

Best Practice Governance Model in Providing Population Administration Services in the Surabaya City Government Indonesia

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Abstract: - Agile governance is governance for an agile government that requires the government to always be adaptive and responsive to change to follow the demands of society and technological developments. The Surabaya City Government received the award as the most innovative city in Indonesia at the 2021 Innovative Government Award for providing public services. This is where researchers are interested in conducting best practice research on the model for implementing population administration and civil registration services in the Surabaya City Government. The research aims to formulate the development of an agile governance model in the delivery of public services in the field of population administration. The research method uses a qualitative case study approach and data collection techniques through observation, in-depth interviews, Focus Group Discussions, and secondary data studies. The results of the research findings show that the implementation of public services in the field of population administration at the Population and Civil Registration Service of the City of Surabaya uses a new agile governance model consisting of seven variables, namely excellence governance, business process based on software, society participation, employee motivation, adaptive approach, service design, and external monitoring.

Key-Words: - Best Practice, Agile Governance Model, Public Services, Population Administration, Surabaya Government, Indonesia.

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1 Introduction

The implementation of regional autonomy is expected to increase the capacity and effectiveness of government administration to accelerate the realization of community welfare through improving services, empowerment, and community participation in the development process. The implementation of greater regional autonomy since 2001 has resulted in changes in the formation of autonomous regions, thereby motivating autonomous regions to develop important policies that directly increase the basic desires of society. This change in the paradigm of the regime system urges autonomous regions to improve their governance skills by creating creative and innovative public policies to always gain public support. However, several research study results also show that the implementation of regional autonomy has not produced the quality of public services expected by the community.

As stated by [1] stated that the quality of public services is still not good in terms of Assurance,

Responsiveness, and Reliability dimensions. Apart from that, in the governance of providing basic services to the community, employees as service implementers still have insufficient motivation to provide quality services to the community, [2], [3], [4], [5], [6]. Organizations providing public services are also faced with the opportunistic behavior of employees in providing public services to the community, [7], [8], [9], [10].

The modern administrative approach of Agile governance has become a discourse discussed as an approach to government governance in the future as a form of rapid technological development. Through the concept of agile governance, the government is encouraged to think ahead to understand future situations that will affect the government through a responsive and adaptive conceptualization process to protect the people from threats and challenges to new conditions. Agile governance focuses more on processes of government administration that are responsive, adaptive, and innovative, then enabling

the government to adopt agile policies in facing future changes to improve the efficiency of public services and public welfare.

Agile governance captures an organization's ability to respond quickly to unexpected changes in meeting the demands and needs of an increasingly changing society, [11]. Agile governance appears in the organizational area and encourages people to implement agile organizational governance to improve organizational performance and productivity processes, [12]. Apart from that, agile governance is also defined as the ability of an organization to be able to carry out cost efficiencies, as well as increase speed and accuracy in exploiting opportunities to make innovative and competitive actions, [13], [14].

This is also following the governance that Indonesia currently hopes for if we refer to the quote from President Joko Widodo's speech when he was elected president at Sentul ICC, Bogor, West Java Sunday (14/7/2019) in part of his speech delivering: "We have to change! We have to change! Once again, we must change. We must build new values at work, requiring us to quickly adapt to current developments. So we must continue to build an adaptive Indonesia, a productive Indonesia, and an innovative Indonesia, a competitive Indonesia.". Current public policies of the central government and regional governments that are responsive, adaptive, and innovative can provide prominent meaning to the regional autonomy agenda which is still a challenge to realize.

Based on initial observations and reports in various media, several regions in Indonesia have produced policies that appear to be in favor of their people, including the Surabaya City Government receiving the award as the most innovative city in Indonesia at the Virtual Innovative Government Award (IGA) performance on Wednesday (29/12/2021), the Surabaya City Government received an IGA in terms of One Gate System integrated public services between the Population and Civil Registration Service with the Religious Courts and the Surabaya District Court. Apart from that, in 2018 the Population and Civil Registration Service of the Surabaya City Government also received the Top 99 Public Service Innovation award for 61 public service innovation which includes online processing of birth, death, marriage, divorce, and incoming and outgoing transfer certificates.

Agile governance is defined as the ability of an organization to respond quickly to unexpected

changes in meeting the demands and needs of an increasingly changing society, [11]. Apart from that, agile governance is also defined as the ability of an organization to be able to carry out cost efficiencies, as well as increase speed and accuracy in exploiting opportunities to make innovative and competitive actions, [13], [14]. Apart from that, many studies in public services have used a quality theory approach in public services, [1], [15], [16]. In other research, the study of public services using an innovation approach was written by [17] while the collaborative theory approach to public services was written by [8] previous research has never studied public services using an agile governance approach. Apart from that, based on previous research topic mapping using the Publish or Perish and VOSviewer applications as shown in the visualization image of Figure 1 (Appendix).

