



EXPEDITING PROGRESS OF REGIONAL DEVELOPMENT IN BENGKULU PROVINCE THROUGH THE UTILIZATION OF THE AGILE GOVERNANCE MODEL

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A B S T R A C T

Bengkulu Province faces the lack of progress in its regional development in the present era. This argument is represented by several statistical pieces of information such as the poverty line ratio and the Human Development Index. This research examines the probability of the agile governance model with a purpose to escalate the progress of local advancement in Bengkulu Province. The researcher examined several elements which are contained by this model such as: (1) good enough governance, (2) business-driven, (3) human focused, (4) based on quick win, (5) systematic and adaptive approach, and (6) simple design and continuous refinement. The study is delivered by qualitative descriptive approach and the data is gained by making interviews, doing observation, and studying literature review. As a way to decide appropriate informants, the researcher utilizes the Purposive Sampling Technique during this research. The result of this study reveals that regional development progress could be developed by implementing an agile governance model. However, the local authorities should open wide participation, doing continuous evaluation, and using a non-rigid approach to ensure that the given concept could be utilized appropriately.

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INTRODUCTION

Currently, Bengkulu province faces a serious problem which is the lack of progress of regional development. This argumentation could be identified by seeing empirical data which have been issued by numerous institutions. For example, according to the Central Bureau of Statistics' data, Bengkulu reached the second position as the poorest province in Sumatra island in March 2022. Using statistical exposition, it is shown that Bengkulu had only 14.62 percent of the population below the poverty line. When it is compared with local domains such as provinces in Sumatra island, Bengkulu just lost from Aceh which had 14.64 percent poor population.

In spite of the fact that the ratio of poor society in Bengkulu decreased 0.9 percent from 15.5 in 2021 to 14.6 in 2022, however the penury society in this province was still massive in quantity, due to the reason, there were 293,557 people suffered in the middle of poverty situation. Furthermore, if the ratio of this province is compared with the national average of poverty in March 2022, it was clear enough that this was a serious problem because Bengkulu was left 5.06 percent from the national poverty which had 9.5 percent in average ratio.

Table 1

Poverty Percentage of Provinces in the Sumatra Island

No	Province	Percentage
1	Aceh	14.6%
2	North Sumatra	8.4%
3	West Sumatra	5.9%
4	Riau	6.7%
5	Jambi	7.6%
6	South Sumatra	11.9%
7	Bengkulu	14.6%
8	Lampung	11.5%
9	Bangka Belitung	4.4%
10	Riau Islands	6.2%

Source: The Central Bureau of Statistics, 2022

Turning into another aspect, the Human Development Index in Bengkulu was categorized good in 2022 with 72.1. Then, when it is compared with the national average of HDI in 2022, it could be seen that the Bengkulu's HDI and the HDI at national level are not separated extremely. According to the data from the Central Bureau of Statistics, Indonesia's HDI in 2022 was 72.9. Based on the perspective of the United Nations Development Program (UNDP) about HDI, those numbers are categorized at a high level such as in the table below.

Table 2

Human Development Index Category by UNDP		
No	Human Development Index Point	Category
1	<60	Low
2	60-70	Middle
3	70-80	High
4	>80	Very High

Source: UNDP, 2022

On the other hand, despite in the earlier year Bengkulu had a high level in IPM, this province was below other administration areas in the Sumatra island. For example, the other provinces such as West Sumatra had 73.2, Riau with 73.5, and Riau Islands with 76.4 in the same period. It could be understood that the development action in Bengkulu was left so far from its neighborhoods. Those phenomena would be reasons for the existence of various detrimental effects in the forthcoming years due to those issues would influence and create several aspects such as connectivity, big gap, and the resources to apply some programs among the provinces. To strengthen the contention, the table below shows HDI conditions in the Sumatra island provinces.

Table 3

Condition of HDI in All Provinces in Sumatra Island

No	Provinces	HDI in 2022
1	Aceh	72.8
2	North Sumatra	72.7



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3	West Sumatra	73.2
4	Riau	73.5
5	Jambi	72.1
6	South Sumatra	70.9
7	Bengkulu	72.1
8	Lampung	70.4
9	Bangka Belitung	72.2
10	Riau Islands	76.4

Source: The Central Bureau of Statistics, 2022

In spite of the fact that Bengkulu had homework such as increasing the HDI, nonetheless, it shows serious transformation to boost it. As a hope, the local government has escalated the HDI year by year. To illustrate, using the data from the Central Bureau of Statistics, the HDI has increased dramatically from previous year up to 0.5. Moreover, the local government should be appreciated, due to the reason it has developed 2.2 points during five years from 2017 until 2022. This table presents the progress of the HDI conditions in Bengkulu Province.

