# An Adaptive Agile Governance Approach toward Responsive Spatial Planning Services

Fadhila Putri Sakina[1]*, Wida Aristanti[2], Mia Septiananda Astuti[3]

[1,3]Faculty of Social Sciences, State University Of Malang

[2]Faculty of Economics and Bussines, State University Of Jakarta

Jl. Semarang No. 5, Malang, Indonesia

fadhila.sakina.fis@um.ac.id

***Abstract***. *21st-century governance faces VUCA (Volatility, Uncertainty, Complexity, Ambiguity) challenges that demand a more flexible, adaptive, innovative, and responsive approach to governance. In this context, Agile Governance is a relevant approach because it focuses on simplifying bureaucratic processes, accelerating decision-making, and strengthening collaboration among stakeholders. The application of this concept is crucial in spatial planning services, given the increasingly limited availability of space amid rising demands for development and land use. This study aims to analyze the implementation of Agile Governance in spatial planning services in Tulungagung. The research employs a descriptive method with a qualitative approach, utilizing data collection techniques such as observation, interviews, and documentation. The results indicate that government digitalization has been implemented in the spatial planning service process, including through the use of information systems and digital-based services. These findings suggest that the principles of Agile Governance are beginning to be applied to achieve spatial planning services that are more responsive, efficient, and adaptive to the dynamics of development needs.*

***Keywords:*** *Agile Governance, Adaptive Governance, Spatial Planning Responsiveness.*

## 1. Introduction

Spatial planning services are a form of public service that plays a strategic role in supporting regional development, creating legal certainty, and ensuring that land use aligns with established spatial plans. However, spatial planning services still face various increasingly complex problems and challenges. [1] point out that spatial planning issues consist of problems in the process of drafting spatial plans, problems in the implementation of spatial plans, and problems in the control and supervision of land use. These issues impact the delivery of spatial planning services, including service processes that require cross-sectoral coordination, limited public access to information, lengthy bureaucratic procedures, and low public understanding of land-use regulations. These conditions are further compounded by the growing demand for services that are fast, easy, transparent, and accountable amid the ever-evolving dynamics of development.

Furthermore, the VUCA (Volatility, Uncertainty, Complexity, Ambiguity) environment demands that public service providers be able to adapt to rapidly changing conditions. Spatial planning services are no longer solely focused on administrative aspects but are also required to provide easy access, certainty, and prompt responses to the needs of the public and the business sector. Therefore, an adaptive, flexible, and innovative governance approach is needed in the delivery of spatial planning services. Given these conditions, the implementation of Agile Governance can support the realization of spatial planning services that are more responsive, effective, and adaptive to the needs of the community and the dynamics of regional development.

The concept of "agile" was first introduced in the industrial sector. The government sector subsequently applied it through the concept of Agile Governance. Agile Governance refers to the ability of an organization or institution to use its budget efficiently and to identify opportunities or benefits with agility, thereby producing policies or initiatives that are solution-oriented and innovative [2]. "Agile" can be interpreted as nimble, alert, and quick. In other words, a "agile" government is one that can produce policies by leveraging its nimble, alert, and quick capabilities. Agile Governance has six principles: (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

© The Author(s) 2026

S. Untari et al. (eds.), *Proceedings of the 3rd International Conference on Citizenship Education and Democratic Issues (ICCEDI 2026)*, Advances in Social Science, Education and Humanities Research 1039,
https://doi.org/10.2991/978-2-38476-626-0_15

Refinement [3]. These six principles form a unified framework for implementing the ideal concept of Agile Governance.

Research on Agile Governance in the public sector has evolved and demonstrated its high relevance in improving the quality of government governance. A study [4]on the Quality of Service for Pelayanan Persetujuan Kesesuaian Kegiatan Pemanfaatan Ruang (PKKPR) through the SIPUTRA TARUNG system in Tulungagung focuses on the quality of digital-based public services in spatial planning. Meanwhile, a study [5] titled "Agile Governance as a Strategy for Improving the Performance of Public Service Malls: A Literature Review" asserts that agile principles can enhance the effectiveness, speed, and adaptability of public services. A study [6] on "Accelerating Regional Development: A Study on the Implementation of Agile Governance in the Lamongan Government" demonstrates the contribution of Agile Governance to accelerating regional development through collaborative and responsive governance. Furthermore, a study [7] titled "Agile Governance in the Implementation of Integrated Public Service Technology in Bone" examines the implementation of integrated public service technology as an instrument for applying agile governance, while a study [8] on "The Implementation of Agile Governance in Achieving Public Service Efficiency" emphasizes the role of agile governance in improving the efficiency of public services.