Based on Figure 1 visualization of research topic mapping via the VOSviewer application with a total of 200 articles that have been obtained from the Publish or Perish application, a Google Scholar reference source with the keyword "agile governance in population administration services" it appears that the mapping results show that the research topics in the latest year, namely 2020, are related. research between agile governance variables and implementation, COVID, local government, adaptive governance, and public service variables. The mapping results also show that several variables related to the agile governance variable that have the longest and smallest distance are the public service variables, which shows that research on the topic of agile governance when related to public service is research that is still done and is the newest research topic in 2020 compared to other variables.

The previous research that has been described is a differentiating indicator that emphasizes that this research is truly new and has not been studied by other researchers. The novelty (state of the art) in this research is the development of an agile governance model in providing population administration services. This is where the researcher is interested in conducting best practice research on how to model governance for the delivery of public services using the agile governance concept approach to portray new governance in the delivery of public services, to research the development of an agile governance model in the delivery of public services in the field of population administration services at the Department

of Population and Registration Surabaya City Government Civil.

2 Literature Review

In various studies, agile governance appears in the organizational area and encourages people to implement agile organizational governance to improve organizational performance and productivity processes, [12]. Agile Governance is defined as the ability of an organization to respond quickly to unexpected changes in meeting the demands and needs of an increasingly changing society, [11]. Apart from that, Agile Governance is also defined as the ability of an organization to be able to carry out cost efficiencies, as well as increase speed and accuracy in exploiting opportunities to make innovative and competitive actions, [13], [14].

As stated by [18] wrote an article entitled Agile Governance Theory: Conceptual Development. The results of the research developed a conceptual framework from the Theory of Agile Sufficient Governance, namely 1) Good governance means the level of governance must always be adjusted to the organizational context, 2) Business-driven means business must be the reason for every decision and action, 3) Human focused in society must be respected and given space to participate in government governance, 4) Based on quick wins, namely success achieved quickly must be celebrated and used as motivation to get more stimulation and results. 5) Systematic and Adaptive approach, namely the team must be able to develop intrinsic abilities to be able to respond to changes quickly and systematically, 6) Simple design and continuous refinement, namely the team must be able to provide results quickly and always improve, [18]. As stated by [18] building the Agile Governance theory in these six principles, is an approach for agile governance research or practice in the future.

This is in line with the views of [19] which they wrote in a book entitled Shaping The Future of The Fourth Industrial Revolution – A Guide to Building A Better World which sees that in implementing agile government the government must apply an agile governance approach strategy, namely (1) creating policy laboratories, (2) encouraging collaboration, (3) supporting crowdsourcing policies (4) developing a private regulatory ecosystem, (5) innovation principles, (6) integrating public involvement, (7) supporting the role of global organizational bodies in

providing supervision, (8) technological approach, (9) responding to change, [20].

Meanwhile, [21] in their research found four domain areas in agile government settings, namely: (1) software development approach, (2) project management approach, (3) application areas, and (4) potential results, [21]. From several concepts about agile governance, it can be understood that the concept of agile governance is government governance that emphasizes agile governance which requires the government to always be adaptive and responsive to change to follow the demands of society and technological developments.

3 Methods

The research uses a case study design, this design is appropriate because in this research the main question concerns how in the case study best practice governance of public service delivery using an agile governance approach is a concept of government governance in the future, [18]. Development of an agile governance model as a governance concept for the delivery of public services in the field of population administration services in the Surabaya City Government, which can later be adopted by other Regional Government public organizations.

In this research stage, the first step taken was to identify the existence of a public service delivery process using agile governance variables based on facts in the field using data mining techniques, observation of all public service delivery activities, in-depth interviews with leaders and employees, collecting and analyzing related documents, and carrying out Focus Group Discussion (FGD) to triangulate previously obtained data. Second, coding must be carried out using ATLAS. ti application and analysis of the agile governance model by comparing and analyzing agile governance variables with the results of identifying data found in the field. Third, formulate the results of the analysis to obtain the development of a new model of agile governance in the process of providing public services.

4 Results and Discussion

Agile governance appears in the organizational area and encourages people to implement agile organizational governance in order to improve organizational performance and productivity

processes, [12]. Agile Governance is defined as the ability of an organization to respond quickly to unexpected changes in meeting the demands and needs of an increasingly changing society, [11]. Apart from that, Agile Governance is also defined as the ability of an organization to be able to carry out cost efficiencies, as well as increase speed and accuracy in exploiting opportunities to make innovative and competitive actions, [13], [14].

