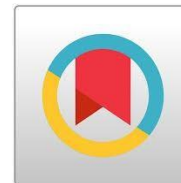


Implementation of Risk-Based Business Licensing Policy in Supporting Ease of Doing Business (Study in Ogan Ilir Regency)



Implementasi Kebijakan Perizinan Berusaha Berbasis Risiko dalam Mendukung Kemudahan Berusaha (Studi di Kabupaten Ogan Ilir)

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ARTICLE INFORMATION	
<p>Keywords Policy Implementation; Risk-Based Business Licensing; Ease of Doing Business;</p>	<p>ABSTRACT <i>Risk-Based Business Licensing is a response to the Job Creation Law aimed at improving the investment ecosystem, business activities, and the Ease of Doing Business (EoDB) in Indonesia. This study analyzes the implementation of risk-based business licensing policies in Ogan Ilir Regency using Charles O. Jones' implementation theory, which includes three main aspects: organization, interpretation, and application. The research method used is descriptive qualitative through interviews, observations, and documentation. The analysis results show that the implementation of risk-based business licensing policies in Ogan Ilir Regency has been running well, as reflected in the adjustment of the organizational structure and the formation of a licensing technical team, adequate human resources in the licensing service sector, adequate internet networks and facilities, and good coordination between DPMPTSP in Ogan Ilir Regency and the licensing technical team. However, several challenges were identified, including budget limitations which have implications for the lack of policy socialization and participation in face-to-face OSS RBA training, insufficient public understanding of the OSS RBA system itself, and supporting regulations for risk-based business licensing that are still in the drafting stage and have not yet been ratified. It is necessary for the Regional Government to strengthen the capacity and competence of human resources, encourage the availability of budget allocations for licensing services, encourage OPD participation to accelerate the preparation of supporting regulations for risk-based licensing, and expand access to assistance by utilizing digital services through simple video tutorials for business actors. It is recommended that future research conduct a comparative study between regions to analyze patterns and best practices in the implementation of risk-based business licensing policies in Indonesia, particularly in areas facing similar challenges. Additionally, future studies should adopt a quantitative approach to measure the policy's impact on business actors.</i></p>
<p>Kata Kunci Implementasi Kebijakan; Perizinan Berusaha Berbasis Risiko; Kemudahan Berusaha;</p>	<p>ABSTRAK Perizinan Berusaha Berbasis Risiko merupakan respon terhadap Undang-Undang Cipta Kerja untuk meningkatkan ekosistem investasi, kegiatan berusaha serta Kemudahan Berusaha (<i>Ease of Doing Business</i>) di Indonesia. Penelitian ini menganalisis implementasi kebijakan perizinan berusaha berbasis risiko di Kabupaten Ogan Ilir menggunakan teori implementasi Charles O Jones yang meliputi tiga aspek utama antara lain aspek organisasi, interpretasi, dan</p>

	<p>aplikasi. Metode Penelitian yang digunakan adalah deskriptif kualitatif melalui wawancara, observasi, dan dokumentasi. Hasil analisis menunjukkan bahwa implementasi kebijakan perizinan berusaha berbasis risiko di Kabupaten Ogan Ilir telah berjalan dengan baik, tercermin dengan adanya penyesuaian struktur organisasi dan pembentukan tim teknis perizinan, SDM yang cukup memadai di bagian pelayanan perizinan, jaringan internet dan sarana prasarana yang cukup memadai serta koordinasi yang baik antara DPMPSTP Kabupaten Ogan Ilir dengan tim teknis perizinan. Namun, beberapa kendala teridentifikasi yaitu keterbatasan anggaran yang berimplikasi pada kurangnya sosialisasi kebijakan dan keikutsertaan dalam pelatihan OSS RBA, pemahaman masyarakat yang masih kurang terhadap sistem OSS RBA itu sendiri, serta regulasi pendukung perizinan berusaha berbasis risiko yang masih dalam tahap penyusunan dan belum disahkan. Perlunya tindak lanjut Pemerintah Daerah untuk memperkuat kapasitas dan kompetensi sumber daya manusia, mendorong ketersediaan alokasi anggaran untuk bidang pelayanan perizinan, mendorong partisipasi OPD guna percepatan penyusunan regulasi pendukung perizinan berbasis risiko, dan memperluas akses pendampingan dengan memanfaatkan layanan digital melalui video tutorial sederhana bagi pelaku usaha. Direkomendasikan pada penelitian selanjutnya melakukan studi komparatif antar daerah untuk menganalisis pola dan praktik terbaik dalam implementasi kebijakan perizinan berusaha berbasis risiko yang ada di Indonesia yang memiliki tantangan serupa serta mengembangkan penelitian menggunakan pendekatan kuantitatif untuk mengukur dampak kebijakan bagi pelaku usaha.</p>
<p>Article History Send 1st January 2025 Review 24th January 2025 Accepted 16th March 2025</p>	<p>Copyright ©2026 Jurnal Aristo (Social, Politic, Humaniora) This is an open access article under the CC-BY-NC-SA license. Akses artikel terbuka dengan model CC-BY-NC-SA sebagai lisensinya.</p>



Introduction

The Omnibus Law on Job Creation contains one of the important elements in changing the licensing paradigm from a licensing-based approach to a risk-based approach. The urgency of changing the concept of risk-based business licensing is to improve the investment ecosystem and business activities also Indonesia's Ease of Doing Business (EoDB) ranking. A survey conducted by the World Bank International Finance Corporation (World Bank-IFC) indicated that Indonesia is still ranked 73rd out of 190 countries, lagging behind five other ASEAN countries namely Singapore, Malaysia, Thailand, Brunei Darussalam, and Vietnam. The implications of the results from this ease of doing business assessment then encourage various countries to deregulate competitively, especially in developing countries (Setianto & Raharja, 2020). The response to this mandate is reflected in Government Regulation Number 5 of 2021 concerning the Implementation of Risk-Based Business Licensing.

Table 1. EODB Ranking of ASEAN Countries in 2016-2020

Country Name	Ranking				
	2016	2017	2018	2019	2020
Singapura	1	2	2	2	2
Malaysia	18	23	24	15	12
Thailand	49	46	26	27	21
Brunei Darussalam	84	72	56	55	66
Vietnam	90	82	68	69	70
Indonesia	109	91	72	73	73

Source: *Doing Business Database*, Processed by Researcher.