Based on these studies, a research gap exists in the form of a limited number of studies that specifically analyze the adaptive approach of Agile Governance in the context of spatial planning services. Most previous research has focused on aspects of service digitization, bureaucratic efficiency, technology integration, or the enhancement of public service performance in general. However, spatial planning services possess unique characteristics because they are influenced by policy dynamics, regulatory changes, investment needs, demands for accelerated service delivery, and complex inter-agency coordination.

The uniqueness of this study lies in its effort to examine Agile Governance not only as a strategy for improving the quality of public services but also as an adaptive governance approach in spatial planning services. Geographically, Tulungagung is situated in a strategic location traversed by the Southern Cross Route and the Selingkar Wilis corridor. This region's strategic location opens up opportunities for potential economic growth. An analysis was conducted to examine in greater depth how the Tulungagung Government has responded and worked to foster agility in spatial planning services. The results of this analysis are expected to serve as an initial reference for further research on the application of Agile Governance in spatial planning services.

## 2. Research Method

This study employs a descriptive research design with a qualitative approach. The qualitative descriptive approach was chosen to gain an in-depth understanding of the implementation of Agile Governance in spatial planning services and to illustrate how the principles of Agile Governance are applied in the practice of service delivery at the Dinas Pekerjaan Umum dan Perumahan Rakyat (PUPR) Kabupaten Tulungagung . This approach allows the researcher to identify forms of organizational adaptation in response to the dynamics of community needs, technological developments, and demands for public services that are fast, convenient, and responsive [9].

Data collection techniques included interviews, observations, and documentation. Interviews were used to gather information on the application of Agile Governance principles in spatial planning services, such as the use of digital systems, service integration at the Mall Pelayanan Publik (MPP), the use of social media as a means of public communication, and other service innovations. Observations were conducted to directly observe the process of delivering spatial planning services, the use of information technology, and interactions between service providers and the public. Meanwhile, documentation involved collecting data in the form of regulations, standard operating procedures, service documents, social media posts, photographic records, and information available on the spatial planning service website.

Data validity was ensured through source triangulation and data collection technique triangulation [10], specifically by comparing the results of interviews, observations, and documentation to obtain valid and reliable data [11]. Data analysis utilized Creswell's model, which consists of six stages: processing and preparing the data, reviewing the entire dataset, conducting the coding process, developing categories and themes, presenting the analysis results in narrative form, and interpreting the research findings [12]. This analysis aimed to identify the implementation of the six principles of Agile Governane: Good Enough Governance, Business Driven, Human Focused, Based on Quick Wins, Systematic and Adaptive Approach, and Simple Design and Continuous Refinement, in realizing responsive spatial planning services in Tulungagung.

## 3. Results and Discussion

### 3.1 Good Enough Governance

"Good Enough Governance" is a principle of governance that does not require waiting for ideal conditions. The "Good Governance" paradigm needs to be refined into "Agile Governance," which leads to "Good Governance," either directly or through the "Dynamic Governance" paradigm [13]. Tulungagung Government, through Dinas PUPR, has implemented service innovations by opening service counters at the MPP. Services at the MPP aim to improve the speed, convenience, reach, comfort, and security of the services related to spatial planning. The level of governance must always be adapted to the organizational context [3].

The services provided include: Persetujuan Kesesuaian Kegiatan Pemanfaatan Ruang (PKKPR), requests for spatial planning adjustments and spatial planning information, building permits Sertifikat Laik Fungsi (SLF), recommendations for the utilization of Ruang Milik Jalan (RUMIJA), technical recommendations for water resource use, and permits for the use of water resource/ soil buffer zones. The public can access the required information and documents by visiting the website https://mpp.tulungagung.go.id. The MPP's strategic location, situated in downtown Tulungagung at Jl. RA. Kartini No. 7, enhances the speed, convenience, accessibility, comfort, and security of services for residents requiring spatial planning assistance. According to social media posts shared by the MPP, Dinas PUPR services rank among the top 5 most-visited counter services by community.




**Figure 1. Spatial Planning Services at the MPP**

*Source:* Dinas PUPR Kabupaten Tulungagung

The concept of "good enough governance" in the context of spatial planning services can be seen through the Dinas PUPR social media as a public communication. Dinas PUPR Instagram account (https://www.instagram.com/dinaspupr.tulungagung) and TikTok account (@dinaspupr.tulungagung), which feature various information on spatial planning services, permitting procedures, administrative requirements, regulations, spatial planning education, as well as information on the department's activities and programs, represent the government's adaptation to advancements in information technology and shifts in public behavior regarding information access. The use of these social media platforms not only expands the reach of information but also enhances transparency, ease of access, and public participation, while accelerating the dissemination of service information in a more effective and responsive manner. The use of Instagram and TikTok reflects the implementation of "good enough governance" through the delivery of public services that are simple, accessible, adaptive, and oriented toward the needs of the community.

