Agile Governance Implementation through the DOLEN Program to Boost Reading Interest in East Java

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ABSTRACT

This research examined the application of Agile Governance principles during the COVID-19 pandemic at the East Java Provincial Library and Archives Service through the launch of the Online Fairy Tale Program (DOLEN). A qualitative approach with descriptive methodology was employed, and data analysis was based on Agile Governance theory, focusing on three core principles. The findings show that the DOLEN program, aligned with Law No. 43 of 2007 on Libraries, has effectively increased reading interest, especially among children and adolescents in East Java. This success is demonstrated by the achievement of three key indicators: First, regarding Quick Wins, the program met its time targets and objectives. Second, in terms of a Systematic and Adaptive Approach, the relevant agencies successfully transitioned activities online during the pandemic and collaborated with other regional libraries, leading to replication. Lastly, in the area of Simple Design and Continuous Refinement, the program's user-friendly features and visually appealing icons on platforms like Instagram, YouTube, and Facebook highlight the government's innovation in making DOLEN more accessible for online storytelling activities.

INTRODUCTION

Education is an effort to develop human resources, aimed at improving the knowledge and well-being of the broader community. According to Law No. 20 of 2003, education is described as a conscious and systematic endeavour to create a learning environment and process that enables students to actively develop their potential. This includes fostering spiritual strength, self-discipline, personality, intelligence, moral character, and the skills needed by individuals, society, the nation, and the state (Ismail et al., 2024; Suprastiyo et al., 2020). Education plays a crucial role as one of the pillars of a nation's success, enhancing its competitiveness and the well-being of its people. It is essential, however, that education also protects a national character from the influence of Westernization (Mulyo et al., 2022; Sujaya et al., 2023).

With regard to reading interest, it does not emerge out of nowhere. The development of reading interest requires both intrinsic motivation and external encouragement, making reading an engaging activity. The Womb (2008) stated that reading interest is a strong desire, coupled with personal effort, to read. Individuals with a keen interest in reading will demonstrate it through their willingness to seek out reading materials and read them voluntarily, or with external encouragement (Zidan, 2019). From this perspective, reading interest involves attention, willingness, motivation, and enjoyment (Apriliasari, et al. 2021). Attention refers to the individual's focus on reading activities, the strong willingness to read, the motivation, and the enjoyment derived from both internal drive and external influences, which foster reading interest (Oni Dina Maharani, Kishya Laksson, No.D.; Susi Ratnavati, 2020).

Education in Indonesia faces significant challenges in boosting reading interest, especially among children and adolescents. While the Reading Interest Index (TGM) improved to 66.77 points in 2023, up from 63.90 in 2022, indicating a shift to a high category after years in the medium range (2017-2021), concerns about low reading habits remain. A particularly alarming statistic reveals that only 0.001% of the population regularly reads, meaning just one in 1,000 people does so. This underscores the ongoing struggle to cultivate a strong reading culture in the country.

Research by Tuanakotta & Indianti (2018) shows that storytelling methods can significantly boost children's interest in reading. Their findings suggest that children not only enjoy the stories but also reflect on the values embedded within them. Patimah (2015), emphasizes the importance of good preparation in storytelling to ensure that the intended message is well-received by children. In this way, fairy tales serve not only as entertainment but also as an educational tool that shapes children's character.

One of the innovative programs managed by the East Java Provincial Library and Archives Service is the Online Fairy Tale Program (DOLEN). This program aims to introduce libraries to children and teenagers and foster an interest in reading through online fairy tales. Held once a week with a different and interesting story each time, DOLEN offers a fun and educational experience (Nuraini, F. E. F., & Reviandani, 2023).

Picture 1: Online Fairytale PromotionFlyer (DOLEN) via media Social Instagram
        Instagram @Disperpusipprovjatim [source]

Through DOLEN, the East Java Provincial Library and Archives Service not only fulfils the community's reading needs but also preserves storytelling traditions as cultural heritage. This program teaches children moral and cultural values while promoting literacy. As an example of Agile Governance, DOLEN emerged during the pandemic in 2020 when in-person services, such as DARLING, were halted. Librarians proposed moving services online, leading to DOLEN's first Instagram broadcast in May 2020, featuring librarian Mrs Wita and storyteller Kak Inge.