This research develops the concept of agile governance as a model for agile governance in the future, [18], [20]. From the research results, it was found that there are seven important variable concepts for the governance of public service delivery in the field of population administration in the agile governance model, namely 1) excellence governance, 2) business process based on software, 3) society participation, 4) employee motivation, 5) adaptive approach, 6) Service design and 7) External monitoring.

4.1 Excellence Governance

Governance of public service delivery organizations that implement governance excellence in providing quality public services to the community. This can be seen from the Surabaya City Population and Civil Registration Service in carrying out organizational governance in order to provide excellent service and satisfaction for the people who receive services. This governance can be seen from organizational values such as the vision and mission of the organization providing public services, and the ability of the organizing organization. public services, and resource support in the process of providing public services. In the context of governance, when a paradigm is deemed unable to explain existing phenomena, it will gradually be replaced by a new paradigm through a process called a thought revolution. Therefore, the good governance paradigm needs to be refined into agile governance which leads to good governance, both directly and through the dynamic governance paradigm. Agile governance appears in the organizational area and encourages people to implement agile organizational governance to improve organizational performance and productivity processes, [12]. Agile governance is defined as the ability of an organization to respond quickly to unexpected changes in meeting the demands and needs of an increasingly changing society, [11].

The Population and Civil Registration Service of the City of Surabaya in providing population administration services is based on the idea of superior governance "Excellence Governance". The excellence of the Surabaya City Population and Civil Registration Service in providing population administration public services is demonstrated by the various innovations made by the Population and Civil Registration Service to provide excellent service to the community. Innovations from the Population and Civil Registration Service of the City of Surabaya include 1) E-Klampid innovation, which is an innovation in providing public services to the community which is carried out online, 2) Innovation in the Kalimasada village program (community area aware of population administration) forming a population administration cadre nicknamed Cak Ning Minduk totaling 2 people in each sub-district whose task is to provide socialization and knowledge about population administration.

The innovation of the two lontong programs is the Surabaya City Population and Civil Registration Service Collaboration Program with 3 agencies, namely the District Court, Religious Court, and Ministry of Religion to be able to carry out applications in an integrated manner. Lontong Balap is a collaboration between the Population and Civil Registration Service and the district court, this collaboration is to provide integrated services regarding changes in population data, for example, wrong names, wrong names of parents, etc. Lontong Kupang is a collaboration between the Department of Population and Civil Registration with the religious courts and the Ministry of Religion of the city of Surabaya to provide integrated services for people who are married in an unregistered manner to be married based on state regulations.

In the lontong Kupang program, more than 100 couples also carried out bad marriage activities, and on that day the KK and KTP documents were also immediately ready and given to the people concerned. Jempol Sekti's innovation is a ball pick-up service carried out by the Population and Civil Registration Service of the City of Surabaya, the ball pick-up activity aims to help residents who have never recorded an Electronic KTP, Jempol Sekti aims to bring the service closer to the community, especially to the elderly, sick people, and students schools that are entitled to have e-KTP. Innovation in collaboration with hospitals, midwives, and clinics to expand the reach of population administration and

civil registration services to be closer, easier, and faster in providing excellent service to the community. "So that after the baby is born, hospitals, midwives, and clinics can immediately issue an integrated birth certificate by the Surabaya City Population and Civil Registration Service." The information media innovation "Swargaloka" (Voice of Citizens Managing Population Administration Needs) is a population administration information media as a form of socialization to the public about population administration via YouTube Population and Civil Registration Office of Surabaya City Government.

This is different from what was stated by [18] which places good enough governance or good enough governance must always be adapted to the organizational context. The Department of Population and Civil Registration of the City of Surabaya in its governance of providing population administration services places superior governance or excellent governance by continuing to innovate in improving excellent service, this is done because society's demands for service quality will always increase, in addition to the rapid development of technology as well. as part of the development of governance for the implementation of population administration services at this time. The innovation approach is the basis for the Population and Civil Registration Service to provide adaptive and responsive services, resulting in services that are fast, easy, precise, and close to the community. This is in line with [20] who place the principles of innovation in applying an agile governance approach strategy in responding to change.