### 3.2 Business Driven

"Business-Driven" refers to a strategy to promote and support business needs and objectives. Business must be the rationale behind every decision and action [3]. Spatial planning accommodates business development in Tulungagung. Efforts to improve the efficiency and transparency of the business licensing process in Tulungagung are being made through the Online Single Submission (OSS) system. Business owners can apply for the PKKPR Berusaha permit through the website: https://oss.go.id/. This system is expected to boost investor confidence in the business climate, encourage new investment, and stimulate economic growth in Tulungagung. Governance is based on long-term business value, not on short-term process compliance [13]. Nevertheless, Dinas PUPR through Bidang Tata Ruang, ensuring that proposed business activities comply with the Rencana Tata Ruang Wilayah (RTRW) and Rencana Detail Tata Ruang (RDTR). This ensures that urban space can be utilized optimally and efficiently for community economic activities without violating existing spatial plans. Dinas PUPR plays a role in verifying the compliance of land use in accordance with its authority through mechanisms integrated into the OSS system. The

implementation of the OSS-based PKKPR Berusaha service reflects a *business-driven* approach, as it adapts service processes to the needs of the business community, accelerates the permitting process, reduces administrative barriers, and supports the creation of a more competitive investment climate that is responsive to the dynamics of regional development.

**3.3 Human-Focused**

"Human-Focused" refers to an approach that understands and meets human needs as the primary focus. People must feel valued and be incentivized to participate creatively [3]. Spatial planning services are designed to facilitate the process for both the public and the government. As service recipients, the public is assisted through an app that can be accessed from anywhere. In addition to the app, the public can access spatial planning services at the MPP. Located in downtown Tulungagung, the MPP is easily accessible to the public. Through the one-stop service principle, the public can also access other services beyond spatial planning. Accordingly, policies need to be adjusted to accommodate both current and long-term community needs [13]. There are 37 service providers at the MPP. Contact information for information services, consultation services, and complaint services can be found on the MPP website. The presence of the MPP enables the public to access various types of interconnected public services in a single service location, including spatial planning services that are linked to business licensing, land administration, building permits, and other licensing services. This integration of services provides convenience for the public because the document processing can be carried out more practically, quickly, and efficiently without having to visit several different agencies.

On the other hand, the existence of the MPP also supports improved work effectiveness among Dinas PUPR staff, particularly those handling spatial planning, due to the division of roles and inter-agency coordination within a single integrated service system. This arrangement allows Dinas PUPR staff to focus more on technical tasks and the substance of spatial planning services, such as verifying the compliance of land use, providing technical consultations, and regulating land use. Thus, the integration of services through the MPP reflects the application of a "human-focused" principle that is not only oriented toward increasing public satisfaction but also supports the creation of a service governance system that is more responsive, collaborative, and adaptive to the needs of service users.

**3.4 Based on Quick Wins**

Based on "Quick Wins," an approach that yields rapid and tangible solutions. When aligned with shared goals, quick wins aim to accumulate small successes that result in significant acceleration for the organization in the medium and long term [3]. Before services were delivered through the system and the MPP, conflicts frequently arose between staff at from the Dinas PUPR and members of the public applying for spatial planning permits. This was because the permits the public applied for conflicted with the planned land-use designations. Consequently, disputes arose because the public did not accept having their permits denied. After the system and MPP services were implemented, conflicts with the public have not occurred again. Just as agile organizations recognize that they are systems composed of self-aware individuals, and that their members, in turn, are systems composed of self-aware individuals, they understand that each of their interactions can influence the system in ways that may be unpredictable [13].

This situation demonstrates that the integration of spatial planning services through digital systems and the MPP not only improves service accessibility but also serves as a tool for mitigating conflicts between the government and the public. Through more transparent service mechanisms, the public can obtain information early on regarding the compliance of the proposed location with the applicable spatial plan, thereby allowing for better management of public expectations regarding the likelihood of permit approval. The reduction in the potential for conflict in spatial planning permitting services serves as an indicator that the transformation of public services is user-oriented and strengthens public trust in governance.