The Online Fairy Tale Service (DOLEN) is a public service innovation aimed at boosting reading interest among children and adolescents in East Java. The program has won awards in storytelling competitions for three years (2019, 2020, 2022) and reached 24,689 children through 81 sessions on Zoom and YouTube. Besides fostering literacy, DOLEN empowers local storytellers by enhancing their skills and providing extra income. The program preserves regional folklore, instils moral values, and connects the younger generation to their cultural heritage through fun and interactive storytelling (Larasati & Nahak, 2020).

Previous research that serves as a reference for this study includes Purnomo (2020) the study combines public policy concepts with program effectiveness, analyzing how stakeholder-driven policies influence the DARLING initiative, which is regularly implemented by the East Java Provincial Library and Archives Service. The findings indicate that the DARLING program has effectively fostered students' interest in reading in Surabaya.

The researcher also referenced a study by Ainun et al., (2022) the study found that, according to SAKIP, librarian performance tended to decline during the pandemic but remained categorized as good. Factors limiting the effectiveness of increasing reading habits include a lack of human resources, insufficient public awareness about the importance of reading, and the underdevelopment of library infrastructure. This study provides insight into the effectiveness of the online fairy tale program (DOLEN) organized by the government in increasing reading interest, especially among children and adolescents in East Java (Ainun et al., 2022).

Agile Governance is a government concept that prioritizes speed and flexibility in responding to societal needs. Regional governments, closely aligned with their citizens, are given greater authority to adapt public services to local conditions. This enhances their ability to address changes, such as fostering reading interest through literacy programs like storytelling. Agile Governance emphasizes the importance of creating timely and relevant solutions based on regional needs, allowing governments to respond quickly to unexpected changes and encourage collaboration with communities, educational institutions, and stakeholders. This ensures that programs, such as literacy initiatives, are shaped by community input and adjusted through direct feedback for greater impact.

Additionally, Agile Governance promotes the use of technology and data in decision-making. By utilizing real-time data, governments can monitor community needs, assess program effectiveness, and refine public policies to ensure continuous improvement. This iterative approach makes governance more agile and efficient in serving citizens' evolving needs (Indah Luqmani et al., 2022; Indrianingsih & Irianto, 2024).

In conclusion, the East Java Provincial Library and Archives Service, through Agile Governance, has successfully adapted its services in response to changing circumstances by transforming the Mobile Children's and Adolescent Fairy Tale Program (DARLING) into the Online Fairy Tale Program (DOLEN). This shift has allowed the program to continue effectively promoting reading interest, especially during the pandemic, by utilizing online platforms such as Instagram, YouTube, and Facebook.

METHODS

The research conducted is qualitative, using a descriptive model to describe and depict the object being studied based on existing facts. According to Sugiyono, (2018), qualitative research is used to investigate natural settings, with the researcher serving as the primary instrument rather than relying on experiments. This approach is ideal for explaining the efforts of the East Java Provincial Library and Archives Office, teachers, and guardians to foster reading interest.

Data is collected through direct interaction at the research site using methods such as direct observation, participatory observation, and in-depth interviews with teachers, guardians, and officials. Complementary techniques, including photographs, recordings, and documents, help accurately capture the phenomenon. Triangulation ensures data accuracy by verifying information through various sources and methods, while member checking confirms findings with participants. The study also uses thick descriptions and continuous observation to provide a detailed, accurate portrayal of the events studied (Creswell, 2003).

RESULTS AND DISCUSSION

In today's dynamic environment, a country needs a government capable of adapting—a concept known as Dynamic Governance. This approach requires the government to adjust its decisions and policies based on the changing needs of the community and environmental developments (Mandasari, 2023). During the health crisis caused by the spread of the COVID-19 virus in Indonesia, the government was required to respond swiftly to the evolving situation (Zahra et al., 2022).