The Department of Population and Civil Registration makes innovations based on all the interests of the people of Surabaya and partners of the Department of Population and Civil Registration to continue collaborating in making innovations. Apart from that, it is also based on when there are complaints from the public regarding the services of the Population and Civil Registration Service as well as demands from the public for excellent service, which triggers the Population and Civil Registration Service to resolve these problems through innovation. The Department of Population and Civil Registration generates ideas for innovation programs through continuous brainstorming methods by all employees to create innovation programs that are in line with the interests of society, apart from that, the Department of Population and Civil Registration also

continues to collaborate with stakeholders in creating innovations. The Population and Civil Registration Service is also supported by human resources, facilities, and infrastructure as well as a budget for creating innovative population administration services that are fast, easy, precise, and close to the community. The Department of Population and Civil Registration for budget support also receives funds from the CSR (Corporate Social Responsibility) program in addition to funds from the Surabaya APBD.

The Population and Civil Registration Service of the City of Surabaya formed a Center of Excellence (CoEX) Team as an Excellent Service Center in the Population and Civil Registration Service of the City of Surabaya which consists of a small group tasked with monitoring and evaluating employee performance, application and network infrastructure and complaint services.

CoEX is faster and more responsive to public complaints in the process of getting services, so it is hoped that if the public encounters obstacles or problems in the service process, they can immediately get information and solutions. The following is documentation of the CoEX process in its duty to receive complaints from the public to obtain information and solutions to obstacles faced in the population administration service process at the Population and Civil Registration Service of the City of Surabaya.

Figure 2 (Appendix) shows that the Surabaya City Population and Civil Registration Office has formed a Center of Excellence (CoEX) team to monitor and evaluate employee performance, as well as provide complaint services. CoEX is faster and more responsive to public complaints in the process of getting services.

4.2 Business Process Based on Software

The governance of public service delivery in the process of providing services utilizes the application of technology in business processes in every decision and action in providing public services. Business-driven must be the reason for every decision and action, [18]. The Population and Civil Registration Service of the City of Surabaya in providing public services can be seen from the business process of providing services to the community which utilizes technology as a form of providing excellent service. The Department of Population and Civil Registration of the City of Surabaya in providing population

administration services based on Business Process Based On Software, can be seen from the Department of Population and Civil Registration of the City of Surabaya in the process of providing population administration services which have utilized and used technology including 1) E-Klampid Application, 2) Takon Klampid Application, 3) Pandawa Lima Application, 4) Punta Dewa Application, 5) Jempol Sekti (Pick Up Online Services By Integrated Population Electronic System). The use of this technology is carried out to always provide the best service, namely service that is fast, easy, precise, and close to the community. Apart from that, because the population of the city of Surabaya is large, in the process of providing population administration services, the Population and Civil Registration Service of the City of Surabaya uses and utilizes technology. The research findings are in line with, [20] which places a technological approach in applying an agile governance approach strategy in responding to change. [21] also situate software development approaches and application areas in agile government settings.

Table 1. Comparison of the contents of the Dispendukcapil Surabaya and Swargaloka websites

No	Dispendukcapil website	Swargaloka website
1	Information and Complaint Media	Klampid
2	Service Information	Website
3	Dispendukcapil website	Youtube
4	Dispendukcapil Instagram	TV Digital
5	Online Admin Management	Radio
6	Marriage Announcement	Tiktok
7	Puntadewa	Instagram
8	SKTT and KK for Foreigners	
9	Complaint from the Sapawarga Population and Civil Registration Department	
10	Community Satisfaction	

Source: Secondary data processed by researchers, [22]

The use of technology carried out by the Surabaya City Population and Civil Registration Service is not only in the service process but in the process of conveying population administration information Surabaya City Population and Civil Registration Service utilizes and uses technology, the Population and Civil Registration Service has two main portals, namely the website disdukcapil.surabaya.go.id used as an official portal

that provides information on the services of the Surabaya City Population and Civil Registration Service and website swargalokasurabaya.id which is used as a medium for socialization to the public regarding the latest agendas implemented by the Population and Civil Registration Service of the City of Surabaya. The two portals have different content and characteristics, the Surabaya Dispendukcapil website which functions as a medium for public service information to the community shows that the Surabaya Dispendukcapil website has more content than the Swargaloka website. Website disdukcapil.surabaya.go.id content is dominated by population administration services for the community, registration of population registration, marriage announcements, SKTT, and family cards for foreigners. Meanwhile, the website content of swargalokasurabaya.id is dominated by information content and the use of social media.

Table 1 shows that the comparison of the content of the Surabaya City Population and Civil Registration Office website which functions as a public service information media to the public shows that the content of the Surabaya City Population and Civil Registration Office website is more than the Swargaloka website.

