

The Accelerating Public Service Policy: A Study of the Preconditions of Integrated Administrative Service of Sub district (PATEN) in Indonesia

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Abstract

The purpose of this study is to determine and analyze the preconditions, as well as to provide an overview, of the acceleration of integrated administrative service of subdistrict in Karangpawitan Subdistrict, Garut District, West Java, Indonesia. This study is a descriptive study using qualitative approach. The data are collected using interview and document study. The respondents are determined using purposive sampling technique as informants and key persons. The data are then analyzed using qualitative data analysis through reduction, data presentation, and conclusion. The findings show that the preconditions of PATEN in Karangpawitan Subdistrict, Garut District, are not fully prepared. If observed from the substantive and technical requirements, the acceleration of PATEN is prepared, but from administrative requirements, it is unprepared because there is no Regulation of Regent, stipulating the service standards and job descriptions of the subdistrict personnel for the implementation of PATEN. The efforts to be carried out by the government of Karangpawitan Subdistrict in order to accelerate PATEN in Karangpawitan Subdistrict, Garut District are: 1) Implementing PATEN with full commitment in accordance with the authority delegated by the Regent to the Head of Subdistrict. 2) Developing and utilizing information technology with computerized system to facilitate access to public service. 3) Maximizing the performance of the Technical Team of PATEN in establishing cooperation and coordination with related Regional Working Unit (SKPD) to complete the implementation requirements of PATEN. 4) Providing information and socialization about PATEN to the public in order to increase public awareness to manage licensing and non-licensing services in Subdistrict. 5) Changing the mindset of subdistrict officials by promoting public demand for the quality of public services provided. 6) Applying reward and punishment to support bureaucratic reform in public service. 7) Capacity building of human resources (SDM) of subdistrict apparatus in conducting qualified public service.

Keywords: Policy; Service; Acceleration; Integrated administrative service.

1. Introduction

The government of subdistrict, as the spearhead of the structure of local government, has the authority to carry out the governance. The authority must be utilized to improve public service. The manifestation of a government is a responsibility to the society, as stated by (Lewis 2018) that: "the ultimate goal of establishing a government is to maintain a system of order where people can live a natural life. In other words, the modern government is essentially a service to the society. The government is not established to serve itself, but to serve the society, creating conditions enabling every member of society to develop their ability and creativity to achieve mutual progress." The view gives a very clear picture that a modern government is demanded to have partisanship and closeness to the society, so that the government as a public servant can respond appropriately and quickly every need of the society at the first opportunity (Fernandes and Fresly 2017). The policy of regional autonomy as

stipulated in Law No 32 Year 2004 regarding Regional Government² gives extensive autonomy to regions to restore regional dignity, to give an opportunity of political education in order to improve the quality of democracy in regions, to improve the efficiency of public service in regions, to increase the acceleration of regional development, and to create good governance. Philosophically, the task of a government is to serve the interests and meet the needs of the society (Management 2019). These diverse public interests and needs are articulated and aggregated in the process of governance resulting in various goods and services in accordance with the needs of the society.

(Michelucci and De Marco 2017) argues that a government has two basic functions, namely primary function or the function of service, and secondary function or the function of empowerment. The primary function is the function of the government as a provider of non-privatized public services, including security, civil and bureaucratic services. Secondary function is as a provider of needs and demands for goods and services that they cannot afford due to their weak and powerless state, including the provision and construction of facilities and infrastructure. Given the functions, the government is obliged to administer the governance in accordance with the demands of the society as a form of government service for the establishment of community's independence.

(Abdurahman Yousef 2017) argues that the change of legislation with respect to local government in Indonesia generates a shift in the main function of the Regional Government from "Promoter of Development" into "Public Servant". Therefore, it is necessary to optimally utilize the government units directly related to the society, such as: Regional, Subdistrict, and Village Departments. One of the most important tasks of the government is to provide public services. Therefore, governmental organizations are often referred to as "Public Servant". In reality, not all government officials have been aware of the importance of service. The phrase "if it can be complicated, why make it easier?" circulating among government officials indicates that they are generally not yet aware of the philosophy of the service itself and their position as public servants (Kurfali *et al.* 2017). Other facts also indicate that the curriculum of education and training for government apparatuses of various types and levels have little implication for the aspects of management of public service. Upgrading training, technical training, and long-term education for government officials often emphasizes more on the administrative aspects of leadership rather than on scientific substance (Jacob, *et al.*, 2016; Jacob, *et al.*, 2020).

