Proactive and Participatory Governance Model for Effective Traffic Asset Management of the Ponorogo Transportation Agency

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Abstract: This study examines the effectiveness of public service management in Ponorogo Regency's transport sector, focusing on the performance gap between traffic asset conditions (signs, traffic lights) and formal maintenance policies. This gap indicates a non-proactive maintenance cycle, exacerbated by limited resources and low organisational responsiveness to public complaints. Employing a qualitative case study grounded in a synthesis of Edwards III's Policy Implementation Theory and the New Public Service (NPS) perspective, the core findings confirm that frontline officials' low proactive disposition mediates policy implementation failure. Instead of proactive responsiveness (anticipating minor damage), officials often exhibit passive responsiveness (acting only after major incidents or reports), leading to a critical breakdown in which administrative procedures are completed but the public outcome remains poor. The novelty of this research lies in proposing a Proactive and Participatory Governance Model. This model necessitates the institutionalisation of Public Involvement (Participation) to enhance transparency and shift asset performance evaluation from output-oriented to outcome-oriented. The study concludes that the optimal model for the Ponorogo Transportation Department is the synergy between agile asset management and NPS principles (proactive and participatory) to enhance public service effectiveness.

1. Introduction

The phenomenon of public services in the transportation sector, particularly those related to the management of physical assets of road and traffic infrastructure(Gunawan & Andriyani, 2023), is often the leading barometer of the effectiveness of regional bureaucracy, where public demands for safety(Tumija & Rachmadika, 2025), order and smoothness (K3) of public transportation flow is increasing along with the growth in vehicle volume and the complexity of regional spatial planning. (Aprilia et al., 2025). Herlinda (2023), the Regional Government, through the Department of Transportation (Dishub), has the mandate to formulate and implement traffic management policies, including infrastructure development and routine maintenance of facilities and infrastructure (S&P) such as signs, road markings, and Traffic

Signal Devices (APILL), which are designed to ensure transportation K3. (Georgescu & Schmuck, 2025). Mariska et al. (2025) note that the implementation of this policy often faces significant challenges, leading to disparities or performance gaps between the formal policies established and real conditions, and between the perception of effectiveness felt by road users and the public. Setiawan (2025), in the context of traffic asset management in Ponorogo Regency, observed a failure of effectiveness characterised by significant damage to the S&P, including faded or vegetation-covered signs, blurred road markings, and APILLs that often do not function optimally during extreme weather or power outages. (Rashif & Arifiant, 2025), which indicates that the maintenance cycle stated in the policy has not been fully implemented proactively, in a planned and even manner. (Soemitro & Suprayitno, 2025)This condition is exacerbated by the phenomenon of seasonal and peak-hour congestion, which is still a crucial problem at several major intersections, indicating that the traffic impact analysis (Andalalin) and traffic engineering policies implemented are not yet fully adaptive and sustainable to spatial developments and increasing vehicle volumes. (Hariyanto & Narsa, 2025). (Pradana & Silalah, 2025)From a public administration perspective, the emergence of public complaints regarding the minimal responsiveness of the Transportation Agency to reports of damage to traffic infrastructure or handling of accident-prone areas indicates an implementation gap in the dimensions of speed, reliability, and accessibility of services. (Afandi & Nasution, 2023) This phenomenon is reinforced by limited budget allocation and a shortage of competent Human Resources (HR) in the field of traffic, hindering the optimal use of technology, such as the Area Traffic Control System (ATCS), and service innovation.(Putra et al., 2022).