Table 4

Human Development Index of Bengkulu

No	Year
1	2017
2	2018
3	2019
4	2020
5	2021
6	2022

Source: The Central Bureau of Statistics, 2022

Moreover, despite that the local executives have worked to ameliorate the HDI point which was constructed by basic aspects of human being such as (1) life expectancy, (2) educational attainments, and (3) standard of living, according to the UNDP which was mentioned by Nurfilah et al. (2022:79), it could not be concluded that the local authorities might take a rest from their duties because the governments should increase it as soon as possible. As a positive implication of this agenda, it would develop Indonesia's HDI which stacked in the fifth position among

ASEAN countries and 114th in the world level, retrieved from Good Stats (16/9/2022). As a consequence, UNDP which was quoted by BPS (2018:21) suggested that every policy maker, particularly the executives which have concentration on the local level should concern themselves with the elements which construct the HDI.

Those components which have been mentioned above could be translated that the government must be aware to obliterate poverty, criminals, wealthiness, and that being the case, people will have a long and healthy life later. Then, they have the responsibility to construct policies that will allow people to be educated and empowered as results of good education in quantity and quality. Another key thing to remember, they might produce several insurance programs to make sure that their constituents are able to reach a decent standard of living.

The responsibility to escalate the HDI point and decrease the poverty in Bengkulu province are the parts of the development of the human resources in Bengkulu, moreover, it will intensify the progress of local development in this province. The local executives in Bengkulu have an elephantine portion in this case because previous tasks arise from a notion that every elected government which has been given trust from the public should construct fortune, expand economic conditions, and diminish social problems by issuing significant policies with a purpose to augment the progress of the development.

From the academical perspective, this paradigm is elucidated by Kranenburg which was cited by Effendi (2017:173) who strongly argued that the governments should make sure that societies are able to exert wealthiness. In the action of making wealth to the population, the state has the responsibility to hold justice, that being the case, there is no disparity when multitudinous communities want to use it. As a result, the acceleration of the development in Bengkulu is a non-negotiable issue for every stakeholder, particularly the local government. It



should be a main focus for the public policy maker in the local ecosystem.

Nevertheless, in the middle of duties to accelerate the development in Bengkulu, every stakeholder should remain that there are several aspects which cannot be forgotten. Firstly, they should be concerned that the result of development will not be able to be identified by seeing only the quantity perspective, however it should be reflected from the utility of the development which would be accessed by numerous citizens. To explain this phenomenon, Korten, which was rewritten by Sartika et al. (2015:5) noted that in the process of development, people should be an important actor. As a rational explanation, Korten saw that societies have been driven from the object realm into the subject ecosystems.

Utilizing this perspective, they will have better preference to decide their faith. As a consequence of this agenda, the targets of development will have better probability to be implemented successfully. Using the same paradigm, it could be known that this perspective does not just command the construction of material development, nevertheless, every citizen is prowess to gain the essence of the development itself. In addition, to realize those elements from the provided notion by Korten, it is clear enough that the elected governments should construct a development model which will accommodate some values such as participative, decentralized, integrated, and independent.

Then, another aspect such as a people centered development approach should be the main focus for the government. It can happen because this approach offers that communities from different backgrounds can exert the result of the development, specifically the human resources development. Moreover, it will make sustainable development issues such as environmental problems become highlight point. International Conference on Population and Development (in Nurcholis, 2018:10) highlighted that the development agenda has to produce several outputs such as:

1. Creating gender equality, empowering women, and equality in the access of education for women;
2. Supporting of sustainable development issues such as population bomb, environmental destruction, etc;
3. Overcoming detrimental effects on economy, social, and environment field from the development action; and
4. Giving open access for reproductive rights and reproductive health.