Indonesia's current position is not in line with President Joko Widodo's target of achieving a rank of 40 in ease of doing business. This stagnant position is due to the fact that the bureaucracy in Indonesia is still quite complex so that investors must manage various permits across different levels of government, from the Central Government to the Regional Government. Indonesia's low investment climate and competitiveness cause many investors to be more interested in peer group countries such as Thailand and Malaysia than Indonesia to invest (Praise et al., 2022). The Indonesian government through the Investment Coordinating Board and the Coordinating Minister for Economic Affairs strives to realize licensing simplification in encouraging ease of doing business (Damayanti et al., 2023).

According to a press release issued by the Investment and One-Stop Integrated Service Office of South Sumatera Province in 2022 regarding the investment realization

achievements of regencies and cities within the province, Ogan Ilir Regency only achieved 26.04% of its targeted investment realization.

Table 2. Achievement Level of Investment Realization from January to December 2022

Regency/City	Target	Investment Realization (Rp)	Achievements (%)
Muara Enim	11.605.720.980.000,00	13.177.866.822.321,20	113,55%
Ogan Komering Ilir	11.138.774.680.000,00	5.161.830.641.660,48	46,34%
Lahat	4.240.059.410.000,00	3.866.980.320.971,72	91,20%
Ogan Ilir	3.411.428.600.000,00	888.366.291.844,84	26,04%
Palembang	3.395.504.310.000,00	4.581.510.658.505,69	134,93%
Banyuasin	2.037.359.640.000,00	5.099.108.681.818,75	250,28%
Musi Banyuasin	1.889.829.480.000,00	3.342.628.618.375,73	176,87%
Musi Rawas Utara	1.120.499.390.000,00	541.376.001.659,10	48,32%
OKU Timur	531.758.720.000,00	289.449.237.656,78	54,43%
Musi Rawas	486.287.610.000,00	800.262.228.904,39	164,57%
Lubuk Linggau	431.237.490.000,00	801.068.110.841,77	185,76%
Prabumulih	296.724.710.000,00	442.849.386.578,79	149,25%
PALI	162.631.870.000,00	1.061.744.079.849,65	652,85%
OKU	155.892.550.000,00	557.905.251.681,31	357,88%
Empat Lawang	68.938.410.000,00	196.139.940.000,00	284,51%
OKU Selatan	13.708.740.000,00	16.383.495.163,77	119,51%
Pagar Alam	13.643.410.000,00	591.219.924,28	4,33%

Source: *Press release DPMPTSP of South Sumatera Province, Processed by Researcher.*

Ogan Ilir Regency was only able to achieve 26.04% of its investment realization target in 2022, with an actual realization of IDR 888,366,291,844.84 out of the set target of IDR 3,411,428,600,000.00. In comparison, several other regencies or cities exceeded their targets, such as Muara Enim Regency, Palembang City, Banyuasin Regency, Musi Banyuasin Regency, Musi Rawas Regency, Lubuk Linggau City, Prabumulih City, PALI Regency, OKU Regency, Empat Lawang Regency, and South OKU Regency. This situation raises a serious concern and challenges in implementing business licensing policies to increase the level of ease of doing business and encourage investment realization in Ogan Ilir Regency considering that Ogan Ilir Regency is one part of the mainstay area of Palembang City in the direction of the National Spatial Plan particularly in its leading economic sectors including the agricultural sector, the manufacturing and trade sector, and the fisheries sector.

The change in the concept of business licensing to risk-based as a part of the implementation of the Job Creation Law (UUCK) can play an important role in improving the investment ecosystem and influencing investor perceptions of the ease of doing business

and maintaining an investment-worthy position in the future. However, since the risk-based licensing policy was officially enacted on August 9 2021, several challenges have emerged during its transitional phase. Some aspects that require attention for implementation readiness at the regional level are regulatory aspects including policy compliance responses and the completeness of risk-based licensing regulations; institutional aspects including adjustments to the structure of the Investment and One-Stop Integrated Service Office (DPMPTSP), the number and competence of human resources, participation in OSS RBA training, and digitalization aspects such as the availability of internet network infrastructure and supporting facilities that must be carried out an improvement agenda for the future (KPPOD, 2021).

Some previous research related to this topic has been conducted by Praise, Rompis, Nurzaman (2022) entitled *Risk Based Licensing as Licensing Reform in Indonesia Based on Government Regulation Number 5 of 2021* which found that the risk-based approach as a new concept in licensing still requires significant improvement areas in terms of the readiness of the OSS RBA system which suddenly cannot be accessed, inadequate human resources, the quality of communication and public services that do not provide two-way communication for the community and are perceived as unresponsive (Praise et al., 2022). Another research conducted by Susanto et al. (2024) with the title *Policy Evaluation Implementation of Risk-Based Business Licensing in Kuningan District* which shows that the implementation of risk-based business licensing has been welcomed by MSME business actors, but there is one main obstacle-the absence of a Detailed Spatial Plan (RDTR) which has an impact on hampering the process of basic licensing requirements including Spatial Utilization Suitability and Building Approval (PBG) and not achieving the PBG retribution target so that the Kuningan Regency Government immediately forms a Regional Spatial Planning Forum to follow up the lack of RDTR regulations in the area (Susanto et al., 2024).

In the context of implementing risk-based business licensing policies, Spatial Utilization Suitability (KKPR), Building Approval (PBG), and Certificate of Feasibility (SLF) are fundamental requirements that must be fulfilled (BKPM RI, 2021). In terms of implementation readiness in the regions, the Detailed Spatial Plan (RDTR) is also one of the mandatory requirements for risk-based business licensing because the RDTR needs to be integrated in digital form into the OSS RBA system (KPPOD, 2021). However, until now not all regions have digital RDTR despite its crucial role as a fundamental element in the Basic Requirements for Risk-Based Business Licensing including Ogan Ilir Regency while the KKPR is a document that states the conformity of the activity plan with the Detailed

Spatial Plan (RDTR) and is the initial stage that must be passed in starting business activities. If the conformity assessment is carried out based on the RTRW, it will open up opportunities for misuse of space because the RTRW documents are still too general (Sari & Prasetyo, 2022). In accordance with Ogan Ilir Regent Regulation Number 68 of 2022 concerning Delegation of Authority to Implement Risk-Based Business Licensing and Non-Licensing Services to the Head of the Investment and One-Stop Integrated Service Office (DPMPTSP) of Ogan Ilir Regency, as an implementing element that receives delegation of authority by the Ogan Ilir Regent and implements this policy consistently for 3 (three) years, but the conditions that occur in practice in determining KKPR for business actors in Ogan Ilir still rely on RTRW, the local government must take immediate action to finalize the RDTR as a basic for verifying KKPR.

