

Implementation of Agile Governance Principles Through the Village/Township Monograph Digitization Program in Bantaeng Regency

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Abstract

The Government of Indonesia, through Bappenas, launched the Village/Township Monograph Digitization (DMD/K) program in 2020. This program is an effort to digitally document data in villages/twonship so that it can be processed and analyzed as a basis for planning and decision making. Bantaeng Regency was selected as one of the regions implementing this program. This study aims to determine the extent of the implementation of the principles of Agile Governance through the village/township monograph digitization program in Bantaeng Regency. Researchers use a qualitative approach with data collection techniques through observation, interviews and documentation. Data analysis is based on the agile governance theory proposed by Luna et al, (2015). The results of the study indicate that the implementation of agile governance is considered not optimal, there are five principles that have been effective. These principles include: good enough governance, business driven, human focused, systematic & adaptive approach and simple design & continuous refinement. While there is one other principle that is still not running optimally, namely the principle based on quick wins. This is because there is still a need for improvements to the Village/township SEPAKAT application as the main supporter in this program, and local government commitment is needed in guarding this program by providing adequate data infrastructure facilities. It is hoped that the results of the analysis of the principles of agile governance can be an effort to further improve the quality of government services to the community, especially for the poor in Bantaeng Regency.

Keywords:

agile governance; implementation; digitization

Introduction

Technological advances as a result of the industrial revolution 4.0 require people to compete in increasing their flexibility and mobility to know the virtual world. This significant change also requires the government to take part in fixing the government bureaucracy so

that it is able to adapt to the needs of the community through technology and information systems that must also be flexible and mobile to remote villages.

However, most of the faces of the bureaucracy in Indonesia still seem to maintain the "old school" appearance that is loyal to the slow, manual, unproductive, and far from effective and efficient bureaucratic process. In addition, our country is also still far behind other countries in making policies quickly and precisely in accordance with the development of community needs that are constantly changing and dynamic, especially in the fields of information, communication and technology. This has caused several indicators of progress in Indonesia such as the Human Development Index, Corruptions Perception Index and others to lag behind other countries in Southeast Asia.

The not yet optimal achievement of the information and communication technology development index has caused the regions not to be ready to enter the global and dynamic era of technological disruption. This condition is not only caused by the limited capacity of the bureaucracy (mainly in terms of competence, integrity and performance), but also because our bureaucracy still adheres to the basic principles of the Weberian bureaucracy, namely regulation, procedure, hierarchy, and control. Initially, the application of the four Weberian principles in the public bureaucracy was expected to create a stable system of government. Therefore, it is not surprising that the implementation of rigid and hierarchical rules and procedures as the implementation of the control function is the main value and grip of the bureaucrats. However, perpetuation of this principle actually makes the bureaucracy fail to adjust to technological developments and respond to increasingly high public demands (Puwanto, EA, 2019).

In the midst of the enormity of change, the bureaucracy maintains this hierarchical and rigid procedure, and continues to strive for standardization and formalization in order to create a stable environment. Unfortunately, the rigidity in guiding these principles has denied the reality that when society changes, the bureaucracy must also adapt to respond to these changes. Our public bureaucracy loses space to innovate and develop creativity as well because the culture formed within the bureaucracy is one that upholds values that value constancy, routine, and certainty (Dwiyanto in Purwanto, EA, 2019).

This phenomenon then gave rise to the idea of Agile Government, a government that is agile, innovative and responsive and sensitive to change. The concept of Agile Government

needs to be supported by the presence of Agile Leadership which is considered to be a stimulus and plays an important role in encouraging Agile Government (Morrison et al, 20-19). In the end, Agile Government needs to be responded to with the Agile Bureaucracy formula so that the government can quickly change to become more agile, innovative and responsive according to the challenges and needs of the growing community.

The presence of the COVID-19 pandemic that hit most countries in the world, including Indonesia, seemed to bring back an old unfinished story, namely: "population data collection in Indonesia". Efforts to deal with this pandemic require the government to provide ready-to-use data to reduce socio-economic impacts, especially for people belonging to the extreme poor and vulnerable groups. In mid-2021, the Indonesian government decided to conduct a socio-economic registration survey (Regsosek) in several pilot areas determined by Bappenas. Regsosek is intended to "tidy up data" on the socioeconomic population so that it can be used in policies, such as for distribution of aid and efforts to reduce poverty.

