

TRANSFORMATION OF REGIONAL APPARATUS IN REALIZING AGILE GOVERNMENT IN MEDAN CITY: CHALLENGES AND OPPORTUNITIES

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ABSTRACT

This study aims to analyze the dynamics of regional apparatus formation in realizing Agile Government in Medan City. Agile Government is a government concept that emphasizes responsiveness, innovation, and community involvement in public services. The research methodology used is a qualitative approach with data collection techniques through interviews, observation, and analysis of related documents. The results showed that the implementation of Agile Government in Medan City is faced with various challenges, including resistance to change, limited human resources, and low community participation. However, there are significant opportunities to strengthen the implementation through policy support, increased community engagement, and collaboration with the private sector. This study concludes that the success of Agile Government in Medan City requires synergy between the government, the community, and the private sector, as well as continuous efforts to improve the capacity and responsiveness of public services. The findings are expected to serve as a reference for policymakers in an effort to realize a government that is more responsive and adaptive to the needs of the community.

Keywords: Agile Government, Challenges, City, Opportunities, Regional Apparatus, Transformation.

INTRODUCTION

In the era of globalization and the rapid development of information technology, governments are required to be more responsive and adaptive in facing various challenges that arise (Katili et al., 2024). The concept of Agile Government emerged as a new paradigm in governance, which prioritizes the ability to adapt quickly to change, improve efficiency in decision-making, and improve the quality of public services (Stephens, 2022). Agile Government focuses not only on strengthening the government's organizational structure but also on developing a more innovative, collaborative, and results-oriented organizational culture (Sary et al., 2024). This is where the regional apparatus is important, as it serves as the spearhead in implementing government policies and bridging communication between the government and the community. Effective and efficient regional apparatus are expected to support the creation of a more agile government, which is able to respond to the dynamics and demands of society quickly and accurately (Muhtar et al., 2022). Medan City, the capital of North Sumatra Province and one of the largest cities in Indonesia faces various challenges in its governance (Simatupang, 2023). Inadequate infrastructure, suboptimal public services,

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and complex social problems such as poverty, unemployment, and social injustice are issues that need to be addressed (Dprd.pemkomedan.go.id, 2022). In this context, the dynamics of regional apparatus formation in Medan City are crucial. The formation of an appropriate and responsive regional apparatus can create a more efficient organizational structure so as to provide quality public services in accordance with the needs of the community. Therefore, this study aims to identify and analyze the process of establishing regional apparatus in Medan City and how the process can support the implementation of Agile Government. It is important to understand that the establishment of a regional apparatus is not just an administrative process but also a strategy for achieving better governance goals (Zein & Septiani, 2024). In the context of Agile Government, regional apparatuses need to be formed by paying attention to the dynamics that occur in the field, both in terms of policies and community needs (Malik & Wahid, 2023). This includes an in-depth understanding of the potentials and challenges faced by regional apparatus, as well as how they can collaborate with various parties, including the private sector and civil society, to create innovations in public services. In addition, the implementation of Agile Government is expected to create a more inclusive and participatory work culture, where the community can be actively involved in the decision-making process related to public policy (Ombudsman.go.id, 2021). This research will answer several problem formulations, including: (1) What are the factors that influence the dynamics of the formation of regional apparatus in Medan City? (2) How does the formation of a regional apparatus in Medan City support the implementation of Agile Government? (3) What are the challenges faced in the formation of regional apparatus to realize Agile Government in Medan City? The results of this study are expected to provide new insights into the dynamics of regional apparatus formation in the context of Agile Government, as well as provide recommendations for local governments in designing and implementing policies that are more responsive to community needs. Thus, this research focuses not only on the theoretical aspects of Agile Government but also on its practical application in Medan City. This research is expected to serve as a reference for future research and make a positive contribution to improving the quality of public services and governance in Medan City. With a better understanding of the dynamics of regional apparatus formation, it is hoped that a more agile government will be created and able to adapt quickly to changes that occur in the surrounding environment so that it can ultimately improve the welfare of the community as a whole.

METHODS

This research uses a qualitative approach to understand the dynamics of regional apparatus formation in the context of Agile Government in Medan City. The qualitative approach was chosen because this research aims to explore in-depth information about the factors that influence the formation of regional apparatus as well as the challenges faced in its implementation (Creswell & Poth, 2018). Data collection techniques were conducted through three main methods: interviews, observation, and document analysis. Semi-structured interviews were conducted with a number of key informants, including local government officials, DPRD members, and civil society involved in the regional apparatus formation process. The interview process was designed to obtain diverse perspectives on the challenges and opportunities faced in implementing Agile Government. In addition to

interviews, field observations were also conducted to observe interactions between local government units and communities, as well as how public policies are implemented in daily practice. These observations provide a more concrete picture of the actual conditions faced in the field. In addition, analysis of relevant documents, such as local regulations, performance reports, and strategic planning documents, was used to complete the understanding of the applicable policies and procedures. The data collected from these three techniques were then analyzed thematically by identifying patterns, categories, and themes that emerged from the data that had been collected (Elliott, 2018). This analysis process aims to link the research findings with the concept of Agile Government and provide relevant recommendations for the development of regional apparatus in Medan City. Through this methodology, the research is expected to provide an in-depth understanding of the dynamics of regional apparatus formation and its contribution to realizing a more agile government in Medan City.