This gap requires an in-depth study of state administration to identify structural, procedural, and cultural factors that contribute to the low effectiveness of public services in the transportation sector in Ponorogo. (Astuti & Yulianto, 2025)Previous research on the effectiveness of public services in the transportation sector consistently identifies key barriers, including weak policy implementation, limited resources, and low accountability among administrators. The case of the Ponorogo Transportation Agency (Dishub Ponorogo), which demonstrates the disparity between policy and the reality of damaged assets, closely replicates the classic findings of top-down implementation models as reviewed by Van Meter and Van Horn. These studies also emphasise that policies that look good on paper can fail at the operational level due to environmental factors (such as extreme weather) and organisational factors (such as poor communication or nonresponsiveness). These issues are highly relevant to the slow response to damage in Ponorogo.Meiriati et al. (2020). A significant research gap exists due to the lack of in-depth studies specifically analysing the effectiveness of physical asset maintenance policies (signs, markings, APILL) within the framework of local administrative and governance capacity in non-metropolitan districts such as Ponorogo. The empirical gap lies in the disconnect between procedural outputs (maintenance reports have been prepared) and perceived public service outcomes (infrastructure remains damaged). Still, previous research has not thoroughly dissected the significant public administration variables that mediate this failure, such as Cross-Sector Coordination and the influence of Local Organisational Culture on field officers' proactive disposition. Therefore, this study aims to fill this gap by focusing on granular policy analysis, not only assessing whether the policy has been implemented, but also why the policy is ineffective in producing optimal outcomes in Ponorogo. The main novelty of this study lies in testing an analytical model that integrates

Public Asset Management with the principles of New Public Service (NPS) Governance, namely Proactive Responsiveness and Community Involvement (Participation), as key factors influencing the success of infrastructure maintenance policies. We examine the extent to which inter-organisational coordination (Dishub, PUPR, and the Police) in the maintenance cycle can be moderated by formal, institutionalised public participation mechanisms. Thus, this study not only identifies implementation gaps and resource limitations but also provides specific contributions regarding the most effective agile, proactive, and participatory governance model for managing public transportation assets in Ponorogo, going beyond mere compliance with standard administrative procedures.

2. Literature Review

The theoretical basis of this research draws on three main pillars of Public Administration to examine the ineffectiveness of public services related to traffic asset management at the Ponorogo Transportation Agency. The first pillar is Policy Implementation Theory, which emphasises the importance of internal factors such as communication, resources, officer disposition, and bureaucratic structure, which significantly influence the success or failure of policy implementation. The second pillar is the New Public Service Perspective, which emphasises that public services must be responsive to community needs and involve citizen participation in asset monitoring and evaluation to increase transparency and accountability. (Lestari & Indrayati, 2022)The third pillar, Public Asset Management and Local Governance, highlights the importance of effectively managing physical assets through a proactive, collaborative asset lifecycle, thereby enabling efficient, adaptive governance. The combination of these three pillars provides a basis for a comprehensive analysis of obstacles and opportunities in traffic asset management, as well as a reference for innovative reforms that involve community participation and strengthen the principles of good governance.

Policy Implementation Theory (George C. Edwards III)

George C. Edwards III's policy implementation theory was chosen as the initial framework for analysing the Ponorogo Transportation Agency's failure to manage traffic facilities and infrastructure. This top-down model identifies four crucial variables that determine a policy's success or failure at the operational level. (Jannah et al., 2024):

George C. Edwards III's policy implementation theory was selected as the initial framework for analysing the Ponorogo Transportation Agency's failure to manage traffic facilities and infrastructure. This top-down model identifies four crucial variables that determine a policy's success or failure at the operational level: communication, resources, disposition, and bureaucratic structure. Communication refers to the clear and consistent delivery of policy standards to implementers in the field, whilst communication failures are evident in the disconnect between asset maintenance standards in SOPs and the actual practices of technical staff. Resources encompass budget availability, competent technical human resources, and supporting facilities and infrastructure, such as suboptimal ATCS technology.

Disposition refers to the attitudes, perceptions, and tendencies of policy implementers—in this case, Transportation Agency officers—towards policy objectives, where a proactive disposition becomes key to field officers' willingness to take initiative and act swiftly on minor damage before it escalates into a more serious safety issue. Bureaucratic

structure includes SOPs, coordination mechanisms between work units, and procedural complexity, which, in the context of traffic assets, encompasses cross-sector coordination, such as between the Transportation Agency and PLN for APILL, or with the Ministry of Public Works and Housing for road markings. This cross-sector coordination often becomes a significant bottleneck in the maintenance and emergency response cycle. The Edwards III model strongly supports findings on implementation gaps and resource constraints faced by the Ponorogo Transportation Agency.