The Regsosek survey includes updating the Social Welfare Integrated Data (DTKS) to 100 percent of the population and further development of the Village/Township Monograph Digitization (DMD/K) program. DMD/K is a government program that has been run through Bappenas since 2020. This program facilitates the creation of website-based tools with poverty data menus, planning and budgeting analysis, as well as services at the village and sub-district levels. Based on the design, this platform is expected to be used by district/city government and village/township governments, either through new development or interconnection with existing information systems.

In this regard, the presence of the DMD/K and Regsosek programs is connected with the government's attention to data needs during the handling of the pandemic. On the other hand, the existing data still leaves doubts, so it cannot be used immediately. On the one hand, without quick and appropriate steps, similar cases will surely come back to haunt you. Uncertainty regarding data such as during the COVID-19 response is a situation that has occurred. A list of examples could be given and would be quite long. Therefore, solutions to overcome the causes of data problems are very central, considering that this point boils down to the performance of government agencies in overcoming the crisis and their efforts to protect the public.

One of the selected areas that was tested to implement the DMD/K program was Bantaeng Regency. So that researchers are interested in studying further about the implementation of Agile Governance through the Village/Township Monograph Digitization program in Bantaeng Regency.

Methods

The type of research used is descriptive-qualitative. This study aims to understand the phenomena of what is experienced by research subjects, such as behavior, perception, motivation, action, holistically by means of description in the form of words and language, in a special natural context by utilizing various scientific methods. In this case, the phenomenon that wants to be described is related to "Agile Governance" as a form of transformation of local government innovation in facilitating its services, especially for community groups who are in poverty and vulnerability. This research is focused on the Bantaeng Regency Government, in this case the Village government, township government, sub-district government and the Bantaeng Regency Social Service.

The data analysis method begins with the stage of collecting data at the research location by conducting observations, interviews, and documentation by determining the data collection strategy that is deemed appropriate. This is also intended to determine the focus and deepening of the data in the next data collection process. The next stage is data reduction, namely as a process of selection, focusing, abstracting, transforming rough data in the field directly, and continuing at the time of data collection, thus data reduction begins when the researcher focuses on the research area. The next stage is data presentation, which is a series of information organization that allows research to be carried out. From this stage, various types, networks, activity links or tables are obtained. Followed by the stage of drawing conclusions, namely in data collection, researchers must understand and be responsive to something that is examined directly in the field by compiling patterns of direction and cause and effect. The final stage is the validity of the data through a data triangulation process which, according to Moleong (2016: 330), "is a data validity technique that utilizes something other than the data for checking purposes or as a comparison against the data".

Results and Discussion

Policy implementation is an activity that leads to the implementation of a program or policy that has been studied previously. This is in line with what was stated by Gordon in (Pasolong, 2014), that implementation has the meaning as an activity that ultimately leads to implementation in a program. Likewise with Ripley and Franklin in Winarno (2006) who argue that implementation is something that occurs after the enactment of a law so that it gives the authority to make programs, policies, benefits, or other types of real outputs (Winarno, 2016).

Since Indonesia is facing the COVID-19 pandemic in 2020, the government has been required to provide fast and precise services, which of course requires intelligent, agile, and agile human resources (Sagala et al., 2021). Based on this, the author argues that like it or not, agile governance is appropriate governance and is needed at this time to answer the needs of an increasingly dynamic society.

To answer these challenges, the Bantaeng Regency government is trying to agree with Bappenas to implement the Village/Township Monograph Digitization (DMD/K) program starting in 2021. This is in accordance with what was stated by Saut Sagala who stated that in the concept of the Covid-19 Pandemic, there is an urgency for the government to implement agile governance in response to such great uncertainty (Sagala et al., 2021).

