



Article

Agile Governance: Driving Innovation in Local Government Organisations

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Abstract: Agile governance in the context of local government innovation, based on Stephen Denning's (2016) theory, emphasises flexibility, speed and collaboration to drive sustainable innovation. Denning outlines that the agile governance approach focuses on principles such as customer-centricity, autonomous teams, iterative progress, and continuous feedback. The purpose of this research is to find out the dynamics of innovation in Regional bureaucratic organisations. This research uses descriptive qualitative research methods so that the application of innovation in Regional bureaucratic organisations allows rapid adaptation to changing needs of society and the environment, increasing the effectiveness of policy and program implementation. This involves empowering cross-functional teams, transparency in decision-making, and increased citizen participation. Thus, agile governance supports the creation of a dynamic and responsive government ecosystem, which is able to face complex challenges and encourage innovation for public welfare.

Keywords: Agile, Governance, Innovation, Organisation, Bureaucracy

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1. Introduction

The World Economic Forum defines agile governance as policy making that is adaptive, people-centred, inclusive and sustainable. The Forum recognises that development policy is not just about government but also about the increasing efforts of stakeholders. (<https://www.weforum.org/communities/gfc-on-a-gile-governance> cited on 26 May 2024 at 01.00 WIB). This concept is then closer to the view of [1], which emphasises "adaptive policy". Actually, there are many models of agile governance when viewed from various angles. There are those that look from the angle of management, projects, transformation stages, data utilisation, IT usage, network culture, goals, companies and so on. One model related to management is *Adapt 2.0 Agile Governance Framework*. It includes the following 8 (eight) aspects: 1) *planning*; 2) *baseline management*; 3) *forecasting and reporting*; 4) *governance structure*; 5) *gating and assurance*; 6) *commitment management*; 7) *benefit and value management*; 8) *portfolio management*[2]

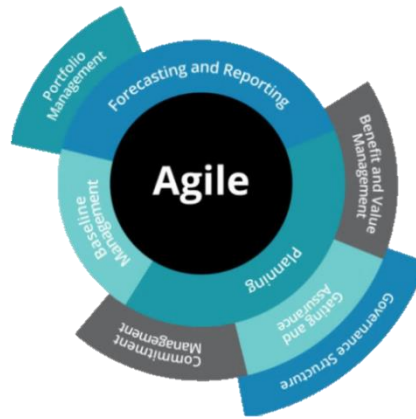


Figure 1.2 Agile framework. IndigoBlue.

Source: Model adapt 2.0

According to researchers, the model *Adapt 2.0 Agile Framework* The above is more about management functions in organisations. This means that the management functions performed by a manager are indeed listed in the agile governance mindset. However, this research does not only explore the management of the organisation carried out by a manager, but rather how to design or design a new model of agile governance based on the agile governance mindset consisting of innovation, managers, autonomous networking, and so on to complement the existing agile governance model[3].

In line with the above [4], According to the researcher, the paradigm of good governance needs to be refined into agile governance that leads to better governance, both directly and through the dynamic governance paradigm. Therefore, according to researchers, the good governance paradigm needs to be refined into agile governance which leads to better governance, either directly or through the dynamic governance paradigm. This, researchers consider, can create a new model of how a public organisation can carry out acceleration in accordance with the demands of the times supported by the quality of apparatus resources in local government. The paradigm shift can be simplified through the following table[5].

Table 1.1 The development of the governance paradigm shift

Good Governance (GG) Paradigm	Dynamic Governance (DG) Paradigm	Agile Governance (AG) Paradigm
It was originally a concept used by the World Bank and UNDP to encourage countries that receive foreign debt to implement GG so that the debt is not misused.	It was originally a concept implemented in Singapore, which allowed it to quickly adapt to unpredictable environmental changes. DG can be said to be a modification of GG, in order to be able to make adaptive policies. To implement DG requires the prerequisite of having implemented GG first. DG tends to be reactive to change.	GG and DG alone do not seem to be enough to anticipate the changes that occur in the industrial revolution 4.0. Better governance is needed that is more proactive in facing change.
GG encompasses the three domains of public sector, corporation and society, all three of which need to	It tends to only put pressure on the government as a public policy maker who is	Implementing AG requires the preconditions of GG and DG, so the various necessary

practice good governance according to their own parameters.	required to make policies that are adaptive to changes in the internal and external environment.	preconditions are in place beforehand.
It has been used in many countries and has parameters to measure it on a world scale through the WGI (World Governance Index).	It is starting to be trialled in various countries that have different characteristics from Singapore but there are no global scale parameters yet.	AG is a new concept so it has not been tested by various empirical facts explored through research. In addition, this concept has also not been tested in societies that are still running the previous generations of industrial revolutions (1.0; 2.0; and 3.0).