According to the earlier facts, the governments should implement the exceptional strategies in order to develop the human resources quality and the progress of regional development in Bengkulu Province. Furthermore, as a response to the authorities' needs, the new public administration concept which is called agile governance has enormous potencies when it is applied to solve the bureaucracy problems. Jos, which was cited by Zahra et al. (2022:6168) elucidated his theory that the concept of agile governance is a straightforward measure if the public policymakers decide to increase the development condition in their jurisdictions. Moreover, it also can be utilized as a way to diminish several common problems in social, political, and economical fields.

To illustrate the explained perspective above, when public service items are issued, it is required to be ameliorated their services qualitatively, this concept could apply to the organization management systems which would concern the consumption of time. It can happen, due to the fact that time is the fundamental component in the public administration field like the other elements such as human resources, leadership, risk and management resources, agenda setting, etc., according to this paradigm. In the deeper explanation, Jos also noted that if the governments have massive potencies to implement the organization management system with fast, it might achieve multitudinous results such as increasing productivity, achievements,



and saving resources without forgetting the quality of services.

Moreover, the agile governance model offers several indispensable principles as a guidance for the government to implement the policies to increase the human resources qualification. Based on the Luna et al. (2020), the essential aspects from the agile governance are: (1) good enough governance, (2) business-driven, (3) human focused, (4) based on quick wins, (5) systematic and adaptive approach, and (6) simple design and continuous refinement. Those components separate this concept from the other theories in the management of governance because they give an amount of concentration into giving good services to the society without consuming time and the other resources.

From the given background which has been discussed in the former paragraphs, the researcher has been motivated to do a research with the title "Expediting Progress of Regional Development in Bengkulu Province Through the Utilization of Agile Governance Model". The purpose of this study is investigating several implications of implementing the Agile Governance Model as a way to accelerate regional development in Bengkulu Province. Consequently, it can be used as a political consideration for every involved party in the regional development agendas.

RESEARCH METHODE

The descriptive qualitative is used by researcher as a research method. Sugiyono (2017:9) stated that the qualitative method is based on post-positivism philosophy and it is used to collect the data which will generalize the phenomenon. Moreover, he explained that a qualitative method will describe the core of the object research, that being the case, the research later will contain a comprehensive understanding about the phenomenon. Researcher used several approaches such as interview, observation, and the literature review to collect the data in this research. To

identify the informant, the researcher uses purposive sampling technique which was explained by Ustiawati which was mentioned by Zahra et al. (2022:6172) as a technique to get the sample by selecting as relevant as the result of the research.

RESULTS AND DISCUSSION

As a province with several issues such as the massive number of poverty cases and the low point of the Human Development Index, obviously, the acceleration of regional development is a non-negotiable issue. In order to tackle this condition, public administration can be used by a reason it provides a perfect model for the acceleration of regional development which is called the Agile Governance Model. Various studies have shown the probability of success when it is driven into the application realm. As an illustration of this perspective, Huang et al which was mentioned by Apriliyanti et al. (2021:2) stated that this concept might increase the targets of the implementation of the policies. Moreover, this proposed notion noted that the agile governance concept is able to discover and explore the opportunities. According to the earlier notion, it could be concluded appropriately that if the government personnels in the local level apply this concept, they will be prowess to boost local development.

If this concept is identified comprehensively, it could be seen that this model contains several necessary points as consideration elements in the middle of development in the local realm. According to Luna et al. (2015:70), several required elements of this concept could be noticed in the forthcoming paragraphs.

Implementing Good Enough Governance

Utilizing good governance could not be separated when Agile Governance Concept is taken to the realization field. The substance of choosing this component as a way to escalate the progress of the development result is able to be



noticed from multitudinous studies. Luna which was cited by Alfianto et al. (2023:447) stood on a position that organizational context should be adopted in the government field. Seeing from this perspective, it could be concluded that the governance systems should be handled efficiently without massive procedures which could be an elephantine barrier to the government agendas. Also, flexibility could not be forgotten when it is implemented due to without applying this principle, the governance sector will exist far away from the efficient condition. Keping (2018:5) cleared out his theory that applying good governance could be translated to utilizing several aspects namely: transparency, accountability, and responsiveness. Same understanding could be tracked by a proposed paradigm from Ali (2015:68) who exposed that good governance is a condition when several fundamental aspects are implemented such as accountability, elimination of corruption, and effectiveness. From the given paradigms, the purpose of accommodating good governance principle in the agile governance concept is ensuring that the governments implement exceptionally unforgotten aspects which have been mentioned earlier.

