

TOWARDS AGILE GOVERNMENT: WHAT THINGS DOES THE GOVERNMENT NEED TO BE READY?

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ABSTRACT

In recent years, there has been a relatively rapid, dynamic world situation, and it has influenced various sectors. These changes include the massive changes in information technology, patterns of people's lives after the COVID-19 pandemic, demographic shifts, and the evolution of generations of society. The private sector and start-ups often apply the issue of agility and use a strong foundation for implementing digital technology. However, the good things about agile principles are also seen as driving change in the government sector. This research uses literature study and comparative study methods to see how the agile government concept can be built based on structure, culture, operations, and capabilities. The results of this research show that preparing an agile government will be related to how to manage the agility so that the government focuses on user needs, builds the prime team in a dynamic environment, and has the specific role of product owner-product manager as well as the existence of a clear time frame for completing a strategic/priority project.

Keywords: *Agile, Readiness, Government, Organization.*

A. INTRODUCTION

Various global issues and developments governments face worldwide encourage bureaucracy to change and adapt. It cannot be denied that the main essence of government is how public services can be delivered in a good quality, effective, and efficient manner. Recently, bureaucracies throughout the world have been faced with relatively the same conditions, namely: rapid and massive developments in global technology and information, shifts in generations of society in each country, and changes in people's life patterns, which tended towards the use of digital platforms, experience the flexibility and dynamism of a bureaucracy in overcoming the COVID-19 pandemic.

The topic of agility was initially associated with tasks and projects related to the extensive use of IT. The World Bank even introduced the term GovTech to modernize the public sector and encourage simple, efficient, and transparent government by focusing on citizens as the focus of its reforms. However, some views assume that the concept of agility in bureaucracy is based on more than just IT itself. So, this agile concept continues to evolve and develop to produce a more flexible approach to various forms and conditions of bureaucracy.

Mergel et al. (2021) argued that digital transformation in the public sector is essentially a process of cultural change that needs to be guided carefully through the involvement and input of public managers and can indirectly be driven bottom-up by members of the organization. Meanwhile, building an agile government is a challenge. Even though effective and efficient efforts continue to be made, implementing government affairs will be related to various inherent elements such as organizational/institutional structure, organizational culture, leadership, content, and operational context. The use of the agility concept in the government sector continues to emerge and is increasingly developing because agility is seen as a responsive and adaptive effort. Awamleh et al. (2022) have also provided limitations on how to conceptualize government agility and agility regarding government governance. In this case, the agile government is a form of public sector administration that is innovative, responsive to community needs, and has a strategic view and long-term thinking.

The discussion in this study uses practical implementation of the United States Digital Service and the Indonesian government's response during the COVID-19 pandemic to see what and how elements can encourage readiness to implement agile government. The use of the term agile in bureaucracy and government is relatively contemporary. However, in principle and government administration, between theory and the implementation, deliberately or not, several elements of the agile concept might have been implemented. So, this study will answer the question: what things does the government need to be ready so that agile government can be actualized?

B. LITERATURE REVIEW

Agile, which is widely applied in the private sector and is often used by business start-ups, has shown a concept that is very responsive and adaptive, so there is an impression and hope that the government sector should be able to apply the same pattern where there are principles of flexibility, agility, and encouraging creative innovation and effective. Meanwhile, if we compare it again to look at the current condition of government organizations, it will become increasingly clear that government is complicated. So, several things regarding applying the agile concept in government will be explained as follows.

Agile

Agile is fundamentally a mindset that can act quickly, adaptively, and flexibly based on four values and twelve principles following the Agile Manifesto, which was developed in 2001 and has various frameworks. Agile is a paradigm for better software development and project management to avoid large-scale project failures at the end of the project and funding period (Mergel, 2016; Project

Management Institute, 2020). The manifesto is usually used whenever developers aim to conduct agile development (Beck et al., 2001). Agile is not a methodology, so implementing it can differ from one institution to another according to their respective backgrounds and conditions. Agile implementation is often done in the private sector, especially information technology. As explained by Mergel et al. (2021) and agile general practices, the agile perspective can be defined into two, namely, based on business users or owners and users (internal and external) of product creation and project teams or teams that focus on product creation and development.