The Surabaya City Population and Civil Registration Service formed a team to be responsible for providing population administration information media to the community with an organizational structure consisting of 1) Head of the Population and Civil Registration Service, 2) Chief Editor, 3) Editor, 4) Reporter, and 5) Admin Social media. Submission of this information is also related to service standards of 74 types of service standards that have been determined based on the Decree of the Head of the Population and Civil Registration Service Number: 188.4/2037/436.7.11/2022 Concerning Service Standards for the Surabaya City Population and Civil Registration Service on February 8, 2022. In preparing service standards/SOPs for the Surabaya City Population and Civil Registration Service, reference has been made to the Regulation of the Minister for Empowerment of State Apparatus and Bureaucratic Reform of the Republic of Indonesia Number 15 of 2014 concerning Service Standard Guidelines, that Public service providers must prepare and determine service standards that cover the service delivery process including 1) Requirements, 2) Systems, mechanisms and procedures, 3) Service period, 4) Costs/tariffs, 5)

Products services, 6) Handling complaints, suggestions, and input, as well as the service management process within the organization (manufacturing) including 1) Legal basis, 2) Facilities and infrastructure, and/or facilities, 3) Competence of implementers, 4) Internal supervision, 5) Number of implementers, 6) Service guarantee, 7) Service security and safety guarantee, 8) Evaluation of implementer performance.

The Population and Civil Registration Service of the City of Surabaya prepares service standards by creating draft service standards which are then socialized hierarchically to relevant stakeholders such as the sub-district, sub-district, RW, and RT to get input, while directly from the community is when the community provides input. Suggestions when receiving population administration services, this is a reference in improving service standards on an ongoing basis to provide excellent service. This is because service standards are the basis for the Surabaya City Population and Civil Registration Service in providing population administration services to the community.

4.3 Society Participation

In the process of providing public services, community participation is given space to participate in organizing public services, apart from the community as the object of public services, it is also the subject of services, therefore the community as the object and subject of public services has a role in the process of providing public services. Human-focused or the community must be respected and given space to participate in government governance, [18]. The integration of public involvement has an important meaning in agile government governance, [20]. This shows that the essence of government is to provide services and improve people's welfare so that people as objects and subjects must be given space to participate to determine that their hopes of getting excellent service can be realized. The Department of Population and Civil Registration of the City of Surabaya in providing population administration services provides space for the community to participate (Society Participation) when the community provides complaints/suggestions regarding the population administration service process they receive so that the results of the suggestions given by the community regarding the service process become the basis for the Service. Population and Civil Registration of the City of

Surabaya to improve service standards, even though direct community involvement from the start of preparing service standards has still not been implemented.

The Population and Civil Registration Service of the City of Surabaya in providing services to the community is following established service standards, apart from that the Population and Civil Registration Service has also carried out publications and outreach to the community so that the public can also monitor whether the Population and Civil Registration Service providing services not following service standards. This is following the mandate of Law Number 25 of 2009 concerning Public Services in Article 35 paragraph 3 letter that external supervision of the implementation of public services is carried out through supervision by the public in the form of reports or complaints from the public in the implementation of public services.

At the evaluation stage, the Surabaya City Population and Civil Registration Service has evaluated the implementation of standards through direct supervision by the Head of the Service regarding employee performance in providing services which must be following established service standards, and through data on the results of complaints/reports from the public which are followed up through regular meetings. once a week to evaluate the service process based on monitoring data and complaints/reports from the public, so that public participation in the implementation of public services starts from the preparation of service standards, implementation of service standards, and evaluation of service standards through public hearings, supervision, and complaints. Apart from that, the Surabaya City Population and Civil Registration Service in providing population administration services also collaborate with stakeholders, such as the two lontong service innovation program which is a collaboration between the Surabaya City Population and Civil Registration Service and 3 agencies, namely the District Court, Religious Court and the Ministry of Religion to can make applications in an integrated manner. This is in line with, [20] which places agile governance and encourages collaboration between relevant stakeholders.

4.4 Employee Motivation

In the process of providing public services, public service delivery organizations have a big role in

realizing excellent service in satisfying the people they serve as citizens. All employees of the Population and Civil Registration Service of the City of Surabaya have the ability, commitment, responsibility, initiative, innovation, and achievement to provide population administration services to the community. In connection with this, employee motivation is a crucial dimension of how an employee will work sincerely and optimally to provide excellent service as expected by the community. The Population and Civil Registration Service of the City of Surabaya has 206 employees, with the largest number of employees on a contract system being 151 people (73.30%) compared to the number of civil servants 55 people (26.70%), so the Population and Civil Registration Service will have an easier time in carrying out performance-based employee management for contract workers, the regulations state that employee contracts are evaluated every year and will be extended if their performance meets targets based on an assessment from their superiors.