Concerning the given aspects, obviously, they will be beneficial in the implementation field. For example, by doing elimination of bureaucracy pathologies such as corruption, collusion, and nepotism as mentioned by Ali, the governance sector will be driven exceptionally. Then, in the final, it will assist the authorities to escalate the progress of development. Moreover, by using meaningful perspectives such as transparency and effectiveness, people can be accommodated widely. This condition will lead into a positive result which is societies as targeted group can have better position in the public decision making in several agendas like diminishing the rate of poverty in Bengkulu province.

However, implementing this principle will be challenging for the local authorities in this province due to Bengkulu Province still has

governmental problems such as massive cases of corruption. In the recent news, JPNN (25/9/2023) issued a journalism product which revealed that the High Prosecutor's Office of Bengkulu has declared suspects of corruption in the One Regency One Billion Program as a main program of the authorities in Bengkulu City in 2013.

Doing Business-Driven

According to this principle, there is a responsibility to the governments to concentrate on the essence of the business sector. This perspective comes from the point that making and implementing collaboration among several stakeholders, particularly the industrial sector, would be meaningful. By preferring this consideration, then private actors such as companies can expand massively. As a consequence, it will develop the local economy by stimulating it with multitudinous commercial activities.

To strengthen the argumentation in the earlier paragraph, Harrison (2021:33) in his journal noted that the implications of accommodating the business sector in the governance were not only tracked positively in the political ecosystems, moreover, the societies gain benefits of the existence of the business stakeholders in the governmental routines. For example, the maximal implementation of land-use which would boost the supply-chain expansion among several domains. The positive development of utilizing this new perspective was identified by Harrison in several massive projects such as the Peel Atlantic Gateway, Liverpool Waters, and Wirral Waters in the United Kingdom elucidated that they contributed to the regional development situations.

Similar paradigm could be identified by a study which was designed by Nadjib and Zainal (2020:13) who cleared out the effects of corporate social responsibility that local citizens had better conditions after they had been noticed as a targeted group of this commercial responsibility.



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When it would be taken in the application in Bengkulu Province, obviously, there will be similar prospects which would be experienced by numerous citizens in this province. For example, the rate of poverty and unemployment could be minimized. Those prospects exist in view of before the business actors, especially massive companies would do Corporate Social Responsibility. This condition was exposed by Amaliah et al. (2021:126) noted that several companies during Covid-19 distributed humanitarian aids to the local people. Amaliah et al believed that those phenomena were implementation cases of a law product which rules about Companies Social Responsibility which is Act No. 4/2007.

Concentrating on Human Focused

Human focus is another perspective which could not be forgotten when the agile governance concept will be dropped into the application realm. After commercial and industry are concentrated as unforgotten aspects, the agile governance offers to the authorities to accommodate society as a listed community of the governmental program.

A principle which considers the substance of the existence of human beings is extremely important. This paradigm which is known as the human center model was elucidated by Bason and Austin (2022:18) as a new paradigm in public policy ecosystems which involves the massive accommodation of social sense. According to this principle, old bureaucracy does not identify social as a fundamental aspect. However, with this perspective, societies could not be separated as main focus of constructing policies. Du Gay which was mentioned by Bason and Austin wrote several dissimilarity points between bureaucratic governance and human centered governance in the below table.

Tabel 5

Comparison Bureaucratic Governance and Human Centered Governance

Domain	Bureaucratic	Human
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	Governance	Centered Governance
Citizens	Formal rules Impersonal	Relational Subjective
Organization	Division of responsibility Management hierarchy Clear specification	Networked Loosely coupled Underspecified
Processes	Transactional Top-down Unambiguous	Interactive Bottom-up Emergent ambiguous
Epistemology	Objective Categorical	Reflective Perceptual

Source: Bason and Austin (2022:18)

Considering the above characteristics, obviously, the local executives of Bengkulu Province should supersede the implemented points which have been applied all this time. For example, from a citizen's perspective, human focus explains that formal rules have to be transformed to the relational perspective. Using this point of view, the development in this province could be developed massively due to a reason that numerous people could be seen as a client from the government perspective. On the other hand, the authorities have not implemented it appropriately in recent times. The provided information which is uploaded on the official website of the governments still uses formal rules which could make a massive distance between the governments and the societies.