From a business user perspective, five things make agile essential to implement. First, time to market or the ability to release products quickly without waiting for the entire product scope to be completed. Carrying out product releases in stages through pilot but viable products. Second is the ability to adapt to changing market conditions and preferences. This capability is related to the flexibility of agile in changing the scope due to the inspection stage in the process framework. Third, speed up delivery and feasibility of the product. Through agile, there is a sprint process with a short duration of a maximum of one month. Fourth, focus on outcomes and customer satisfaction. This relates to how agile can act in a customer-centric manner and meet customer needs, opening space to receive input, adapt, and produce expected outcomes, not just targeted output. Fifth, the existence of businesses that prioritizes adaptation as a way out of facing various kinds of changes that occur in the market. It is expected that Agile can make companies more adaptive to change so that they will not be eliminated by the disruption that occurs. From a project team perspective, a product owner must come from a business user to achieve complete collaboration and unite as an agile team with the same goal of success. This agile team can also remove the boundaries of the functions and achievements of each individual unit, where everyone has the responsibility to produce quality products (Mergel et al., 2021). Through this collaboration and personal abilities in creating project milestones, this agile team can work with self-organized principles.

Agile's core assumption is that innovation is not linear and does not proceed rationally or deterministically (Wajcman and MacKenzie, 1999). The elements of agile can be clearly illustrated by understanding its four values. It is easy to see the main points here: users and makers were the main starting points; software should work first (even if not comprehensive); collaboration gets more done than a conflict-based process; and change is inevitable - so responsiveness and adaptability are key (Mergel et al., 2021). It contains twelve principles that support the achievement of these four values. These twelve principles guide the team in developing projects where agile investment focuses more on initial planning which assumes that the information plans made will change along with the experience gained in the project development process. In contrast to the government's style of implementing programs according to the bureaucratic processes, agile is a concept that is the antithesis of the government's program development model which tends to plunge. For instance, a 2014 IBM Center for the Business of Government reported by Gorans and Kruchten (2014), prefers to use a rigid waterfall approach and try to work out project requirements (often

taking years) before moving on to actual design, development, testing, and deployment of working software. While the waterfall is slow and planned, agile is fast and light (Mergel et al., 2021).

Agile is mostly discussed with reference to how an organization develops and manages programs. However, this has developed into a value that can be applied not only at the program level but also at the organizational and inter-organizational levels. Mergel (2016) introduces a more holistic understanding of project management and software development processes, adjusted procurement procedures, combined with human resources policies, and organizational approaches to support innovative digital service delivery in government. Hong and Kim (2020) explained that from the conclusions of several studies conducted regarding agility in government, there are three levels of difficulty in implementing this agile philosophy: agile development, agile management system, and agile governance. Agile development is agile at the project level, where agile is the easiest level and most widely implemented by institutions. Agile development is more technical and practical, making it easier to follow and realize. In contrast to the agile management system, agile is at the organizational level and has the highest difficulty level. Bob Willen et al., (2013) state that agile government is a methodology for enhancing government performance. To become more agile, governments must develop four types of capacity and management cycles (Mergel, 2016): scan the trends, identify developments, predict the potential impact on the organization, and quickly learn how to implement changes to their standard operating procedures. Meanwhile, agile governance is agile at the inter-organizational level, which means interaction between institutions to institutions and institutions to the public.

Agile Government

Agile government can be defined as a government that is mission-cantered, customer-focused, supports communication and collaboration, and continuously delivers value to customers and society. Agile government involves the participation of Citizens and customers in small teams empowered by leaders to take rapid action to deliver timely and transparent results (G. Edward DeSeve, 2020). Another opinion explains that Agile government is a way to mobilize public resources in a smooth, interactive, flexible, and resilient manner that optimizes the creation of public value without rigidity by utilizing policies and procedures that are in accordance with the goals to be achieved (Awamleh et al., 2022).