There are reasons why the government needs to pay attention to the importance of public service management. The reasons mentioned by (Lallmahomed, *et al.* 2017) are: a) Government institutions generally organize monopolistic activities, within which there is no competitive climate, one of the requirements to create efficiency and improvement of quality; b) In carrying out their activities, the government apparatuses rely more on authority than on market forces or consumer needs; c) there is no accountability for the activities of a government institution, either vertical or horizontal. This is due to the absence of performance benchmarks of each government institution that have not been standardized nationally based on general acceptable standards; d) In their activities, government officials are stuck in the view of "ethic" by prioritizing their own views and desires (bureaucracy) rather than the view of "emic" of those receiving government services; e) public awareness of the rights and obligations as citizens and consumers is still relatively low, so people tend to take the services provided by government agencies for granted, particularly if the services are free; and f) the administration of undemocratic and repressive government always seeks to suppress the control of the society. Along with the development of the era leading to openness and democracy, the old paradigm of better governance relying on authority by ignoring the aspect of quality and quantity of service needs to be abandoned. The new paradigm giving respect to the society as consumers needs to be developed extensively (Newman, Chemey, and Head 2017). Along with the aforementioned paradigm shift, the government of subdistrict is given the authority to establish a service center called Integrated Administrative Service of Subdistrict (PATEN). Therefore, one of the various efforts carried out by Government of Garut District to improve the quality of public services is by establishing PATEN. It is expected that the services in the subdistrict will become faster and more easily accessible for the society.

Subdistrict is one of the government organizations administering the function of service to the society as well as continuously improving/managing the management of public service in order to improve the quality of public service. Subdistrict as the provider of public services in the District/City has a strategic role that needs to be supported continuously by all stakeholders in the region, so that the subdistrict organizes excellent public services. In addition, this policy is also expected to strengthen the acceleration of the delegation of some authority from the Regent to the Head of the Subdistrict.

Based on data in Garut District consisting of 42 subdistricts, in carrying out the function of the service, the district has made efforts to improve public services. In 2014, PATEN is established in 13 subdistricts of 42 subdistricts. This policy will certainly help and lighten the society to obtain services because, in the implementation, the

distance between the subdistrict and the center of the city is notably far away. One of the efforts to improve the quality of public service in Garut District is by establishing PATEN in accordance with the Regulation of the Minister of Home Affairs No. 4 Year 2010 regarding the Guidelines of the Integrated Administrative Service of Subdistrict (PATEN) that the services provided cover the licensing and non-licensing services. Internally, improvements have been made to improve the quality of public service, namely substantive, administrative, and technical preparation. The existence of various problems and obstacles in the implementation of PATEN should be reviewed, particularly the acceleration policy of PATEN in Garut District seen from the preconditions of the implementation of PATEN that includes: prerequisite, substantive, administrative and technical preconditions.

From the background of the aforementioned studies, some problems in the implementation of PATEN can be identified as follows: 1) the scope of the pattern of the delegation of authority to the subdistrict has not shown acceleration of public service; 2) there has been no detailed information as to what can be delegated to the Head of Subdistrict; 3) it is difficult to identify and map the authority of the Regent related to the licensing and non-licensing services to be delegated to the Head of Subdistrict; 4) service standards, management of infrastructure, technical officers and their job description have not been arranged; 5) the socialization to the public is not optimal; 6) the subdistrict is not prepared for the implementation of PATEN as seen from the supporting facilities/infrastructures; and 7) technical officers are still taken from other Work Units (SKPD).

Based on the aforementioned background and problem identification, the questions of the study are: 1) how is the preconditions of PATEN in Karangpawitan Subdistrict, Garut District? 2) how is the service acceleration in Karangpawitan Subdistrict, Garut District? 3) what are efforts to be carried out to improve the acceleration of PATEN in Karangpawitan Subdistrict, Garut District? This study will be limited to focus on PATEN in Karangpawitan Subdistrict, Garut District in the framework of service acceleration.

