

Optimizing Governance of Basic Services in Indonesia Through the Implementation of Minimum Service Standards

Benjamin Sibarani

Regional Development Directorate of the Ministry of Home Affairs of the Republic of Indonesia

ABSTRACT: Minimum Service Standards (MSS) are regulatory frameworks defining the minimal types and quality of essential services that governments must ensure for all citizens. Effective MSS implementation necessitates robust coordination between central and local governments and the enhancement of local officials' capacities to optimize basic service delivery. However, several challenges hinder MSS execution, including inadequate comprehension and commitment among certain local governments and difficulties integrating MSS within planning and budgeting processes. This study evaluates the implementation of MSS during the period 2019-2023, identifying critical issues such as inconsistent regional commitment, insufficient integration in local planning documents, rapid turnover of responsible personnel, varying regional fiscal capacities, and non-adherence to prescribed regulations. The resultant uneven national achievement of MSS targets—ranging from 52.67% in 2019 to 83.29% in 2023—highlights the urgency of strategic interventions. Policy recommendations provided include formulating clear Standard Operating Procedures (SOPs), capacity-building training for civil servants, diversifying funding sources through public-private partnerships, and leveraging technology to enhance public service accessibility and transparency. Additionally, drafting comprehensive technical guidelines and establishing incentive mechanisms for regions meeting MSS targets are suggested to promote competitive and effective MSS implementation. The study concludes that meticulous execution of these recommendations will significantly contribute to improved public service quality, community welfare, and the broader objective of achieving national development goals, ultimately supporting the realization of Indonesia's vision for 2045.

KEYWORDS: Minimum Service Standards, public services, Standard Operating Procedures

I. INTRODUCTION

Guidance and supervision in administering governmental affairs are essential components for achieving effective local governance. The Law of the Republic of Indonesia Number 23 of 2014 concerning Regional Government, as the primary legal foundation, provides comprehensive regulations regarding guidance and supervision of governmental affairs. According to this Law, guidance for local governance is defined as efforts, actions, and activities aimed at realizing the objectives of regional governance within the framework of the Unitary State of the Republic of Indonesia. Meanwhile, supervision in the context of local governance encompasses efforts, actions, and activities designed to ensure the efficient and effective operation of local governments in accordance with prevailing laws and regulations.

National and regional development in Indonesia are closely interconnected, where regional development plays a significant role in achieving national development goals. Consequently, regional development has become one of the strategic priorities in governance and development under the Merah Putih Cabinet for the period 2024–2029. Regional development is understood as the manifestation of governmental functions that have been delegated to regional authorities as an integral component of national development.

The enactment of the Law of the Republic of Indonesia Number 23 of 2014 concerning Regional Government addresses the Minimum Service Standards (MSS) that must be provided by the government to every citizen. Textually, MSS is defined as provisions regarding all types and quality of basic services that citizens are entitled to receive at a minimum level. The types of basic services are explicitly and clearly regulated under Government Regulation Number 2 of 2018 and are not delegated further into other statutory regulations. One of the directions of national policy is to improve the governance of basic services, with programs including accelerating the achievement of MSS in the regions. In mainstreaming MSS within the National Medium-Term Development Plan (RPJMN) 2025–2029, MSS is established as a national priority to strengthen political, legal, and bureaucratic reform, as well as to reinforce the prevention and eradication of corruption, drug trafficking, gambling, and smuggling. The program for accelerating regional MSS achievement consists of four main activities: first, regulatory and institutional arrangements for MSS implementation; second, capacity building for local government officials; third, management and utilization of funding sources for MSS; and lastly, monitoring and evaluation of MSS implementation.

As a follow-up, the implementation of Minimum Service Standards (MSS) is regulated by the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 59 of 2021 concerning the Implementation of MSS. According to this regulation, MSS applies to six mandatory governmental affairs related to basic services, namely education; health; public works and spatial planning; public housing and residential areas; peace, public order, and community protection; and social affairs. One of the mandates states that "The Minister of Home Affairs, through the Director General of Regional Development, coordinates the nationwide and regional implementation of MSS." Regarding the quality of basic services, detailed regulations are established by each respective Minister responsible for governmental affairs according to the type of MSS. Such regulations issued by the respective Ministers serve as technical standards for MSS implementation.

