



## Bureaucratic Innovation: Accelerating Public Services as an Implementation of Agile Governance in Southwest Papua

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**Abstract.** *In the era of digital transformation, public bureaucracies face increasingly complex demands to become more adaptive, responsive, and efficient in meeting evolving public expectations. This change is increasingly crucial in newly autonomous regions such as Southwest Papua Province, which are building their governance systems from scratch. This research aims to examine the implementation of Agile Governance in accelerating public services, specifically by examining the extent to which agile principles such as flexibility, cross-actor collaboration, and continuous iteration have been applied within the regional bureaucracy. The research employed a descriptive qualitative approach with a desk study method based on secondary data sourced from policy documents, institutional reports, relevant regulations, and the latest scientific literature. Data analysis was conducted using content analysis techniques to identify themes, patterns, and gaps in policy implementation. The results indicate that the implementation of Agile Governance in Southwest Papua remains limited, partial, and has not been systematically integrated into the regional bureaucratic framework. Current efforts to digitize public services emphasize technical aspects, but are not supported by adequate regulations, robust digital infrastructure, or strengthened human resource capacity. This results in the implementation of agile principles such as transparency, adaptability, and collaboration not being fully reflected in bureaucratic practices. This study concludes that the successful implementation of Agile Governance requires comprehensive institutional transformation, increased adaptive capacity of the apparatus, and contextualized governance design tailored to the needs of the new autonomous region. The study's contribution is to provide an empirical and conceptual foundation for promoting bureaucratic reform in Southwest Papua while enriching academic literature in the field of adaptive public administration, particularly within the framework of digital and agile governance.*

**Keywords:** *Agile Governance; Bureaucratic Innovation; Digitalization; Public Services; Southwest Papua.*

### 1. INTRODUCTION

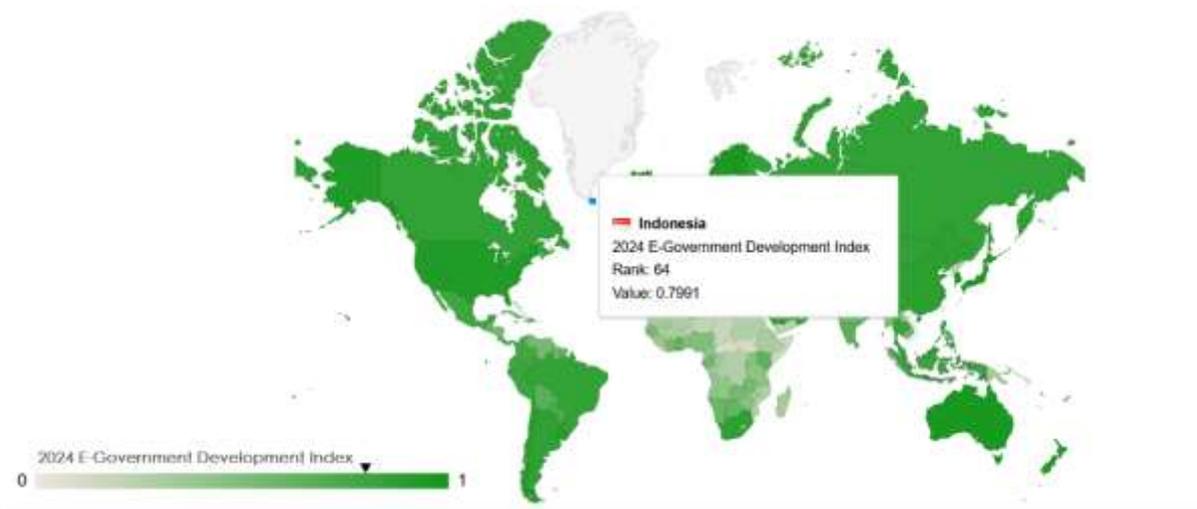
In an era of digital transformation and rapid socio-political dynamics, bureaucracies are faced with the demands of becoming more adaptive, responsive, and efficient. With the advent of highly integrated technologies such as artificial intelligence (AI), the government is no longer only focused on digitizing services that are directly accessible to the public (such as online services for the community), but has begun to use *an agile* approach in developing digital services (UN DESA, 2020). The concept of *Agile Governance* emerged as an approach that emphasizes flexibility, collaboration, and results-oriented in governance (Maulana et al., 2024). At the global level, *agile* principles have been adopted in various public sectors to improve service quality and community satisfaction (Malik & Wahid, 2023). Agile principles that originally developed in the world of software development, have now been widely adopted in the public sector to respond to the demands of a dynamic society and accelerate service delivery (Janssen, M., & van der Voort, 2020). This approach emphasizes the importance of