Therefore, this study aims to: 1) examine and explain the preconditions of PATEN in Karangpawitan Subdistrict, Garut District; 2) provide an overview of the acceleration of PATEN in Karangpawitan Subdistrict, Garut District; 3) find and formulate the policy that has been done in order to accelerate PATEN in Karangpawitan Subdistrict, Garut District.

The rest of this paper is organized as follows: Section 2 presents the theoretical background and proposed framework. Section 3 presents the research method. Section 4 presents the obtained results and following by discussion. Finally, Section 5 concludes this work and highlights further research recommendations.

2 Literature Review

This section presents the theoretical background, proposed research framework and developed hypotheses.

2.1. Public Service

Theoretically, there are three essential functions of government regardless of its level, namely service, empowering, and development. Meanwhile, (Homberg and Vogel 2016) considers the latter to be a temporary function only dominant when the society of a country is still not able or powerless to establish itself to the extent of the government capable to manage these functions in order to produce economical, effective, efficient, and accountable goods and services to all people who need them. In addition, the government is demanded to apply the principle of equity in carrying out these functions (Toots *et al.* 2017). It means that government services should not be given discriminatively. Service is given regardless of the status, rank, class of society; and all citizens have equal rights over the services in accordance with applicable regulations (Henderson, Țiclău, and Balica 2018). Although the government has the aforementioned functions, it does not mean that the government should monopolize the implementation of all functions. The management of some parts of these functions can be assigned to private sectors or by partnership between the government and private sectors (Martin and Smith, 2005). The pattern of cooperation between the government and private sectors in providing various public services is in accordance with the idea of reinventing government, developed by (Naumenko 2018).

2.2. The Concept of Effectiveness

Rogge and Reichardt (2016) says that effectiveness is derived from the word "effective". A job is said to be effective if it can produce one unit of output. A job is said to be effective if it can be completed on time in accordance with the predetermined plan. The factors affecting the effectiveness of a job, as proposed by (Kjeldsen and Hansen 2018) are: First, the Organizational Characteristics consisting of organizational structures and technologies that can affect certain aspects of effectiveness in various ways. The structure means a relatively precise relation as encountered in an organization, with respect to the structure of human resources, including how the organization organizes its people in completing the job, while the technology is the mechanism of an

organization to convert **3** w input into output. The second factor is Environmental Characteristic. The external and internal environments have also been declared to affect the effectiveness. The success of the relation of an organization seems truly dependable on the level of key variable, namely the level of openness of the environment, the accuracy of the perception of the environment, and the level of rationalism of the organization. The third factor is the Characteristics of Workers. In fact, the members of an organization are the most important factors because their behavior will facilitate or hinder the achievement of organizational goals in the long term. The workers are resources directly related to the management of all resources within an organization. Therefore, the behavior of workers is very influential on the achievement of organizational goals. The workers are the main capital in an organization that will have a significant effect on effectiveness, because even though the technology used is sophisticated and supported by good structure, it is useless without the workers. The fourth factor is Characteristics of Management Practices and Policy. The more complicated the technology processes and environmental developments are, the more difficult the role of management in coordinating people and the process for the success of the organization is. Management practices and policies can influence the achievement of goals. In this case, the leadership is in charge of the workers and the organization.

2.3. The Concept of Policy

This study applies the concept of policy by (Simons and Voß 2018) stating that public policy is the allocation of values legally to all members of society. Based on this definition, Easton asserts that only the government can legitimately do something to its people and choose to do something or not in the form of allocating values to the society.

2.4. Theoretical Framework

The policy of regional autonomy as stipulated in Law No 32 Year 2004 regarding Regional Government **2**nt gives extensive autonomy to regions to restore regional dignity, to give an opportunity of political education in order to improve the quality of democracy in regions, to improve the efficiency of public services in regions, to increase the acceleration of regional development, and to create good governance. The amount of authority possessed by **2** the government of the district should be utilized to improve public services by optimally utilizing the subdistrict in order to provide qualified public services as the center and the knot of service.

There are many factors affecting the service quality. In addition to internal factors, external factors also affect an organization in improving services. Service quality cannot be separated from these factors. Therefore, in order to optimize the acceleration of PATEN, an analysis of the preconditions is needed to be able to formulate the efforts that can be used in order to improve the service quality of PATEN as depicted in Figure 1.