A significant paradigm shift regarding Minimum Service Standards (MSS) relates to regional expenditure, where local government spending is explicitly identified as a top priority for MSS implementation. MSS ensures the fulfillment of citizens' constitutional rights, emphasizing that the primary priority is not the performance of local governments or ministries, but rather meeting the fundamental needs of citizens. The Ministry of Home Affairs, particularly through the Directorate General of Regional Development, carries the mandate to coordinate MSS implementation at the regional level. Indeed, the application and fulfillment of basic services are crucial in supporting the development of quality human resources. However, the main challenge facing the Directorate General of Regional Development lies in its function of providing guidance. Given its mandated role, the Directorate General must coordinate MSS implementation at the regional level, thus highlighting the necessity of establishing a coordination platform among all relevant stakeholders involved in MSS implementation and fulfillment within the regions.

II. ANALYSIS AND DISCUSSION

2.1 In implementing Minimum Service Standards (MSS)

Regional governments performance can be assessed through several indicators:

- Input: Levels or quantities of resources utilized, including budget allocation, equipment, human resources, etc.
- Process: Measurement of efforts such as programs, activities, sub-activities, timeline achievements, implementation, and management accommodated within the four-stage MSS implementation form.
- Output: Achievements, including services provided and public satisfaction perceptions.
- Benefit: Perceived added value, encompassing quality of life and satisfaction among communities as well as local governments.

- Impact: The influence of MSS implementation on macro-level conditions based on the benefits generated.

In accordance with the Regulation of the Minister of Home Affairs Number 59 of 2021 concerning the Implementation of MSS, the basic service standards cover six mandatory governmental affairs related to fundamental services, namely education; health; public works and spatial planning; public housing and residential areas; peace, public order, and community protection; and social affairs. Provincial and district/city governments are mandated to implement a total of 43 types of services, comprising 14 types of services at the provincial level and 29 services at the district/city level, detailed as follows:

No.	Sector of Government Affairs	Provincial Government Responsibilities	District/City Government Responsibilities
1	Education	1. Secondary Education 2. Special Education	1. Early Childhood Education 2. Primary Education 3. Equivalency Education
2	Health	1. Health services for populations affected by provincial-level disasters or potential disasters 2. Health services during provincial-level extraordinary circumstances	1. Health services for pregnant women 2. Health services for childbirth 3. Health services for newborn infants 4. Health services for children under five years old 5. Health services for primary school-age children 6. Health services for people of productive age 7. Health services for the elderly 8. Health services for individuals with hypertension 9. Health services for individuals with diabetes mellitus 10. Health services for individuals with severe mental disorders 11. Health services for individuals suspected of tuberculosis 12. Health services for individuals at risk of HIV infection

3	Public Works	1. Provision of bulk drinking water supply across districts/cities 2. Provision of regional domestic wastewater treatment across districts/cities	1. Fulfillment of daily drinking water supply 2. Provision of domestic wastewater treatment services
4	Public Housing	1. Provision and rehabilitation of adequate housing for provincial disaster victims 2. Facilitation of adequate housing for communities affected by provincial government relocation programs	1. Provision and rehabilitation of adequate housing for district/city disaster victims 2. Facilitation of adequate housing for communities affected by district/city government relocation programs
5	Public Order, Peace, and Community Protection	1. Provincial public order and peace services	Public Order & Peace: 1. Public order and peace services Disaster Management: 1. Disaster-prone information services 2. Disaster prevention and preparedness services 3. Disaster rescue and evacuation services Fire Protection: 1. Fire rescue and evacuation services
6	Social Affairs	1. Basic social rehabilitation for abandoned persons with disabilities in social institutions 2. Basic social rehabilitation for abandoned children in social institutions 3. Basic social rehabilitation for abandoned elderly in social institutions 4. Basic social rehabilitation for persons with social issues, especially homeless people and beggars, in social institutions 5. Social protection and	1. Basic social rehabilitation for abandoned persons with disabilities 2. Basic social rehabilitation for abandoned children 3. Basic social rehabilitation for abandoned elderly persons 4. Basic social rehabilitation for persons with social issues, particularly homeless people and beggars 5. Social protection and security during and after district/city-level disaster emergency response for disaster victims

		security during and after provincial-level disaster emergency response for disaster victims	
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2.2 Collaboration in Implementing MSS