the ability to deal with uncertain and constantly changing situations in an adaptive (adaptable), flexible (non-rigid), gradual (repetitive and continuously refined), and quickly respond to needs or problems that arise. The main goal is to avoid "costly" failures, such as wasted budget, time, and resources due to a slow and rigid bureaucratic approach. In other words, this concept encourages the government not to wait for everything to be perfect, but to dare to try, learn from the process, and continue to improve services quickly to remain relevant and efficient (Mergel, 2016; Mergel et al., 2018).

The *Agile Governance* approach in the public sector emphasizes adaptation, flexibility, continuous iteration, and rapid response to change, as an effort to address the complexity and dynamics of the needs of modern society (Rachmad et al., 2024). Mukminin & Sedarmayanti (2024) put forward agile governance as a basic *skill* in government to be able to survive and balance the flow of development and be able to achieve what the citizens want quickly and efficiently. In the context of traditional bureaucracy that tends to be hierarchical and rigid, this approach offers a more adaptive and participatory governance model. Flexibility means that public institutions are able to make changes to policies, procedures, or services quickly according to evolving situations, without having to go through convoluted bureaucratic processes (Bazarah et al., 2021). This is especially important in emergency conditions or when people's needs change drastically, such as during a pandemic or natural disaster. As research conducted by Kim (2021) & Moon (2020) in the context of handling the pandemic, this approach has proven effective, as seen from South Korea's experience. The country has managed to control the spread of COVID-19 through a fast, open, and responsive strategy, including digital tracking, mass testing, and efficient cross-sector coordination. This success shows that an *agile-adaptive* approach can be a *path forward* for governments in facing a dynamic and uncertain crisis. Over time, agile principles are not only used in emergency situations, but begin to be gradually applied in various other government functions. This can be seen from the emergence of *agile* initiatives in the development of digital services, data-based policy formulation, and bureaucratic reform that prioritizes collaboration and continuous iteration. Agile governance is no longer just an ideal, but a real need to answer complex challenges in the digital and post-crisis era.

In Indonesia, bureaucratic reform has been on the national agenda since the early 2000s, with a focus on improving performance, transparency, and accountability. Indonesia is currently ranked 64th in the world and is included in the VHEGDI group in a survey conducted by the United Nations in 2024 (UN DESA, 2024). The United Nations uses VHEGDI, which stands for "*Very High E-Government Development Index*" or "*Very High E-Government*

Development Index" as the highest category in the *E-Government Development Index (EGDI)* survey to classify countries based on the level of use of information and communication technology (ICT) in public services. This classification shows that the country has a very high level of e-government development, with extensive and effective use of ICT in various aspects of public services. Countries that score more than 0.75 in the EGDI survey are categorized as VHEGDI. This classification shows that the country has a very high level of e-government development, with extensive and effective use of ICT in various aspects of public services. This is supported by research from Busri et al. (2023) which states that agile governance has been well implemented and is expected to be able to increase the effectiveness and efficiency of the bureaucracy in facing the challenges of the digital era and technological transformation. However, in areas where the implementation of *agile* principles in the bureaucracy still faces various challenges, such as research that has been conducted by Hawari et al. (2024) on the construction of public transportation in Bogor City in an effort to overcome congestion. Research shows that the level of community participation in using "BISKITA" is still low.