The concept of Agile Governance emerged as a solution, defined as an organization's ability to respond to unexpected changes while meeting the ever-evolving demands of society (Indah Luqmani et al., 2022). In response to the need for fostering reading interest, the East Java Provincial Library and Archives Service launched long-term initiatives,

including transitioning the Mobile Children's and Youth Fairy Tales (DARLING) program to an online format, known as the Online Fairy Tales (DOLEN). By leveraging popular online platforms, DOLEN aimed to reach a broader audience.

The Online Fairy Tale Program (DOLEN) exemplifies public service innovation tailored to community needs through storytelling. After its implementation, data showed a significant rise in reading interest across East Java. In 2021, the reading interest level was 64.20, but by 2023, Surabaya's reading interest surged to 80.3, with children reading an average of three hours per day. DOLEN not only stimulates children's reading interest but also empowers storytellers and librarians, preserves regional folklore, and revitalizes the storytelling tradition, helping maintain cultural identity.

To assess the extent of Agile Governance within the East Java Provincial Library and Archives Service, the research focused on analyzing three core principles of Agile Governance:

Based on Quick Wins
In the rapidly evolving digital era, public services are required to adapt and innovate to remain relevant and effective. One key concept in public service management is *Based on Quick Wins*, which emphasizes achieving quick successes to build momentum and trust within the organization. Bryson et al., (2014) stated that these initial successes can be leveraged to improve performance and effectiveness in public services. At the East Java Provincial Library and Archives Office, this principle is applied through the DOLEN program, which shifts library services to digital platforms like Instagram, YouTube, and Facebook, expanding access to children and adolescents.

DOLEN embodies Agile Governance by demonstrating flexibility and collaboration in managing public services. Its significant impacts include increased accessibility to information and the promotion of literacy among the younger generation. The program's success illustrates how innovations driven by Quick Wins can accelerate public service transformation and provide value to society.

Further research is needed to assess DOLEN's impact and explore the application of the Quick Wins principle in other contexts to understand what factors contribute to the success of public service innovations across different regions. Ultimately, DOLEN serves as a model for other public service initiatives in the digital era, setting the groundwork for future service improvements. The analysis of this indicator is detailed as follows:

Speed and Precision
The Online Fairy Tale Program (DOLEN) launched by the East Java Provincial Library and Archives Office has made significant strides in improving accessibility and community engagement through the use of information technology. This program enables people to participate in fairy tale sessions without needing to meet in person, by simply joining via the Instagram app. This opens up wider access for children and adolescents who previously may have had difficulty accessing physical library services. However, challenges remain, particularly concerning the digital divide. As Yelland (2013) points out, inequalities in access to technology can exacerbate social disparities, potentially marginalizing children from underprivileged families or those living in remote areas.

While DOLEN offers interaction through live streaming features, the quality of these interactions may not be as effective as face-to-face meetings. Felder and Silverman (1988) emphasized that direct interactions allow for faster and more responsive feedback, which can enhance the learning experience. Therefore, it is important to consider optimizing the interactive elements of the program, such as incorporating question-and-answer sessions after the fairy tales. Additionally, evaluating the quality of the content presented is essential. By addressing the digital divide, enhancing engagement, and ensuring content quality, the DOLEN program can provide more equitable and sustainable benefits for all sectors of society.

Success
The Online Fairy Tale Program (DOLEN) has effectively utilized advances in information technology to boost reading interest among children and adolescents in East Java. By delivering content directly through Instagram Live, DOLEN

offers a fast and efficient way to present literacy material. According to Male (2015), digital technology can accelerate the delivery of information and increase audience engagement, which is especially relevant for DOLEN. By adapting interactive delivery methods, the program not only makes storytelling more engaging but also fosters a more active reader community among the younger generation.