This condition is also supported by the results of a self-assessment conducted by BKPM RI as stipulated in Presidential Regulation Number 42 of 2020 concerning the Awarding and / or Imposition of Sanctions to State Ministries / Institutions and Regional Governments, DPMPTSP of Ogan Ilir Regency in the aspect of Accelerating Business Implementation (PPB) in 2023, the criteria for simplifying the basic requirements for business licensing received a relatively low score of 34/100. This score was based on indicators evaluating the formulation of regional regulations (Perda) or regional head regulations (Perkada) concerning Detailed Spatial Plans (RDTR), Building Approval (PBG), and Certificate of Feasibility for Function (SLF). The verification results indicated that these supporting regulations for risk-based business licensing had not yet been enacted. The results of this assessment indicate that the level of implementation readiness in the regions in terms of regulatory aspects, namely compliance response and policy completeness is still low so that accelerating the preparation of supporting regulations needs to be done to ensure legal certainty for investors or business actors who want to invest and increase transparency and accountability in the licensing process in the regions. Clear and well-established licensing regulations will increase investor confidence in making investments and eliminate concerns about uncertainty, thereby fostering a better business and investment climate in Ogan Ilir Regency.

Meanwhile, a performance assessment is also carried out on the One-Stop Integrated Service (PTSP) aspect of the Human Resources criteria which scored 39/100 in 2023. Out of a total of 15 civil servants (ASN), only five employees have been certified in the OSS RBA system. The uneven distribution of employees who have participated in OSS RBA training and certification shows that the quality of existing human resources still needs to be

improved in terms of capacity and competence. The results of this assessment indicate that the level of implementation readiness in the regions in terms of institutional aspects is still weak and must be a serious concern of the Regional Government to carry out an improvement agenda related to the competence and capacity of existing human resources so as to be able to support the achievement of risk-based business licensing policy goals to realize ease of doing business through the provision of risk-based business licensing services that are fast, easy, transparent, certain, simple, affordable, professional and integrated.

Several problem identifications found in the DPMPTSP of Ogan Ilir Regency and several other agencies based on previous research shows that there are similar problems or determinant obstacles such as the unpreparedness of supporting regulations for licensing at the regional level, especially related to RDTR documents, inadequate human resource conditions, limited budgets for training and socialization, lack of coordination among relevant agencies in the implementation of OSS RBA, and gaps in digitalization or uneven internet network coverage in certain areas. To gain a more comprehensive understanding of the extent to which the readiness of risk-based business licensing policy implementation has been carried out in Ogan Ilir Regency, it is necessary to further and thoroughly analyze the aspects of successful implementation in a broader dimension, especially with the incomplete condition of several supporting regulations for risk-based business licensing in Ogan Ilir Regency which has the potential to cause differences in understanding and interpretation of policies during implementation. The researcher will analyze how the implementation of risk-based business licensing policies is carried out based on the regional readiness level of Ogan Ilir Regency using Charles O. Jones' Implementation Theory, which has not been used by previous researchers with the locus of DPMPTSP Ogan Ilir Regency to obtain a comprehensive factual depiction starting from organizational planning, interpretation, and concrete application in the field.

Method

This research uses a descriptive-qualitative method by interviewing informants from the licensing service sector of the Investment and One-Stop Integrated Services Office (DPMPTSP) of Ogan Ilir Regency, the technical licensing team at the Public Works and Spatial Planning Agency (PUPR), and several business actors as users of risk-based business licensing services. This qualitative research process involves formulating questions, collecting data from participants, analyzing data inductively, and interpreting the meaning of the data (Creswell & Creswell, 2022:40). The data used in this research is

qualitative, sourced from primary data obtained directly from observation and interview results, as well as secondary data derived from literature reviews, journals, regulations, institutional reports, and other relevant information through data collection techniques include observation, interview, and documentation. The data analysis techniques adopted from Creswell and Creswell (2022) in this research include organizing and preparing the data for analysis, reading through all the data, coding the data, identifying themes, developing a story line interpretation, further analyzing the data using an analytic framework, and representing and interpreting the data. The researcher then tests the validity of the data by referring to validity and reliability through source triangulation, technique triangulation, conducting member checking, and engaging in discussions through supervision and comparing the research findings with previous research.

Result and Discussion

The analysis of the implementation of risk-based business licensing policies in supporting the Ease of Doing Business (Study in Ogan Ilir Regency) is carried out using the implementation theory of Charles O. Jones, which consists of three main aspects as explained below.

Organization

The organizational aspect is a crucial initial stage before implementing a policy, involving the establishment or restructuring of resources, units, and methods to support policy execution (Jones, 1996).

Organizational Structure Arrangement

The organizational structure within a government institution plays a crucial role as the executor of policy programs. In the context of the readiness to implement risk-based business licensing policies at the regional level, compliance with the organizational structure (institutional framework) as regulated in Minister of Home Affairs Regulation No. 25 of 2021 on DPMPSTP is essential. Regarding the formation of the organizational structure, the researcher conducted an interview with the Acting Head of the Investment and One-Stop Integrated Services Office (DPMPSTP) of Ogan Ilir Regency on Monday, November 18, 2024, at 11:00 AM WIB, who stated:

"The organizational structure of DPMPTSP Ogan Ilir Regency has now been adjusted to Minister of Home Affairs Regulation No. 25 of 2021 concerning the Investment and One-Stop Integrated Services Office. This includes the establishment of functional positions for investment, PTSP, and complaints handling. Additionally, within the PTSP functional group, a technical licensing team for both business and non-business permits has been formed based on a decree from the Regent of Ogan Ilir."

Currently, the organizational structure of DPMPTSP Ogan Ilir Regency has been aligned with the central regulations since 2022, following the issuance of Regent Regulation No. 52 of 2022 on the Organizational Structure, Duties, and Functions of DPMPTSP Ogan Ilir Regency. This regulation establishes that the Head of the Agency oversees Secretariat, Subdivision of General Affairs and Staffing, Functional Position Groups which are further divided into Investment Functional Position Group, PTSP Functional Position Group, Complaints, Policy, and Service Reporting Functional Position Group. Within the PTSP Functional Position Group, a Technical Licensing Team for both business and non-business licensing has been formed based on Regent Decree No. 138/KEP/DPMPTSP/2022. This decree establishes the Technical Licensing Team and its Secretariat at DPMPTSP Ogan Ilir Regency, consisting of Technical Team Coordinator and Technical Team Members comprising representatives from sectoral Technical OPDs (Regional Government Agencies) related to risk-based licensing according to KBLI which include DPMPTSP, Department of Manpower and Transmigration, Department of Health, Department of Environment, Department of Food Security and Agriculture, Department of Public Housing and Settlement Areas, Department of Education and Culture, Department of Industry, Trade, Cooperatives, and MSMEs, Department of Transportation, Department of Fisheries, Department of Communication, Informatics, Statistics, and Cryptography, Department of Public Works and Spatial Planning, Department of Youth, Sports, and Tourism, and Land Office of Ogan Ilir Regency. The Technical Licensing Team for Business and Non-Business Permits is responsible for Verifying the completeness of documents and requirements for each submitted licensing application, Conducting field inspections to ensure compliance with regulations, Providing technical recommendations for approval or rejection, serving as a basis for the DPMPTSP Head's decision, and Determining retribution fees for permits subject to fees, in accordance with applicable regulations.