**Figure 1.** E-Government Development Index.

Source: UN DESA (2024), Accessed date 30 April 2025

Bureaucratic innovation refers to creative and adaptive efforts in the administration of government to improve the efficiency and effectiveness of public services. In the context of *agile governance*, bureaucratic innovation includes the application of principles such as rapid iteration, cross-sector collaboration, and responsiveness to changing societal needs. The implementation of *agile governance* in the Indonesian bureaucracy has begun to be implemented in several regions. For example, the Surabaya City Government has developed a digital-based public service system called the Surabaya Single Window / SSW Alfa system (Surabaya City Government, 2021). A digital platform for licensing management, accelerating administrative processes and increasing transparency that is integrated across agencies. This

innovation continues to be improved based on user input and regular evaluation. Similarly, in Indonesia, *an agile approach* is adopted in the development of public service applications, at the Population and Civil Registration Office (Dukcapil). Currently, the Ministry of Home Affairs facilitates online services such as printing ID cards, family cards, and birth certificates independently which are accessed by residents through applications/websites. The system update process is carried out in stages and is responsive to field constraints.

*Agile governance* allows bureaucracies to try new ways of procuring, designing, and implementing information technology-based (IT)-based services and resources. This means that the government can no longer use the old, rigid ways of building digital systems or services. *An agile approach* can be successful, if it is balanced with different leadership styles and organizational structures, namely those that are more open, collaborative, and quick to adapt (Mergel et al., 2018). In addition, cooperation between organizations (for example, between government agencies) and between levels of government (regions, provinces, centers) can provide much more efficient and effective results. By applying these principles, regions such as Southwest Papua also have the opportunity to accelerate the quality of public services.

Southwest Papua is a new province as a result of the expansion of West Papua, which was officially established in 2022 based on Law No. 29 of 2022 concerning the Establishment of Southwest Papua Province and Presidential Regulation No. 62 of 2022 concerning the Determination of the Capital of Southwest Papua Province in Sorong (bpk.go.id). As a new autonomous region, Southwest Papua faces challenges in building an effective bureaucratic structure and quality public services. Limited infrastructure, human resources, and accessibility are the main obstacles in the provision of fast and efficient public services. Nevertheless, there are innovative efforts made by local governments to overcome these challenges. For example, the implementation of information technology-based services to facilitate public access to administrative services. However, information on the implementation of *agile* principles in the Southwest Papua bureaucracy is still limited and requires further research.

Against this background, this research aims to fill the literature gap regarding the implementation of bureaucratic innovation and *agile governance* in Southwest Papua. This research will examine how agile principles are applied in bureaucratic processes to accelerate public services, as well as the challenges and opportunities faced in local contexts. The results of this research are expected to make a theoretical and practical contribution to the development of an adaptive and responsive bureaucracy in the new autonomous regions in Indonesia.

## 2. LITERATURE REVIEW

### A. Bureaucratic Innovation in Public Service

Bureaucratic innovation is a concept that refers to the application of new ideas, methods, processes, technologies, or managerial approaches that have never been used before in the bureaucratic system, with the aim of solving public service problems more effectively, efficiently, and adaptively (Prabowo et al., 2022; Sawir, 2020; Shoimuna, 2024). This innovation can be in the form of changes in work procedures, the use of information and communication technology (ICT), or the implementation of new service models that are more responsive to the needs of the community (Putra, 2018).

This theory is rooted in the *New Public Management (NPM)* thinking put forward by Hood (1991) in Hyndman & Lapsley (2016) and *Digital Era Governance* (Dunleavy et al., 2006) which emphasizes the importance of bureaucratic adaptation to social, technological, and societal changes.

According to Osborne & Brown (2011) in *Innovation, Public Policy, and Service Delivery*, public sector innovation includes significant and planned changes in the way government organizations carry out their duties. These innovations are not only technical, but also involve changes in organizational culture, institutional structure, and even managerial values that underlie the way bureaucracies work. In other words, innovation is not just a replacement of tools or systems, but a paradigm shift in the implementation of government and public services.

In the qualitative approach used in this study, innovation as a social construction is formed through the interaction of bureaucratic actors with the surrounding social, political, and institutional contexts. For example, in Southwest Papua, bureaucratic innovation can take the form of adapting mobile services to remote areas, using mobile applications in population services, or simplifying licensing procedures involving local stakeholders.