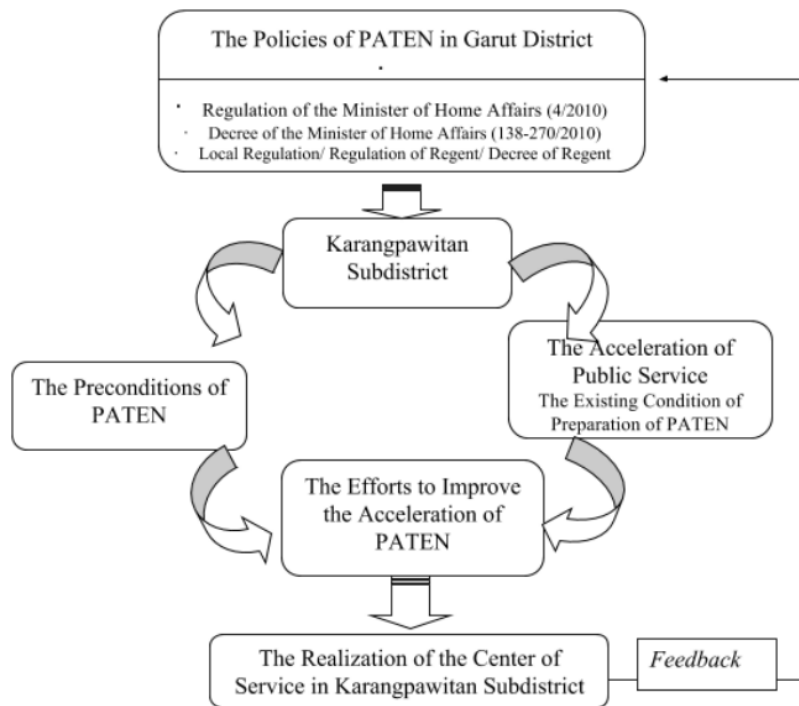


Figure 1 - Theoretical Framework

3 Methodology

4 This section presents the research method.

3.1. Method

1 This study is a descriptive study using qualitative approach. This descriptive study is in accordance with the definition by (Johnston 2014), "[a] descriptive study is a study conducted on independent variables, without making a comparison or connecting with other variables." According to (Pangrazio 2017), "[a] descriptive study is a study aiming to describe or explain something as it is.

Meanwhile, the qualitative approach of this study is in accordance with the definition by (Moleong 2017): "[a] qualitative study is a study aiming to understand the phenomenon of what is experienced by the subject of the study, namely behavior, perception, motivation, action and others, holistically and descriptively in the form of words and language, in a special and natural context by utilizing various natural methods."

By using descriptive method and qualitative approach, this study is expected to obtain an in-depth description of the acceleration policy of PATEN in Garut District. The limit of this study is the type of service standards; job descriptions of subdistrict personnel; services of subdistrict; type of services; terms of service; service process/procedure; the officers in charge of services; service time; the cost of services; facilities and infrastructure; and the human resources.

The data source of this study is in accordance with an approach by (Maxwell and Reybold 2015), suggesting that the data source consist of:

- a. Person, the data source providing data in the form of direct answers through interviews or written answers through questionnaires.
- b. Place, the data source presenting an outline in static and dynamic state.
- c. Paper, the data source presenting signs in the form of letters, numbers, images, or others.

The techniques of data collection applied in this study are 1) in-depth interviews; 2) documentation; and 3) literature studies. Data analysis applied in this study is qualitative data analysis generally described by (Hinrichs et al. 2017) as depicted in Figure 2 as follows:

