

Conference Paper

Smart Governance Arrangement for Integrated Public Services Management in Local Government

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Abstract.

This study focuses on institutional arrangements and policy formulation to develop a smart governance framework for integrated public service management in local governments. It also examines the challenges faced by local governments in implementing integrated public service management based on smart governance analysis. The article discusses the findings related to the smart governance institutional model, particularly in the context of the City Government of Makassar, which aims to become a smart city with smart city-based integrated public services, emphasizing smart governance as a key component.

The research employs qualitative methods, gathering information and findings from existing literature. The article presents insights into the establishment of a smart governance institutional model for innovative integrated public service management in local governments, driven by the objective of achieving effective and efficient governance.

Keywords: smart governance, integrated public services, institutional arrangement

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1. Introduction

One of the government's obligations to its citizens is to fulfill the need to satisfy public services. As stated in the Decree of the Minister of Administrative Reform, KepMenpan No. 25 of 2004 explains that regarding the definition of public services are all services that can be carried out by public service providers as an effort to fulfill the needs of service recipients, as well as in the framework of implementing statutory regulations. Further, KepMenpan No. 58 of 2002 classifies three types of public services that are characterized by the nature of the activities and service products produced by the apparatus: 1). Administrative Services; 2) Goods Services; 3). Services. Administrative services are further explained in the regulation, namely the types of services provided by service units in the form of recording, research, decision-making, documentation,

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and other administrative activities as a whole, resulting in the final product in the form of documents such as certificates of permits, recommendations, statements, and others. Other. For example, types of services for land certificates (IMB services) and population administration services (identity card, birth certificates, and death certificates).

Various innovations carried out by the central and local governments in accelerating the satisfaction of public services continue to be encouraged to address the challenges of increasingly complex needs, one of which is the concept of integrated public services. Integrated public service management is an innovation in public service management that integrates various administrative services in one place that can be accessed easily and quickly by the public. Integrated public services are a national policy breakthrough issued through Presidential Regulation (Perpres) No. 89 of 2021, concerning the Implementation of Public Service Malls (MPP).

Every local government, both provincial and district/city, is expected to have a public service mall that is able to integrate various public services into one place. However, in line with the development of ICT and the existence of Presidential Regulation No. 95 of 2018 concerning Electronic-Based Government Systems (SPBE), the concept of integrated public services in this case in the form of public service malls must support electronic or digital-based government systems as a breakthrough as well as a challenge to answer community needs regarding services that are increasingly fast, precise, and accurate in the era of disruption. The development of information, communication, and technology (ICT) requires that public services adapt to the sophistication of digital information technology. Thus, the concept of digital-based integrated public services is in line with the needs of society and current challenges of ICT development.

In terms of integrated public services, the Makassar City Government already has a public service mall (MPP) that integrates various services in 1 place. The leading integrated public service sector is in the Makassar City One-Stop Integrated Service Investment Service (DPMPTSP), which integrates several document administrative services, such as building construction services and business permit services through Makassar Mayor Regulation No. 99 of 2016 concerning Position, Organizational Structure, Duties and Functions, and Work Procedures of the Investment Service and One-Stop Integrated Services and Mayor of Makassar Regulation No. 27 of 2017 concerning the Implementation of One Stop Licensing Services. Other public services are managed by each relevant agency, such as population services managed by the Makassar City Population and Civil Registration Services.

The concept of integrated public services based on ICT or digital technology in Makassar City began to be launched in 2018, marked by the launch of the smart city

concept as the vision and mission of Makassar City, which is called Makassar Sombere and Smart City. Its main components are smart governance, branding, environment, society, living, and economy. These components are in line with Cohen's [1] opinion that a smart city uses the principles of smart living, smart government, smart economy, smart environment, smart mobility, and smart people. Similarly, Lee et al. [2], Lazaroiu and Roscia [3], and Jong et al. [4] focused on the arrangement of smart cities, for example: (a) smart mobility, (b) smart economy, (c) smart living, (d) Smart Environment, (e) smart government, and (f) smart people.

Giffinger et al. [5] also conveyed the same opinion regarding smart city, (who stated that the definition of a Smart City itself is a city that is contained in the economy, human resources, government, mobility, environment, and community life, which are all built intelligently, independently, and aware of the people.