The concept of innovation in bureaucracy is also closely related to efforts to address the classic weaknesses of bureaucracy such as rigid hierarchy and orientation on procedures rather than results. Currently, bureaucratic innovation is directed to create a more *agile*, participatory, and public value-oriented structure, as developed in *the New Public Governance* (Osborne, 2006). Furthermore, Hartley (2005) identifies 3 paradigms in public government, namely.

First, The "traditional" model of public administration places the government as the center of power and the main producer of public services. Relationships in the bureaucracy are hierarchical and rigid, where decisions are taken from top to bottom. In this model, the

community is considered passive, that is, only as a uniform recipient of services, without much involvement in the decision-making process or adjusting services according to their individual needs. The population is seen as a homogeneous group and tends to accept only what is provided by the state. This explanation reflects how the old bureaucratic system focused on control from above, in contrast to the new approach that was more participatory and responsive to the needs of society

Second, The *New Public Management* (NPM) approach has been widely used in public administration since the mid-1980s. This approach is based on the idea of mimicking how the private sector works to improve government efficiency. In practice, NPM introduces market mechanisms into the government system, both in the internal workings of agencies, and in the relationship between the government and the community. For example, the government began to use employment contracts, competition systems, performance evaluations, and results orientation as companies usually do. The goal is for the bureaucracy to be more efficient, responsive, and focused on quality service, as expected by "customers" or the community. This approach marks a shift from a rigid bureaucratic system to a more managerial and results-oriented one.

Third, The *Networked Governance model* has been developing since the early 2000s. In this model, the public sector is more open and responsive to inputs, pressures, and opportunities coming from civil society, including communities, NGOs, the media, and citizens in general. The government no longer works alone or only based on orders from above, but cooperates with various parties outside the government. The community is also not only a recipient of services, but is actively involved in the service development process, starting from planning, implementation, to evaluation. This model emphasizes the importance of collaboration, open communication, and participation in order for public services to become more in line with the needs of society and more adaptive to change.

In the last two decades, the *Networked Governance model* has expanded the paradigm of public administration by emphasizing the importance of collaboration across actors, both between government agencies and between governments and civil society. This model strengthens the role of the community as an active partner in the public service process, not just as a service user. In areas such as Southwest Papua, this approach is especially important given the geographical complexity, local cultural diversity, and infrastructure limitations that require local participation-based and adaptive solutions.

## B. Agile Governance

*Agile Governance* is an approach in governance that adopts the *principles of agility* from the private sector, such as adaptability, collaboration, and responsiveness to change (Mergel et al., 2018). This concept emerged in response to the challenges of bureaucratic complexity and societal demands for fast and flexible public services. Dingsøyr et al. (2012) identified several emerging definitions of *agile*. Although these definitions provide varied definitions of *agile*, they still cover common themes such as efficiency, cost-effectiveness, downsizing, speed, flexibility, quality, and simplicity. Now *agile methods* that initially developed in the field of software engineering, have expanded to a wider field (Mergel, 2016). The main idea is that when a software or digital system has been developed by a single government agency, it can be widely used by all levels of government, and not just limited to one department. This aims to avoid separate work (silos) and increase efficiency and collaboration between agencies. In addition to innovating in the design of services or systems, governments also need to adapt to changes that occur both in the internal environment (such as organizational structure, work culture) and external (such as technological developments or societal needs) (Gong & Janssen, 2012). This is done not only to speed up the work process, but also to change the organizational culture and the way of collaborating, so that the government can become more adaptive in dealing with changes.

According to Luna et al. (2014), *agile governance* allows organizations to adapt quickly to external changes through a decentralized and participatory decision-making process. There are **six** key principles in *agile governance* that are designed to encourage the implementation of *agile governance* in everyday practice, namely: *Good enough governance*: "The level of *governance* in an organization must be adjusted to the context of the organization". This means that not all organizations need to implement very strict or complex governance, the most important thing is that the governance is good enough and as needed. In achieving organizational agility (*business agility*), the governance implemented must be balanced and flexible, and can be adjusted if conditions and times change. Every organization has different situations, challenges, and resources, so there is no one-size-fits-all governance model. What is needed is *good enough governance* to encourage the organization to move quickly and remain responsible.