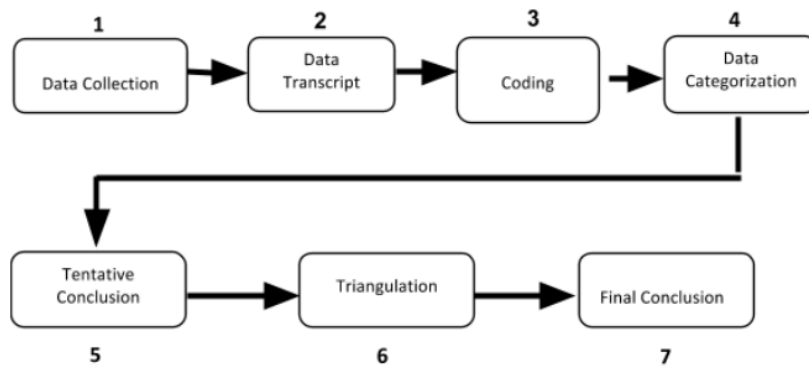


Figure 2 - The Process of Data Analysis

The steps in data analysis applied in this study can be explained as follows: 1) Step 1: Collecting data through predetermined data collection techniques; 2) Step 2: The raw data obtained from interviews are transcribed into written form. Meanwhile, documentation is documented in the form of records; 3) Step 3: The results of data transcript are given special codes or notes on important matters relating to the questions of the study; 4) Step 4: To facilitate the understanding of codified data, categorization is carried out so that the data is simplified into certain categories as needed; 5) Step 5: The categorized data is analyzed carefully in order to make a tentative conclusion; 6) Step 6: To obtain valid results, a triangulation process between data collection techniques and data sources is carried out so that a conclusion can be drawn in response to the questions of the study; 7) Step 7: The determination of final conclusion. The study is conducted in Karangpawitan Subdistrict, Garut District from February to August of 2014.

3.2. Informants

In this study, the informants determined by purposive sampling are those who can explain and give information about PATEN, consisting of government apparatuses as the service provider and the society as the recipient of the service. The society as the recipient of service is chosen with the consideration of representing the elements of society, as shown in the following Table 1:

Table 1 - Informants Based on Purposive Sampling

No.	Informants	Total
1	The Head of Subdistrict	1
2	The Secretary of the Subdistrict	1
3	The Head of Section	5
4	Technical Officer	5
5	Staff	3
6	The Society Received the Service	10
TOTAL		25

4. Result and Discussion

The substantive requirement is the existence of delegation of authority from Regent/Mayor to the Head of Subdistrict established in the form of Regulation of Regent/Mayor. Before this requirement is fulfilled, the Regent/Mayor must first establish the Technical Team of PATEN. The establishment of the Technical Team is intended to plan the tasks of the Technical Team of PATEN, namely to inventory, identify, and divide some of the authority of the Regent/Mayor related to licensing and non-licensing services that can be delegated to the Head of Subdistrict.

In implementing the Regulation of the Minister of Home Affairs No 4 Year 2010 in relation to the fulfillment of substantive requirements, Karangpawitan Subdistrict, Garut District has established a policy in the form of the Regulation of Regent of Garut No 102 Year 2014 on the Delegation of Some Authorities to the Head of Subdistrict in Garut District.

Related to the acceleration of the implementation of PATEN in Garut District, the delegated authority is mentioned in the Regulation of Regent of Garut No 102 Year 2014. First, Licensing Authority, including a) Building Construction License (IMB) for 1-storey or 2-storey buildings (except for Building Construction License/IMB); b) Occupancy Worthiness Permit for food stalls, coffee shop, and grocery store (except for License for Mini Market, Super Market and Building Material Store); c) Open Entertainment License.

Second, Non-Licensing Authority, covering: First, Recommendations including: a) recommendation for the issuance of Building Construction License (IMB) for 2-storey or more buildings; b) recommendation for installing permanent billboards (iron-constructed billboards); c) recommendation for the poor in Education and Health; d) recommendation for the determination of location for a new school; e) Recommendations for the issuance of permits for the establishment and revocation of permits for units of basic, secondary, and informal education; f) recommendation for the issuance of Tourism Business License; g) recommendation for the issuance of Registered Letter of Traditional Medicine; h) recommendation for the issuance of Occupancy Worthiness Permit for the establishment of pharmacies and drug stores; i) recommendation for the issuance of Notification of Registration of Community Organizations, Social/Political Organizations, and Non-Governmental Organizations in subdistrict; k) Recommendation for the issuance of Occupancy Worthiness Permit for Mini Market, Super Market and Building Stores; and l) Recommendation for the issuance of Occupancy Worthiness Permit for Rice Milling Unit. Second, Facilitation including: a) the settlement of boundary disputes between villages within a subdistrict, and b) the management of Village Fund Allocation (ADD). Third, Administration, including: a) inaugurating the Head of the Village, and b) inaugurating the members of Consultative Body (BPD). Fourth, other delegated authorities, including a) giving consideration to the proposal of the Principal in the Subdistrict; b) giving consideration to the Candidate for the Head of the Unit of Technical Implementation (UPT) or Technical Implementer with other name at Subdistrict Level; c) providing a note and consideration to the assessment of List of Work Implementation Assessment by the Head of UPT or Technical Implementer with other name at Subdistrict Level; and d) undertaking preventive measures against people with social problems.