Table 2. Number of Civil Servants (PNS) and Contract Workers (Non PNS) of the Population and Civil Registration Service of Surabaya City

No	Level of education	Number of people		
		PNS	Non PNS	Amount
1	S2	4	2	6
2	S1	26	69	75
3	D3	1	5	6
4	D1	-	1	1
5	SMA	23	73	96
6	SMP	-	-	-
7	SD	1	1	2
Total		55	151	206

Source: Secondary data processed by researchers, [22].

Table 2 shows that the Population and Civil Registration Office based on the education level of employees has good employees in terms of education level, this is the strength of the Surabaya City Population and Civil Registration Office for the implementation of quality population administration services in providing services to the community.

Apart from that, the Surabaya City Population and Civil Registration Service has just implemented a sanctions system for employees who have not fulfilled their performance, while the reward system for employees whose performance is good is still

being formulated. Sanctions in the form of warnings are still the main factor in improving employee performance so that they work well and by the rules or standards that have been set. This is different from what was stated by [18] that success achieved quickly must be celebrated and used as motivation to get more stimulation and results. The Population and Civil Registration Service of the City of Surabaya places more emphasis on the punishment approach in the form of a warning so that all employees have motivation to work, apart from that, also through developing the insight that employees have motivation that comes from internal factors of each employee, such as the basic idea that serving society is work and also part of worship. This is in line with what was stated by [21] which places more emphasis on the orientation of potential work results.

Surabaya City Population and Civil Registration Service employees have abilities and competencies according to their respective fields with job placement analysis. Apart from that, Surabaya City Population and Civil Registration Service employees are also committed to providing services to the community by established service standards. The commitment of all employees is a crucial domain because without a commitment from all employees, regulations or standards will just be a pile of documents that are not implemented in the process of providing population administration services to the community. In terms of work culture, Surabaya City Population and Civil Registration Service employees have a high level of initiative in work which can be seen in the employee's work culture in looking for unfinished work to be done and completed. Employees of the Population and Civil Registration Service of the City of Surabaya also brainstormed to come up with ideas for innovation programs to create innovation programs that are in line with the interests of the community. Apart from that, the Population and Civil Registration Service also continues to collaborate with stakeholders in creating innovations. However, in terms of increasing employee motivation, the Surabaya City Population and Civil Registration Service has only implemented a sanctions system for employees who have not fulfilled their performance, while the reward system for employees whose performance is good is still being formulated.

4.5 Adaptive Approach

Public service providers are currently required to be more adaptive and responsive to changes in regulations, technological developments, and the public's expectations for excellent public services as the basis for achieving public satisfaction. The Population and Civil Registration Service of the City of Surabaya in its management of population administration services uses an adaptive management approach to provide population administration services that are easy, fast, precise, and close to the community. The Surabaya City Population and Civil Registration Service always follows changes in government regulations, because as a public service provider, it is bound by regulations. Apart from that, the Surabaya City Population and Civil Registration Service also always adapts to technological developments, this is in line with what was stated by [18] that the team must be able to develop intrinsic abilities to be able to respond to change quickly and systematically. Current technological developments are changing rapidly as agile methodologies emerge, [23].

The Surabaya City Population and Civil Registration Service is also oriented towards suggestions and input from the community in improving service quality, the community as clients can provide suggestions that are in line with community expectations. This is in line with the development of the private regulatory ecosystem, [20]. which is a service that is oriented towards the client's desires as a basis for formulating service mechanisms. The Population and Civil Registration Service of Surabaya City accommodates suggestions or criticisms from the public submitted through the omni channel media created by the Population and Civil Registration Service of the Surabaya City Government as evaluation material for improving service standards and providing services to the public.

The Population and Civil Registration Service of the City of Surabaya utilizes technology for innovation in providing population administration services, such as services on the Klampid/ Klampid New Generation, Takon Klampid, Jempol Sekti, Punta Dewa, Kartu Hemat (pahe) and Kate-pay applications. The adaptive approach in providing population administration services carried out by the Population and Civil Registration Service of the City of Surabaya emphasizes three aspects, namely first, laws and regulations related to population

administration, second, suggestions and input from the community, and third, on technological developments as tools for can provide easy, fast, precise and close services to the community.