*Business-driven*: "Business should be the main reason behind every decision and action". This means that all decisions within the organization must be based on the organization's primary goals and needs. Every decision made by a team, a specific section, or the entire organization must be aligned with the organization's strategy and priorities.

Organizations need to build a strong and comprehensive work culture, so that they can form a collective consciousness among all parts. With the alignment between the business layer and the governance layer, each unit in the organization will be connected to each other and work harmoniously, and mutually beneficial. As a result, organizations will be more flexible, and able to respond quickly to needs and changes, because all parts of the organization already have the same understanding and move towards aligned goals.

*Human focused:* "People should feel valued and encouraged to contribute creatively". Employees or members of the organization need to be seen as key elements in change, not just task implementers. They are the main drivers of the organization, so they need to be given reward, support, and space to contribute creative ideas to achieve the organization's goals. Human resources are those who run, control, and make decisions over various processes in an organization. Therefore, it is important to create effective mechanisms to encourage healthy relationships, open communication, and collaboration between employees. Without it, innovation and change will not run optimally.

*Based on quick wins:* "Small successes (*quick wins*) need to be celebrated and leveraged to drive bigger results". Every positive achievement that a team achieves, even if small and temporary, should be appreciated and celebrated as seriously as when the team solves a problem. This success not only increases work morale, but can also be an encouragement to achieve the next results. *Quick wins* serve as a small set of impulses that, if they continue to move in the same direction, will create a huge acceleration in the development of the organization in the medium to long term. Cooperation between members and between units becomes more coordinated. The positive energy that arises from these small successes must be used consciously to provide *feedback and* motivation to the team so that they continue to move forward in developing organizational governance (*governance*). Therefore, *quick wins* are very important and should be given the value and attention they deserve.

*Systematic and Adaptive Approach:* "Teams in organizations must have a natural ability to deal with change systematically". This means that the team must be able to manage change in an organized and planned way, while remaining flexible to the situation the organization is facing at the time. They need to adopt an adaptive approach, which is not fixated on a fixed plan, but is ready to adjust the direction and strategy according to the latest conditions that emerge. In this case, teams and work units are encouraged to behave like "living organisms" that can adapt, not like systems that can only work based on predictions or initial plans. Change should be seen as natural and inevitable in an organizational environment, not as a disruption. Therefore, the team should not focus too much on analyzing all the possibilities that could

happen in the future, but rather on continuing to adapt and respond quickly to changes that actually occur in the field according to the needs of the business and organization. This is especially important in a modern bureaucracy that wants to move quickly and be responsive to the needs of society and the challenges of the times.

*Simple design and continuous refinement:* "The team has to work quickly and keep making improvements". When completing a task or creating a solution, your team should choose the simplest and most feasible way to do it, rather than waiting until there is a perfect solution. This approach aims to make results feel immediately and, if necessary, to be refined later with minimal improvements. In essence, it's better to create a solution that is simple but quick to yield benefits, rather than spending time and resources creating a complex, but late-implemented solution. In other words, speed and gradual improvement take precedence over perfection at the beginning. This approach tries to balance the principles of "*agile*" (agile and quick to adjust) and "*lean*" (efficient and minimal waste). The solution built must also consider the compatibility between the results to be achieved and the resources currently possessed. For example, if a government agency wants to improve digital services, it is better to start with a simple system that can be used directly by the community, then gradually improve its features, rather than creating a system that is too complex but takes a long time and costs a lot, until it is too late to respond to the urgent needs of the community.

The application of *agile* in government also poses challenges that need to be understood and handled properly. These challenges include accountability (public accountability), the possible need for new policies, and information *overload* that can make decision-making more complex. On the other hand, this *agile approach* also opens up great opportunities, such as utilizing social media, big data, and new forms of the economy such as the sharing economy to improve public services. Therefore, it is important to continue to explore new ways of implementing agile approaches in governance, as well as identify knowledge gaps or *knowledge gaps* from existing practices in various contexts (Mergel et al., 2018)

### 3. METHODS

This study uses a descriptive qualitative approach with a focus on secondary analysis of documents, policies, institutional reports, and academic literature relevant to the implementation of *Agile Governance* in accelerating public services in Southwest Papua Province. This approach was chosen because it is appropriate to deeply understand the processes, meanings, and socio-institutional dynamics in the context of adaptive governance, especially in new autonomous regions (Miles, et al 2014; Tracy, 2020).