DOLEN's success is further evidenced by the awards it has received in speech competitions, including poetry, storytelling, and rhyme contests. This recognition highlights the program's effectiveness in cultivating literacy and creativity among its users. Consequently, DOLEN serves not only as a platform for storytelling but also as a tool for developing speaking and writing skills among children and adolescents, reinforcing the role of libraries in supporting education and literacy in society.

Systematic and Adaptive Approach

The principle of a systematic and adaptive approach in the Online Fairy Tale Program (DOLEN) highlights the importance of structured yet flexible management in literacy programs. Researchers have assessed that this program not only uses a methodical approach to delivering information but also adapts to changing community needs. According to Hanelt et al., (2021), An organization must be able to adjust its direction or goals according to the situation it faces. DOLEN exemplifies this adaptability by leveraging digital platforms for systematic content management and scheduling of storytelling sessions, while remaining flexible in responding to audience input, particularly from children and adolescents.

DOLEN's adaptive nature is evident in its ability to innovate and modify its delivery methods based on audience feedback. By hosting live sessions on Instagram, the program swiftly addresses audience preferences and resolves challenges during implementation. This approach not only captures the audience's attention but also fosters dynamic interaction between presenters and viewers, reinforcing libraries' role as central hubs for literacy and education in society.

Systematic Aspects

The systematic aspect of the Online Fairy Tale Program (DOLEN) demonstrates that the East Java Provincial Library and Archives Service has effectively implemented Agile Governance. Through this program, they provide online services while ensuring community participation via various social media platforms. According to Sørensen & Torfing (2011), Agile Governance facilitates more interactive and responsive citizen engagement, which is particularly relevant in the context of DOLEN. By incorporating additional platforms such as YouTube and Facebook, the program offers alternatives for individuals who may not use Instagram, thus expanding its audience and making information more widely accessible.

The East Java Provincial Library and Archives Service's decision to utilize multiple social media platforms showcase a systematic approach to outreach, introducing the program to a broader audience. By distributing content across various channels, they create a more inclusive and accessible experience for users. Cerjit (2023) highlighted that using multiple communication channels in public services can enhance public engagement and understanding. In this way, DOLEN becomes not only a platform for storytelling but also a tool for fostering awareness and interest in reading within the public. This systematic approach strengthens the library's role as an institution responsive to community needs and lays a solid foundation for future literacy initiatives.

Adaptive Aspects

The adaptive aspect of the Online Fairy Tale Program (DOLEN) demonstrates the East Java Provincial Library and Archives Service's success in responding to challenges posed by the COVID-19 pandemic. By swiftly transitioning all activities to an online format, the program ensured the continuity of services while seizing the opportunity to broaden its audience reach. Rollnik-Sadowska et al., (2023) emphasised that organizations able to quickly adapt to environmental changes are more likely to survive and thrive, which is particularly relevant for DOLEN as it responds to societal needs during a health crisis.

Through DOLEN, the East Java Provincial Library and Archives Service aims to continue providing an enjoyable reading experience and inspiring users to explore the diverse world of literacy. The program not only facilitates access to engaging stories but also creates opportunities for children and adolescents to actively participate in literacy activities. Quro & Choiriyah, (2022) observed that positive literacy experiences can foster greater interest in reading and engagement among younger generations. By adopting this adaptive approach, DOLEN serves as an essential tool for building reading interest and literacy in the community while reinforcing the library's role in supporting education in the digital age.

Simple Design and Continuous Refinement
Effective public policies must be easily understood and accepted by the public to ensure proper implementation. In this context, the principles of Simple Design and Continuous Refinement are crucial. These principles emphasize the importance of designing policies that are straightforward yet capable of achieving the government's desired outcomes. By focusing on clear and targeted designs, policy teams can ensure that policies are accessible and widely accepted by the public.

Moreover, Continuous Refinement requires employees to consistently develop and improve administrative services. Moore & Hartley, (2010) stated that continuous improvement is key to creating effective and efficient public services, meaning that teams must continuously seek ways to enhance service quality and responsiveness to community needs. In this regard, the key to implementing a simple policy program is to produce something that can be enacted quickly and accurately, increasing both efficiency and public trust in the government. By adopting these principles, it is hoped that public policies will be implemented more effectively and have a positive impact on people's lives.