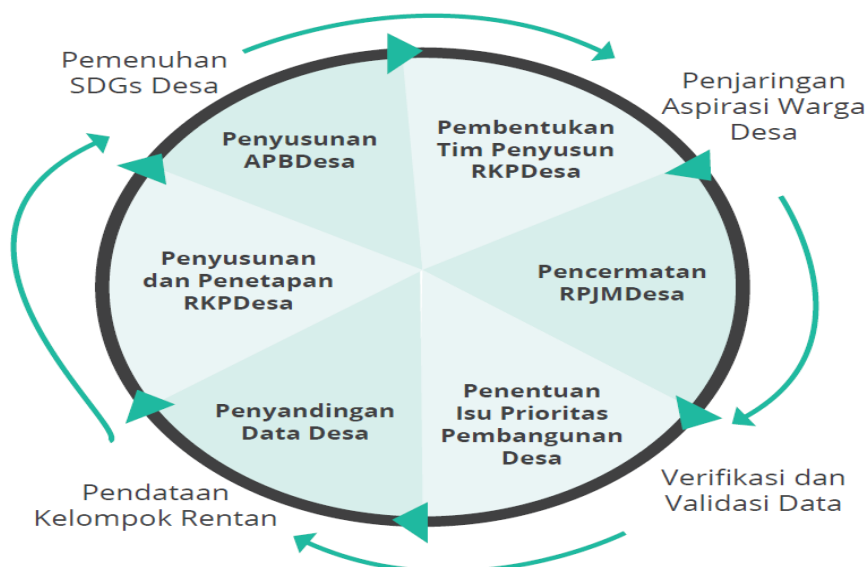
Overview of the Village/Township Monograph Digitization Program

The Monograph Digitization Program for the Village/Township Socio-Economic Registration (DMD/K Socio-Economic Registration) was built with the aim of encouraging the availability of village/township monograph data that records all residents in the village/ownship including the poor and vulnerable in order to support the implementation of social protection system reform and planning and evidence-based village/ownship budgeting. This is done through data integration starting from the village and sub-district government levels to the national level as the basic capital for building Socio-Economic Registration (Regsosek) in order to support the implementation of national development which is part of the Indonesia One Data.

Technically, the DMD/K program for Socio-Economic Registration has the function of providing a forum and encouraging the mechanism for collecting and managing village and township data on a regular basis which includes: Village/township profile (spatial,

topography and wealth potential); Population Administration data disaggregated by gender, age, variety of disability, vulnerable groups and other socio-economic condition variables; Data on the poor and vulnerable in villages and sub-districts; Village assets and finances; Planning and budgeting systems and documents; and Availability of basic service facilities (education, health, sanitation, clean water).

Figure 1.
Components and Business Process of Village/Township Monograph Digitization (DMD/K) Program



Source: *General Guidelines for Village/Township Monograph Digitization Program (Bappenas, 2021)*

The following is an explanation of the components and business processes:

Table 1.
Components of Village/Township Monograph Digitization (DMD/K)

No	Component	Explanation
1	Standardized Platform Development	In the form of a village/township information system; Supported by data analysis tools for processed planning and budgeting processes by the Village/Township SEPAKAT; Service features and complaints in order to support the provision of public services and monitor development; Management strengthening and standardization village/township information and services that are connected to the central level (system linkage).
2	Capacity Building for DMD/K Operators	Through the preparation of general guidelines and training modules to support increasing the capacity of implementers or operators DMD/K; Provide training and assistance to

		villages and township;
3	Institutional Strengthening and Budgeting	Institutionalization of data collection activities and regular updating of data as well as information management at the village level/ township Strengthening village/township cooperation with OPD and Central Government to share data including the MoU agreement with the Ministry of Home Affairs (admin); Strengthening the alignment of village budgeting/ village to support management information, including data collection and updating of poor population data and data other related; Funding for data collection and management information including the operations of the Health Center which standardized by regulation; Standardization of the amount of financing, facilities and infrastructure, qualifications, performance and remuneration of implementing personnel in regulations
4	Institutional and Resource Availability Human Resources (HR)	Formation of the National Coordination Team which houses the Digitization Working Group Village/Township Monograph; Providing adequate human resources in the village and township with the number and qualifications leaning against a scalable performance scheme and appropriate compensation in the areas of data collection and updating of data; and village/township information management; Develop a sustainable capacity development scheme so that data collection, data updating and DMD/K management can be institutionalized and not constrained by personnel changes.
5	Implementation of DMD/K Social Registration National Scale Economy	Management of information, data collection, updating of poverty and population data and improving village/township planning and budgeting processes that focus on integration between Village/Township SEPAKAT with various information systems available in the village Village/Township Information System available in the village/township; and optimizing the Village/Township SEPAKAT in villages that do not yet have an SID or other similar system. Evaluation of the trial to assess: the functioning of the system, regional/village/township commitment, the success of data collection and updating of data on the poor, and the benefits of DMD/K.