RESULTS AND DISCUSSION

Dynamics of Regional Apparatus Formation in Medan City

Factors Affecting the Formation of Regional Apparatus

The results show that several factors influence the formation of regional apparatus in Medan City. First, the central government policy factor plays an important role. The decentralization policy implemented by the central government provides space for local governments to regulate and form their apparatus according to local needs (Lubis & Sari et al., 2024). This creates both challenges and opportunities for the Medan City government to develop an organizational structure that is more responsive to community dynamics. Second, the human resources factor is also very influential. The availability and quality of qualified human resources within the regional apparatus are key in carrying out their duties and functions. The research found that despite efforts to improve competencies through training and education, there still needs to be more technical skills and understanding of *Agile Government* principles. Third, support from the community and public participation are also significant factors. Communities that are involved in the decision-making process and provide input related to public service needs encourage the formation of more adaptive and innovative regional apparatus (Regif & Pattipeilohy, 2024).

Process and Stages of Regional Apparatus Formation

The process and stages of the formation of the regional apparatus in Medan City took place through several strategic steps. First, the identification of organizational needs was conducted by involving various stakeholders, including the government, the community, and the private sector. This stage is important to ensure that the tools formed are truly in line with the needs and expectations of the community. In this research, it was found that dialogue between stakeholders could have been better facilitated, resulting in a gap between community expectations and policy realization. Second, after the needs are identified, the next stage is designing the organizational structure. At this stage, the local government formulates the format and function of the tools to be established, as well as preparing the required budget. The research shows that the involvement of DPRD members in the design process is very important, as they have a role in overseeing and approving the budget.

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However, there are still challenges in terms of coordination between the executive and legislative branches that often hamper this process. Third, the implementation of regional apparatus formation is carried out through a process of recruitment and placement of appropriate human resources. Interviews with several local officials indicate that the recruitment process is still influenced by political factors, potentially reducing objectivity in staffing. Finally, the evaluation and adjustment stage is needed to ensure that the established regional apparatus can function optimally. Periodic evaluations of the performance of regional apparatus need to be conducted to identify weaknesses and formulate the necessary corrective measures. Overall, the dynamics of regional apparatus formation in Medan City show that despite the progress towards *Agile Government*, there are still various challenges that need to be overcome. Community involvement, policy support, and improving the quality of human resources are key to realizing responsive and effective regional apparatus. This study recommends that the Medan City government be more active in facilitating dialogue between stakeholders and applying the principle of transparency in the process of establishing a regional apparatus. Thus, it is expected that the formation of a regional apparatus can be more adaptive and support efforts to realize *an Agile Government* in Medan City.

Implementation of Agile Government in Medan City Policies that Support Agile Government

The implementation of *Agile Government* in Medan City must be supported by various policies taken by the local government. Policies that support the implementation of this concept include the development of local regulations that prioritize transparency, public participation, and innovation in public services. One of the key policies is the Mayor's Regulation on Public Service Innovation, which provides a legal basis for local apparatus to develop and implement innovative solutions to solving community problems. Through this policy, each regional apparatus is expected to create programs that are more responsive and based on community needs (Dprd.pemkomedan.go.id, 2024). Furthermore, the Medan City government also encourages the application of information technology in public services, which is an important element in *Agile Government*. Policies related to service digitalization, such as the implementation of e-government systems, allow the public to access government services more easily and quickly (Simatupang, 2023). The results show that this policy not only increases efficiency in service delivery but also encourages community involvement in providing feedback on the services they receive. Thus, this policy support is a strong foundation for the implementation of *Agile Government* in Medan City.

Examples of Agile Government Implementation in Regional Apparatus

In the implementation of *Agile Government*, several concrete examples can be used as references in Medan City. One of them is the *Medan Smart City* program, which is a local government initiative to utilize information technology to improve the quality of public services. Through this program, various public services, such as licensing and public complaints, have been moved to digital platforms. For example, the *Medan Home* application allows people to apply for business licenses, report complaints, and access information related to public services more quickly and efficiently. The success of this