In the implementation of Minimum Service Standards (MSS), the Ministry of Home Affairs through the Directorate General of Regional Development has five essential collaborative roles alongside Technical Ministries/Institutions responsible for MSS at the central level, as well as general guidance at the regional level:

- a. The Ministry of Home Affairs provides general guidance for MSS implementation and fulfillment, coordinates central and regional guidance, facilitates general regulations related to MSS, supports the integration of MSS into regional planning documents (Dokren), and conducts overall evaluations of MSS implementation and fulfillment in the regions.
- b. The Ministry of National Development Planning (PPN/Bappenas) coordinates central-level strategies for MSS guidance and fulfillment, evaluates MSS concerning their contribution to national priorities, and integrates MSS into national priorities and central planning documents.
- c. Technical Ministries/Institutions provide technical guidance for MSS implementation and fulfillment in regions, define the quality standards for basic services within MSS, and conduct monitoring and evaluations according to their respective sectors.
- d. Provincial Governments are responsible for implementing and fulfilling MSS within their authority and providing general and technical guidance for MSS implementation and fulfillment to districts/cities within their regions.
- e. District/City Governments are responsible for the implementation and fulfillment of MSS within their jurisdiction.

According to the Decree of the Minister of Home Affairs Number 050.05-5183 of 2022 regarding the Central-Level Joint Secretariat Team for the Implementation of Minimum Service Standards, the Director-General of Regional Development serves as Chairperson, while the Secretary of the Directorate General serves as Secretary. This position requires the Director-General of Regional Development, in collaboration with the Secretary, to direct and coordinate the secretariat team in preparing materials, resources, and facilities required for implementing MSS at the regional level. Additionally, the Director-General, Secretary, and secretariat team formulate policies related to MSS implementation according to predetermined policy directions. Furthermore, the Director-General of Regional Development, together with the Secretary and secretariat team, coordinates the integration of MSS into planning and budgeting documents, ensuring that general and technical guidance for MSS implementation is integrated within the Government Work Plan and Work Plans of Ministries/Non-Ministerial Government Institutions.

The role of the Directorate General of Regional Development (Ditjen Bina Pembangunan Daerah) in implementing Minimum Service Standards (MSS) is governed by several regulations, including Law Number 23 of 2014 concerning Regional Government; Law Number 1 of 2022 concerning Financial Relations between the Central and Regional Governments; Government Regulation Number 2 of 2018 concerning Minimum Service Standards; and Presidential Regulation Number 18 of 2020 concerning the National Medium-Term Development Plan. Additional regulations include eleven Ministerial Regulations that generally address Technical Standards for Minimum Service Standards, and the Decree of the Minister of Home Affairs Number 900.1.15.5-1317 of

2023 regarding Verification, Validation, and Inventory Results of Updated Classification, Codification, and Nomenclature for Regional Development and Financial Planning. These regulations reinforce the roles and responsibilities that the Directorate General of Regional Development must fulfill in MSS implementation, emphasizing its position as a primary stakeholder in MSS execution.

Furthermore, the Directorate General of Regional Development plays an essential role in conducting Integrated Monitoring and Evaluation (Mondu), providing guidance and assistance in meeting MSS requirements, analyzing implementation challenges, and proposing solutions to encountered issues. The role of the Directorate General of Regional Development is crucial, as it significantly influences the success of MSS implementation.

