
Agile Governance In Handling the Covid-19 Pandemic by The Kampar District Health Office in 2021

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Abstract

The concept of agile governance or called government that is agile, agile or fast has started to be discussed recently. Agile Governance increasingly has a strategic value in the midst of the condition of the Indonesian state which has been hit by the Covid-19 pandemic since 2020. The highest spike in Covid-19 cases in Kampar Regency occurred in August 2021 since the establishment of Covid-19 as a pandemic on March 31 2020. The purpose of this research is to find out how Agile Governance is implemented in efforts to deal with the Covid-19 pandemic carried out by the Health Service Kampar Regency. This study uses a qualitative research method with an explanatory approach. Researchers conducted data analysis based on the Agile Governance concept of Shah and Stephens's theory. The research was conducted at the Kampar District Health Office in 2021. The results of this study indicate that the Health Office has implemented Agile Governance in an effort to deal with the Covid-19 pandemic in accordance with the applicable technical guidelines and standard operating procedures, but public distrust of Covid-19 has become obstacles for the Health Office in handling and providing services to the community in the Kampar Regency area.

Keywords: *Agile Governance, Local Government, Health Issue, Covid-19*

Introduction

The concept of agile governance or called government that is agile, agile or fast has started to be discussed recently, even though this concept has often been discussed in the academic world, especially in the department of public service management or public administration. The advantage of this agile concept or method is that it simplifies the bureaucracy, focuses on speed and convenience, is unique, thinks out of the box, and embodies dynamic governance (Achmadi, 2021).

This is increasingly having strategic value in the midst of the condition of the Indonesian state which is still being hit by the Covid-19 pandemic. The Government of the Republic of Indonesia declared a pandemic a health disaster by issuing a decree regarding the Establishment of a Public Health Emergency for Corona Virus Disease 2019 on March 31, 2020 by the President of the Republic of Indonesia Number 11 of 2020. This determination was based on the fact that the spread of Covid-19 occurred in Indonesia is already extraordinary with the number of death cases increasing day by day which extends not only across regions within the country of Indonesia but also extends to cross countries as well as having an impact on economic, political and also socio-cultural aspects, defense, security and people's welfare. To emphasize that Covid-19 is a dangerous virus, President Joko Widodo issued Presidential Decree No. 12 of 2020 concerning the Designation of Non-Natural Disasters with the Spread of Covid-19 as a national disaster. According to (Andiraharja, 2020), local governments play a

central role in efforts to control the spread of the Covid-19 pandemic and are closely related to regional authorities.

In an effort to tackle Covid-19 which is based on RI Law No. 24 of 2007 concerning Disaster Management article 5 where the government and regional governments are responsible for implementing disaster management. Local government which is the main focus is on the Regency or City as a public service. In this case, the Kampar District Health Office is a service provider that is closely related to dealing with Covid-19. In dealing with the Covid-19 pandemic, the government applies the principle of centralization where all policies originate from the center. whatever the government's reasons for dealing with Covid-19, it will be difficult to resolve this pandemic without cooperation and harmonization between the central and regional governments. According to (Santoso, 2020) Regions must play a major role in the context of regional autonomy, because the spirit of regional presence and practice and decentralization practices really help to create local community welfare. Not only is central and regional synergy needed, but regional authority must also be recognized and not seen as subordinate.

Table 1
Condition of Covid-19 Patients in Kampar Regency in 2021

No	Month	Confirmed	Healed	Death
1.	January	205	197	8
2.	February	121	115	6
3.	March	195	188	7
4.	April	673	653	20
5.	May	1,076	1.019	57
6.	June	693	655	38
7.	July	1621	1,559	62
8.	August	1,798	1,712	86
9.	September	510	484	26
10.	October	53	48	5
11.	November	14	14	-
12.	December	7	7	-
	Total	6,966	6,633	315

Source: Kampar District Health Office December 2021

The surge in the number of Covid-19 patients in Kampar Regency in 2021 resulted in the isolation room at the Regional General Hospital (RSUD) being full so that it was no longer able to accommodate patients. So that the Indonesian Red Cross (PMI) building in Kampar Regency and the stanum recreation area were allocated to become an isolation place for patients affected by Covid-19. The Health Office is one of the regional government work units within the Kampar Regency government which is responsible for health development.