(Source: Researcher elaboration, 2024)

Seeing the paradigm shift above, the researcher concludes that agile governance is a new paradigm that needs to be tested with empirical facts in various regions or countries with different characteristics to be accepted as a global paradigm, and measured mundially (relating to the whole world) in this case local government organisations. Thus, to encourage agile governance in the 4.0 and 5.0 era, various factors must be met to make it happen. Among them are innovation, managers, networked autonomy, structured coordination, transparency, open and egalitarian communication, supported by the application of good governance and dynamic governance. In line with this, several innovations are needed from local governments, especially from public organisations as a step to accelerate organisational goals towards agile governance. Therefore, this article is expected to explore the concept of agile governance in the context of local government organisations, highlighting how the application of agile principles can encourage innovation and improve the efficiency of public services. With case studies in several regions in Indonesia, this article identifies challenges and opportunities in the implementation of agile governance and provides practical recommendations for optimisation[6].

2. Materials and Methods

In order to identify, analyse and develop flexible governance in local government organisations, the focus of the discussion is based on the theory of agile governance which includes the dimensions of innovation, managers, networked autonomy, structured coordination, transparency, open communication and egalitarian. The analysis was conducted using a qualitative approach with in-depth interview techniques and participation observation to reveal the meaning behind phenomena or facts in the field. The data analysis method is carried out by collecting data, reducing data, presenting or displaying data, and drawing conclusions or verification. Data obtained from interviews, literature studies and regulations relevant to the research subject, then processed using the QDA Miner Lite application v2.0.9, 2024. Purposive random sampling was initially used in the research informant selection technique, but in its development the snawball method or snowball technique was added to obtain more accurate information. Data analysis was conducted through data reduction, data presentation and conclusion drawing or verification[7].

3. Results and Discussion

Agile governance in the context of local government organisations serves as an approach to increase flexibility, responsiveness, and the ability to innovate in administrative management, public services and organisational innovation [8]. By adopting Agile principles, local governments can more effectively adapt to changing environments and community needs[9]. Goals, attitudes, and values are focused on adding value and innovation for users and customers, rather than on short-term gains. This innovation is about the pace of implementation, the actions taken to address complexities, programme planning, and the infrastructure resources required [10].

Appropriate Technology

Based on the research conducted, it was found that one of the dimensions of the agile governance theory is innovation, where the strength of the conceptual perspective of innovation itself is the elaboration of the dimensions of innovation, namely the sub-dimensions of appropriate technology and planned ideas[11]. Appropriate technology is technology that is designed and applied according to specific needs and local contexts. In local government, appropriate technology plays an important role in improving the efficiency, effectiveness and accessibility of public services. These technologies should be simple, affordable, and relevant to local conditions. The characteristics of appropriate technology are as follows[12].

1. Simple and easy to learn. The technology should be easy to understand and operate by end users, including government employees and communities.
2. Affordable cost. The technology should have implementation and maintenance costs that are within the local government budget.
3. Contextual relevance. The technology should be appropriate to local conditions, in terms of infrastructure, culture, and community needs[13].

Based on this, an example of appropriate technology implementation in East Java is the 'Surabaya Single Window' application developed by the Surabaya City Government. This application allows citizens to take care of various public services such as licensing, problem reporting, and tax payments online, with a user-friendly interface and utilising existing digital infrastructure. [14]

Planned Idea

Furthermore, planned ideation refers to the concept of innovation that involves careful and structured planning in developing and implementing new solutions. In the context of local government, planned ideation ensures that every innovative initiative has clear objectives, a defined implementation process and a strong evaluation mechanism. The main elements in a planned idea are as follows[15].