The call for agility in government was first heard before the COVID-19 pandemic by policymakers and organizations worldwide, namely the OECD, World Bank, and World Economic Forum. However, it has become increasingly heard and received much attention during the COVID-19 pandemic as a response to the health crisis (Awamleh et al., 2022; Berman & Hijal-Moghrabi, 2022). Agile is a paradigm still relatively new to the government. The term Agile is taken from a method used in the software development process, which is carried out agilely. In the government sphere, using the word agile is related to efficiently responding to changing community needs (Mergel et al., 2021).

Agile Government has emerged as a further TQM practice in recent years. Agile Government is a collection of principles and practices that support rapid and flexible responses to environmental changes and challenges (Berman & Hijal-Moghrabi, 2023). Research conducted by Sembodo (2016) found that total quality management individually has a positive and significant effect on implementing good governance. Berman & Hijal-Moghrabi (2023), also stated that TQM moves organizations from rule-based management to standards-based management that is more flexible, agile, powerful, and effective in meeting society's needs. Thus, it is no exaggeration to say that the shift towards TQM-based organizations, both in culture and practice, is one of the most important events of our time. Agile uses the same principles and practices as TQM, demonstrating TQM's continued appeal, durability, and adaptability.

Table. Agile Government Perspective

Agile Government Perspective	Awamleh (2022)	Deseve (2020)	Mergel (2021)
Focus	Customer-centricity	Customer-driven behavior	Customer needs
Responsibility	Executing laws and regulations that deliver services and information.	Improve outcomes for programs, create better policies and regulations, and strengthen trust in government	Public values (equality and social responsibility)
Responsiveness	Responds quickly to change, but also leads to change	Speed is essential to produce quality outcomes, regulatory consistency, and a clear focus on managing risks.	Improvements might include speed to delivery, product or service quality, or the program's existence.
Team and leader	Involves small teams and customer participation, empowered by leaders to take rapid action	Leaders eliminate roadblocks, aggregate, and assume risks, enable teams to make decisions and hold them accountable, and reward good outcomes	Self-selected, team-based organizational structures require leadership that serves such teams.

Agility in government is a new paradigm as a form of effort to meet society's needs and maintain the efficiency required, considering the rapid changes occurring in this world and the emergence of society's expectations regarding the role of government. Agile government can also be said to be a principle and practice that supports quick and flexible responses to changes and challenges in our environment (Awamleh et al., 2022; Berman & Hijal-Moghrabi, 2022). Awamleh et al. (2022) also added that the agile government paradigm

emerged as a reaction to weaknesses in implementing the New Public Management (NPM) paradigm promoted by Patrick Dunleavy and Christopher Hood and reinventing government adopted by David Osborne. Both paradigms experience an inability to examine problems from a systems perspective, where even though both paradigms have been successful in implementing lean management, empirically, there has been an increase in costs, mainly after several countries carried out massive digital transformations. The agile government paradigm has successfully dealt with a significant crisis, namely the COVID-19 pandemic. Agility has enabled public management to become more strategic, adaptive, and responsive in dealing with volatile, uncertain, complex, and full of ambiguity (VUCA).

Determining Factors of Agility Readiness in Government

Project Management Institute (2020) provides critical categories in assessing the readiness of a program or organization to adopt agile principles, including a) organizational structure, b) organizational culture, c) operational context, and d) operational capabilities. This critical category is used to identify the success of an organization or program in adopting an agile process. Also, it aids in preparing for implementation and maximizes the results of an agile approach. Each category needs readiness factors to assess whether an organization can implement and adopt agile methods.

Various approaches and studies have been developed to review how this agility can be created and implemented. Project Management Institute (2020) provides critical categories in assessing the readiness of a program or organization to adopt agile principles, including a) organizational structure, b) organizational culture, c) operational context, and d) operational capabilities. This critical category is used to identify the success of an organization or program in adopting an agile process. Also, it aids in preparing for implementation and maximizes the results of an agile approach. Each category needs readiness factors to assess whether an organization can implement and adopt agile methods.

a. Organizational structure

Agile is often seen as activities involving teams for small-scale projects/works and must be done within a period that can be measured in weeks or months, not years. The Agile approach can also be used on extensive projects/work involving large organizations, but this approach can be complicated. At its core, Agile is about creating high-performing teams and, of course, can ideally also be used in large government agencies. Agile principles are also related to using resources in the form of the best people, both from the business and technical sides, to work together to solve real business problems.