The Kampar District Health Office and its staff have taken into account the cumulative development of positive cases of Covid-19 in Kampar District, which are increasing day by day. As an incentive to control the spread of the Covid-19 pandemic case, the Health Office has an extra task in breaking the chain of distribution of Covid-19 in all areas of Kampar Regency by always activating the 3T program, namely (testing, tracing and treatment) so that it will provide more space for limiting the spread of Covid-19. To provide faster treatment to prevent more severe clinical symptoms from occurring that can lead to death.

Based on the background of the problem above, the researcher wants to know how to implement Agile Governance in efforts to deal with the Covid-19 pandemic carried out by the Kampar District Health Office. This prompted the author to conduct research entitled "Agile Governance" in handling the Covid-19 pandemic by the Kampar District Health Office.

David I. Wilson, Nick Pelham and Colin F. Duffield in As'ari (2020) say that the word "governance" comes from Ancient Greek which means "to steer" or "to guide" as in a ship. Project governance is defined as a framework that establishes the structure, resources, communication, reporting and monitoring systems to manage projects consistent with the organization's corporate vision. Furthermore, Wilson et.al said that governance is a way of managing an entity at the highest organizational level, which is related to the allocation of authority, responsibility and accountability. Governance is about the rules, processes and procedures of government.

According to Cooke (2012) "Agile" is a collective term for methodologies (and practices) that have emerged over the last two decades to increase the relevance, quality, flexibility, and business value of software solutions. This adaptive management approach is specifically intended to address issues that have historically plagued software development and service delivery activities in the IT (Information Technology) industry including budget overruns, missed deadlines, low-quality output, and dissatisfied users.

The concept related to agile governance seems new to the study of public or government organizations in Indonesia. Therefore, we need to know in advance what agile governance is. Agile governance is literally divided into two words, namely agile and governance. Agile, refers to a word in the English vocabulary, namely agility which means agile while governance means governance so that agile governance is agile governance (Hong & Kim, 2020). Agile governance which is rooted in the study of software development then very quickly penetrates towards the study of business activities or public organizations. furthermore, Agile governance penetrates the concept of service by public organizations or fast government based on information technology (Holbeche, 2019). Luna, Kructen, and Moura (2015) define the concept of agile governance as follows: Agile governance is the ability of human society to perceive, adapt, and respond quickly and sustainably to changes in its environment, through a coordinated combination of agile and lean capabilities with the ability governance, to deliver faster, better, and cheaper value to their core business.

The principles in Agile governance are also one of the important things to elaborate on in enriching our study of agile governance. Luna et al (2014) provide six principles that need to be known and also become a practical basis for implementing agile governance including:

a. Good Enough Governance

The level of governance must always be adapted to the organizational context. The level of governance required to achieve business agility must be balanced, and adjusted where necessary, taking into account the specific conditions and time of day of each organization. This meta-principle should direct practitioners and researchers to reflect and consider the constraints experienced by each organization, without jeopardizing regulatory aspects or market rules. In other words, this can be done by respecting the peculiarities of each environment (Luna et al, 2014).

b. Business-driven

Decisions of any kind, in any organizational model, must be driven by and for the business. In other words, all decisions in each business unit, of the entire organization (including its relationships and specific sectors) must be made with the business strategy in

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mind. People must think through every decision, design, and approach to meet business requirements and priorities. The team must create a broad culture that can influence collective behavior throughout the company, to increase the awareness of a cohesive organization. As a result of the alignment between the business layer and the governance layer, the connection between each unit of the entire organization, can function as a symbiotic relationship (Luna et al, 2014).

c. Human Focused

People must be valued as key elements of change and driving forces in organizations, and they must be encouraged to contribute creatively to business goals. In the organization there are people who perform, control and decide the process, so far there must be leaders who aim to create corporate value by getting the best out of people, motivating them strategically, to get the required engagement with the business. Nonetheless, most of the applicable governance methods and tools are still concentrated on structures and processes. The need to understand people as critical and creative components of structure and process is a critical success factor for governance initiatives. At the same time,

d. Based On Quick Wins

The quick wins achieved by the team should be celebrated with the same intensity and seriousness as the problems tackled and resolved, and the drive should be used consciously to achieve more. Quick wins seek the accumulation of small impulses which, together in the same direction, are reflected in large mid- and long-term accelerations for the company. This evolution must be constantly monitored and adjusted. The maturity achieved by teams reflects "less jerky movements", less breakdowns and waste, and better coordination between parties involved (people, business units, etc.).