Other substantive requirements are related to facilitate consolidation and coordination in preparing the implementation of PATEN in Garut District. The structure of the membership of the Technical Team of PATEN as mentioned in the Appendix of the Decree of Garut Regent is as follows: 1) Regional Secretary as the team leader; 2) Assistant of Government and Society of the Regional Secretariat as the vice leader 3) The Head of Governance Secretariat as the secretary; 4) The Head of Regional Development and Planning Board as a member; 5) The Head of Investment Board and Integrated Licensing Services as a member; 6) The Head of Legal and Legislation Division of the Regional Secretariat as a member; 7) The Head of Finance Division of the Regional Secretariat as a member; 8) The Head of the Equipment Division of Regional Secretariat as a member; 9) The Head of Organization and Procedure of the Regional Secretariat as a member; 10) The Head of Economic Division of the Regional Secretariat as a member; 11) The Head of Regional Autonomy Subdivision of Governance Division of the Regional Secretariat as a member; and 12) The Head of Governance, Control, and Border Subdivision of Governance Division of the Regional Secretariat as a member.

Based on the findings in Karangpawitan Subdistrict, Garut District, it can be said that Karangpawitan Subdistrict has made a decree of the head of subdistrict about the standard operating procedures of services and job descriptions of subdistrict personnel.

From the real existing conditions, it can be said that almost all subdistricts have made a decree of the head of subdistrict about service standards and job descriptions of personnel. However, they need to be rearranged through the Regulation of Regent in implementing PATEN. The results of data processed in Karangpawitan Subdistrict regarding the decree of the head of subdistrict related to PATEN are presented in Table 2 as follows:

Table 2 - The Decision of Karangpawitan Subdistrict Related To PATEN

No.	The Name of the Decision	Existing Condition	Description
1.	Standard Operating Procedures	Available	Year 2013 (unadjusted)
2.	Service Standard	Available	Year 2013 (unadjusted)
3.	Team of Quality Control	Available	Year 2013 (unadjusted)
4.	Job Description of Subdistrict Personnel	Unavailable	The Regulation of Regent No 432 Year 2008.

Source: Karangpawitan Subdistrict, 2014 (processed)

Based on the aforementioned data in Table 2, the decree of the head of subdistrict that has been published related to PATEN is still not in accordance with the existing conditions, because the acceleration of public service through PATEN is highly dependent on the legal provision in the implementation of PATEN, thus the acceleration will run smoothly without breaking the applicable provisions. Both aspects of the aforementioned technical requirements determine the extent of the success of PATEN in a subdistrict.

The provision of facilities and infrastructure in the context of the implementation of PATEN must refer to the requirements set in the Regulation of the Minister of Home Affairs No 4 Year 2010. It means that there must be minimal facilities and infrastructure prepared. Referring to Article 10 of the Regulation of the Minister of Home Affairs No 4 Year 2010, the facilities and infrastructure to be prepared are a) registration counter/desk; b) a place for file processing; c) a place for payment; d) a place for submitting documents; e) a place for processing data and information; f) a place for handling complaints; g) a place for picket; h) the waiting room; and i) other supporting devices.