At the top of management, agile government leadership is needed to provide "protection" for all team activities that have been formed (Mergel, 2016). In addition to strategic planning activities, leadership is responsible for the digital integration of teams, program development, and empowerment of organizational members. The hope is that there will be transparency and high trust to encourage corporate values, policy support, and support for teams to experiment with new methods and maintain a teamwork culture that is results-oriented and time-bound. Implementing the agile concept also requires managerial commitment and

support, where changes/transitions from traditional organizations to agile organizations are also related to the need for affirmation, management support, and knowledge about Agile (Jovanović et al., 2017). Management participation in the coaching process regarding agile concepts is an effective strategy to increase knowledge and demonstrate commitment to organizational transformation.

The existence of a team that can organize itself (a self-organizing team) is one of the principles in the Agile Manifesto (Fowler and Highsmith, 2000). Organizations need people who can be relied on to complete work dynamically and collaboratively. Even though the best organizational resources (for example, work systems and mechanisms, technology, and business processes) can be deployed, the quality and capacity of human resources who execute programs/work based on agile concepts determine the achievement of predetermined output/results. So, decisions within the team must be made by the people who know the situation and conditions best.

b. Organizational Culture

Organizational culture can be understood as a critical point for an institution in assessing whether the organization and leadership support implementing agile principles. Agile requires a change of rigid bureaucratic cultures (Mergel et al., 2021). Many internal organizational and cultural features influence these changes and the adopting of new reform elements (Greve et al., 2020). This is closely related to the perspective of organizational leaders on agile principles and readiness to build collective action. An organization considering implementing agile can maximize the support provided while minimizing the stress of implementing a framework that may be regarded as new to the organization's environment. In assessing the critical point of organizational culture, Project Management Institute (2020) defined several things that must be considered when considering whether the organization is ready to move into the agile circle.

The first is what the mindset of the leadership in the organization is. This mindset is the initial condition that makes it possible to implement agile. Is leadership direct and has boundaries that must be met, or can leadership be collaborative and have a growth mindset? Second, is the organization in a critical condition and uncertain environment? Implementing agile is essential for the right environment and providing room for improvement. Third, whether the organization has experience implementing agile principles; this experience is vital to assess whether the organization has a record of implementing the principles so that if the experience is excellent and positive, the ease of implementing it will be greater. On the other hand, if it turns out to be assessed negatively, the organization will think repeatedly about falling into the same hole. Likewise, if the organization does not have experience, it tends to be neutral and tries to adopt this agile strategy. Fourth, the extent of involvement of the Human Resources (HR) department or function in this agile implementation process. The participation of the HR department is essential to assess, especially in formulating organizational strategies, as a dynamic body capable of meeting the organization's needs to move quickly and efficiently. Baxter et al. (2023) also noted that to implement the agile concept, the organization needs to identify change mechanisms by which the mission of collaborators and a team's culture depend on

and interact with the institutional environment and serve to guide project teams and enable them to embody Agile methods and values.

c. Operational Context

An organization that considers implementing agile concepts can maximize its success and minimize the obstacles accompanying it. Institutional operations in the agile idea in the government sector relate to how the community is involved in the project to be carried out, what authority they have, how big the size of the team or organization is, what the duration of the project is, and what internal institutional efforts can be made to support the implementation of this agile principle. Public management reform requires the revitalization and repositioning of the role and functions of the bureaucracy in carrying out general government tasks, development, and services to the community in every government agency. In other words, bureaucracy reengineering is needed. This is because, at this time and in the future, the government (central and regional) will face waves of change from external and internal societal pressures (Purwokoadi, 2014).

By involving and seeking input from the public, public agencies can adjust programs and policies based on a fundamental understanding of what is wanted and needed (Bob Willen et al., 2013). Currently, the government's speed, flexibility, and responsiveness are required to implement planned programs and respond to the high expectations of society and the private sector. Operationally, the organizational structure needs to be designed to enable faster decision-making and be implemented effectively.