Furthermore, to determine whether there are overlapping responsibilities within the organization, the researcher conducted another interview with the Acting Head of DPMPTSP Ogan Ilir Regency, who stated:

"Yes, there are particularly in the Investment Division, because this division encompasses three functions at once: Investment Climate Planning and Development, Investment Promotion, and Investment Control and Implementation (Dallak). Ideally, these functions should be separated, but due to employee transfers in 2022, there was a staff shortage. Recruiting new employees from outside is also quite challenging since they must first undergo a Competency Test. Overlapping duties were also found in the Secretariat, as no one has filled the functional position for planning since the transfer of planners to other OPDs in 2022."

Based on the interview results it was also found that overlapping responsibilities occur mainly in the Investment Division and Secretariat due to employee transfers within DPMPTSP, which have not yet been replaced. The difficulty in recruiting new employees from other OPDs arises because candidates must first undergo a Competency Test, as the required positions are functional positions. It can be concluded that no overlapping tasks were found in other divisions.

Resource Management

In public policy implementation, public organizations serve as the primary implementors. Their capacity involves human resources, financial support, and other resources that enable the organization to function effectively. These three factors are crucial in ensuring the successful implementation of policies. Regarding resource management at DPMPTSP Ogan Ilir Regency, the Acting Head of the Investment and One-Stop Integrated Services Office stated in an interview:

"In terms of quality, our human resources are already quite adequate. However, in terms of quantity, we are still severely lacking. Therefore, additional personnel are needed. Currently, all positions have been converted into functional positions, making it difficult to recruit new employees into DPMPTSP, as they must first undergo a Competency Test to fill the available functional positions."

Additionally, the researcher gathered information regarding human resources in the Licensing Services Division, where it was stated:

"The licensing services team is already performing quite well. However, they are continuously encouraged to participate in technical guidance (bimtek) and training programs related to licensing services, organized by the Investment Coordinating Board (BKPM) or the Ministry of Home Affairs (Kemendagri)."

The statement from the Acting Head of the Investment and One-Stop Integrated Services Office was further validated by the Senior Policy Analyst, Coordinator of Licensing and Non-Licensing Services, in an interview conducted on Friday, November 22, 2024, at 10:00 AM, as follows:

"Specifically in the Licensing Services Division, I can say that the existing human resources are already quite adequate. However, continuous improvement in understanding is still encouraged because the OSS RBA system undergoes changes and updates every year. As a result, we must continuously update our knowledge. From top to bottom, learning must always be present. Regarding BKPM's assessment of DPMPTSP's human resources as low, that evaluation considers all divisions. However, for the Licensing Services Division itself, the existing personnel's capacity and competence are already quite good, and most of them have attended online OSS RBA training."

A business actor from Tanjung Batu District also shared their opinion regarding the competence of human resources, particularly in the licensing services division, during an interview on Friday, November 29 2024.

"The human resources at the DPMPTSP of Ogan Ilir Regency are quite competent, especially in serving the public who wish to apply for business licenses. They are also responsive in assisting business owners if there is any confusion or technical issue with the OSS RBA system, particularly during the initial registration process."

Based on the results of interviews and field observations, it was found that the number of human resources at the DPMPTSP of Ogan Ilir Regency is 39 people, consisting of 15 civil servants (PNS) and 24 honorary or contract workers (TKS). The small number of civil servants aligns with the explanation given by the Acting Head of DPMPTSP Ogan Ilir Regency, who stated that the existing human resources are still insufficient in terms of quantity due to employee transfers in 2022 and several vacant functional positions, such as the Sub-Coordinator for Planning and Investment Climate Development, the Sub-Coordinator for Investment Implementation Control, and the Planner. However, in the Licensing Services Division, the total number of personnel is eight, consisting of four civil servants and four honorary workers, which is considered adequate. This issue was also highlighted by the researcher because, based on BKPM's assessment of PTSP aspects, the score obtained was relatively low at 39/100. However, according to the Coordinator of the Licensing Services Division, this score was due to an overall assessment that covered all divisions. Meanwhile, the number of civil servants who have attended OSS RBA training is only five, which clearly indicates the need to enhance training for employees who have not yet participated in the OSS RBA program to improve their capacity and competence.

Several competencies are required to improve the quality of human resources at the DPMPTSP of Ogan Ilir Regency, particularly in supporting the implementation of business licensing policies. These include expertise in business licensing, especially investment-related matters, participation in OSS RBA training organized by the Ministry of Investment and Downstreaming or the Investment Coordinating Board (BKPM), foreign language

certification, and other supporting certifications related to business licensing services, particularly those related to public service, which many employees at DPMPTSP Ogan Ilir have yet to obtain.

Table 3. Results of Human Resources Assessment Verification at DPMPTSP in 2023

Description	Total
Business Licensing Certification	3 people
OSS RBA Certification	5 people
Foreign Language Certification	-
Other Supporting Certifications Related to Public Service	7 people

Source: BKPM Human Resources Assessment Criteria, 2023.

Based on the table above, it can be seen that the number of employees who have participated in various training programs supporting service functions is still very minimal, even less than the total number of employees. In fact, no employees hold foreign language certifications, despite the fact that the business actors being served include not only domestic entrepreneurs but also foreign investors. Therefore, the existing human resources need to develop foreign language competencies. BKPM, in delivering its assessment results, also recommended that training related to this competency be scheduled as soon as possible. Furthermore, with only five employees holding OSS RBA certifications, BKPM provided a similar recommendation. Since the implementation of business licensing services under Government Regulation No. 5 of 2021 on Risk-Based Business Licensing can only be carried out through the OSS RBA system, it is essential to schedule OSS RBA training for other employees to ensure optimal service delivery for the public and business actors.