1. Problem identification. The first step is to identify the specific problem you want to solve. This can be done through surveys, discussions with stakeholders, or data analysis.
2. Solution development. Generate a range of potential solutions and select the most effective and efficient ones through cross-departmental collaboration and community participation.
3. Implementation planning. Develop an implementation plan that includes a timeline, required resources, and responsibilities of each party involved.
4. Piloting and literacy. Conduct small-scale trials to evaluate the effectiveness of the solution. Based on the results of the trial, the solution can be adjusted before it is widely implemented.
5. Evaluation and adjustment. After implementation, conduct an evaluation to assess the impact of the solution and make necessary adjustments to improve results[16].

Based on this, an example of the implementation of a planned idea is the Banyuwangi Regency Government implementing the 'Smart Kampung' programme,

which aims to improve public services in villages. [17]. The programme began with the identification of needs in the village through surveys and discussions with residents. Based on the findings, the government developed technology solutions that include providing internet access, training on the use of technology for village officials, and developing applications for village administration services. The implementation of the programme is done in stages with periodic evaluations to ensure the success and sustainability of the programme[18].

Inovasi

In an interview about aspects of innovation carried out in Banyuwangi Regency with Mr. S.W. regarding questions related to what kind of steps are taken in implementing innovation, as well as forms of acceleration from the government and local government leaders towards the innovation programme launched? He stated that[19]:

“We all want innovation in everything, it also happens here. We from Bappeda Banyuwangi Regency have always and continue to strive for various forms of innovation in government. But, the innovations and targets that we set certainly cannot be separated from the vision and mission of the Regent himself as well. Regarding the acceleration process that occurs, I am personally very grateful and grateful to the current active regent who is so supportive of the innovations launched. As is well known, she is a smart, IT-savvy figure and has a lot of experience both locally and internationally. These conditions have greatly influenced the acceleration process within the governing body, which has been greatly affected and really encouraged to pursue the planned innovation targets”.

To obtain a broader and clearer picture of the research points that the researchers conducted, several other interviews were also conducted with several informants. Another interview that researchers conducted, this time with Mr B.S. The interview was conducted at the Communication, Informatics and Signage Office of Banyuwangi Regency, the interview topic chosen still uses the same topic to get a complete picture of the elements of government related to the acceleration and innovation process developed in the government? Mr B.S stated that[20]:

“From the policy makers, we as technical field implementers only carry out what the leadership wants. Then the next step is to measure whether the infrastructure we have is capable of realising it or not. As for the current regent, he is still in the stage of observing the problems in the community, and tends to develop what was implemented by the previous regent. As part of the Banyuwangi Regency government element, the Communication, Information and Signage Office has a fairly vital role if you can say it[21]. Because innovation and development, according to local people, are closely related to technology and digitalisation[6], [22]. So if you look at these conditions, the role of the Communication, Information and Signage Office is very vital in the process of accelerating regional innovation because it is very closely related to the development of technology and local innovation applications. In the process, we are involved in the technical and media part of the innovations that are being developed by related sectors and agencies in Banyuwangi. In addition, keep in mind that everything is constantly in process, developing in such a way. We also need to make and determine an assessment of the programme, in addition to implementing the innovation. The assessment will later become a reference for this programme to continue to be run as a grand plan at the beginning or there must be modifications or changes in the middle later”.

Furthermore, researchers then conducted several other interviews with 6 (six) informants with the same questions. The results of the next interview with Mr M.Y. stated:

"The tourism office really encourages innovative programmes in the region. We strongly support programmes that can develop and raise local potential. For example, the MSME and Homestay programmes are upscaling which are well known and considered successful by other regions and the general public. For me, it is a form of acceleration carried out by the Tourism Office to encourage regional innovation through the development of related sectors in accordance with the department, because the Regent gives attention that all departments in Banyuwangi are the Tourism Office. So we as the Head of OPD must be able to increase tourism potential in all sectors"[23].