Apart from that, operationally implementing agile principles on a large or small scale will require a success model that includes three main elements (Kaji et al., 2017), namely: 1) the existence of an apparent problem and solution vision, 2) an integrated point of view, and 3) solutions and problem-solving are carried out quickly and through a collaborative process. Agile projects/work and mechanisms will have a strategic and strict time-bound to solve the problems faced and needed immediately. Completing each stage is also a form of internal collaboration between teams with the same point of view in solving problems and achieving the goals to be achieved.

The organizational structure must carry out a long-term vision, have a strategic view, meet community expectations, and consider economic dynamics. The government will continue to face challenges that require planning collaboration with responsive non-government actors. So, agile governance will be characterized by a polarized distribution of decision-making power and a polycentric distribution of accountability (Wang et al., 2018). Polarized distribution is a form of decision-making power or accountability published on government or non-government actors only, while polycentric distribution is a form of decision-making power or accountability divided between government and non-government actors. The implementation of governance authority and decision-making is carried out through a collaborative process that aims to adapt to rapid environmental changes by dividing accountability flexibly between government and non-government actors.

d. Operational Capability

Organizational capability is the main determining factor in the performance of an organization. This capability can realize collective insight, knowledge, and activities that can directly translate the organization's vision and mission into real action to produce an impact and result. In other words, capabilities can transform desired goals into realized results (Joyce & Slocum, 2012). Project Management Institute (2020) identifies operational capability factors needed to assess whether an organization is ready to run and adopt agile processes: capacity and capability of technology, the organization's track record in adopting new technology, and the organization's capability in automated testing.

In an increasingly competitive world, business has primarily tried to adapt to various existing changes. Some have tried to follow the development and use of Information and Communication Technology (ICT), such as artificial intelligence (AI) technology, blockchain technology, big data as a tool in making decisions, and gaming simulation to improve the quality of decision-making. However, in the public sector, unfortunately, this has not been done much (Roungas et al., 2021; Kumorotomo, 2021).

The concept of agile government is different from traditional public management concepts. In an agile government, government bureaucracy must be more professional, agile, responsive, and adaptive in facing the challenges of Industry 4.0, which demands the complete use of ICT in management systems (Kumorotomo, 2021). Mergel et al. (2021) added that agile is a paradigm that departs from software development and project management. However, practitioners from the public administration community have attempted to integrate the agile concept with several other concepts from public administration (such as adaptability, resilience, and responsiveness) with the aim of driving organizational behavior toward higher-value results. ICT plays a vital role as a means for organizations to make decisions, the willingness to place the organization in a strategic position, and is a competency that must be present in practicing agile governance. With organizational capability and capacity to implement ICT, it will be easier for organizations to be agile, especially in facing the challenges of environmental change (Rofiyanti et al., 2021).

Agile government is inspired by agile software development; administratively, the government responds to community needs changes efficiently. In agile government, the digitalization of public services is required to make the service process to the community more effective and efficient. Creating an agile government emphasizes the importance of public institutions being able to process big data to support government management tasks and better management of public services. Thus, applying agility in government must be connected to productive relationships between people, business processes, public organization management mindsets, and technology (Mergel et al., 2021; Kumorotomo, 2021).

C. RESEARCH METHODS

In this article, researchers use a qualitative descriptive research approach. Research is carried out by collecting data and information based on examination

and analysis of secondary data and information. This method is only carried out through literature studies without further field studies. Researchers analyze the relationship between research topics, relevance, and contextual theory. Library-based research includes various methods that can be used to conduct substantial research by collecting qualitative data based on existing and relevant sources (Bassot, 2022). In principle, the literature study carried out by researchers is a separate stage, so this research can be a preliminary study to understand more deeply the concept of agile in the government sector. The results of this research can be developed in further research.