Then, turning to another aspect like the process of the governments, the authorities still prefer to use the top-bottom model as an implemented aspect. From human centered governance theory, it is a character of old bureaucratic governance which is represented by the massive distribution of tasks, information, and ideas from top level managers. A clear consequence of this implemented preference is the lack of participation of the lower units. Then, it could be a barrier of the development agenda



in view of divisions which are located in the implementation realm and are qualified appropriately about the real condition of their realms.

Nevertheless, it would be meaningless when the top-bottom approach is implemented by a reason straightforward measures have to be issued by the top manager. Homsy et al. (2019:15) noted that this type of governance is an identified command-and-control system which creates a condition that hierarchy is extremely necessitated. By considering its biggest implication which is the lack of creativity from the unit below, Homsy et al. also wrote that a shift of governance paradigm is required which could allow multilevel divisions to have equal opportunity to participate actively.

Based on Quick-Wins

Moreover, when improving the progress of local development, obviously, based on quick wins could not be separated when the agile governance model is preferred by the public policymakers. The substance of this point is considered academically by several experts. To illustrate, Rodrigues et al. (2020:2) explained in a scientific paper that there was a relevant point between the advancement of the capabilities of production with a perspective that using quick-wins as an essential aspect.

Then, a similar consideration also could be identified from another expert. To illustrate, Suryawati et al. (2023:33) strongly argued that the fast movement in the bureaucracy ecosystems is a main positive characteristic from this principle. Based on the given explanation, this point could be concluded as a principle which offers to the authorities to improve their bureaucracy ecosystems. Shifting from the old style of governance which consumes massively time as an indispensable resource to determining it as a fundamental component is a main novelty. As a consequence, governance which is held quickly could response and contribute to the development agendas.

By considering this proposed principle, the development agendas in Bengkulu Province could be able to be ameliorated immediately. As

an illustration, the governments could decide the required aspects which should be concentrated appropriately. Moreover, considering several points in the middle of development could be done by making step-by-step agendas with the allocated time. As a consequence later, the development in Bengkulu could be tracked by exact time based on the scheduled agendas.

Systematic and Adaptive Approach

This point has similarity with a paradigm that chronological plan of action is extremely necessitated. Doing this proposed point in the implementation realm would cause several expected positive results. For example, the proposed programs could be tracked not only from the governmental sector, moreover, other parties such as societies, non-governmental organizations, legislative, experts, etc. will have similar probability to be accommodated in being involved in tracking activity.

Also, systematic could be understood that the programs of development schemes are still coherent with the constructed goals. As a consequence from this point, multitudinous obstacles which could be faced in the application circle are not prowess to drive the proposed policies from their origin targeted points which are designed as a part of a pre-implementation program.

Moreover, systematic perspective should be linear with the adaptive approach. It could be understood due to the fact that without considering adaptive approach, the programs would have massive hindrances to achieve the proposed targets. Utilizing chronological and mixing it with an adaptive approach could have a condition that the rigid implementation would be avoided. Consequently, the issued policies are quite flexible to exist after several impediments by implementing adaptation principles.

Those perspectives were elucidated academically by several experts. For instance, Karpouzoglou et al. (2016:1) noted that adaptive and systematic governance could be separated from the other concepts by identifying the