The above statement is corroborated by a statement from Mr I.S, who takes care of all infrastructure procurement to support development in Banyuwangi, stating that[24]:

"The process of accelerating regional innovation is always emphasised in all lines and sectors both in the agencies and the government itself. As part of the local government, I see that the process of accelerating regional innovation is really encouraged and intensified. You could say that the acceleration process that occurs in Banyuwangi Regency is really intense and runs quickly. The result? Several sectors have experienced a significant impact and their potentials can be developed in such a way. We from the development and procurement of services in this case are very supportive and participate, especially in areas that are indeed our capabilities and authority".

The next informant was Mr A.W. who stated that:

"Talking about the acceleration efforts that have taken place in the government, I think that these efforts have been very pronounced recently. The development of a collaborative climate between organisations and departments in the government has really encouraged acceleration not only in certain organisations but also within the government itself. The biggest credit probably goes to the Regent who is quite IT literate and open to various reforms and innovations that are launched so that innovation programmes can be pushed to the maximum and the impact is really felt".

This statement clearly illustrates his opinion and views on the regional innovation process he perceives at Bappeda Banyuwangi. The researcher then continued the interview with 3 (three) informants who were additional informants, namely S.H who is a representative of the village head, Y.Z. who is an MSME actor and J.S who is a local NGO practitioner. From these three informants, the following interview results were obtained[25]:

"As one of the village heads in Banyuwangi, I see that the implementation of regional programmes and innovations is really intensified. We who are in the village and in fact are the implementers and managers of policies at the village level really feel the real impact of the programmes developed. E-village Budgeting, UMKM Naik Kelas and various events and festivals that are held really encourage local potential," said S.H, who is a representative of the village head when interviewed by researchers.

The next informant was Mr Y.Z. who is an MSME actor in Banyuwangi Regency. Through interviews with Mr Y.Z., the following statements were obtained:

"In my view, many government programmes really feel and encourage local potential. Starting from the provision of festivals that not only invite tourists but also encourage MSMEs like me to have a stage. Most noticeably, of course, the UMKM Naik Kelas programme which really helps us MSMEs".

In addition to conducting interviews with representatives of the Village Head and MSME actors, researchers also conducted an interview with J.S, who is a local NGO practitioner. Regarding the topic of Innovation that was brought up in the interview, he commented that[26]:

“So far, I have observed that the process of programme implementation and development in the regions is really intensified. Digitalisation for transparency such as E-Village Budgeting, encouraging MSMEs through the upscale programme. These programmes have illustrated the government's efforts to create innovation acceleration. For some people, it seems like a rush, but it is indeed needed considering that development is a continuous thing and never stops. If we let up, we will be left behind”.

The community, which is an element that receives benefits from programmes developed by the government, researchers also conducted interviews with representatives from the community to obtain an overview and views on the conditions for accelerating the development of regional innovations in Banyuwangi Regency. Mr E, who is a representative of the community, stated that[27]:

“I see that the process here is good. Little by little there are new programmes. There is already a new event. People are enthusiastic and fortunately one programme is finished and then another. So it doesn't pile up and the programme is completed quickly”.