This type of research is a secondary data-based *library research*. Data is obtained from various credible and relevant sources such as scientific journals, government reports, legal documents and official government websites. Data search is carried out systematically through academic databases such as *ScienceDirect*, *DOAJ*, *Google Scholar*, and university repositories.

The data collection technique is carried out through documentation, which is collecting, reviewing, and evaluating documents that contain information about bureaucratic innovation and the application of *agile governance* principles. Data validity is maintained through source triangulation, by comparing and confirming data from a variety of different documents. This approach provides flexibility in examining complex social and institutional contexts (Creswell & Poth, 2016)

The data analysis technique uses the *content analysis* method, which is carried out by identifying the main themes of the data source, classifying the narrative, and interpreting the meanings that arise in the context of public policy (Krippendorff, 2018). The analysis is carried out sequentially, starting from data organization, open coding, categorization, to drawing conclusions and interpretations. This approach allows researchers to uncover the meaning behind bureaucratic policies or practices and explain their relationship to *agile governance principles* such as adaptability, collaboration, and sustainability (Mergel et al., 2018). Using validated secondary data and a systematic analytical approach, this research is expected to be able to make an academic contribution to the development of the literature on *agile governance* and provide practical implications for bureaucratic reform in the new autonomous region.

#### **4. FINDING AND DISCUSSION**

Based on the results of secondary data analysis conducted in this study, it was found that the implementation of *Agile Governance principles* in Southwest Papua Province is still very limited and has not been systematically integrated in regional bureaucratic policies and practices. While some efforts have been made, such as simplifying the licensing process and using applications for population services, these actions are still partial, separate, and not integrated in *an overarching agile approach*. These findings show that the bureaucracy in Southwest Papua is still in the early stages of awareness of the importance of digital transformation and public service innovation, but does not yet have a work system based on fast technology, cross-sector collaboration, and *quick wins mechanisms* that are characteristic of *Agile Governance*.

The absence of regional regulations that explicitly encourage *agile* governance is one of the main indicators of limited implementation. In addition, bureaucratic human resources in this region are still accustomed to conventional administrative work patterns that are hierarchical and procedural. This hinders the process of adapting to change and limits the room for innovation. The absence of training programs or strengthening collaborative work culture in the government environment makes it increasingly clear that principles such as *human-focused, systematic and adaptive approach*, and *continuous refinement* have not yet become part of the work ecosystem of regional bureaucracy.

When compared to other regions such as Makassar City or Bogor City that have started to implement the principles *of Agile Governance* in the transportation system or digital public service reform, Southwest Papua is still far behind. The city of Makassar has implemented periodic data-based performance evaluations and built an integrated work system between units, while in Southwest Papua, the public service system is still manual and not interconnected between agencies. In addition, the limitations of information technology infrastructure, geographical isolation, and budget limitations also strengthen the challenges faced by this region in carrying out agile-based bureaucratic transformation.

These findings also show that although national regulations such as Law No. 29 of 2022 and Presidential Regulation No. 62 of 2022 have provided a legal framework for the establishment of Southwest Papua as a new province, policy derivatives at the local level that support adaptive bureaucratic transformation are not yet available. As a new autonomous region, Southwest Papua has a great opportunity to build a more flexible, participatory, and responsive governance model from the beginning, if the principles *of Agile Governance* can be immediately internalized in the governance system. Therefore, an acceleration strategy is needed that includes the formulation of regional policies that support *agile*, increasing the capacity of the state civil apparatus, strengthening digital infrastructure, and creating a cross-sector innovation space as a prerequisite for realizing an adaptive and community-oriented bureaucracy.