The budgetary or financial resources to support policy implementation at the DPMPTSP of Ogan Ilir Regency experienced a decline from the previous year, decreasing from IDR 325,000,000 in 2022 to IDR 150,000,000 in 2023, representing an almost 54% reduction. As a result, outreach activities were limited to only six districts out of a total of 16 districts in Ogan Ilir Regency. This information was obtained based on an interview with the Senior Policy Analyst and Coordinator of the Licensing and Non-Licensing Services Division, who stated:

"For 2023, when we talk about budget allocation there is a budget although it is still limited because the available funds are smaller compared to 2022. In 2022, the allocated budget for licensing service activities was IDR 325,000,000, whereas in 2023, it was reduced to IDR 150,000,000. However despite the relatively small budget, we still prioritize key activities, such as outreach efforts to enhance public understanding of OSS RBA. In 2023, due to budget constraints we were only able to conduct outreach in six districts. Additionally we provided direct assistance at

several crowded locations through an 'On The Spot' approach by setting up business licensing service booths in local markets across Ogan Ilir Regency."

Budgetary resources must be available to facilitate the administration of a policy, as limitations in these resources can lead to policy failure (Van Meter and Van Horn, 1975). This issue is further exacerbated by the fact that in 2024, there is no budget allocated at all for investment service programs, according to the Work Plan (Renja) of DPMPTSP for 2024 and interviews with relevant informants. The minimal budget allocation in the licensing service sector impacts activities that should support key priorities in the context of risk-based business licensing services, making them more restricted. This situation requires an immediate response by increasing the budget allocation for service activities and enhancing digital infrastructure to support licensing services for the public.

Coordination Between Units and Implementing Organizations To achieve successful implementation, it is necessary to establish who will be the implementors, determine the budget allocation, set work procedures, and ensure coordination among policy implementers (Pratiwi et al., 2024). In the context of risk-based business licensing services, DPMPTSP coordinates with the technical licensing team from relevant government agencies (OPD) regarding technical recommendations before issuing permits to business actors. Since this policy implementation involves multiple organizations, ensuring effective coordination and collaboration remains essential. Information regarding coordination between units and implementing organizations was obtained from an interview with the Acting Head of DPMPTSP, as follows:

Coordination both between units and divisions is carried out through collaboration to support policy implementation especially in the service sector. For example, we hold regular meetings to discuss issues together, particularly those related to service delivery."

Then she added her perspective on coordination with the technical team:

"Coordination with the technical team has been good and remains continuous. We hold meetings with the technical team once a month, especially when service-related issues arise, such as technical matters related to issuing technical recommendations or our role in granting licenses."

This statement was then supported by the Senior Policy Analyst and Coordinator of the Licensing and Non-Licensing Services Division, who stated:

"We continuously coordinate with technical OPDs, especially regarding licensing services. We have also held several communication forums with technical OPDs to address issues within the OSS RBA system. Additionally, we have previously provided technical OPDs with training on how to use the system, conduct verification through the system, and have carried out outreach efforts since its initial implementation."

The Junior Policy Analyst and Sub-Coordinator of Licensing and Non-Licensing Services, during an interview on Monday, November 25 2024 at 10:00 AM WIB stated:

"Yes, the coordination between DPMPTSP and the technical licensing team has been very well established. Monthly meetings are usually held with technical OPDs to discuss licensing support activities, or the technical team itself comes directly to DPMPTSP for coordination, especially when there are new regulations from the Ministry that need to be addressed."

In addition to interviewing employees at DPMPTSP, the author also interviewed the Technical Licensing Team from the relevant technical OPD, specifically the Head of the Spatial Planning Division at the Public Works and Spatial Planning Office (PUPR) on Tuesday, November 26 2024 at 10:00 AM WIB, who stated:

"Coordination has been carried out well, and it is hoped that this will continue in the coming years. We must ensure that the good coordination we have established does not weaken but is instead improved. Coordination sometimes involves the need for confirmation or discussions on technical matters related to KKPR applications as this falls within the scope of spatial planning. KKPR applications are also linked to the sub-accounts within the OSS RBA system, which have been provided by DPMPTSP. In terms of workflow DPMPTSP and the PUPR Office are closely connected in the issuance of PKKPR, as all licensing authority has been delegated to DPMPTSP by the Regent. This means that sectoral agencies no longer issue permits, DPMPTSP is now responsible. Therefore coordination between agencies is crucial."

Overall, coordination between units and implementing organizations in policy implementation has been well established. This is evident through monthly internal meetings, direct coordination visits to offices, and communication via phone or WhatsApp with the technical licensing team to discuss various challenges related to the OSS RBA system and to enhance collective understanding of new regulations. The coordination

between DPMPTSP and the technical licensing team follows a sequential pattern, where success is highly dependent on the cooperation of all involved organizations (Kadji, 2015). Policy implementation involving multiple actors presents its own challenges, as noted by Jening (1998:418), who stated that coordination becomes more difficult as the number of involved work units increases. However, in practice, the implementation of this multi-organization policy demonstrates effective coordination between DPMPTSP and the technical team, which prevents sectoral egos from hindering the overall service process. Each implementing organization actively engages in communication whenever issues arise within the OSS RBA system, ensuring smooth policy execution.

Table 4. Research Findings on the Organization Aspect

Research Findings
DPMPTSP of Ogan Ilir Regency has adjusted its organizational structure based on Permendagri No. 25/2021 on DPMPTSP and has established a technical licensing team (Positive).
Coordination between units and implementing organizations or the technical licensing team has been well established but needs improvement to accelerate the development of supporting regulations for risk-based licensing (Positive).
Human Resources are still lacking in both quantity and competence due to budget constraints for training and staff transfers, although they are sufficient in the licensing service sector (Positive and Negative).
The budget resources were relatively small and limited in 2023, and there is no budget allocation for licensing service activities in DPMPTSP Kabupaten Ogan Ilir for 2024 (Negative).

Source: Processed by Researcher.

Interpretation

The interpretation aspect refers to the translation or explanation of policy language into appropriate and actionable plans or directives that can be accepted and effectively implemented. In a policy implementation process that involves multiple organizations, the potential for differences in interpretation regarding policy objectives increases (Herdiana, 2018). Therefore it is crucial for all parties involved in policy implementation to have a same understanding and vision to ensure that the established policy goals and objectives are successfully achieved.

Completeness and Clarity of Regulations

The completeness and clarity of regulations are essential as guidelines for implementers to enhance their understanding before policy outputs can be effectively conveyed to the policy targets, namely the public and business actors. The researcher gathered information regarding the clarity of regulations from the implementers' perspective in the context of Risk-Based Business Licensing Policy, as explained by the Acting Head of DPMPTSP during an interview:

"For us as policy implementors, central regulations are quite easy to understand. However for the general public, they are perceived as more complicated and cumbersome. This is because in the past licensing processes were completed directly at DPMPTSP and they did not have to handle them independently online. For example when applying for a Building Approval (PBG, all documents must be complete and detailed. However, in terms of quality the risk-based business licensing process is clearly better and the security of permits is more assured."