D. RESULTS AND DISCUSSION

Agile prioritizes responding to change rather than following planning. Agile minimizes risk by iterating on products and releasing them to the market gradually but frequently. The key to agile success lies in the project manager, who must be skilled and knowledgeable in carrying out these agile techniques, including understanding the right time to apply these principles. They must also know that their work will be supported by institutional leaders who guarantee access to training and the necessary support, including the availability of essential resources, contractual prerequisites, and cooperation by agile development cycles. Such consent may vary based on the size and complexity of the implementation. Through appropriate and positive support, agile can be applied to organizations of any size and complexity.

This study explores the operational experience of the United States Digital Service in meeting some of society's most essential needs and ultimately providing a better government experience for the public. This study also examines the Indonesian government's experience responding to and meeting community needs during the COVID-19 pandemic. With these reviews, we can provide an overview of the readiness framework and how the agile concept in the government sector can be applied.

Organizational Structure

Agile implementation has a time frame (time-bound) in completing a project/work, so working on the project requires a professional and dynamic team structure. The experience of USDS and the Task Force for handling COVID-19 shows that both organizations have the exact placement under the highest design, namely USDS, which is part of the Executive Office of the President of the United States. Meanwhile, the Task Force for handling COVID-19 is also a national committee under the President. The team structure is filled with the best people according to the organization's needs to respond to society's needs (customer-centric). The team's composition is a form of collaboration among civil servants across government sectors to meet some of the most critical needs. It is based on best practices from various disciplines. These two forms of organization have created multiple services and policies. Another note is about the importance of the role and position of the product manager and product owner in a team that is required to work dynamically and responsively.

Organizational Culture

Efforts to implement agile values require vision from organizational leadership and the organization's ability to adapt in building a culture. This is also related to the extent to which the organization can change a bureaucratic order that is usually top-down to bottom-up by prioritizing input and responses from users. In the USDS implementation case study, it can be understood that appropriate leadership support from the United States government has been present with the establishment of this institution by President Obama in 2014 in creating digital services that can help people access programs and needs provided by the government. Starting from a small team based in the White House, USDS has a clear vision of accelerating public services digitally. USDS's primary mission is to increase access to public services for the people of the United States through technology and design.

This organization is a catalyst for government institutions in creating, updating, redesigning, reimagining, and transforming public services to help these institutions build their capabilities in the future. The urgency of significant developments has raised the government's awareness to find solutions to provide good services to the community. This shows that USDS is a form of the United States government's response to facing challenges and uncertainty in the fast-paced future. Coupled with population growth, which continues to grow along with demand, which is also increasingly varied. USDS collaborates with the federal government and public officials across the government to meet some of the most critical needs and ultimately provide citizens with a better government experience. USDS works across institutions and applies best practices from various disciplines, including engineering, product, design, procurement, data science, operations, talent management, and communications.

From the perspective of experience possessed by government institutions, USDS is here to fill the need for experience in implementing agile principles. USDS has confidence in recruiting Subject Matter Experts with the experience and knowledge needed in the organization, which means ensuring adequate assistance and support for the government. Apart from that, USDS also sets several non-technical criteria as a basis for building motivation that is the same as the vision and movement of the organization. The central concept is bringing private sector best practices to the federal government based on prioritizing users to be more involved and empowered, building iteratively, and making decisions based on data. USDS also indicates that the government is very open to making significant changes to help make public services more agile. Creating a digital services playbook as a guide and input for government institutions to develop digital media services shows USDS's contribution to supporting increased government performance and success in building effective digital public services.

The involvement of an agile human resources management team is demonstrated by USDS's ability to support the federal government's recruiting resources needs. Many federal agencies that hire people for public service positions need help determining who has the necessary skills. Recruiting teams often determine whether applicants are qualified based on self-assessments and federal-style resumes. When hiring managers receive a list of candidates deemed

unqualified for an existing position, they often abandon the entire recruitment effort, wasting time and resources for the government and society. Hiring managers with negative experiences sometimes discourages competitive hiring, which may limit how applicants from the public and private sectors can obtain positions in the federal government. The USDS team thinks involving experts in the field in assessing qualifications early in the process will help hiring managers receive higher-quality candidate lists and hire qualified applicants more quickly. Uses their expertise in reviewing applicant resumes and telephone interview transcripts to determine whether applicants meet qualifications.