4.6 Service Design

The ability of public service delivery organizations to design procedures/mechanisms for providing services following citizens' expectations. Public service providers in creating and establishing service procedures must refer to simple procedures, clear procedures, clear service times, adequate service facilities, and infrastructure that is in good condition. Service design that is easy for the public to understand will make it easier for the public to manage public services such as public goods, public services, and administration. The Population and Civil Registration Service of the City of Surabaya in providing population administration services creates and establishes SOPs (Standard Operating Procedures) as the basis for the procedures/mechanisms for providing population administration services to the community. The Population and Civil Registration Service of the City of Surabaya has made SOPs for services that are simple and easy for the public to carry out by utilizing technology, through the Klampid application, people who administer the service can do it online without needing to come to the Population and Civil Registration Service, the public can also see the process of document processing in person. periodically via the SURABAYA E-ID application and e-KTP service products can also be taken at the sub-district.

This is also following what is mandated by the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 15 of 2014 concerning Service Standard Guidelines that one of the principles in preparing, determining and implementing service standards is carried out by paying attention to simple principles, namely easy service standards. understandable, easy to follow, easy to implement, easy to measure, with clear procedures and affordable costs for the community and organizers. The simple service design that has been created and determined by the Population and Civil Registration Service of the City of Surabaya, is in line with what, [18] stated: Simple design and continuous refinement, namely the team must be able to provide results quickly and always improve.

The Surabaya City Population and Civil Registration Service in designing population administration services utilizes technology by creating a Klampid application for a simple and easy service process that is fast, precise, and close to the community. Apart from that, the Population and Civil Registration Service of the City of Surabaya always socializes service standards/service procedures to the public by making them in the form of leaflets/posters which are then shared on the website and social media accounts of the Population and Civil Registration Service so that they are more easily conveyed and understood by all members of the public. The service standards delivered are the service delivery process for all types of services provided by the Surabaya City Population and Civil Registration Service which is carried out in a clear, transparent, and accountable manner and includes 1) Requirements, 2) Systems, mechanisms, and procedures, 3) Service period, 4) Fees/tariffs, 5) Service products, 6) Handling complaints, suggestions, and input, and 7) Facilities and infrastructure, or facilities.

4.7 External Monitoring

Public service delivery organizations that are transparent regarding the role of external institutions/institutions in providing supervision, namely that the organizing organization is willing and open to accept suggestions, input, and even criticism as a basis for making continuous improvements. Support the role of global organizational bodies in providing oversight, [20]. making service-providing organizations more responsive to all input/suggestions as a basis for carrying out continuous improvement activities. This is also following what is mandated by Law Number 25 of 2009 concerning Public Services in Article 35 paragraph (3) that external supervision of the implementation of public services is carried out through a) supervision by the public in the form of reports or complaints from the public in the implementation of public services, b) supervision by the ombudsman following statutory regulations, and c) supervision by the People's Representative Council, Provincial Regional People's Representative Council, Regency/City Regional People's Representative Council.

Based on research findings, the Surabaya City Population and Civil Registration Service in providing population administration services are

open and transparent regarding external monitoring carried out by outside agencies/institutions. Supervision from external institutions/institutions such as the Ombudsman, Surabaya City DPRD Commission A, and the Surabaya community through complaints/suggestions and community satisfaction surveys has been carried out at the Surabaya City Population and Civil Registration Service in the implementation of population administration services. The Department of Population and Civil Registration of the City of Surabaya in providing open population administration services with external supervision, can be seen from the various awards it has received, such as the 6 in 1 Public Service Innovation which is the Top 99 Public Service Innovation award, the One Gate System integrated service innovation (Lontong Balap and Lontong Kupang) at the Innovative Government Award (IGA) performance, awarding the title of excellent service from the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia and the "Dukcapil Can Be National Scale" category award from the Ministry of Home Affairs. Apart from that, the Population and Civil Registration Service of the City of Surabaya is also one of the Services which is a reference for other City/Regency Population and Civil Registration Services in Indonesia to conduct comparative studies/working visits, including from the Ambon City Population and Civil Registration Service, the Department of Population and Civil Registration of the City of Surabaya, Tangerang City Population and Civil Registration Service, Surakarta City Population and Civil Registration Service, and Cianjur Regency Population and Civil Registration Service. This shows that the Population and Civil Registration Service of the City of Surabaya is not only open to external supervision but is also open to Population and Civil Registration Services from other districts/cities who wish to conduct comparative studies in the governance of population administration services.

Figure 3 (Appendix) shows that the Surakarta City Population and Civil Registration Office has conducted a comparative study at the Surabaya City Population and Civil Registration Office, which is a reference for other City Population and Civil Registration Offices in Indonesia for comparative studies in organizing population administration services.