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program demonstrates how technology can speed up administrative processes and improve government accountability to the public (Portal.medan.go.id, 2024). In addition, the application of *Agile Government* is also seen in the health service initiative through the *Medan Sehat Card* program. This program provides community access to health services by utilizing an integrated health information system. With this card, the community can obtain better and more affordable health services, as well as facilitate accurate health data management. This approach shows the responsiveness of local governments in meeting the needs of the community, especially in the health sector (Saraan et al., 2024). Furthermore, the collaboration process between local government officials and the community is also one of the indicators of the success of *Agile Government*. Through regular public consultation forums, local governments listen directly to the aspirations and input from the community regarding the policies taken. A clear example of this is the opening of the Public Consultation of the Initial Draft of the Medan City 2025 RKPD, where the community is given the opportunity to express their opinions and suggestions on the development policies to be implemented. This initiative not only increases community participation but also creates a sense of ownership over the policies taken (Bappeda.pemkomedan.go.id, 2024). Overall, the implementation of *the Agile Government* in Medan City shows that although there are still challenges to be faced, the steps taken by the local government demonstrate a strong commitment to adapt to changes and the needs of the community. Supportive policies and concrete examples of implementation illustrate the potential of Medan City to be more responsive, innovative and effective in providing public services. It is hoped that, in the future, efforts to strengthen the implementation of *Agile Government* will continue to be enhanced so as to produce better governance and have a positive impact on the welfare of the community.

Challenges and Opportunities

Challenges in Establishment and Implementation

Despite the progress in the implementation of *the Agile Government* in Medan City, significant challenges still need to be addressed in both the formation and implementation process of the regional apparatus. One of the main challenges is resistance to change. Many regional apparatuses that have been accustomed to conventional working patterns tend to feel comfortable with the old ways, making it difficult to adapt to *Agile Government* principles that emphasize flexibility and innovation. The process of transforming the organizational culture needed to support *the Agile Government* requires a lot of time and effort. In addition, limited human resources are also a crucial obstacle. Despite ongoing capacity-building efforts through training and education, there still needs to be more technical skills and understanding of the *Agile Government* concept. This can hamper the effectiveness of regional apparatus in carrying out their duties responsively and adaptively. The research found that most civil servants within the Medan City government need to fully understand the use of information technology and digital systems in public services, which are important elements in *Agile Government*. Another challenge is the need for more public participation in the decision-making process. Although there are policies that support public participation, in practice, public involvement in consultation forums could be higher. This is due to a need for more adequate information about the policies being formulated, as well as

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a lack of public motivation to participate. As a result, people's voices and aspirations should be more noticed, reducing the effectiveness of implemented policies.

Opportunities to Strengthen Agile Government

Despite the challenges, there are a number of opportunities that can be utilized to strengthen *the Agile Government* in Medan City. First, the support from the central government in the form of policies and budgets for public service innovation is a very significant opportunity. Programs funded by the central government can be a catalyst to encourage innovation at the local level. Medan City Government can utilize these funds to develop technology and infrastructure that support *Agile Government*. Secondly, an increased awareness of the importance of public participation in governance can be an opportunity to create a better space for dialogue between the government and the community. By improving communication and providing effective information channels, local governments can more easily reach out to the public and invite them to play an active role in the decision-making process. Initiatives such as the implementation of *Medan Berbicara* should be expanded and promoted more aggressively to attract more public participation. Third, collaboration with the private sector and non-governmental organizations can be an effective strategy for strengthening *Agile Government*. Through strategic partnerships, local governments can tap into the expertise and resources of the private sector and civil society organizations. This collaboration can create innovations in public services that are more responsive and in line with community needs. For example, information technology-based projects involving local startups to improve public service systems can be a successful model. By taking advantage of these opportunities, the Medan City government can strengthen the implementation of *the Agile Government* and realize a more responsive, innovative, and accountable government. Efforts to face the existing challenges must be made continuously by involving all stakeholders, including the central government, the community, and the private sector, in order to create positive synergy in achieving common goals.

CONCLUSIONS

The results of this study show that the implementation of Agile Government in Medan City is a complex and multidimensional endeavour involving various interrelated factors. First, supportive policies and commitment from the local government are important cornerstones in creating a more responsive and adaptive government. Although various policies have been implemented to facilitate innovation in public services, challenges such as resistance to change, limited human resources, and low community participation still need to be addressed to achieve the goal. In the context of challenges, this study identifies that conservative organizational culture and lack of technical skills among civil servants contribute to the difficulty in implementing Agile Government principles. Therefore, sustained efforts are needed in human resource capacity building as well as a more inclusive approach to involving the community in the decision-making process. On the other hand, this research also revealed a number of opportunities that can be utilized to strengthen Agile Government implementation. Support from the central government, public awareness of the importance of participation, and collaboration with the private sector can be effective

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strategies for creating innovation and improving the quality of public services. By utilizing these opportunities, the Medan City government can overcome the challenges and promote a more agile, responsive, and accountable government. Overall, the successful implementation of Agile Government in Medan City depends on the synergy between various stakeholders, including the local government, the community, and the private sector. Joint efforts are needed to create an environment conducive to innovation and participation so that the goals of the Agile Government can be realized and have a positive impact on the welfare of the community.

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