Compared with the organizational culture that the Indonesian government is trying to implement in handling COVID-19, it can be understood that the government has demonstrated an understanding of agility in organizational culture with fluid and flexible movements. The government issued various policies quickly to overcome the COVID-19 virus, which was also spreading massively and quickly. The development of the COVID-19 Task Force which regularly updates the latest conditions regarding the effects produced by the virus in society, to the forms of mitigation and anticipation that have been made, including the rules of the game for the community in their activities, shows that the Indonesian government has been able to adapt to the situation. The policy changes that can occur quickly and the aid distributed during that period illustrates the iterative process that the government is trying to carry out continuously from the experience. However, it needs to be studied further whether the agile values applied by the government can only emerge during a crisis.

Operational Context

Another experience demonstrated by USDS is how they try to involve the community actively and realistically in the service design process from the start. The Task Force also showed the same thing in handling COVID-19 in Indonesia, where the community initially needed an immediate response for protection and health guarantees as the most recent response to the COVID-19 pandemic. In the end, the needs of the Indonesian people expanded to how to fulfill economic factors. The development and critical needs of society (customer-centric) are also the focus of how the government can maintain agile principles, not on what services/policies the government can provide. Still, the government should build collaboration and togetherness to find the community's needs. The authority to make decisions and provide services may be polarized by one party, namely the government as the leading sector. Still, various parties (government and non-government) must see the distribution of accountability as part of dynamic collaboration and interaction.

Operational Capability

As stated previously, implementing agile processes in government organizations must be integrated with using information and telecommunication technology. In the presentation put forward by (The Project Management Institute and National Academy of Public Administration, 2020), one of the factors used to assess whether a government organization has successfully implemented agility is the existence of operational capabilities in using current technology and adopting

the latest technology. USDS is a clear example of adaptation agile in the United States federal government (Berman & Hijal-Moghrabi, 2022)

USDS is an agency designed to change the existence of digital government in the United States. USDS was formed during the administration of President Barack Obama. The background to the formation of USDS began with the launch of HealthCare.gov by President Barack Obama, an online service created to help the people of the United States with health insurance services. In its implementation, HealthCare.gov was considered a failure because it only had less than 1% of visitors registered for health insurance successfully. USDS was formed to rebuild digital infrastructure. The United States government implemented techniques, approaches, and solutions to improve HealthCare.gov (Schulte, 2018). Schulte (2018) added that in developing USDS, President Obama hoped for comprehensive technological changes. So, in 2017, USDS reached the entire federal government and has partnered with the Departments of Homeland Security, Veterans Affairs, Defense, Education, Health and Human Services, and the Small Business Administration.

The COVID-19 pandemic has changed the order of human life. Apart from impacting public health, the COVID-19 pandemic has also affected people's social lives, education, and the economy in Indonesia. The emergence of the COVID-19 pandemic has created disruption, requiring the Indonesian Government to make breakthroughs and develop effective and efficient governance immediately. A concept of agile is necessary to deal with this problem, where the government must act agile, fast, precise, and efficiently (Apriliyanti et al., 2021).

To prevent the massive spread of the COVID-19 virus, the Indonesian government built an application that aims to provide information about the spread of the COVID-19 virus. This application is named *Peduli Lindungi*. This application offers warning information to the public regarding the environmental conditions in which they are located and is a government tool in the decision-making process for implementing policies for handling the COVID-19 pandemic in the future. In particular, the *Peduli Lindungi* provides information to the public to find out whether there are people around them who are COVID-19 patients. The *Peduli Lindungi* application also has features such as a scan QR Code, which someone uses when entering a public facility or crowd. From the reading results of the QR Code, the *Peduli Lindungi* will categorize a person into 4 (four) types based on color. The color that appears indicates whether a person is free to travel or not and whether the person is infected with the COVID-19 virus or has had contact with a COVID-19 patient or not. This application can also provide information regarding the COVID-19 vaccination schedule and has a feature for downloading the COVID-19 vaccine certificate. The *Peduli Lindungi* application can track who has not and has been vaccinated against COVID-19 and can find out the history of people who travel or visit several public facilities so that through this application, they can determine the spread of the COVID-19 virus. The *Peduli Lindungi* application is generally connected to several applications belonging to PCR or antigen testing laboratories. PCR or antigen test results from the laboratory will be immediately visible on the *Peduli Lindungi* application,

which the public can use to travel or visit certain places (Hidayatullah et al., 2022).