2.3 Stages of Implementing Minimum Service Standards (MSS)

The implementation stages for MSS consist of four key phases: data collection, calculation of basic service fulfillment needs, planning for basic service fulfillment, and execution of basic service fulfillment. Each stage serves specific functions as follows:

a. **Data Collection** Data collection is required to determine basic service needs, which involves identifying citizens to ascertain the number and detailed identities of citizens entitled to minimally required goods or services according to the established types and quality standards. The data collection aims to achieve 100% of the annual targets and indicators for service recipients. Data collected by regional units (Perangkat Daerah) is integrated into the Regional Government Information System.

b. **Calculation of Basic Service Fulfillment Needs** Calculating basic service fulfillment needs through a needs analysis involves determining the gap between the available and required quantities of goods, services, facilities, and/or infrastructure necessary for providing basic services based on the collected data. The outcomes of these calculations are used to formulate basic service fulfillment needs guided by established Cost Standards.

c. **Planning for Basic Service Fulfillment** Detailed planning is conducted to meet previously calculated basic service needs. The Basic Service Fulfillment Plan serves as a performance benchmark for regional governance and is integrated into regional planning documents, including the Regional Medium-Term Development Plan (RPJMD), Regional Government Strategic Plan (Renstra PD), Regional Government Work Plan (RKPD), and Work Plan of Regional Apparatus (Renja). The Regional Development Planning Agency (Bappeda) ensures MSS inclusion in these documents, while the Regional Government Budget Team (TAPD) ensures that budgeting for basic service fulfillment programs and activities is reflected in the Regional Budget (APBD).

d. **Execution of Basic Service Fulfillment** Implementing basic service fulfillment programs and activities according to predetermined targets, based on annually collected data on the number of basic service recipients. The execution involves the provision of necessary goods and/or services and may include regional cooperation in line with applicable laws and regulations.

2.4 Challenges in Implementing Minimum Service Standards (MSS)

The implementation of MSS encounters several challenges or obstacles that result in suboptimal achievements. Common issues and challenges affecting MSS implementation, hindering optimal achievement as mandated in the 2020-2024 RPJMN, include inadequate coordination and synergy between the central and regional governments, and suboptimal strategies for regulatory and institutional implementation. Coordination patterns remain limited to mandatory local government affairs, and regional governments' commitment to planning and budgeting for MSS is still low. Differences in education data cut-off times between educational reports (July) and

MSS planning (January), along with incomplete implementation of MSS achievements across the six fields and four-stage documents within e-SPM, also pose significant challenges.

Additionally, identifying issues within MSS implementation has yet to provide adequate insights for government decision-making. Problems relating to planning activities, coordination, supervision, funding, and innovation remain prevalent. Compliance and consistency in quarterly reporting by regional governments are not yet optimal, and policy formulation support remains inadequately coordinated. Furthermore, MSS implementation lacks sufficient support from regional government human resources, frequently impacted by promotions, transfers, and staffing shortages. A regulation to serve as a basis for calculating MSS Awards for fiscal incentives is also necessary. Generally, budget aspects, targets, beneficiaries and service quality, achievement data, e-SPM data entry, and target adjustments have not been optimally executed by regional governments.

Further challenges according to Government Regulation Number 2 of 2018 include regional governments' inadequate understanding of MSS service type indicators and service quality, exacerbated by their low commitment to MSS fulfillment, reflected in the low percentage of SK Team Implementation and Action Plan Preparation for MSS. MSS programs, activities, and sub-activities have not been fully integrated into Regional Planning and Budgeting Documents. Another challenge involves inadequate human resource capabilities responsible for MSS at the regional level due to frequent transfers and rapid promotions. Additionally, quarterly and annual MSS reporting by regional governments remains suboptimal. These issues require immediate attention and alternative solutions from the central government, particularly the Directorate General of Regional Development, serving as the Central Joint Secretariat for MSS, to optimize MSS implementation.

2.5 Regional Action Plan for MSS Implementation

The regional MSS action plan serves as a systematic coordination tool and guidance for stakeholders. To facilitate planning, budgeting, implementation, monitoring, evaluation, and MSS reporting processes, Provincial and District/City Governments must prepare a Regional MSS Implementation Action Plan document covering the next five years.