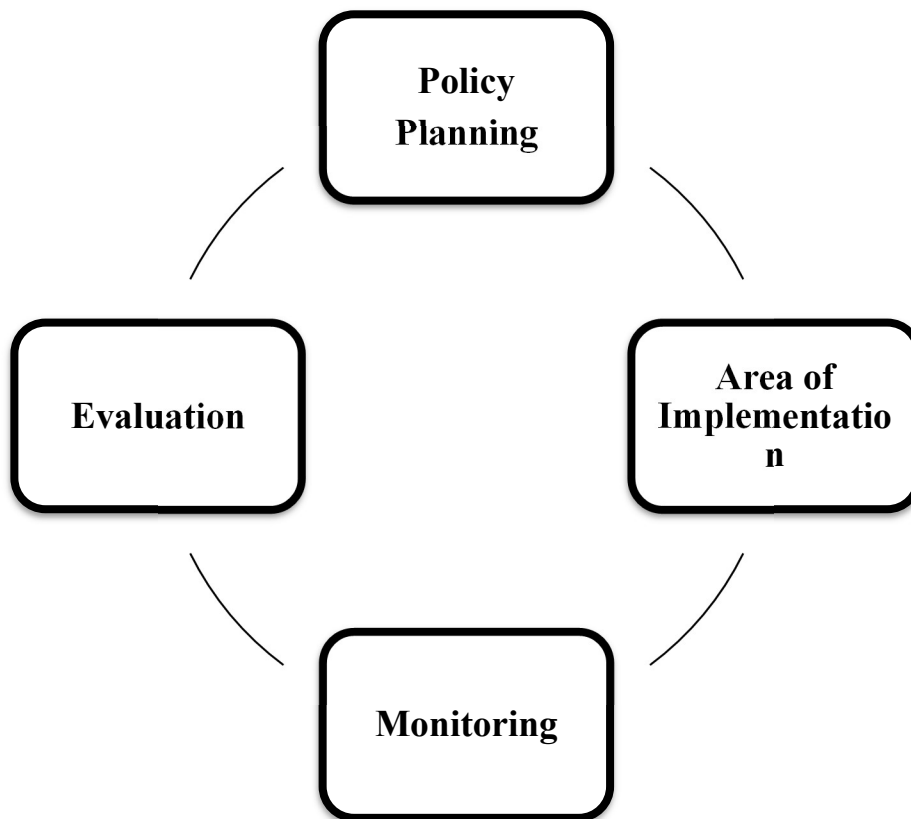


novelty of this approach which is adaptive management and collaborative ecosystem management. Utilizing this concept would gain a result which is implementing the approach which is often used in the private sector. Moreover, multiple actors as essential components have to be involved in this scheme

due to this concept is expected to tackle the implementation problems.

Additionally, another scientific notion was proposed by Hawkey et al. (2010:50) who showed a required diagram about adaptive management cycle which could not be divided from the agile governance model like in the following image.

Image 1
The Adaptive Management Cycle



Source: Hawkey et al. (2010:50)

Using this concept, clearly, the governments in Bengkulu Province should concentrate appropriately in the given schemes about the adaptive management cycle. For example, in the planning sector, multiple stakeholders should be accommodated by the authorities. Moreover, the plan of the development in this province has to ensure that there would be appropriate targeted communities from this development agenda.

This condition could issue a positive implication such as the progress of the development in this province could be ameliorated exceptionally by gaining support from the societies as targeted groups. Also, it could be a representation that the local development is held inclusively.

Another point is concerning in the area of implementation. This domain is extremely necessitated to be comprehended due to the development schemes are turned into the application field after the planning sector is left.



In this area, every programs are expected to be non-rigid. It could be translated that they could be flexible to adapt several challenges which are not envisaged previously in the arranging of the programs. Also, the implemented programs should be observed frequently. The observers could come from multitudinous background such as legislative institutions, independent researchers, organizational researches, societies, non-governmental organizations, students, targeted groups, etc.

By doing the proposed point, the development points could be identified their progress. Then, the implementation would be assisted by this phase in view of achieving dozens of notions and suggestions from external ecosystems. The last highlight of the systematic approach is applying the evaluation step. This step is constructed when the designers and the applicators of the programs consider numerous proposed and suggested contention during the implementation agenda. Consequently, the future development in Bengkulu province could be enhanced by contemplating the mentioned steps.