Through the principle of *Simple Design* and *Continuous Refinement*, the researcher analyzed several aspects, which are divided into the following findings:

Simple Design
The East Java Provincial Library and Archives Office demonstrated a good understanding of implementing a simple design by selecting Instagram Live as the platform for the Online Fairy Tale Program (DOLEN). The platform's features and icons are designed to be easily understood and accessible to the audience. According to Norman (2013), a good design should be intuitive, enabling users to understand how to use the product without complicated instructions. Thus, simplicity in design not only boosts audience engagement but also allows DOLEN's staff to run the program more efficiently.

With simple, easy-to-understand features, the audience can quickly engage with DOLEN activities without feeling intimidated by technological complexity. The choice of Instagram Live as a platform supports better interaction between presenters and users while creating a conducive learning environment. The simple design of the DOLEN Program is a key factor in enhancing accessibility and community participation, while also supporting broader literacy goals.

Employee Response Level
The level of employee responsiveness is a critical element in the successful implementation of the Online Fairy Tale Program (DOLEN). The research shows that the staff's readiness to implement engaging storytelling strategies has successfully captured public attention and fostered enthusiasm for participating in the program. According to Truss et al., (2013), the readiness of a team to respond to audience needs and implement appropriate strategies can enhance user engagement and satisfaction. In the case of DOLEN, the staff's ability to deliver stories in a captivating and interactive manner is key to attracting the attention of children and teenagers.

The success of the program also highlights the importance of staff training and skill development. Kirkpatrick (1998) argues that investments in staff training can lead to significant improvements in performance. In this context, the DOLEN team has effectively prepared to use innovative storytelling techniques, which not only convey information but also create an enjoyable experience for users. Thus, the responsiveness and readiness of employees to adapt to audience needs are decisive factors in the program's success and its positive impact on society.

Continuous Development

The continuous development of the Online Fairy Tale Program (DOLEN) illustrates that the East Java Provincial Library and Archives Service made a strategic decision by not relying solely on one platform, Instagram Live. By expanding its reach to other social media platforms such as YouTube and Facebook, the program not only enhances accessibility but also mitigates the risks associated with relying on a single communication channel. Godfrey et al., (2020) noted that diversification of communication channels can reduce the risk of failure and ensure messages reach a wider audience. This expansion allows DOLEN to reach different segments of society, including those who may not be active on Instagram.

By providing multiple platform options for DOLEN, the program fosters greater transparency and openness, which are essential for building trust and promoting interest in reading within the community. Erkkilä, (2020) emphasized that openness in program implementation can foster a sense of ownership among the audience, which, in turn, increases interest and participation. Therefore, the East Java Provincial Library and Archives Service's approach to sustainable development not only focuses on delivering information but also on creating an environment that supports literacy and community growth. Through this approach, DOLEN significantly contributes to the development of a reading culture in the region.

CONCLUSION

The Online Fairy Tale Program (DOLEN), implemented by the East Java Provincial Library and Archives Service, effectively applies Agile Governance principles to boost reading interest among children and adolescents. Leveraging digital platforms like Instagram, YouTube, and Facebook, DOLEN has expanded its audience and encouraged active participation through interactive storytelling and competitions. While the program has been successful, challenges such as the digital divide remain, limiting access for economically disadvantaged or remote communities.

DOLEN's ability to adapt during the COVID-19 pandemic, shifting to a fully online format, reflects its systematic and flexible approach. The program's simple design ensures accessibility, though digital engagement may not always replace the quality of in-person interactions. Enhancing interactive features, like Q&A sessions, could further improve audience involvement.

To sustain its impact, the government should explore solutions to bridge the digital divide, such as offering offline storytelling sessions and providing digital literacy training for parents and educators. Regular evaluations of content and interactive elements will help ensure DOLEN remains relevant and effective, fostering long-term improvements in literacy across East Java.

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