**3.5 Systematic and Adaptive Approach**

Systematic and Adaptive Approach. Teams must develop the intrinsic ability to handle change systematical [3]. Tulungagung has an information system called the Sistem Informasi Tata Ruang untuk Spasial Tulungagung (SI-TRUST). This system was developed to expedite the delivery of spatial planning information, which can be accessed via a website and Android-based smartphones. The public can access the system via the website: https://siputra.tulungagung.go.id/. If users access it via an Android-based smartphone, they can download the SI-TRUST app from the Google Play Store. This app makes it easier for investors, business people, and the public to check the land status. Information on the land status then serves as a guideline for applying for permits. Just as the

agile concept is used for the iterative development of a technology application, which requires the application to remain adaptive and responsive to changes in order to meet client demands [13].

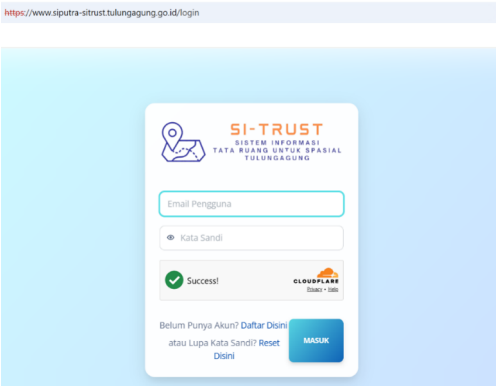



**Figure 2. SI-TRUST Website Interface**

*Source:* Siputra Tulungagung Website

### 3.6 Simple Design and Continuous Refinement

Simple Design and Continuous Refinement refers to a simple and ongoing design principle and process. The goal is to embrace simple designs and refine them as quickly as possible, striking a balance between agile and lean approaches [3]. The public sometimes faces difficulties accessing spatial planning services due to a lack of knowledge about how to use them. To address this, Dinas PUPR of has launched a hotline service via WhatsApp messages. The public can send messages regarding any issues they encounter while accessing the system. Another problem is that the system's server occasionally experiences outages. These outages make the system difficult to access. This issue has not yet been fully resolved. Limited funding is the primary reason. This is because building a more stable system requires significant costs. This certainly calls for follow-up action, as the agile concept, which emphasizes adaptive and responsive actions to change through technology, is being researched by several scholars for adoption and application in social science disciplines such as organization, policy, and governance [13].

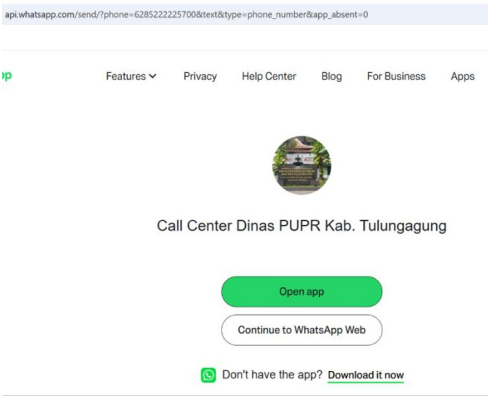



**Figure 3. Dinas PUPR Call Center Helpdesk**

*Source:* Siputra Tulungagung Website

## 4. Conclusions and Suggestions

The application of the "Good Enough Governance" principle in spatial planning services in Tulungagung is reflected in the provision of services at the MPP and the use of social media as a means of public communication. The "Business-Driven" principle is realized through the implementation of the OSS-based PKKPR Berusaha service, which is oriented toward the needs of the business sector. The integration of the permitting system has accelerated service processes, reduced administrative barriers, and supported a more competitive investment climate. The application of the Human-Focused principle is evident in the delivery of spatial planning services that prioritize community needs through service integration at the MPP. The Based on Quick Wins principle is applied through the transformation of spatial planning services using digital systems and the MPP, which can deliver tangible results in a relatively short time. The "Systematic and Adaptive Approach" principle is realized through the development of SI-TRUST, a spatial planning information system that makes it easier for the public, investors, and business operators to obtain spatial information quickly and with ease. The application of the "Simple Design and Continuous Refinement" principle is evident in the Dinas PUPR efforts to provide assistance through a help desk and a WhatsApp hotline to help members of the public who are having difficulty accessing the spatial planning service system.