Generally, it can be concluded that the condition of facilities and infrastructure in the framework of the implementation of PATEN is quite sufficient. However, to improve the quality of public service will require the addition of some facilities and infrastructure considered necessary to accelerate the expected public service. The findings about the condition of the facilities and infrastructure in the acceleration of the implementation of PATEN in Karangpawitan Subdistrict are presented in Table 3 as follows:

Table 3 - The Condition of Facilities and Infrastructure in the Acceleration of PATEN in Karangpawitan Subdistrict

No.	Facilities and Infrastructure	Availability	Condition
1.	Registration Counter/Desk	Available	Good
2.	Picket Desk	Unavailable	Unavailable
3.	Waiting Room	Available	Sufficient
4.	Complaint Box	Unavailable	Unavailable
5.	Service Standard	Available	Need adjustment
6.	Attendance Board for Officials	Unavailable	Unavailable
7.	Parking Lot	Available	Less extensive
8.	Information Board	Unavailable	Unavailable

Source: The Results of Observation in 2014

Based on the Table 3 above, it can be seen that the facilities and infrastructure provided are counter/table for payments, waiting room, service standards and a parking lot. However, complaint box, information boards and attendance board for officials are not provided.

The condition of facilities and infrastructure in supporting the acceleration of PATEN in Karangpawitan Subdistrict has not fully been completed in accordance with the Regulation of the Minister of Home Affairs No. 4 of 2010. Therefore, the next step is to complete it according to the criteria, mandated by the Regulation. Any shortage of facilities and infrastructure certainly will confuse people requesting licensing and non-licensing services.

The conclusion that can be drawn based on the findings and discussion of this study is as follows: First, the preconditions of PATEN in Karangpawitan Subdistrict, Garut District are not fully prepared. Second, if observed from the substantive and technical requirements, the acceleration of PATEN is prepared, but from administrative requirements, it is unprepared because there is no Regulation of Regent stipulating service standards and job descriptions of the subdistrict personnel in the implementation of PATEN. The efforts to be carried out by the government of Karangpawitan Subdistrict in order to accelerate PATEN in Karangpawitan Subdistrict, Garut District are: 1) Implementing PATEN with full commitment in accordance with the authority delegated by the Regent to the Head of Subdistrict. 2) Developing and utilizing information technology with computerized system to facilitate access of public service. 3) Maximizing the performance of the Technical Team of PATEN in establishing cooperation and coordination with related Regional Working Unit (SKPD) to complete the implementation requirements of PATEN. 4) Providing information and socialization about PATEN to the public in order to increase public awareness to manage licensing and non-licensing services in Subdistrict. 5) Changing the mindset of subdistrict officials by promoting public demand for the quality of public services provided. 6) Applying reward and punishment to support bureaucratic reform in public service. 7) Capacity building of human resources (SDM) of subdistrict apparatus in conducting qualified public service.

5. Conclusion and Recommendation

This study has determined and analyzed the preconditions, as well as to provide an overview, of the acceleration of integrated administrative service of subdistrict in Karangpawitan Subdistrict, Garut District, West Java, Indonesia. Based on the aforementioned results, the conclusions can be drawn as follows:

- a. First, the acceleration of PATEN can become effective if the Government of Karangpawitan Subdistrict immediately meets the requirements of the implementation of PATEN in accordance with the Regulation of the Minister of Home Affairs No 4 Year 2010 as well as the Decree of the Minister of Home Affairs No 138-270 Year 2010, particularly in meeting administrative requirements, by immediately urging the government of Garut District to establish a Regulation of Regent regarding service standards and job descriptions of subdistrict personnel in the implementation of PATEN.
- b. Second, the Government of Karangpawitan Subdistrict should make efforts to streamline the acceleration of PATEN in accordance with the priority level adjusted to the environmental conditions of the government of Karangpawitan Subdistrict. Things to be taken seriously are: a) building mindset in accordance with the cultural values of public services; b) preparing and providing supporting instruments in the form of facilities and infrastructure, personnel, and operational financing; c) executing licensing and non-licensing authority as stated in the Regulation of Garut Regent No. 102 of 2014; d) directly or indirectly socializing the implementation of PATEN to the society; e) improving the capacity of the human resources of the apparatus in the acceleration of qualified public services; and f) utilizing and implementing information technology (IT), a standard device that public service institutions should have.
- c. Third, a commitment of all related parties, both SKPD and top management of the Government of Garut District (Regent) is needed in order to accelerate PATEN immediately.

Further study is required to examine and explore in-depth post-establishment of PATEN, particularly in terms of effectiveness, accountability and/or other factors related to PATEN as a manifestation and spearhead of public service.

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