The statement above is further reinforced by the opinion of Senior Policy Analyst and Coordinator of the Licensing and Non-Licensing Services Division, who stated:

"In our opinion from the licensing service division, the regulations are easy to understand and implement because the central government frequently conducts socialization efforts even if only online. For example whenever there is a new policy related to licensing services or OSS RBA, they immediately disseminate the information. If there are regulatory or policy changes, they are also promptly communicated. Therefore, we can say that central regulations regarding risk-based business licensing are easy to understand and implement. Additionally, we have a national DPMPTSP group where we discuss and address any issues related to licensing services, particularly OSS RBA."

The central regulations related to risk-based business licensing are considered relatively easy to understand by policy implementors, although some aspects still require further technical guidelines. One example is the self-declare mechanism, which still needs stricter monitoring, necessitating improvements at the central level. As a response to the central regulations, Ogan Ilir Regency has followed up by issuing derivative regulations, namely Regional Regulation Number 12 of 2022 on Business Licensing Implementation and Regent Regulation Number 68 of 2022 on Delegation of Authority for Risk-Based and Non-Business Licensing Services to the Head of DPMPTSP Ogan Ilir Regency. In terms of readiness for implementation at the regional level, in addition to the existing regional and regent regulations further supporting regulations are still required, such as RDTR, PBG, and SLF, which serve as the fundamental requirements for business licensing.

Regarding the RDTR regulation in Ogan Ilir Regency which has not yet been ratified the author interviewed the Head of the Spatial Planning Division, who stated:

"For RDTR, the main obstacle is the Base Map. The Geospatial Information Agency (BIG) has not been able to provide an updated base map. Secondly, the data from OPD is not optimal. Since we are the end users, the quality of the input data also needs improvement. When the data does not meet the required quality or standards, it becomes difficult to proceed with further analysis. RDTR is being developed for all of Indonesia, so the queue is quite long. Additionally, spatial planning requires cross-sectoral discussions. The Regent continues to push for progress, and we have made maximum efforts. Currently, RDTR is in the clinic stage with the Ministry, and there are several aspects that need revision. One of them is the ITBX matrix, which currently consists of approximately 48,000 entries.

The researcher also successfully interviewed the Head of the Building Arrangement and Construction Services Division regarding the challenges in drafting supporting regulations for risk-based business licensing related to PBG (Building Approval) and SLF (Certificate of Feasibility for Function) as follows:

"One of the main duties of our division is managing Building Approval (PBG) and the Certificate of Feasibility for Function (SLF). Since 2022, Ogan Ilir Regency has drafted a Regional Regulation (Perda) concerning PBG and SLF. However the challenge lies in several provisions within the articles that require coordination among relevant agencies. Secondly, following the issuance of the Ministry of Home Affairs Regulation on Regional Taxes and Levies, the previously drafted Perda must now be consolidated into a single regulation, namely the Regional Tax and Levy Regulation (PDRD). As a follow-up, the Regent Regulation on PBG and SLF Implementation is currently in the drafting stage."

Based on the interview results, several challenges in drafting supporting regulations for risk-based business licensing have been identified. These include the unupdated base map from the Geospatial Information Agency (BIG), suboptimal data quality from Regional

Government Agencies (OPD) that does not meet the required standards, making further analysis difficult and the complex process that requires multiple consultation stages and evaluations at the Regency, Provincial, and Ministerial levels, leading to prolonged timelines. Meanwhile, the drafting of the Regional Regulation (Perda) on Building Approval (PBG) and Certificate of Feasibility for Function (SLF) is hindered by the need for further coordination among OPDs regarding specific articles and adjustments to the latest central government regulations on Regional Taxes and Levies (PDRD). As a result, the regulation being drafted must be incorporated into a single PDRD Regulation.

Policy Communication

The process of conveying information related to policies is known as policy socialization. According to Herdiana (2018) socialization is a crucial step that must be undertaken before a policy is implemented. The DPMPTSP, as the Regional Government Agency delegated by the Regent to manage business licensing in the region has made efforts to ensure that policy-related information is well-received by all involved parties. This is supported by a statement from the Acting Head of DPMPTSP, who stated:

"We conduct meetings and invite the technical licensing team to inform them about new regulations or policies related to licensing services. Sometimes, the technical team itself receives updates from their respective supervising ministries and they also share new regulations related to services with DPMPTSP whether through meetings or WhatsApp groups. Additionally, in terms of supervision after the license has been issued we conduct monitoring activities at business locations."

The statement above is in line with what was expressed by Senior Policy Analyst and Coordinator of the Licensing and Non-Licensing Services Division as follows:

"First of all we already have a group with the technical OPDs. It is impossible for DPMPTSP to formulate policies without involving the technical OPDs. Automatically, information related to policies is indirectly known and conveyed to them properly because DPMPTSP has conducted socialization from the beginning and licensing services cannot function without the involvement of technical OPDs."

Based on the results of the interviews conducted, it was found that socialization activities had been carried out in all 16 districts of Ogan Ilir Regency in 2022, along with capacity-building sessions for the technical licensing teams from relevant OPDs since the initial implementation of the policy. However, in 2023, due to budget constraints, follow-up socialization efforts could only reach six (6) districts, preventing a complete follow-up across all 16 districts. As an implication DPMPTSP Ogan Ilir Regency is currently providing direct assistance at the office to help business actors who still require guidance and support in understanding the use of the OSS RBA system.

The Head of the Spatial Planning Division, through an interview, further expressed their opinion regarding the socialization efforts carried out by DPMPTSP:

"I think it needs to be further improved for Technical OPDs, like the socialization event on November 19. Technical OPDs should also be more active and understand what issues they are facing so that discussions can be more connected and effective. Maybe it would be useful to create a long list of issues or challenges faced by DPMPTSP, particularly those related to subordinate accounts. For example, whether the subordinate account is active or not if not, then we can analyze the underlying problem. In the PUPR Office, thankfully everything is running smoothly because we also focus on this matter."

Based on the observations made by the researcher during the Business Licensing Socialization event with technical OPDs, it was evident that many technical OPDs were less active and enthusiastic. Only a few OPDs actively addressed the challenges and technical issues they encountered in providing licensing services through the OSS RBA system. This issue should be a key concern for DPMPTSP to reignite the enthusiasm of technical OPDs involved in discussions or meetings so that they are more engaged with the issues at hand. Socialization efforts are conducted with the expectation of eliciting responses from relevant stakeholders in the implementation process, fostering awareness and a sense of responsibility to ensure the successful implementation of policies according to their respective roles (Herdiana, 2018).