Simple Design and Continuous Refinement

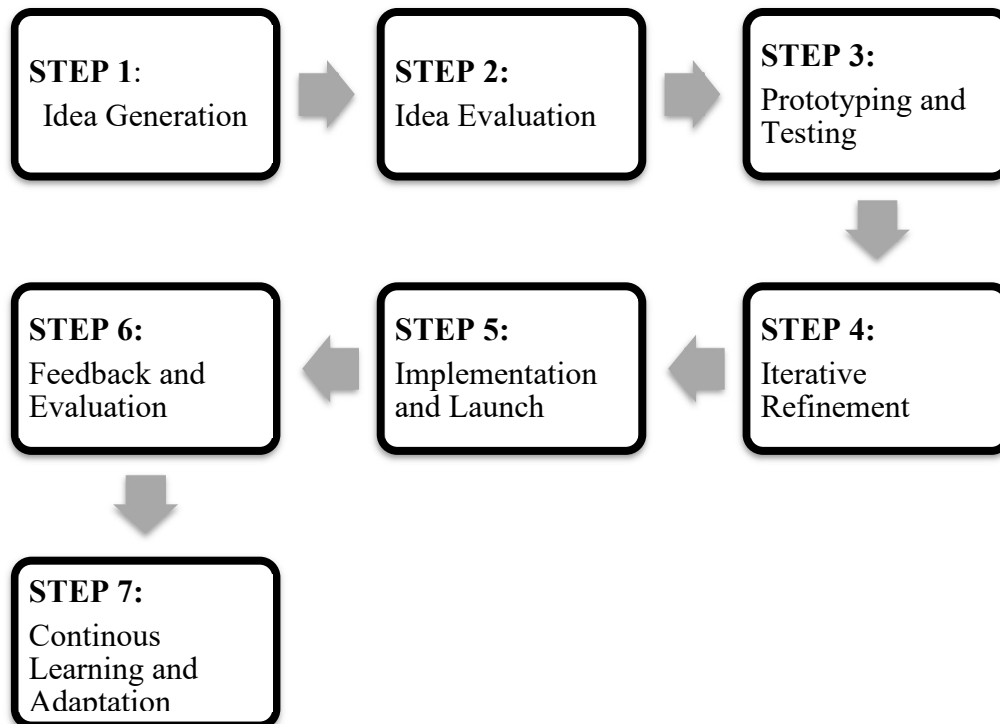
The last component of the agile governance concept is understanding that making simple design and continuous refinement is a necessary project. In the straightforward explanation, this concept offers that unnecessary complexity in every program should be avoided. It is really important due to complex design would create a result such as the program does not survive very well in the

application realm. In the further explanation, the continuous refinement concept explains that there should be necessitated steps namely reviewing, evaluating, and improving the implemented policies.

From an academic perspective, the significance of this point is also tracked by several journals which elucidated why the public policymakers should decide to implement it as a required scheme. Luna which was quoted by Alfianto et al (2022:447) elucidated this concept could be identified by actions from the executives who concentrate in delivering policies immediately, evaluating every implementation field, and ameliorating the created policies based on the empirical data from the implementation field.

This scientific contention is also comprehended by another expert. For example, from the management of the private sector, Jain strongly argued that this concept could be utilize in both sectors such as private ecosystems and public ecosystems. In his academic paper, Jain (2023) exposed that there were several steps which should be involved appropriately with a purpose to utilize this concept. In the produced article, he strongly believed that this concept should be built on seven fundamental points. Those points namely: (1) idea generation, (2) idea evaluation, (3) prototyping and testing, (4) iterative refinement, (5) implementation and launch, (6) feedback and evaluation, and (7) continuous learning and adaptation. These proposed points could be identified by analyzing the given diagram below.

Image 2
Continuous Refinement of the Development



Source: Jain (2023)

Considering the earlier proposed points, the development agendas in Bengkulu Province could be boosted effectively. For example, the authorities do not just concentrate on the implemented programs, moreover, evaluation agendas could be comprehended exceptionally. As a positive implication from this condition, the progress of the advancement in Bengkulu Province would be maximal in the future.

CONCLUSION

From all the aforementioned, it could be deduced that the agile governance model as a proposed governmental theory is able to be utilized with a purpose to advance the local development in Bengkulu Province which is not maximal in recent years. This concept offers at least several points which could be a scientific basis of the program. Those points namely: (1) good enough governance, (2) human focused, (3) business-driven, (4) quick win, (5) systematic and adaptive approach, and (6) simple design and continuous refinement.

To illustrate, by implementing good enough governance, the development agenda in this province could be ameliorated by using transparency, accountability, and open participation from numerous stakeholders. Moreover, by applying human focus, the societies are not just seen as an object, moreover, they should be noticed as an essential actor of every implemented policy because their support to the implemented program could make the policies avoid several obstacles in the implementation sector. Then, doing business-driven means that the industries could not be forgotten from the accommodation agenda. This situation will lead to the further step which is using quick win by gaining massive motivation from the success of the implementation. Furthermore, an adaptive paradigm would ensure that the plan of the development could be non-rigid which could make it a flexible system. In addition, the advancement of local progress should be evaluated continuously by simple design and continuous refinement.

From suggestion points, the local authorities of Bengkulu Province have multiple



agendas which should be implemented to ensure that this concept could be applied maximally. Several point of suggestions namely: allowing wide participation, making transparency of the governance, and doing sustainable evaluation of every governmental projects.

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