The terms' smart governance and smart government have different meanings. Giffinger et al. [5] suggested that one of the aspects or components of a smart city is smart governance, in contrast to Cohen [1], who used the term smart government as one of the components of a smart city. Where governance places more emphasis on the involvement of various parties or the participation of citizens/communities and the private sector. The meaning of the word government is a subject that plays a dominant role in government administration. The following are various definitions of smart governances/governments from various experts:

Cellary [6] and Mellouli et al. [7] argue that smart government is the extensive use of technology by the government to carry out governmental tasks. Similarly, Scholl and Scholl [8] stated that the smart government is a smart city government, where local governments implement policies for smart regional development by involving stakeholders.

A fairly comprehensive definition related to Smart Government by Garcia et al. [9] explains that "smart government is a creative mix of emerging technologies and innovation in the public sector. More specifically, they claim that smart government is a continuous effort and not a specific goal, which is supported by a set of emerging technologies (i.e., big data, open government data, social networking, blogs, ally simple syndication (RSS) feeds, web design and programs (i.e., html5, xhtml, SQL, etc.), mobile government, smartphone applications, cloud computing, and sensors".

Garcia, et al., (2015), also emphasized that smart government is a smart source of public services in smart cities, city government and public engagement. A brief and clear opinion was conveyed by Rubel [10], seeing that the smart government is community participation, information disclosure, and improvement of public services. From the

various explanations above, it can be concluded that smart government is governance that emphasizes the use of information technology in producing public services that are easily accessible, fast, and precise by involving various stakeholders.

As for integrated public services in Makassar City, they are part of the smart governance component, namely, how the Makassar City Government is implementing ICT-based or digital governance that is capable of presenting integrated public services. Therefore, it is necessary to transform digital business processes and develop an ICT infrastructure as a supporting factor.

The development of information and communication technology (ICT) has transformed the concept of public services into an integrated public service concept that can be accessed digitally based on smart cities. Realizing this integrated digital public service management in the context of a smart city in Makassar is certainly not easy. Therefore, a concept of implementing institutional governance that is innovative and collaborative is needed to support integrated public services in the local government of Makassar City as a smart city. This is in line with what was conveyed by Annisa (2018): in implementing the concept of smart governance, at least the stages of management or governance that support the concept of smart governance are needed, namely: (a) creating a structuring plan, (b) organizational arrangement, (c) arrangement of Information and Communication Technology, and (d) architectural arrangement.

Reinforcing the above opinion, Bolívar and Meijer produced a smart governance arrangement model by elaborating various literature and empirical exploration related to smart governance

TABLE 1: Model of Smart Governance Arrangement (Figure 1).

| Indicator Smart Governance Arrangement | | | |
|----------------------------------------|------------------------------------------------------------------------------------------------------|--------------------|---------------------|
| Connected Process | Organization Collaboration and participation Internal Coordination Decision Making | Used Of technology | Innovation Capacity |

Source: Adapted from Bolívar and Meijer (2016: 8)

Based on the data above, Bolívar and Meijer's [11] indicators of smart governance consist of 1). Connected Organizational Process consisting of collaboration and participation, Internal Coordination, Decision Making, E-Administration; 2). Use of Technology; and 3). Innovation Capacity. The indicators of smart governance can be role models in presenting integrated public services based on smart governance in local governments.

2. Methods

The institutional arrangement of the smart governance model which is the discussion and findings in this article is carried out by local government especially for Makassar City Government as one of the cities that has a vision and mission of being a smart city that implements smart city-based integrated public services where one of its main components is smart governance. A qualitative descriptive method was used in this study by collecting information from readings and findings from various research results related to public smart city services in Makassar City. This article is expected to provide an overview of the structuring of the smart governance institutional model of innovative integrated public service management in local governments and based on smart governance in realizing effective and efficient governance.

3. Results and Discussion

3.1. Integrated Public Services Management in Local Government

Integrated public services are service delivery innovations that integrate various services that can be accessed easily and quickly in one place, commonly known as public service malls (MPP). Furthermore, the presence of MPP in various local governments greatly facilitates citizens meeting their needs for public services. Public service mall design (MPP) is a national bureaucratic agenda as a form of integrated public service. A more integrated way of working is needed across bureaucratic institutions and prioritizing the interests of the community. Data from the KemenPAN-RB state that at least 120 MPPs have been inaugurated in the Municipal District Government as of June 2023, and it is hoped that all regional governments will be able to present MPPs by 2024.