A. Content of the Action Plan Document:

1. General overview of profiles and basic data on service conditions related to MSS implementation and achievements (basic numerator and denominator data from MSS operational definitions);
2. Issues, challenges, and resource potentials in MSS implementation and achievement;
3. Medium-term general policies and strategies for addressing issues and challenges and utilizing available resources;
4. Detailed programs, activities, and sub-activities with achievement indicators aligned with Ministry/Agency technical standards;
5. Medium-term general policies and strategies for addressing issues and challenges and utilizing available resources.

B. Benefits of the Action Plan Document:

1. Coordination tool for stakeholders involved in MSS implementation and achievement;
2. Guidelines for planning and budgeting in the preparation of annual MSS implementation and achievement plans;
3. Guidelines for MSS implementation and achievement;
4. Guidelines for monitoring and evaluating MSS implementation and achievement;

5. Guidelines for reporting MSS implementation and achievement, providing feedback, and recommendations for subsequent action plan preparation;
6. Guidelines to facilitate integrating MSS implementation and achievement into regional planning and budgeting documents and mechanisms.

2.6 Reporting on MSS Implementation

Minimum Service Standards (MSS) refer to regulations regarding the types and quality of basic services mandated as compulsory governmental affairs, which every citizen is minimally entitled to, as stipulated in the Minister of Home Affairs Regulation Number 59 of 2021 concerning MSS implementation. The implementation and fulfillment of basic services under MSS are conducted by Provincial and District/City Governments. Local government performance achievements are reported to the central government through the Regional Government Implementation Report (LPPD), which includes details on MSS implementation.

Detailed reporting on MSS implementation at provincial and district/city levels is carried out through the MSS Implementation Report. Previously, reporting was performed manually through direct bookkeeping, which was highly time-consuming. To address this, the Directorate General of Regional Development of the Ministry of Home Affairs innovated by creating and developing the e-SPM application. e-SPM is a web-based application designed to manage data processes related to MSS achievements in regions, transforming the entire activity process into valuable and actionable information.

Reporting procedures for MSS implementation are regulated in Articles 20 and 21 with the following provisions: A. MSS implementation reports are included in the Regional Government Implementation Report (LPPD). B. MSS implementation report materials must minimally include results, encountered challenges, and budget availability for MSS implementation. C. Governors and Regents/Mayors submit regional MSS reports quarterly through the web-based e-SPM application, integrated with supervising Ministries/Agencies (KL), Bappenas, and the Ombudsman. D. Local Governments submit MSS implementation reports no later than three months after the fiscal year ends.

2.7 Monitoring and Evaluation

The objective of monitoring and evaluating MSS implementation in regions is to assess the progress and development of MSS execution against the established plan, and to identify problems and their solutions across all MSS fields implemented by regional governments. Monitoring and evaluation play critical roles in regional MSS implementation, primarily ensuring the ongoing implementation aligns with the primary goal of meeting citizens' basic service rights minimally required. Monitoring occurs during MSS implementation to facilitate necessary mid-course corrections. In contrast, evaluation ensures that the MSS implementation and its benefits align with intended objectives. Results from monitoring and evaluation provide valuable input for future MSS planning.

Monitoring and Evaluation of MSS Implementation at provincial and district/city levels is conducted collaboratively with the Sub-directorate responsible for MSS within the Directorate General of Regional Development, Ministry of Home Affairs.

The scope of monitoring and evaluation activities in 2024 encompasses substantive elements related to MSS implementation stages, including institutional aspects, implementation aspects, and identifying problems and solutions faced by regional governments.

III. ALTERNATIVE POLICY OPTIONS

Alternative policy options for Minimum Service Standards (MSS) represent a series of possible actions or strategies that regional governments can consider to achieve MSS fulfillment targets. These policy alternatives present various implementation strategies tailored to local conditions and needs, encompassing approaches to basic service provision, implementation mechanisms, budgeting strategies, institutional arrangements, and partnership models involving non-governmental entities. The development of these policy alternatives involves assessing the strengths and weaknesses of each option, including effectiveness, efficiency, feasibility, and anticipated impacts on MSS target achievement. Such considerations serve as an informative and strategic basis for decision-making in MSS implementation.