Source: General Guidelines for Village/Township Monograph Digitization Program (Bappenas, 2021)

Vision of the Digitization Monograph of the Village/Township Program:

1. Provision of platforms and capacity building for villages/township to carry out routine services, including correspondence, population, as well as referral services for access to education, health, and socio-economics.
2. Provision of platforms and capacity building for villages/township to manage village data and information digitally.

3. Provision of platforms and capacity building for villages/township for updating population data, especially the poor and vulnerable on a regular basis.
4. Development of village/township capacity for data and evidence-based planning and budgeting processes.
5. Strengthening village/township capacity for the process of identifying and formulating programs for vulnerable communities (children, persons with disabilities, the elderly, victims of trafficking in persons, and other vulnerable groups).

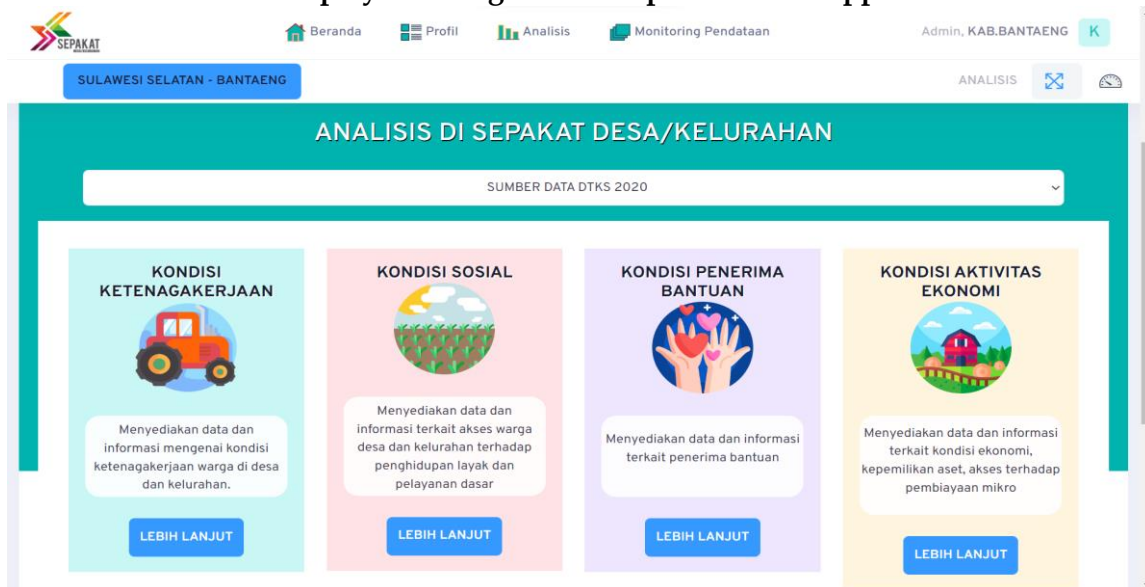
To support the vision of Digitizing the Monograph Village/Township (DMD/K), an application tool is provided called SEPAKAT Desa/ Township. This application is based on a website that is managed directly by the village/township government, sub-district government and OPD at the district level. This application also ensures that service data is connected from the village/township level to the center because the system and server used is provided by Bappenas. In addition to the Village/Township SEPAKAT Application, a Socio-Economic Registration Application (Regsosek) is also provided to support data updating. This application is based on Android so that it is easy to carry everywhere by enumerators in every village/township.

Figure 2.
Application Support for Village/Township SEPAKAT for DMD/K Vision



Source: General Guidelines for Village/Township Monograph Digitization Program (Bappenas, 2021)

Figure 3.
Display of Village/Township SEPAKAT Applications



Source: *General Guidelines for Village/Township Monograph Digitization Program (Bappenas, 2021)*

Figure 4.
Display of Socio-Economic Registration Application (Regsosek)



Source: *General Guidelines for Village/Township Monograph Digitization Program (Bappenas, 2021)*

From the explanation of the village/township monograph digitization program, it can provide an illustration that the presence of DMD/K in Bantaeng Regency can facilitate local governments in administering their government which is in direct contact with the community as customers of public services because the data updating process is carried out

door to door to all residents' houses. in Bantaeng Regency. With this program, public services are no longer limited by space and time, besides that government officials are also required to be IT literate.