However, to accelerate the need for services that are dynamic and fast, there is a high demand for the use of information technology in integrated public services. The management of digital-based government or e-government is a necessity, as its presence transforms a rigid, convoluted, and slow bureaucracy into an interactive, fluid, and fast pattern of interaction between the government and the public. To transform the bureaucratic mentality of local governments, the pattern of public services based on technology utilization must be developed in a sustainable manner. Currently, 78 percent of Indonesia's population uses the internet. BPS data (2023) state that in 2022, 67 percent of Indonesia's total population uses cell phones. In response, the government

must be more adaptive, especially when presenting innovative steps in public service interaction patterns.

Based on Presidential Regulation 95 of 2018 concerning Electronic-Based Government Systems (SPBE), and the direction of the Vice President to present Digital Public Service Malls. On June 20, 2023, the Digital Public Service Mall was inaugurated, and the initial stage of implementation was officially implemented at pilot locations in 21 Regency/City Governments in Indonesia. The Regency/City Local Governments are referred to as follows.

TABLE 2: The local government was the first to implement MPP Digital.

| No. | Kabupaten/Kota |
|-----|-----------------------------|
| | Banyuwangi Regency |
| | Banyumas Regency |
| | Brebes Regency |
| | Grobogan Regency |
| | Hulu Sungai Selatan Regency |
| | Kotawaringin Regency |
| | Magetan Regency |
| | Musi Rawas Regency |
| | Sragen Regency |
| | Tuban Regency |
| | Banda Aceh City |
| | Batam City |
| | Bukittinggi City |
| | Kendari City |
| | Magelang City |
| | Metro City |
| | Mojokerto City |
| | Samarinda City |
| | Surakarta City |
| | Tanjung Pinang City |
| | Yogyakarta City |

Source: KemenPAN-RB, 2023

Digital MPP was built to accelerate the integration of electronic-based public services (e-services) as support for the implementation of physical MPP. The implementation of digital MPP by the local government is a means of integrating various types of services that can be accessed by every citizen via a smartphone. Communities can receive services either directly (direct services) or through applications (electronic services).

Eight services have been developed, including applications for printing family cards, changing biodata, and death certificates. As for health worker licensing services from

the back-end, it utilizes a non-OSS system with the support of the Ministry of Health's SISDMK integration to minimize the process of uploading data for health workers in managing licensing services in the digital MPP. The impact of change with the presence of digital MPP is that people only input data once; people only need one account for various e-services; and services can be accessed anywhere, anytime, through various electronic devices. We hope that digital MPP can provide effective and efficient service delivery.

It is hoped that the implementation of digital MPP will be followed by many local governments in 2024, which will be able to integrate various public services that can be accessed by direct services, mobile services, self-services, and electronic services. Related to smart governance or Smart Government in local governments, at least eight cities have declared it a smart city. The cities in question are Jakarta, Surabaya, Makassar, Bandung, Semarang, Yogyakarta, Banyuwangi Regency, and Denpasar.

3.2. Smart Governance Arrangement for Integrated Public Services Management in Makassar City

Currently, the need for information that is easily accessible, fast, precise, and accurate is one of the bases for the development and utilization of information technology within local governments. To realize clean, effective, transparent, and accountable governance as well as quality and reliable public services, an electronic-based government system is needed, as stated in Presidential Decree 95 of 2018 concerning Electronic-Based Government Systems (SPBE) and in line with the National RPJMN Presidential Regulation (Perpres) No. 18 of 2020 concerning the 2020-2024 National Medium Term Development Plan. With Makassar's vision as a smart city, it is hoped that it will be able to transform into a government that is swift and responsive to the times, so that it is able to adapt to the needs of the community with technological sophistication in providing services that can be accessed by the public in order to realize a clean government with information disclosure.

The Makassar City Communication and Information Service (Diskominfo) has published a master plan book related to the 2018-2028 Makassar smart city development framework for realizing the vision of Makassar City. This strategic plan is a breakthrough for the City Government of Makassar in creating integrated public services to support the concept of a world city, namely a smart city, which has been implemented in several cities around the world and has proven successful in solving problems and meeting people's needs quickly.