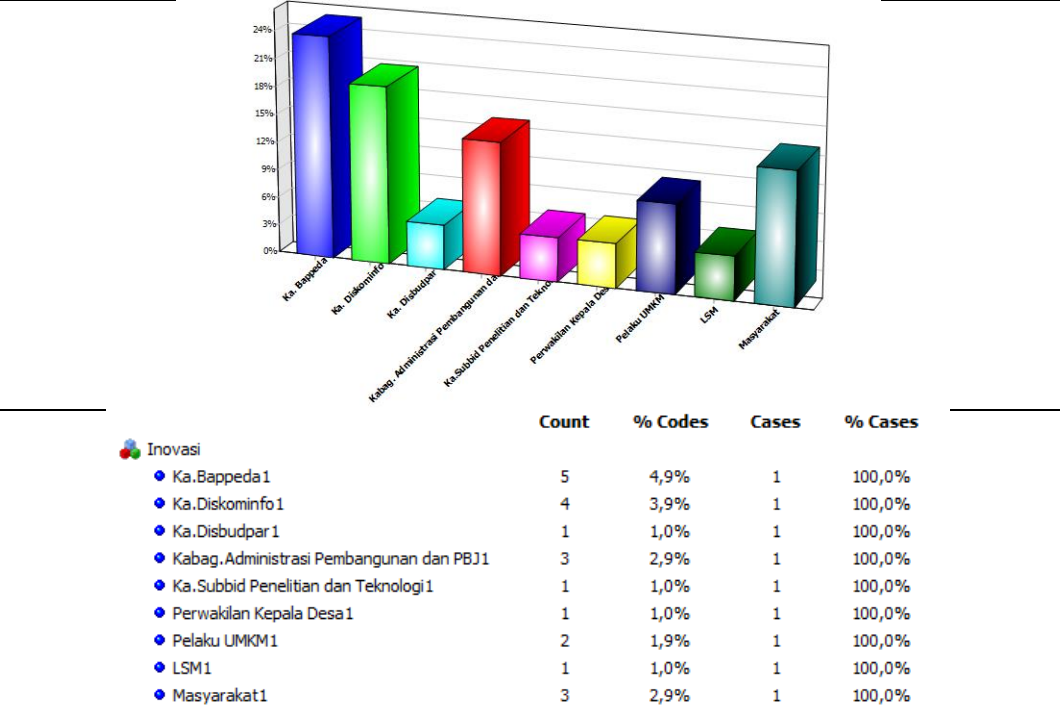


Figure 4.5 Coding interview data on innovation indicators

Source: QDA Miner Lite app v2.0.9, 2024

Based on Figure 4.5 coding of interview data on innovation indicators above and through a series of interviews conducted, it explains that innovation is one of the most important things in the efforts to accelerate regional programmes of the Banyuwangi Regency Government. Digitalisation of programs is one of the tangible forms that can be seen from the acceleration of regional development innovations that have been developed by the Banyuwangi Regency Government[28]. This is then reinforced by statements from interviews with representatives of village heads, NGOs and the community who stated that the form of innovation in the region was well implemented and executed [29].

An important concern in creating independence and competitiveness of a region is through the acceleration of innovations carried out in governance. Acceleration of innovation in Banyuwangi Regency that has been implemented such as the Digital Public Service Mall (MPP). The launch of MPP Digital is also a step towards facing the digital society 5.0 era or super smart society which requires adjustments in various sectors. Another innovation acceleration programme in village services in Banyuwangi Regency is the smart village programme. Smart kampung reaches villages with distances of tens of kilometres such as villages in Purwoharjo, Pesanggaran, Wongsorejo, Glenmore, Siliragung, Muncar which were previously not familiar with information technology. But now, information technology is gradually being used in all lines of public services and driving the local economy[28].

Thus, the researcher concludes that in the implementation of the innovation system in the region, increasing the capacity of regional competitiveness lies in harmonisation and synchronisation that produces positive synergies between economic development sectors and science and technology. In order for the strengthening of the innovation system in the region to have a positive contribution in strengthening the regional economy, strengthening the innovation system through appropriate technology in regional apparatus organisations is an integral part of a planned idea contained in the form of a Regency RPJMD document which is then elaborated in the form of Banyuwangi Regent Regulation Number 19 of 2021 concerning Master Plan and Architecture of Electronic-Based Government Systems within the Government of Banyuwangi Regency[30].

Innovation in the context of agile governance in local government involves the use of appropriate technology and the implementation of planned ideas. Appropriate technology ensures that the solutions implemented are appropriate to local needs and conditions, while planned ideas ensure that innovations are developed and implemented with a systematic and structured approach. The combination of these two sub-dimensions can lead to improvements in the quality of public services, operational efficiency and public satisfaction[31].

4. Conclusion

Innovation can be created if the application of technology carried out must be appropriate and have benefits to the organisation. This means that not only all forms of program activities in the organisation are digitalised, but the application of appropriate technology in practice includes aspects, infrastructure, work methods, procedures and work techniques that have elements of planned ideas, namely, thoughts that are neatly arranged as a mature idea and ready to be applied. So that a planned idea that has appropriate technology in the application of an agile organisation in the Communication, Information and Communication Office of the Banyuwangi Regency Government contains several new, distinctive or differentiating thought processes and clear goals towards an agile governance organisation.

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