The main results of this study show that the implementation *of Agile Governance* in accelerating public services in Southwest Papua is still partial and has not been integrated into the regional bureaucratic policy framework. While there are several initiatives such as digitizing population services and simplifying licensing, these measures are more reactive than strategic, and have not been grounded in the basic *principles of agile*. This reinforces the theory from Mergel et al. (2018) who assert that *Agile Governance* demands not only technological changes, but also transformations of organizational structures, bureaucratic mindsets, and

organizational culture. In Southwest Papua, the bureaucratic structure that is still new and administratively dominant has not been able to provide a foundation that supports a *comprehensive agile* transformation. This shows that there is a *mismatch* between the expected innovative spirit and the institutional readiness available.

From a theoretical perspective, these results are consistent with *the New Public Governance (NPG)* model of Osborne (2006) which emphasizes the importance of collaboration, community participation, and decentralization in public sector governance. However, in practice, Southwest Papua is still in the *pre-adoption* phase, where public participation is not structured and collaboration between agencies is not systematic. Meanwhile, *the Digital Era Governance* model of Dunleavy et al. (2006), which is the main framework for *e-government* reform in Indonesia, has not been fully implemented optimally in this region because it is a new province formed in 2022, geographical topology, infrastructure and human resource limitations.

This research has important implications for the development of public administration studies, especially in filling the gap in the literature related to the application of *Agile Governance* principles in new autonomous regions. This confirms that the success of *agile* does not depend solely on technology, but is highly determined by the institutional readiness and capacity of local bureaucratic actors. Therefore, the main contribution of this study is to present the empirical reality of the "*agility gap*" that occurs between macro policies and micro implementation at the regional level. This research also supports the idea of Luna et al. (2014) that *Agile Governance* requires a contextual governance design (*good enough governance*), which adapts to local complexities such as topography, organizational culture, and the level of digital literacy of the community. The adaptation of *the agile* model in Southwest Papua must take into account unique geographical and socio-technological challenges. It also shows that regional expansion does not necessarily create a more flexible bureaucracy without strong institutional and policy support.

## 5. CONCLUSION

This study shows that the implementation of *Agile Governance* in accelerating public services in Southwest Papua Province is still in its early stages and is partial. Innovative efforts such as digitizing population administration services and simplifying licensing have already begun to be carried out, but they have not been systematically coordinated and framed within a complete *agile* governance framework. The absence of regional regulations that support *agile* principles, low capacity of bureaucratic human resources, limited digital infrastructure,

and lack of cross-sector collaboration are the main obstacles. These results confirm the theory of *Agile Governance* (Mergel et al., 2018) that *agile implementation* in the public sector does not only depend on technology, but demands structural transformation, organizational culture, as well as adaptive mindsets. In the context of new autonomous regions such as Southwest Papua, the opportunity to build a more flexible and responsive bureaucracy is actually wide open, but it has not been strategically maximized due to institutional limitations. These findings also confirm the *agility gap* between central policies and implementation readiness in the regions.

## RECOMMENDATION

Based on the findings and analysis in this study, it can be concluded that accelerating the implementation of *Agile Governance* in Southwest Papua requires more targeted and strategic efforts. Therefore, a number of definite steps are needed that can be taken by local governments and related stakeholders to overcome various structural, cultural, and technological obstacles that have been identified. The suggestions that can be submitted to strengthen the implementation of *Agile Governance* in accelerating public services in Southwest Papua are as follows.

**Formulation of Regional Policies That Support Agile:** Local governments need to formulate regional regulations or internal regulations that explicitly adopt the principles of *Agile Governance* as bureaucratic work guidelines, so that implementation is not only sectoral and reactive.

**Strengthening the Capacity of Bureaucratic Human Resources:** Intensive training on agile work culture, service innovation, and digital transformation must be provided regularly to state civil servants (ASN), especially at the level of implementers and policy makers.

**Collaboration and Integration of Inter-Agency Systems:** Local governments need to encourage the realization of an integrated public service system across agencies and sectors through a shared digital platform, so that bureaucratic coordination is more efficient and the community can obtain faster and more accurate services.

**Community Involvement and Local Stakeholders:** Agile implementation in Southwest Papua needs to involve the community as an active partner in planning, monitoring, and evaluating public services in order to create a service model that is responsive to local needs.

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