As a city that has launched a smart city, Makassar City stated that one of the components of a smart city, namely smart governance, has a program called IT Governance. The governance of the IT Governance in question was 1). Smart ICT Governance and Management, 2). Smart ICT infrastructure and security; 3) Smart ICT Capacity and Capability. The objectives of the IT Governance program for the Smart Governance component are:1). Integrated City Management and interoperability using ICT (public services); 2) Efficient Bureaucratic Management; and 3). Development of service systems, network security, and security insurance. The first program target is integrated and interoperable City Management using ICT, namely public services with policy and institutional strategies and supporting infrastructure. (Makassar Smart City Development Master plan Book; Diskominfo: 2023)

TABLE 3: Master Plan of Makassar Smart City Development (Figure 2).

| Smart Governance as a component of Smart City | |
|-----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Program: | IT Arrangement: Smart ICT Governance and Management; Smart ICT Infrastructure and Secured; Smart ICT Capacity and Capability. |
| Targets: | Integrated and interoperable City Management using ICT (Public Service); Efficient Bureaucratic Management; Development of service systems, network security, and security insurance. |

Source: Diskominfo Makassar City: (2023)

Based on the smart city development plan, information is obtained that the City of Makassar has made one of the targets of the smart governance program, namely integrated and interoperable city management using ICT (Public Service).

Therefore, to realize integrated public service management in Makassar City, analysis using smart governance will accelerate an integrated public management system based on a smart city that supports the vision and mission of Makassar City.

3.3. Connected Organization Process

The concept of smart governance in integrated public services requires connected organizational processes that require collaboration and participation from people in the organization, in addition to an electronic-based administrative system.

The organizational process indicators referred to are based on Bolívar and Meijer [11]:

- 1). Collaboration and Participation, 2). Internal Coordination, 3). Decision Making, 4). E-Administration;

DPMPSTP is the leading sector related to integrated public service management, together with the Makassar City Communication and Information Service, and is the main organization in the Makassar City local government responsible for providing

integrated public services. The service for business and building licensing documents is managed by the DPMPTSP, but for population document services it is still managed by the Makassar City Population and Civil Registry Service (Disdukcapil Makassar City).

Local governments need a breakthrough in how to provide integrated public service management that connects organizations. The application of the values of coordination, participation, and collaboration between employees, as well as electronic-based administration services, are needed in the interconnected organizational processes that exist within the organization.

3.4. Use of Technology

Smart Governance is part or dimension of a Smart City that specializes in IT-based governance. In practice, a Smart Governance concept is said to be able to run well if a smart governance system seeks to improve bureaucratic performance through innovation and the use of technology.

3.5. Innovation Capacity

The concept of integrated public management in local governments can only be realized through the use of technology and the creation of smart governance-based integrated public service innovations that prioritize the use of information or digital technology. Innovation in the public sector by local governments is a solution to any problem or challenge faced by local governments, as stated by Kwatu, and the key to innovation is the extent to which these actions present solutions.

4. Conclusion

To realize clean, effective, transparent, and accountable governance as well as quality and reliable public services, an electronic-based government system is needed, as stated in Presidential Decree 95 of 2018 concerning Electronic-Based Government Systems (SPBE) and in line with the National RPJMN Presidential Regulation No. 18 of 2020 concerning the 2020-2024 National Medium Term Development Plan.

The concept of smart governance as one of the components of a smart city in its application to local governments will enable integrated public service management to produce public services that can be accessed quickly, precisely, and accurately by citizens. One local government implementing integrated public services is Makassar.

In terms of integrated public services, the Makassar City Government already has a public service mall (MPP) that integrates various services in 1 place. The leading integrated public service sector is in the Makassar City One-Stop Integrated Service Investment Service (DPMPTSP), which integrates several document administrative services, such as building construction services and business permit services through Makassar Mayor Regulation No. 99 of 2016 concerning Position, Organizational Structure, Duties and Functions, and Work Procedures of the Investment Service and One-Stop Integrated Services and Mayor of Makassar Regulation No. 27 of 2017 concerning the Implementation of One Stop Licensing Services. Other public services are managed by each relevant agency, such as population services managed by the Makassar City Population and Civil Registration Services.

5. RECOMMENDATIONS

1. The implementation of digital MPP by various local governments must have standards for the integration of national public services.
2. As a city that has a vision of being a smart city, integrated public service management in Makassar City needs to be accelerated through the implementation of digital public service malls that integrate various services that can be accessed easily and quickly, both directly and indirectly (electronic services) by utilizing information Technology.
3. Infrastructure development for electronic-based governance must prioritize strengthening applications, infrastructure, and data security.
4. The smart governance arrangement model, which includes connected organizational processes, use of technology, and innovation capacity, can be a role model in preparing a smart governance infrastructure development master plan for local governments.

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