5 Conclusion

Implementation of public services in the field of population administration at the Surabaya City Population and Civil Registration Service with a new agile governance model consisting of 7 variables, namely 1) Excellence Governance, namely providing services through superior governance by forming a center of excellence team whose task is to be more responsive in handling public complaints, financial resource support, and making innovations to provide quality services. 2) Business Process Based On Software, namely using technology applications in service delivery procedures to make services fast, easy, precise, and close to the community. 3) Society Participation, namely involving the community starting from planning, implementation, and evaluation in the implementation of population administration services, as well as collaborating with stakeholders to innovate. 4) Employee Motivation, namely employees who have a high work culture and have the ability, commitment, responsibility, initiative, and innovation in providing services, and are supported by a punishment and reward system. 5) The Adaptive Approach, namely the administration of population administration services continues to adapt to changes in regulations, and suggestions from service users, as well as adapting to developments in technology used for the service delivery process. 6) Service Design, namely simple service design to make it easier for the public to understand procedures and carry out population administration services more easily. 7) External Monitoring, namely that the provider of population administration services is open to supervision from external parties. The suggestions for the Surabaya City Population and Civil Registration Service need to integrate the implementation of agile governance, namely variable excellence governance, business process based on software, community participation, employee motivation, adaptive approach, service design, and external monitoring systemically in the process of providing population administration services. As for further research, apply the agile governance model in providing population administration services.

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Conflict of Interest

The authors have no conflicts of interest to declare.

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APPENDIX

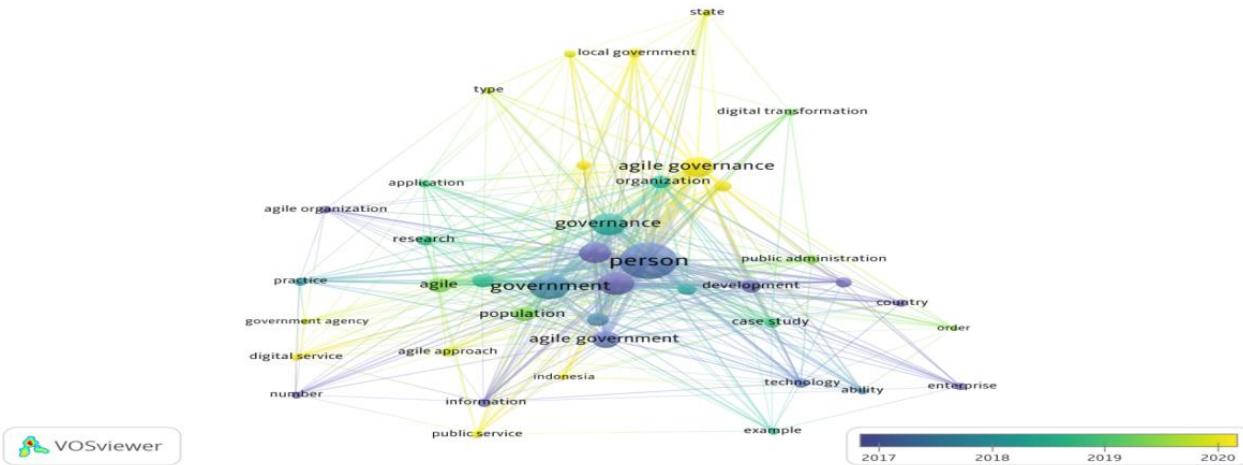


Fig. 1: VOSviewer analysis results

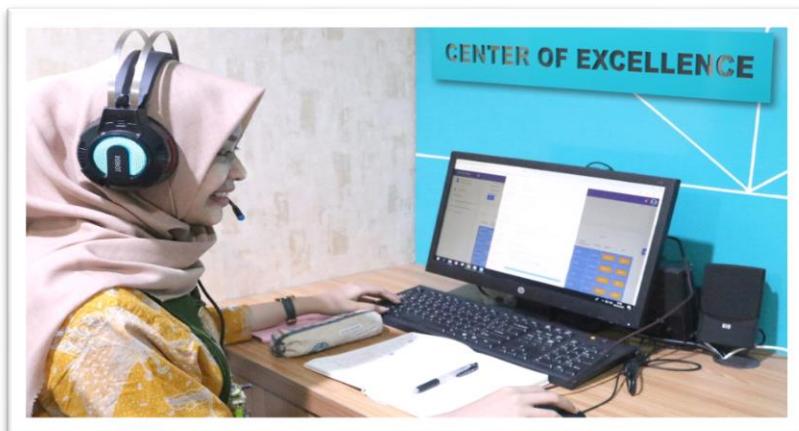


Fig. 2: Photo of CoEX in the process of serving public complaints
 Source: Documentation from the Department of Population and Civil Registration, [22]



Fig. 3: Comparative study photo from Surakarta City
Source: Documentation from the Department of Population and Civil Registration, [22]