e. Systematic And Adaptive Approach

The team must develop the intrinsic ability to deal with change in a systematic manner. They should adopt a systematic and adaptive approach (adjusting direction according to the moment the organization is experiencing). Teams and business units should strive to work as adaptive rather than predictive organisms. In other words, they should consider change as a natural component of the business environment, trying to adapt to new factors arising from the development of their environment, and business needs, rather than trying to pre-analyze everything that could happen during this time. every time box (Luna et al, 2014).

f. Simple Design And Continuous

Teams should always choose the simpler and feasible alternative to a solution design, one that can be scaled up with the least amount of waste at the earliest opportunity. The idea is to adopt a simple design and improve it as quickly as possible, instead of starting slowly, trying to strike a balance between agile and lean approaches. Solution architectures should always be focused on the balance between the desired results and currently available resources. In other words, it's better to do something simple that produces results immediately, and pay a little more to fix it the first time (with possible rework), than to do something complicated that takes a lot of time and resources, and loses out. timing of changes in business (Luna et al, 2014).

Methods

This study uses a qualitative research method with an explanatory approach. In this study, the reason the authors used this type of qualitative research with an explanatory approach was to be able to explain how Agile governance is in Handling the Covid-19 Pandemic by the Kampar District Health Office so that it can find obstacles that cause delays in the Agile governance process at the agency.

This research was conducted at the Kampar District Health Office which is located at Jalan Dr. A. Rahman Saleh No. 01 Bangkinang, Bangkinang Kota District, Kampar Regency, Riau Province. The reason for the researchers conducting research in Kampar Regency is because Kampar Regency is the largest district in the province with the largest population, namely 854,441 people who are vulnerable to Covid-19 transmission, because the Kampar District Health Office is the leading sector in efforts to deal with the Covid-19 pandemic.

In this study, the data collection techniques used by researchers were observation, interviews and documentation. In this study, data analysis techniques used qualitative data analysis techniques according to Miles and Huberman, where the analysis consisted of three activity lines, namely: data reduction, data presentation, drawing conclusions/verification.

Results and Discussion

Governance

Governance is a mechanism, practice and procedure of government in managing resources and solving problems that exist in society. To realize agile governance, the most important principle that must be owned by an organization is to have a good structure to make decisions quickly and can be implemented immediately. In this case the Kampar District Health Office is the leading sector in efforts to deal with the Covid-19 pandemic throughout the Kampar District.

In handling the Covid-19 pandemic, the Kampar District Health Office cannot handle things outside of the established rules, even though this is the best thing to do during the Covid-19 pandemic. One of the factors that made the Kampar District Health Office have to be very careful in handling related to preventing the spread of the Covid-19 virus is because this is a new disease that has never happened before. Therefore, in handling it, you must always refer to the Technical Guidelines that have been made by the Ministry of Health. And unexpected changes due to the spike in cases that occur every day require the handling of Covid-19 to be carried out quickly with monitoring of cases carried out every day by the Health Service.

In terms of human resources owned by the Kampar District Health Office, they are sufficient to carry out the handling in accordance with established procedures and also in this case, the human resources owned by the Kampar District Health Office are required to be agile in handling to anticipate a spike in cases by always carrying out active surveillance. , active surveillance is also carried out to minimize expenses in terms of costs so that the handling of the Covid-19 pandemic carried out by the Kampar District Health Office can run agile.

Strategic Planning

Strategic planning is the process of selecting organizational goals determining the strategies, policies and strategic programs needed for those goals and determining the methods needed to ensure that the strategies and policies have been implemented. Strategic planning is not only an organizational planning activity but strategic planning is one of the most critical

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management roles. Without good and structured strategic planning, agile governance will not be realized in an organization.

In carrying out the handling of the Kampar District Health Office, it cannot be separated from the rules and regulations that have been set. The existence of strategic planning made in handling the Covid-19 pandemic is very important for the Kampar District Health Office, considering that this virus has become a global virus that does not only occur in the territory of Indonesia but also occurs almost all over the world, therefore planning is very necessary. mature strategy. The Kampar District Health Office is carrying out strategic planning with the Covid-19 task force. In this planning meeting, it will be discussed what matters will be carried out by all OPDs who are members of the Covid-19 handling task force for the next one year. The meeting was attended by Forkopimda Kampar and related OPDs as well as all sub-district heads of Kampar district. In this Task Force, each work unit or sub-task force in carrying out their duties is still as stated in the Decree of the Covid-19 Task Force Team. Where in handling people exposed to Covid-19, in the future the Kampar regional government in carrying out healing has prepared Bangkinang General Hospital, Stanum Recreation Park, PMI Building, and will prepare teacher buildings and all inpatient Health Centers in Kampar Regency. All forms of activities carried out by the Health Office in handling it start from planning. The existence of good planning is certainly a major factor in the success of an activity to be carried out.