Alternative policies for implementing MSS generally consist of diverse strategies aimed at improving basic service quality for the community. One viable option involves enhancing service quality through the development of clearly defined Standard Operating Procedures (SOPs). With well-defined SOPs, service providers—in this case, the government—have clear guidelines to deliver services that meet public expectations. Another policy alternative is capacity-building through training programs for Civil Servants (ASN) and all relevant stakeholders involved in MSS implementation, thereby increasing their understanding of MSS significance and proper implementation procedures.

Another alternative is diversifying funding sources to fulfill MSS needs. This could involve private sector engagement and non-governmental organizations in providing basic services. This approach aims to ensure that regional budgets are not the sole funding source for MSS, creating opportunities to enhance the quantity and quality of services provided to communities. Further policy alternatives include the adoption of information technology, which enhances public service accessibility and transparency, enabling governments to respond more effectively to community needs. Additional policy options involve improving inter-agency collaboration to develop more efficient programs and activities. Community participation in monitoring MSS implementation is also a valuable policy alternative, ensuring greater legitimacy and optimal achievement of MSS targets.

IV. POLICY RECOMMENDATIONS

Policy recommendations for Minimum Service Standards (MSS) provide specific suggestions or strategic directives derived from an in-depth analysis of available policy alternatives. These recommendations represent optimal choices that should be implemented to address challenges in achieving MSS goals. Typically, these policy recommendations are concrete and practical, based on data analysis and empirical evidence, and carefully consider the context and various implementation constraints. Policy recommendations provide clear direction for subsequent actions by prioritizing the most effective and efficient interventions, thus serving as a foundational tool for decision-making in MSS implementation, including resource allocation, inter-agency coordination, and establishing realistic achievement targets aligned with field conditions.

The primary aim of MSS policy recommendations is to ensure effective and efficient MSS implementation. The first recommendation is to develop comprehensive technical guidelines as a reference for all government officials and relevant stakeholders involved in MSS implementation. Comprehensive technical guidelines can standardize implementation, prevent interpretation discrepancies among regions, offer detailed operational instructions to achieve targets, facilitate integration into regional planning and budgeting processes, and support human resource capacity-building for MSS implementers. Without complete and clear guidelines, MSS implementation could become inconsistent, difficult to measure, and potentially exacerbate disparities in basic public services between regions.

Another recommendation is providing incentives to regions that successfully achieve MSS targets, thereby fostering positive competition among regional governments and motivating them to enhance service quality actively. Further recommendations include conducting training sessions to improve the capacity of government

personnel responsible for MSS implementation. Enhancing the capacity and quality of human resources is crucial, as it significantly impacts the skills and knowledge necessary for managing and evaluating the public services delivered under MSS implementation. These policy recommendations aim to facilitate more effective MSS implementation, ultimately fulfilling community expectations.

Issues and challenges in regional MSS fulfillment have been identified by the Directorate General of Regional Development as the Central Joint Secretariat for MSS, through Integrated Monitoring and Evaluation (Mondu) activities, mentoring and assistance during MSS fulfillment by local governments, and analyzing challenges through the e-SPM Reporting Application. The table below outlines identified issues or challenges along with proposed solutions to accelerate MSS implementation across Indonesia.

No.	Issues and Challenges	Strategies
1	Local governments lack understanding regarding indicators of MSS service types and quality.	<ul style="list-style-type: none"> - Develop comprehensive technical and implementation guidelines for MSS as a reference for regions; - Conduct technical training for Regional Apparatus responsible for MSS implementation.
2	Low commitment from local governments toward MSS fulfillment.	<ul style="list-style-type: none"> - Promptly establish Regional MSS Implementation Teams in accordance with Ministerial Regulation No. 59/2021; - Immediately prepare MSS Implementation Action Plans as stipulated in Articles 19 and 21 of Ministerial Regulation No. 59/2021.
3	MSS has not been integrated into regional planning and budgeting documents.	<ul style="list-style-type: none"> - Integrate MSS Programs, Activities, and Sub-Activities based on the four stages of MSS implementation and MSS Action Plans; - Implement annual tagging of MSS Program, Activity, and Sub-Activity nomenclature.
4	Insufficient capabilities of regional human resources responsible for MSS implementation.	<ul style="list-style-type: none"> - Formulate standard rules by Regional Heads for the training and career development of personnel responsible for MSS; - Strengthen the MSS Implementation Team's Work Program to fulfill MSS.
5	Suboptimal quarterly and annual MSS reporting by local governments.	<ul style="list-style-type: none"> - Develop regional reporting SOPs accompanied by clear reporting guidelines; - Assign dedicated operators or responsible personnel for MSS reporting.