Table 5. Research Findings on the Interpretation Aspect

Research Findings
Central regulations on risk-based business licensing are relatively easy to understand for policy implementors, with regular meetings held with technical OPDs to enhance policy comprehension (positive).
Limited frequency of socialization activities conducted by DPMPTSP Ogan Ilir due to budget constraints in the Licensing Service sector (negative).
RDTR formulation is hindered by the absence of an updated Base Map from the Geospatial Information Agency (BIG), suboptimal data inputs from other OPDs that do not meet standards, long queues, and the complexity of the process (negative).
The preparation of PBG and SLF is hampered by the need for coordination among relevant agencies regarding certain regulatory provisions and adjustments to the latest central regulations, merging the PBG and SLF regulations into a single PDRD (Regional Taxes and Retribution) Regulation (negative).
Not all technical OPDs are active and enthusiastic in discussions or socialization sessions related to Business Licensing Services through the OSS RBA System (negative).

Source: Processed by Researcher

Application

Application refers to the routine provisions of services, payments, or other processes that align with policy objectives in a dynamic manner. Policy implementors are guided by standard guidelines or specific adjustments based on actual field conditions, allowing for flexibility in adapting to existing regulations or guidelines.

Service Implementation Procedure

Jones (1996) states that the dynamic process in the application aspect directs implementors based on guidelines, also known as Standard Operating Procedures (SOPs). In the context of policy implementation at the regional level, the Detailed Spatial Plan (RDTR) serves as a mandatory requirement to support risk-based business licensing services. However, since Ogan Ilir Regency has yet to finalize its RDTR as it is still in the drafting stage, the researcher gathered information on service implementation procedures through an interview with the Acting Head of DPMPTSP, who stated:

"So far, we are still able to follow the SOP of five working days at DPMPTSP. Once the Technical OPD provides its recommendation, we simply approve and issue the permit. However the process takes longer because we first need to confirm with the PUPR office whether the coordinates are accurate. This also becomes challenging when informing investors who wish to invest. If the RDTR were available the process would be easier and more certain, so we wouldn't have to rely on incomplete information. The commitment from the regional government and the Regent regarding licensing is also strong as shown by the allocation of a budget for RDTR preparation this year."

Further explanation was provided by the Senior Policy Analyst, Coordinator of the Licensing and Non-Licensing Administration Division, as follows:

"Since the RDTR is not yet available, we are currently referring to the RTRW. The regional regulation on the RTRW is already in place, so even though OSS RBA is designed to integrate with the RDTR, using the RTRW does not hinder us from providing business licensing services through OSS RBA."

The researcher then conducted an interview with the agency responsible for RDTR, the Public Works and Spatial Planning Office (PUPR) and obtained additional information from the Head of the Spatial Planning Division, who stated:

"For now, the procedure continues even though the RDTR has not been approved. If a location falls outside the RDTR, we refer to the RTRW instead. Furthermore, even if the RDTR is approved but has not yet been integrated into the OSS RBA system, the mechanism will still follow the PKKPR process."

Based on the interview results regarding service procedures in the absence of the RDTR, it was found that in principle this does not hinder the implementation of risk-based business licensing. However the reference shifts to the RTRW (Regional Spatial Plan) which requires slightly more processing time compared to the RDTR. The DPMPTSP is only responsible for approving and issuing permits, with a clear SOP of five working days while technical inspections are carried out by the relevant technical agencies such as the PUPR Office, which handles Spatial Utilization Suitability (KKPR) to ensure business location compliance. The acceleration of RDTR preparation continues supported by a strong commitment from the Regional Head, in this case the Regent of Ogan Ilir along with allocated funding for its development this year.

At the DPMPTSP of Ogan Ilir Regency, the Standard Operating Procedures (SOP) for Risk-Based Business Licensing are divided into four types of services based on business risk levels: low risk, medium-low risk, medium-high risk, and high risk. These procedures are regulated under the Regent of Ogan Ilir's Decree No. 253/KEP/DPMPTSP/2022 concerning the Standard Operating Procedures for Licensing Services through the Online Single Submission Risk-Based Approach (OSS RBA). The DPMPTSP of Ogan Ilir Regency is responsible solely for approving and issuing licenses, with a clear SOP of five working days. Meanwhile the technical document review is conducted by the PUPR Office particularly for the Spatial Utilization Suitability (KKPR) to ensure the suitability of business locations."

The unapproved and unintegrated RDTR within the OSS RBA system remains a future challenge for the Ogan Ilir Regency Government in realizing this integration as RDTR

serves as the 'soul' of KKPR. If RDTR is integrated into the OSS RBA system, it can also be linked with the digital maps available at the DPMPTSP of Ogan Ilir Regency facilitating investors in viewing and accessing investment-related information in the region. Furthermore, with RDTR integrated into the OSS RBA system, the licensing verification process especially for medium and high-risk business activities can be conducted more efficiently and significantly reducing the time required for application processing. The simplification of the licensing process, which is differentiated based on risk levels and business scale also presents challenges for policy implementors after the licensing service process is completed, namely the supervision process for business actors. This is because during the licensing application process, numerous self-declarations are submitted by business actors into the OSS RBA system, making it difficult to verify the accuracy of the data. As a result, these self-declarations serve as the basis for conducting field inspections in collaboration with the relevant sectoral technical agencies.

Implementation of the OSS RBA System

Risk-based business licensing services are carried out through an integrated electronic licensing system known as the Online Single Submission Risk-Based Approach (OSS RBA). This system is mandatory for all business actors across Indonesia who want to register their business legality. The system differentiates licensing document requirements based on the level of risk and the scale of the business activities. In the context of preparing for the implementation of risk-based business licensing policies at the regional level, digital adaptation to the OSS RBA system is essential.

The researcher explored information regarding the availability of internet networks to support the implementation of risk-based business licensing services through the OSS RBA system by interviewing the Acting Head of DPMPTSP of Ogan Ilir Regency, who stated:

"So far, it has been stable. Since 2023, we have received support from the Communication and Information Office (Dinas Kominfo) which has allocated internet access for every government agency. However, we continue to strive to enhance its capacity."

The Licensing Service Staff also supported the statement above, saying:

"The internet network is now supported by the Communication and Information Office (Dinas Kominfo), which has significantly helped streamline business licensing services. In the past, it was often slow and buffered due to the high number of users."

Regarding whether the system is easy to use for officers and the technical licensing team, information obtained from an interview with the OSS RBA Service Staff or Operator stated:

"The OSS RBA system is easy to use for officers, especially operators at DPMPTSP because this system was designed to simplify the licensing service. However, many business actors still do not understand how to use the OSS RBA system so they still need assistance or guidance from operators at DPMPTSP. We help them create an email first, then ask about the required data in the OSS RBA system, such as the business owner's profile, business scale, and business type. Currently, those who need the most assistance are low-risk business actors, such as MSMEs, because most of them are mothers who are not yet familiar with the system."