Performance Measurements

Performance measurement is the process of recording, measuring the achievement of the implementation of activities in the direction of achieving the mission through the results that have been carried out. An organization needs to ensure that all work and innovations that have been carried out can run well after being implemented. In this case, regular and continuous monitoring is very important to be carried out by the Health Service to ensure that the activities and handling carried out in efforts to deal with the Covid-19 pandemic are going according to what has been expected.

The Kampar District Health Office always monitors through zoom meetings with members who are members of the Covid-19 handling task force. This was done considering the circumstances that made it impossible to hold activities that caused crowds and also to comply with health protocols. In this case the Health Service always tries to be able to always monitor existing cases and do it as optimally as possible in this pandemic situation. In terms of health workers, they also always monitor all patients who are exposed to Covid-19. Where the benefit of doing this monitoring is to find out the health developments of patients exposed to Covid-19. The Health Office as an organization which is a health service provider always conducts regular online monitoring and monitoring of patients who are isolated. If within 14 (fourteen) days the patient still has a positive test result, the patient will remain in isolation until the test is negative. Performance measurement is very important in an organization and is also a benchmark for the realization of agile governance.

Citizens/Customer Focus

The main goal of Citizens/Customer Focus is to provide maximum service. In making efforts to deal with the Covid-19 pandemic, the government is required to be extra in providing services quickly to the public. Citizens/Customer Focus also plays an important role in the successful handling of efforts to spread the Covid-19 virus. The Kampar District Health Office is the spearhead in providing health services to communities throughout the Kampar District. In this case the Kampar Regency Health Office must ensure that Covid-19 handling services have been provided to all people in the Kampar Regency area.

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The Kampar District Health Office has carried out and provided services related to efforts to deal with the Covid-19 pandemic to all people in the Kampar Regency area without exception. Considering that the Covid-19 virus has a high risk of transmission and can happen to anyone, regardless of age and gender. Therefore the Health Service has focused on handling the whole community, both from the city to the village level. The main priority for handling carried out by the Kampar District Health Office in 2021 is to vaccinate all health workers who are in charge of providing services to the community,

The Health Office is trying to make innovations that can make people comply with the health protocols as set out. Because public compliance in efforts to deal with the Covid-19 pandemic in implementing and complying with health protocols is very important so that we can escape this Covid-19 pandemic. Even though the Kampar District Health Office has tried its best to handle all the people in the Kampar Regency area, if the community doesn't want to cooperate, then the spread of the Covid-19 virus will not be interrupted at any time. The Kampar District Health Office in implementing agile governance that focuses on the community has been carried out properly and in accordance with the specified SOPs. However, in its implementation in the field there are still people who are reluctant to be given treatment for various reasons which is also an obstacle for the Health Office in carrying out agile handling. It is feared that people's attitudes like this will make the Covid-19 virus develop even more in the Kampar Regency area.

Efficient and Effective Process

Public services are considered effective and efficient if people get services easily and the process is not complicated, fast and satisfying. The importance of effectiveness in achieving organizational goals is the key to the success of a public organization. An organization can be said to be effective if the organization can fully achieve the set goals. In providing health services, especially in efforts to deal with the Covid-19 pandemic, the Kampar District Health Office always strives to provide services effectively and efficiently so that agile governance at the Health Office can be realized.

The handling of the Covid-19 pandemic carried out by the Kampar District Health Office has been running effectively and efficiently. This can be seen from the decreasing number of death cases due to the Covid-19 virus in the Kampar Regency area based on the data that the researchers obtained while observing the Kampar District Health Office. This can be realized due to the collaboration between the Health Service and OPD who are members of the Covid-19 handling task force and of course all the people in the Kampar Regency area. The flow of treatment carried out by the Kampar District Health Office in carrying out treatment is handling 3T, Testing (Test) is an early examination to be able to find out whether a person has contracted Covid-19 or not. Tracing (Trace) is the process of identifying all the people who have been in contact with positive patients with Covid-19. And Treatment (Follow Up) is inpatient or isolation treatment for patients who are confirmed positive for Covid-19. Where in this case the 3T handlers were carried out and carried out by all health workers who were around the Kampar Regency area as well as Bhabinsa and Bhabinkamtibnas. The creation of an effective and efficient process in the effort to deal with the Covid-19 pandemic carried out by the Kampar District Health Office so that patients who have been confirmed with the Covid-19 virus can certainly not be separated from the cooperation and diligence of the health workers in handling it. So that the implementation of agile governance at the Kampar District Health Office can be realized.