The general achievements of this program are improving the quality and accuracy of the population's socioeconomic data, particularly for targeting social assistance; increasing availability, quality, and consistency of other data at the village/township level, some of which can be accessed by the government at various levels; improving the quality (evidence-based) and alignment of village/township planning and budgeting; improving the quality of village/township services, especially those facilitated by the DMD/K system; and familiarization of digital technology at the village/township level.

Agile Governance Implementation

To find out the extent of the implementation of Agile Governance principles in the village/township (DMD/K) monograph digitization program in Bantaeng Regency, the researchers used an analysis of the six principles of Agile Governance proposed by Luna et al (2015), as follows:

1. *Good enough governance*, namely the level of governance must be adjusted to the organizational context and certain conditions by considering the constraints experienced by each organization. The Bantaeng Regency Government in implementing the village/township monograph digitization program from the beginning has embraced the village/township government, sub-district government and regional apparatus organizations. The coordination line is maintained in such a way starting from the Regent, related OPD leaders, sub-district heads, village heads and township heads to RT/RW heads because the implementation of this program will be more effective if it is escorted through a community scale. The assumption built on this principle is that a government that is agile, fast and responsive in dealing with problems can only take place when public organizations are able to make changes according to the conditions they face. This perspective places concern for change that comes from outside. Outside parties in this case are people who come to the village/township office to get services. Where previously the service administration was still using the manual method and seemed slow with a convoluted bureaucracy. However, after using the service menu available in the

village/township SEPAKAT application, it is easier for service providers to make changes to the service rhythm. From a manual system to a digital one, because the administrative services needed by the residents can be directly printed in a maximum of five minutes. Coordination lines in the bureaucracy can also be shortened. Conditions that occur in the village/ township can be seen directly by the sub-district, district and central governments through the application.

2. *Business-driven*, namely the organization in formulating a policy must be based on the economic conditions of a region. In this second principle, the socio-economic conditions of the community can be directly seen in the Analysis menu in the village/township SEPAKAT application. Of course, this is generated by data collection through the Socio-Economic Registration Application (Regsosek) which is carried out by the village/township government. The results of the analysis of socio-economic conditions are in the form of a ranking of community welfare, which describes the real conditions experienced by each household and even the condition of household members. Starting from the status of education, health, employment, basic infrastructure, even food security. This condition can assist the government in formulating policies in accordance with the real conditions that occur in the community or in another sense according to the needs of the community in their respective regions.
3. *Human focused*, namely the community needs to be involved to participate because it is a key element of change and a driving force for the organization. Cooperation between public service organizations and the community can create an effective mechanism in encouraging and supporting communication relationships for the success of the programs that have been designed. In this third principle, of course, it is closely related to the vision of the implementation of the village/township monograph digitization program. Partisanship is the spirit of this program, where data analysis of the needs of vulnerable groups facilitates advocacy for the formulation of policies that favor them. Community participation is not only for vulnerable groups but also for all circles of society because the socio-economic registration data collection process covers 100% of the population in Bantaeng Regency which is facilitated by assistant human resources at social welfare centers (Puskesmas) spread in every village/ township. In addition, the services provided in the village/ township SEPAKAT application are open to the public, regardless of social

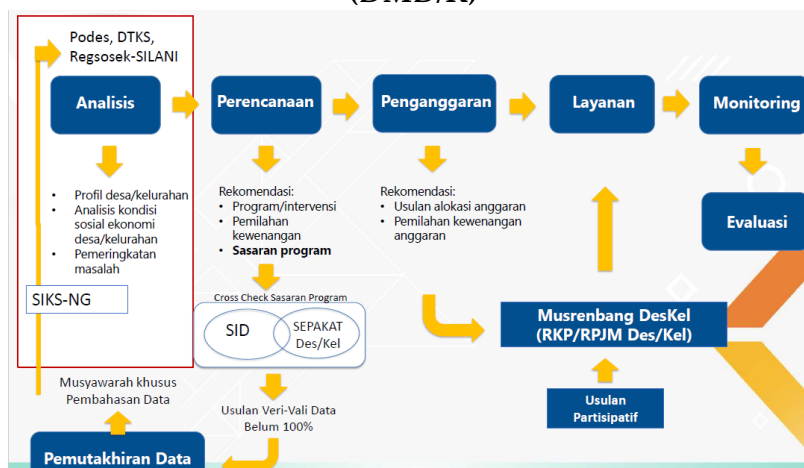
status. The community's contribution in collecting data on socio-economic registration and services at the village/township office is openly involved and shows that this program is focused on serving the community.