A member of the Technical Licensing Team from the PUPR Office added regarding the implementation of the OSS RBA System:

"At the PUPR Office, especially in the Spatial Planning Division we already fully understand how to use the OSS RBA system. In terms of its use, it can be said that the system has been very effective in supporting risk-based business licensing services. However, public understanding is still lacking, as errors in uploading data or documents frequently occur. Additionally improvements are needed in the system, particularly for applicants with multiple KBLI codes, which cannot currently be processed in the OSS RBA system. There are also some features that need to be improved."

A similar opinion was also shared by a business actor from Indralaya, who stated:

"This system is clearly easy to use and the licensing process is much faster compared to the past when everything had to be done manually. In terms of costs, it's just the usual fees related to retribution."

Regarding facilities and infrastructure to support the successful implementation of policies, especially in the context of public services, the author interviewed the Acting Head of DPMPTSP, who shared the following opinion:

"Since licensing services are now internet-based or digital, so we focus on providing the necessary facilities and infrastructure to support digitalization. These have been gradually fulfilled because we also undergo public service evaluations by the Ombudsman of the Republic of Indonesia. DPMPTSP of Ogan Ilir Regency is considered to have sufficiently met the required facilities and infrastructure, but we will continue to improve."

This statement is also supported by Senior Policy Analyst and Coordinator of the Licensing and Non-Licensing Services Division, who stated:

"The condition of facilities and infrastructure at the DPMPTSP office has improved compared to previous years. There are now designated areas and pathways for persons with disabilities, wheelchairs, and accessible toilets. Additionally, there is a dedicated refrigerator for applicants, a reading corner, a queue machine, a children's play area, a nursing room, a public consultation and complaint room, and free Wi-Fi for visitors to the office."

Based on interview and observation conducted at the DPMPTSP office of Ogan Ilir Regency, it was found that several business actors particularly those engaged in low-risk business activities mostly women still visit the office for assistance. Meanwhile the availability of internet infrastructure is considered adequate and well-functioning, as every government agency (OPD) is now supported by the Ogan Ilir Regency Communication and Informatics Office (Dinas Kominfo) to ensure sufficient accessibility. As a result, internet access is no longer slow or experiencing buffering issues, which significantly supports the smooth operation of business licensing services at the DPMPTSP office. Additionally, the available facilities and infrastructure have improved compared to previous years, enhancing the comfort level for business actors and the public visiting the office. The DPMPTSP of Ogan Ilir Regency is also recognized as one of the institutions that have met the required standards for public service facilities, as evaluated by the Ombudsman of the Republic of Indonesia.

Table 6. Research Findings on the Application Aspect

Research Findings
The service SOP has been regulated in Ogan Ilir Regent's Decree No. 253/KEP/DPMPTSP/2022, differentiated based on business activity risk levels, and implemented with a standard processing time of 5 (five) working days (Positive)
There is support and commitment from the Regional Head to accelerate the approval of the RDTR, along with budget allocation for its preparation. (Positive)
The licensing service continues even though the RDTR has not been approved, by using the RTRW if the location is outside the RDTR, and if it is not yet integrated with the OSS RBA system, the mechanism follows PKKPR. (Positive)
Support from the Communication and Informatics Office (Dinas Kominfo) since 2023 ensures internet network availability. (Positive)
The condition of facilities and infrastructure at DPMPTSP Ogan Ilir Regency has improved compared to previous years. (Positive)
Many business actors, especially MSMEs, still require assistance due to a lack of understanding of the OSS RBA system, and there are frequent document upload errors. (Negative)
The accuracy of data from many self-declarations made by business actors is weak, requiring further supervision. (Negative)

Source: Processed by Researcher.

Conclusion

Based on the research findings, the overall implementation of risk-based business licensing policies in supporting ease of doing business (Study in Ogan Ilir Regency) has shown positive progress. This is evidenced from Organizational Aspect: The institutional

readiness of DPMPTSP where the organizational structure aligns with central regulations to support service duties and functions. The human resources in the licensing service sector are adequate and certified in OSS RBA. Coordination among units and implementing organizations has also been well-established. Then, Digitalization Aspect: The consistent implementation of the OSS RBA system by all stakeholders including policy implementors and business actors or the public as policy targets. This is supported by stable and adequate internet infrastructure and service facilities, as well as clear SOPs for service delivery. However, some areas need attention and improvement, that is Interpretation aspect: Limited budget has impacted the frequency of socialization efforts which should be conducted intensively to disseminate policy substance to the target audience. As a result, some business actors still lack an understanding of OSS RBA usage. Budget constraints have also affected efforts to enhance the competence and capacity of human resources through training programs. Then, there are challenges remain in drafting supporting regulations for risk-based business licensing, such as RDTR, PBG, and SLF, particularly concerning data and coordination with other government agencies. Further adjustments and improvements are necessary to refine the legal framework, ensuring clearer guidelines to support the implementation of risk-based business licensing policies in Ogan Ilir Regency.

The researcher then proposes several recommendations to address the identified weaknesses. First, Strengthening Human Resources. There is a need for continuous training programs to enhance competence and capacity. This ensures that policy implementors consistently upgrade their knowledge and skills, contributing to smoother policy execution. Second, Increasing Budget Allocation. A more adequate allocation from the Regional Budget (APBD) for licensing services should be encouraged. This is crucial for optimizing ongoing socialization activities to promote investment growth, a conducive business climate, and ease of doing business, particularly in Ogan Ilir Regency. Third, Encouraging OPD Participation. To accelerate the development of supporting regulations for risk-based business licensing, a reward system can be implemented. This approach is expected to motivate relevant OPDs to be more proactive in fulfilling their responsibilities. Fourth, Expanding Digital Assistance. Developing simple video tutorials on the DPMPTSP Ogan Ilir website or social media platforms so that it can be accessed by public.

This research has certain limitations as it focuses solely on the implementation of risk-based business licensing policies at DPMPTSP of Ogan Ilir Regency. As a result the findings cannot be generalized to other regions with different social, economic, and political conditions. Future research is expected to expand into comparative studies between regions

to analyze patterns and best practices in implementing risk-based business licensing policies. Additionally further research could adopt other approaches, such as a quantitative approach to comprehensively measure the policy's impact on business actors and explore their perceptions as policy targets. This would ultimately help ensure that policy implementation is more responsive to their actual needs in different regions.

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