Although the principle of Agile Governance is beginning to be reflected in the delivery of spatial planning services at the Dinas PUPR, further strengthening is still needed to ensure its implementation runs more effectively. There is a need for regular updates on spatial planning service information via website, Instagram, and TikTok so that the public can obtain accurate and easily accessible information. Additionally, concise guidelines in the form of infographics or video tutorials regarding the PKKPR application procedure, the use of SI-TRUST, and OSS services are needed to minimize errors in permit applications. Consultation services via WhatsApp and the helpdesk should also be optimized by establishing clear service hours to ensure prompt responses to public inquiries. Furthermore, simple evaluations through periodic user satisfaction surveys can be implemented to identify the challenges faced by the public and serve as a basis for improving spatial planning services in the future.

## References

[1] B. M. H. Tarigan, R. M. Putri, and A. Budhiartie, "Permasalahan Penataan Ruang Di Indonesia Berdasarkan Undang-Undang Tata Ruang," *MENDAPO Journal of Administration Law*, vol. 2, no. 1, pp. 11–21, 2021.

[2] P. Y. Huang, S. L. Pan, and T. H. Ouyang, "Developing information processing capability for operational agility: Implications from a Chinese manufacturer," *European Journal of Information Systems*, vol. 23, no. 4, pp. 462–480, 2014, doi: 10.1057/ejis.2014.4.

[3] A. J. H. de O. Luna, E. L. Riccio, H. P. de Moura, and M. L. M. Marinho, "Agile Governance Manifesto Contemporary Reading: Unveiling An Appreciative Agenda," *Journal of Information Systems and Technology Management – Jistem USP*, vol. 20, pp. 1–23, 2023, doi: 10.4301/S1807-1775202310006.

[4] A. Zaitira Meiyasa, E. Hany Fanida, U. Negeri Surabaya Alamat, J. Ketintang Wiyata, K. Gayungan, and J. Timur, "Kualitas Pelayanan Persetujuan Kesesuaian Kegiatan Pemanfaatan Ruang (PKKPR) Non Berusaha Melalui Sistem Informasi Pekerjaan Umum Terintegrasi Penataan Ruang (SIPUTRA TARUNG) Di Dinas Pekerjaan Umum Dan Penataan Ruang Kabupaten Tulungagung," *Jurnal Media Akademi*, vol. 4, no. 1, pp. 3031–5220, 2026, doi: 10.62281.

[5] E. Yanto and Q. Qamal, "Agile Governance Sebagai Strategi Peningkatan Kinerja Mall Pelayanan Publik: Studi Literatur Agile Governance As A Strategy To Improve The Performance Of Public Service Malls: Literature Review," *Indonesian Journal of Intellectual Publication*, vol. 5, no. 2, pp. 121–129, 2025.

[6] M. Surur, M. A. Mabruri, and E. D. Maulidiyah, "Accelerating Regional Development: A Study On The Implementation Of Agile Governance In The Lamongan Regency Government," *Journal of Contemporary Social, Religious, and Public Issues*, vol. 01, no. 01, pp. 11–39, 2025, [Online]. Available: https://journal.ascendia.id/index.php/IJCRP/en/index

[7] Asriadi and M. A. Ibrahim, "Agile Governance in the Implementation of Integrated Public Service Technology in Bone Regency," *KnE Social Sciences*, vol. 10, no. 18, pp. 1043–1054, Sep. 2025, doi: 10.18502/kss.v10i18.19523.

[8] S. Sapri, A. Darmawan, and R. Handoko, "The Implementation of Public Service Policy in Agile Government Study at Public Service Mall of Parepare City," *International Journal Papier Public Review*, vol. 5, no. 4, pp. 25–35, Oct. 2024, doi: 10.47667/ijppr.v5i4.320.

[9] A. Prayogi, Irfandi, and M. A. Kurniawan, "Pendekatan Kualitatif dan Kuantitatif: Suatu Telaah," *Complex : Jurnal Multidisiplin Ilmu Nasional*, vol. 1, no. 2, pp. 30–37, 2024.

[10] Sugiyono, *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. Bandung: Alfabeta, 2006.

[11] M. Sa'adah, G. T. Rahmayati, and Y. C. Prasetiyo, "Strategi Dalam Menjaga Keabsahan Data Pada Penelitian Kualitatif," *Jurnal Al 'Adad: Jurnal Tadris Matematika*, vol. 1, no. 2, pp. 54–64, 2022.

[12] J. W. Creswell, *Research Design: Pendekatan Kualitatif, Kuantitatif dan Mixed*. Yogyakarta: Pustaka Pelajar, 2014.

[13] A. Suprastiyo, H. Warsono, and R. S. Astuti, *Agile Governance Aplikasi Dalam Pelayanan Publik*. Bandung: Widina Bhakti Persada, 2016.

**Open Access** This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (http://creativecommons.org/licenses/by-nc/4.0/), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