V. CONCLUSION

Minimum Service Standards (MSS) refer to regulations regarding the types and quality of basic services that are mandated by the government and must minimally be accessible to every citizen. Achieving MSS objectives requires robust coordination and guidance between central and local governments, along with capacity building for local officials to ensure optimal delivery of basic services. The MSS implementation mechanism involves empirical data collection, assessment of service needs, planning for fulfillment, and execution of these plans by local governments.

Challenges in MSS implementation include insufficient understanding and commitment from some local governments, and limitations in integrating MSS into planning and budgeting documents. Monitoring and evaluation of MSS, carried out through accurate data collection, function to ensure the effectiveness and accountability of MSS implementation. Policy recommendations aim to provide strategic guidance to address challenges in achieving MSS, thereby enhancing the quality of public services, contributing to community welfare, and realizing national development goals.

Policy alternatives to enhance MSS implementation include developing clear Standard Operating Procedures (SOPs) for service providers, training and capacity building for civil servants (ASN), and diversifying funding sources by involving the private sector and non-governmental organizations in basic service provision. Furthermore, the utilization of information technology is anticipated to improve access and transparency in public services and foster inter-agency collaboration for more efficient program development. Recommended policies encompass drafting comprehensive technical guidelines as references for governments in implementing MSS, providing incentives to regions achieving MSS targets to foster positive competition, and conducting training to enhance the capacity of implementing personnel. Implementation of these recommendations is expected to ensure effective and efficient MSS, meet community expectations, and improve the quality of public services provided by the government.

The period from 2019-2023 served as a critical phase for local governments to demonstrate MSS implementation. However, significant issues arose, including inadequate regional commitment to MSS implementation, lack of integration of MSS planning and budgeting into local planning documents (Dokrenda), rapid turnover of MSS-responsible civil servants, varying fiscal capacities among regions, and non-compliance with established regulatory procedures. These obstacles have resulted in suboptimal regional performance in fulfilling the mandated 100% basic service coverage for citizens.

Unequal basic service fulfillment nationwide contributes to global MSS achievement, as evidenced by the trend not yet reaching 100% coverage: 52.67% in 2019, 58.77% in 2020, 67.86% in 2021, 76.94% in 2022, and 83.29% in 2023. This condition clearly illustrates regional MSS implementation, necessitating strategic measures for MSS fulfillment.

Strategic actions are necessary for problem-solving, with central government intervention in the form of Norms, Standards, Procedures, and Criteria (NSPC), and local government actions through local regulations (perda) or head of region regulations (perkada). First, there must be strong commitment from local governments to oversee comprehensive and equitable MSS fulfillment for citizens. Second, formulating an MSS Implementation Action Plan through head of region regulations to facilitate MSS integration into Dokrenda. Third, establishing clear regulations from regional heads for periodic designation of civil servants responsible for MSS. Fourth, implementing innovative budgeting from alternative funding sources for MSS fulfillment. Fifth, conducting extensive, measurable technical assistance and capacity building for MSS implementing personnel.

Prioritizing MSS fulfillment in public service provision is expected to yield measurable outcomes, both quantitatively and qualitatively. Accurate MSS implementation data will significantly impact improving the living

standards of the Indonesian nation as a whole. High-quality basic services will contribute to enhanced community welfare, advancing Indonesia towards the achievement of the Golden Indonesia vision by 2045.

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