The use of technology as a factor to measure readiness to implement agile government in the COVID-19 case in Indonesia has been fulfilled. Technological capabilities to prevent the spread of the COVID-19 virus through application development tracking the spread of the COVID-19 virus have proven that in preventing the spread of the COVID-19 virus, the Indonesian government has succeeded in implementing the principles of agility. The development of the *Peduli Lindungi* application aligns with several agile government principles presented by Berman and Hijal-Moghrabi, such as mission, metrics for success, customer-driven behavior, networks, cross-functional teams, innovation, and organizational leadership.

The government has a clear mission and focus in developing the *Peduli Lindungi* application, namely, to prevent the spread, track, and monitor the spread of the COVID-19 virus. On metrics for success, the government has a target of reducing the spread and eradicating the COVID-19 virus through a massive and regular vaccination program and using the *Peduli Lindungi* application to control the successful implementation of the vaccination program. Customer-driven behavior focuses on the community or customer as part of the team that designs and implements the agile program to support the government in its efforts to control and reduce the spread of the COVID-19 virus; the community participates in government programs, for example, by installing *Peduli Lindungi* application which is helpful as a tool to tracing close contact with COVID-19 patients or whether someone has been exposed to the COVID-19 virus and can be used to see the vaccination schedule. In networks, the *Peduli Lindungi* application has been integrated with several online applications belonging to the laboratory. Every antigen and PCR test result can immediately appear on the *Peduli Lindungi* application so the public can be informed directly. The development of the *Peduli Lindungi* application involved many developers and programmers and involved the role of epidemiologists, so a cross-functional team has been implemented. The *Peduli Lindungi* application is a form of innovation that the government has successfully carried out to suppress the spread of the COVID-19 virus. The existence of this application cannot be separated from the role of the nation's leader, namely President Joko Widodo, in trying to ensure that Indonesia is accessible from the spread of the COVID-19 virus and creates herd immunity where most of the population has become immune to the transmission of the COVID-19.

With the Indonesian Government's ability to implement and adopt the latest technology to suppress the spread of the COVID-19 virus through the development of the *Peduli Lindungi* application, it can be assessed that the Indonesian government has adopted agile governance. This capability should not only occur during the pandemic but must also continue in efforts towards a golden Indonesia era in 2045. The utilization of technology as part of agile governance is intertwined or inseparable. Technology has become a part of the implementation of agile government.

The novelty element of this research is how agile can be scrutinized from a bureaucratic perspective, which is still rarely studied by researchers in government environments. Agile is more widely applied in business and private which demands speed and adaptation in competing in the market. However, it turns out that agile principles are very suitable to be applied in a government context with various adjustments that must not eliminate the essence of agile itself. The Indonesian government, intentionally or not, has implemented agile principles in dealing with COVID-19 and it was a positive signal for Indonesia to transform into a responsive and adaptive country. This research helps identify the extent to which Indonesia has implemented these principles through the agile readiness corridor developed by PMI, resulting in research that is enlightening, original, and unprecedented.

E. CONCLUSION

Agile in government is seen as a principle and practice that supports rapid and flexible responses to changes and challenges around organizations, especially government. The way agile principles work is related to focus and orientation on what customers/society want, who leads and who is involved in a project, and how organizational mechanisms work to achieve goals relatively quickly. So, preparing an agile organization and government will be related to a comprehensive identification of four categories of readiness related to organizational structure, culture, operational capabilities, and the organization's capabilities. In addition, another important thing in implementing agile government is that the government can maintain the commitment, rhythm, and sustainability of prioritizing services that focus on the customers.

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