Effective Communications

The existence of effective communication is an important element in an organization. Because without good communication, things will definitely not go well. Most likely there will be a miss communication between members of the organization. Miss communication is a misunderstanding between the two parties in digesting the communication process, so that the message sent and the message received have different meanings and interpretations. If this condition continues, it will certainly have a negative impact on the continuity of the organization.

The Health Office always tries to maintain good communication not only within the scope of the Health Service but also establishes good communication among members who are members of the task force for handling the Covid-19 pandemic. Where in the handling of Covid-19, each member who is part of the task force already has their respective duties and obligations. There is already a division of tasks in the effort to deal with the Covid-19 pandemic. Where this is intended so that handling can run optimally considering that this virus has spread to almost all parts of the world and extra handling and sufficient human resources are needed to be able to work together in handling it to break the chain of spread of this virus.

In handling the Health Service, it collaborates among members of the task force so that this has a positive impact on the successful handling of the Covid-19 pandemic. Considering that the Covid-19 virus is a new virus whose transmission occurs very quickly, even in a matter of hours there are additional positive cases and collaboration is very much needed where in this collaboration there are several principles, namely the principle of togetherness, cooperation, patterns of sharing tasks, patterns of equality and sharing of responsibilities , consensus and accountability between collaborating parties so that this handling can truly be carried out in an agile manner.

Culture Of Change

Culture is the values and habits that are accepted as a common reference that are followed and respected. Within an organization, this habit becomes the work culture of human resources within the organization, and is often referred to as organizational culture. However, organizational culture is not always fixed and needs to always be adapted to environmental developments so that the organization can survive, with the aim of developing a culture of achievement, changing mindsets and maintaining trust in the organization. This culture of change is one of the important factors for realizing agile governance because without cultural changes carried out by an organization, the organization will not be able to move forward with the increasingly developing times that are vulnerable to change.

The District Health Office has implemented a culture of change in terms of activating and disseminating a culture of wearing masks, a culture of always washing hands and checking body temperature for every guest who comes to the Office and implementing health protocols. The key is discipline in implementing health protocols in accordance with the Standard Operating Procedure (SOP) for preventing Covid-19. It is hoped that the culture of change implemented by the Health Service can help reduce the transmission rate of Covid-19 in the Kampar Regency area. Always provide advice and socialize to always and never forget to use a mask to avoid the risk of transmission of Covid-19. In this case the Health Service certainly emphasizes more to employees regarding the implementation of this health protocol,

Dynamic Technology Infrastructure

Technology infrastructure itself is a foundation or framework that can support a system or organization. Dynamic technology infrastructure functions to support organizational activities so they can become more agile and make it the basis for achieving organizational goals more quickly and effectively. The Covid-19 pandemic has driven technological innovation in the health sector through telemedicine services. The last component in order to achieve agile governance is the existence of dynamic technology infrastructure owned by public organizations to embrace changes and support organizational needs in achieving its goals.

In an effort to deal with the Covid-19 pandemic, the Health Service has an application called the "SILACAK" application. The main function of this application is to accommodate the recording and monitoring of close contacts of Covid-19. The input of this data is at the puskesmas level which is carried out by tracers with supervision from the person in charge of testing, tracing and isolation at each health service facility. Close contact data entered is the result of tracing or tracing of each positive confirmed case of Covid-19 recorded in the new all record (NAR) Covid-19 laboratory examination results system as well as direct reports from patients to the puskesmas. This application has also been integrated with the Disdukcapil service so that inputting close contact data only requires a NIK. Enter name, date of birth, and the ID card address does not need to be re-entered, what is needed is the domicile address of the close contact which should be the work area of the tracer. The SILACAK application which is a new application in the health system needs major adjustments, so that there is assistance in understanding related technical applications so that there is a SILACAK Helpdesk whose job is to assist tracers in facing difficulties inputting into the application.

The Health Office seeks to socialize in all aspects, the use of the media is very helpful to the Health Office in conducting socialization. The Health Service once held a live evaluation of handling Covid-19 on Riau Tv and also outreach using Facebook and Instagram social media owned by the Health Service, this was done to make it easier for the public to find out information about the development of the Covid-19 case and increase public understanding about what is Covid-19. The Health Service is also supported by the latest medicines and tools to make it easier to handle. And also in this case the media is really needed to always disseminate the latest information related to Covid-19 to the whole community so that people can quickly understand the dangers of the Covid-19 virus.