4. *Based on quick wins*, namely success that has been achieved quickly needs to be used as more motivation or encouragement to get maximum results. In this fourth principle, it is focused on the speed and accuracy of services to the community to support the success of this village/township monograph digitization program. According to the conditions in several villages/township in Bantaeng Regency, there are still some villages/township that are "blank spots" for internet access. Meanwhile, the strength of this program is that reliable internet access can simplify the service process in villages/township. The village/township SEPAKAT application cannot function at all without an internet network, so there are several villages/township that have not been able to take advantage of the ease of service in this program. Unlike the socio-economic registration application used by data collectors, this application can also be used in offline conditions, but the data transmission process still requires an internet network. So, the speed and accuracy of the service is highly dependent on the availability of the internet network in the village/township. Procurement of internet network in blank spot areas should be a priority to support the success of this program.
5. *Systematic and adaptive approach*, is an organization must develop the intrinsic ability to deal with systematic change in order to work adaptively and not predictively. Organizations need to consider change as an important component of adapting to environmental requirements. In this fifth principle, the emphasis lies on a work system that must be clear and measurable. In the village/township monograph digitization program, it is very clear that changes that occur in a fairly dynamic community will affect the policy-making process. These changes can be seen from the four analytical tools in the village/township SEPAKAT application, namely: analysis of labor conditions, analysis of social conditions, analysis of the condition of beneficiaries and analysis of economic activity conditions. The information obtained from the four types of analysis can influence the planning and budgeting process in the village/township down to the central level (ministries and institutions) which of course goes through a systematic and measurable process because

there is a monitoring and evaluation menu provided in addition to the analysis, planning and evaluation menu. budgeting.

6. *Simple design and continuous refinement*, is an organization needs to choose a simple and feasible way to solve a problem so that it can be understood by everyone. In other words formulate a problem solving policy with something simple but with fast results and few resources expended. The point is that at this stage agile governance does not stop. The work system that has been built previously is sustainable and continuous. In this sixth principle, researchers review the flow and business processes in this village/township monograph digitization program. The flow begins in the process of updating data through data collection on socio-economic registration (Regsosek), the results of the data collection stage then go through the analysis process, the results of the analysis are used in the planning stage which is also directly related to the budgeting process which is the material for village/township development planning deliberation taking into account community proposals. participatory, this stage also affects the service process which will be the material in the monitoring & evaluation stage. This flow and business process will continue to follow the development agenda in their respective regions. So that it can be ascertained that the sixth principle is in accordance with the implementation of the village/township monograph digitization program.

Figure 5.
Flow and Business Process of the Village/Township Monograph Digitization Program (DMD/K)



Source: General Guidelines for Village/Township Monograph Digitization Program

(Bappenas, 2021)

Conclusion

Agile governance is a concept that aims to determine the fastest route in providing an adaptive and significant impact on change. By focusing on what matters, thus implementing an agile focus on governance and how to manage program risk effectively. The findings of researchers in the implementation of agile governance principles through the village/township monograph (DMD/K) digitization program in Bantaeng Regency show that the implementation of the six principles in agile governance is still not optimal, this is proven by the unfulfilled fourth principle, namely Based on quick wins which is the main characteristic of agile governance implementation. This principle simply sees that responsive governance and implementation of government can be achieved when local governments or public organizations provide fast and appropriate services. The speed of services carried out by local governments or public organizations is a prerequisite for proper governance to be realized. The delay in responding to public complaints is caused by the lack of optimal support from the local government in supporting village/township governments that are in the "blank spot" internet access area. Geographical conditions in most areas of Bantaeng Regency must be managed by providing adequate data infrastructure facilities from the local government.

Through the results of this study, it is hoped that the local government of Bantaeng Regency will show more commitment in supporting the implementation of the village/township monograph digitization program. This form of support is expected to be in the form of budget policy support to speed up the process of collecting data on socio-economic registration which is still not running optimally as well as support for adequate data infrastructure facilities including internet access in several villages/townships.

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