPTSP website of Padang City

Picture 6. Joint Socialization of DPMPTSP Kota Padang and Satpol PP on Business Licensing to Business Actors in Padang City



Source: DPMPTSP website of Padang City

The training also included an explanation of a clear Standard Operating Procedure (SOP) for each licensing process that is often problematic. With the SOP, it is expected that service users can undergo the licensing process more smoothly and without significant obstacles.

It can be concluded that the implementation of the Based on Quick Wins principle at DPMPTSP Kota Padang has been carried out through the implementation of policies that provide positive results supported by activities in the form of socialization and technical guidance, so that this can ensure that service users understand the benefits and how to use the system that has been introduced.

Systematic and adaptive approach

According to Dhir and Sushil in Ihyani (2023), the way to create an agile and innovative bureaucracy in the face of rapid environmental change is to formulate the value of benefits by changing the old-style bureaucratic way of working to a new way of working that is more adaptive, open, and responsive to the needs of the times. The Covid-19 pandemic has given a big push for DPMPTSP Kota Padang to transform its services, which were initially carried out face-to-face to digital-based. This change began with efforts to prepare qualified and technologically literate Human Resources (HR).

Intensive training is provided to employees so that they are able to adapt to the digital technology applied in the service system. The digital transformation of DPMPTSP Kota Padang has a significant impact on public services, so that in 2024 DPMPTSP Kota Padang won the first rank in the field of fulfilling public service standards.

Picture 7. Award for Fulfillment of Public Service Standards by DPMPTSP Padang City



Source: DPMPTSP website of Padang City

This award signifies that the service transformation efforts that have been made, from implementing digital systems to increasing the capacity of human resources, have succeeded in meeting quality public service standards. In addition to the implementation of digital systems through several innovations, DPMPTSP Kota Padang also utilizes social media, especially Instagram, as a means to disseminate information to the public. Through the official Instagram account, the public can easily obtain information about service procedures, the latest innovations, and various services available at the Public Service Mall. The use of social media is part of the effort to create a public service ecosystem that is efficient and responsive to changing situations and conditions.

Picture 8. Official Instagram Account of DPMPTSP Padang City



Source: Official Instagram Account of DPMPTSP Padang City

The use of the Padang City DPMPTSP official Instagram account is in line with the principles of the Systematic and Adaptive Approach in bureaucracy, where information is conveyed in a structured but flexible manner to respond to changes. This Instagram account allows effective information dissemination through regular posts and stories features, providing the public with quick and easy access to service procedures, the latest innovations and services available at the Public Service Mall. In addition, this social media facilitates direct interaction between the public and the government, enabling agencies to respond to questions, complaints and suggestions quickly, reflecting responsiveness and adaptation to dynamic public needs. Additionally, Instagram increases the accessibility of the service by bridging the digital divide, making it more inclusive for People accustomed to digital platforms.

CONCLUSION

The results showed that DPMPTSP Kota Padang has successfully applied the principles

of Good Enough Governance, business-driven, human focus, and quick win in efforts to improve public services and licensing innovation, especially during the Covid-19 pandemic. By adjusting policies and procedures according to the capacity and needs of the community, DPMPTSP Kota Padang is able to maintain service continuity through various innovations, such as the INDAH program to support MSMEs, and the implementation of digital systems such as OSS and SIMBG. These innovations not only improve service efficiency, but also strengthen transparency and community participation. Through public consultation forums and awards for businesses, DPMPTSP demonstrates its commitment to empowering the community and creating a better relationship between government and society. More adaptive and innovative policies allow local governments to respond to dynamic community needs and optimize existing resources, so that public services continue to run well despite limitations. Although the pandemic is still ongoing in 2021, agencies are gradually rejoining the MPP. By 2024, there were already 11 agencies actively operating at the MPP in Padang City, demonstrating progressive recovery and improvement in service capacity. Based on the research findings, it is suggested that local governments can adopt an agile governance approach to deal with post-pandemic challenges. Steps that can be taken include increasing digital capacity, flexibility in decision-making, and closer collaboration with various stakeholders. At the same time, it is important for local governments to continue to evaluate and adjust policies regularly to remain relevant to the development of the situation and the needs of the community. The sustainability of these innovations will be key in achieving the goal of a better future.

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