Obstacles to the Kampar District Health Office in Agile Handling of the Covid-19 Pandemic

Public Distrust Against Covid-19

The existence of public distrust towards Covid-19 certainly does not just arise, there are material conditions that perpetuate it all as a Collective Turth. This public distrust can be a serious obstacle in the midst of various government policies to suppress the transmission and spread of Covid-19. Building public trust in a state-citizen relationship is not an easy matter in the current era of post-modernism and post-truth. Moreover, this distrust was born from policies that often deviated from social agreements. The advancement and decline of a nation's civilization cannot be separated from the high level of public trust in something that is rational and scientific. Including public trust in every policy produced by power. In the midst of the ferocity of Covid-19, building public trust in all authoritative sources of information is very important to facilitate efforts to reduce the rate of transmission of Covid-19. The high level of public distrust regarding the existence of the Covid-19 virus has made it difficult for the Kampar District Health Office to provide treatment to the community.

There is an assumption that Covid-19 is just a political game by the government and it is as if this disease is being exaggerated even though Covid-19 is not an emergency disease that is classified as severe and must be treated seriously. The implementation of vaccination is also considered by the community as an arena to fool the public with the large number of vaccines in circulation and the implementation of vaccinations that are not only enough to be done once for each person. The existence of public distrust is an obstacle for the Health Office in handling it in an agile manner.

Circulation of Negative Information About Covid-19 Vaccination

The amount of information or news that is not good about vaccinations that are spread in the community makes people reluctant to accept the handling of the Covid-19 pandemic. So this makes people afraid of getting vaccinated. Low public desire and awareness to participate in supporting government programs to accelerate the handling of the Covid-19 pandemic. The amount of negative information circulating makes people afraid and don't want to be vaccinated against Covid-19 because they think it will harm themselves instead of making conditions better. Not to mention the thoughts of the local community regarding vaccination being used as a business field, not as a savior for public health.

In terms of handling the Covid-19 pandemic provided by the Kampar District Health Office to the community in the Covid-19 vaccination within the Kampar Regency Government, it is still relatively low because the community trusts this bad information, so that it has an impact on the level of community willingness to accept the treatment given. by health workers. This obstacle was most often encountered when the team of health workers went to the field to carry out the Covid-19 vaccination activity. However, after the implementation of the education and socialization process from various parties who are included in the task force for handling Covid-19 such as the Health Service, Community Health Centers, the Police, government officials and other parties,

Conclusion

The handling of the Covid-19 Pandemic carried out by the Kampar District Health Office is already running with Agile Governance, although it is not yet fully optimal. This can be seen from the 8 concepts of Shah and Stephens (2005:298) that must be met by public organizations in realizing Agile Governance, namely: 1). Governance, the Health Service in making decisions regarding the handling that will be carried out in an effort to deal with the Covid-19 pandemic always refers to technical instructions from the Ministry of Health and does not make decisions at random without being based on predetermined SOPs; 2). Strategic Planning, The Kampar District Health Office before carrying out the handling first carried out a plan that was discussed with the members who are members of the task force for handling the Covid-19 pandemic based on instructions from the Ministry of Health; 3). Performance Measurement, the Kampar District Health Office always regularly and continuously monitors every treatment that has been given to Covid-19 patients; 4). Citizen/Customer Focus, the Kampar District Health Office has provided handling and socialization of Covid-19 to the community throughout the Kampar Regency area, but in reality what is happening in the field there are still objections to the handling carried out by the community due to the low level of public trust which is a factor principal against this refusal; 5). Efficient and Effective process, the Kampar District Health Office has carried out effective and efficient handling as seen by the decreasing number of confirmed cases of Covid-19 and the comfort felt by patients with the services provided; 6.) Effective Communications, the Kampar District Health Office in handling it always tries to establish good and effective communication both internally and externally; 7). Culture of

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Change, the Health Service is carrying out cultural changes in terms of activating community discipline, especially the Health Service staff in particular to comply with the established health protocols to break the chain of transmission and spread of Covid-19. Dynamic Technology Infrastructure.

The factors that have become obstacles for the Health Office in handling the Covid-19 pandemic in an agile manner are there is public distrust of the truth about the existence of Covid-19 and Circulation of negative news on social media about the Covid-19 vaccination.

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