New Public Service (NPS) Perspective: Proactive Responsiveness and Participation

To address the limitations of the Edwards III model, which tends to be top-down and compliance-oriented, this research is enriched with dimensions from the New Public Service (NPS) perspective. NPS is rooted in the ethos that bureaucracy should serve citizens (citizenship), not merely control them. Two key NPS principles serve as moderating variables and test for novelty. (Rosidah et al., 2023):

Proactive responsiveness extends beyond passive responsiveness that merely waits for complaints, as the Transportation Agency's proactive responsiveness is measured by the bureaucratic system's ability to anticipate and independently repair minor infrastructure damage through technology-based asset monitoring or planned routine patrols before public reports are received or incidents occur. This approach is directly related to accountability for asset maintenance that is outcome-oriented rather than merely output-oriented. Community involvement emphasises the importance of citizen participation in monitoring and evaluating infrastructure conditions, which, in the context of traffic assets, means providing responsive, integrated complaint channels whilst utilising public input from road users throughout the asset management cycle. This involvement directly embodies contemporary Good Governance principles that demand greater transparency and accountability.

The Concept of Public Asset Management and Local Governance

The effectiveness of transportation services in Ponorogo is empirically determined by the quality of local Public Asset Management (MAP). This study uses MAP as the operational domain and links it to the GG principles. (Permana, 2025):

Public asset management encompasses the entire asset lifecycle from procurement planning, installation, preventive or corrective maintenance, to disposal, whilst observed effectiveness failures such as broken signs and faded markings indicate a performance gap between procedural outputs like maintenance reports and actual physical outcomes in asset condition. Local governance is defined as the pattern of formal and informal relationships and mechanisms within the Transportation Agency that determine how authority, resources, and responsibilities are utilised to achieve organisational goals efficiently. The proposed Proactive and Participatory Governance Model optimises the synergy between agile public asset management policies and New Public Service bureaucratic principles that emphasise proactive and participatory approaches. This theoretical basis enables a holistic Policy-Performance Gap analysis that examines why classical implementation variables from Edwards III fail and how modern governance variables from New Public Service and Good Governance can moderate these failures, ultimately yielding recommendations for a contextual governance model for the Ponorogo Transportation Agency.

3. Method

This research uses a qualitative case study approach to understand, in depth and holistically (thick description), the phenomenon of ineffectiveness in managing traffic facilities and infrastructure at the Ponorogo Transportation Agency, as identified in the research gap. (Moleong, 2018). A qualitative approach was chosen because the focus of this research is to construct findings that explain, causally and contextually, the public administration factors that inhibit and encourage the effectiveness of asset management, thereby requiring interpretation of the meanings and social practices of the actors involved. (Ultavia et al., 2023)The research locus is the Ponorogo Regency Transportation Agency (Dishub), with an analysis unit focusing on policies and management practices (planning, implementation, maintenance, and supervision) for traffic facilities and infrastructure (signs, markings, and APILL). (Hardani et al., 2020). The Research Conceptual Framework will focus on the synthesis of Policy Implementation Theory (George C. Edwards III), the concept of Public Service Effectiveness in the New Public Service (NPS) perspective, and the principles of Good Governance (GG). (Waruwu et al., 2023). Edwards III's theory is used to dissect the four main variables of policy implementation failure—Communication, Resources, Disposition, and Bureaucratic Structure—in the context of transportation infrastructure maintenance, such as analysing Resources from budget allocation and technical human resources, and Disposition from the level of proactive responsiveness of field officers to damage.(Niam et al., 2024). Meanwhile, the NPS/GG dimensions, such as Proactive Responsiveness and Community Involvement (Participation), are positioned as moderating variables and a framework for testing the research's Novelty, namely the extent to which the Ponorogo Transportation Agency involves the community (road users) in the process of monitoring and evaluating infrastructure conditions and how proactive responsiveness embodies the principle of service that prioritizes citizens. (Abdussamad, 2021).

Data collection will be conducted through multilevel data triangulation, including in-depth interviews, observations, and document analysis. Key informants for in-depth interviews include the Head of the Agency, Head of Traffic Division, Technical Implementation Officers (PPTK), field officers (sign/marking technicians), Property Management Officers (PPB), Assistant Property Managers (PBP) at the Transportation Agency (for aspects of GG and asset accountability), road user representatives (transportation organizations/communities), and local academics/transportation experts. (Sugiyono, 2019). The interview aims to explore the interpretation and implementation practices of the GG principles (Transparency, Accountability, Responsiveness, Efficiency/Effectiveness) and Edwards III variables. Observations will be conducted in both participatory and non-participatory modes on the physical condition of signs, markings, and APILL at points prone to congestion/accidents to verify the performance gap between procedural reports and the actual condition of the assets. Documentation will be conducted on formal policy documents (Regent Regulations, SOPs), asset maintenance performance data (as technical output), Annual Performance Reports, Maintenance Budget Reports, Regional Government Financial Reports (LKPD), and Regional Asset Reports(Mariska et al., 2025)The collected data will then be analyzed qualitatively using the interactive model techniques of Miles, Huberman, and Saldana, which include the stages of data condensation (data reduction), data presentation (matrix, flowchart, or narrative), and drawing conclusions/verification. This analysis will focus

on dissecting the Policy-Performance Gap, examining how governance weaknesses directly contribute to accountability and quality issues of traffic assets, and constructing findings in the form of substantive descriptions of the gap between the idealism of GG and the actual practice of traffic asset management, which will ultimately result in recommendations for a contextual and applicable governance model to improve the effectiveness of public services in the region. (Kurniawan et al., 2023).

4. Results and Discussion
Policy Implementation Failure (Edwards III) Moderated by Low Proactive Disposition

The failure of the traffic infrastructure management policy implementation at the Ponorogo Regency Transportation Agency (Dishub), which resulted in low public service effectiveness, can be comprehensively analyzed using the George C. Edwards III Policy Implementation Theory framework, where research findings strongly indicate that the main obstacle lies not only in the technical or resource dimensions, but is critically moderated by the low bureaucratic disposition variable. In general, the Edwards III model dissects implementation failure through four variables: Communication, Resources, Bureaucratic Structure, and Disposition. In the case of the Ponorogo Transportation Agency, although standard policy communication (asset maintenance SOP) was formally available and the Bureaucratic Structure (traffic work unit) had been established, implementation failure was prominent in the Resources and Disposition variables. From the Resources aspect, field observations and document analysis indicated limited budget allocation and competent Human Resources (HR) in the traffic technical field for proactive maintenance. This limitation has resulted in the maintenance cycle outlined in the policy not being fully implemented proactively and in a planned, even manner, as evidenced by the significant level of damage to signs, markings, and APILL on several vital road sections.(Hamjono & Perdanakusuma, 2025)This issue of limited resources aligns with the literature on limited state capacity in the regions. However, the research findings emphasise that this limitation is not isolated but instead exacerbated by the low disposition of field officers, which refers to the attitudes, perceptions, and tendencies of policy implementers toward the policy's goal of ensuring traffic safety and order. This low disposition manifests as a passive responsiveness, in which officers tend to act only to repair assets after receiving reports of significant damage or an accident, rather than proactively monitoring and repairing minor assets that could become major safety issues. The anomalous phenomenon is a performance gap between procedural outputs (maintenance reports prepared or funds absorbed) and service outcomes perceived by the public (infrastructure still damaged or slow to be repaired). This gap indicates that although procedural measures (resources and communication) have been met, the non-proactive disposition variable serves as a significant bottleneck or mediating variable, causing policies that are good on paper to fail at the operational level. (Jayadi et al., 2025)This low level of disposition also contributes to public complaints regarding the Transportation Agency's minimal responsiveness to damage reports. This indicates that the discretion of field officials, which should be used to deliver quick solutions, can lower overall service quality standards when they fail to adhere to proactive standard operating procedures (SOPs). Thus, the problem in Ponorogo is not merely a technical or budgetary issue, but rather a failure to realise

a proactive, responsive bureaucratic disposition towards maintaining infrastructure assets, which hinders the efficient achievement of organisational goals and fails to meet public expectations for safe and comfortable transportation, as required from a public administration perspective.

Table 1. Analysis of Variables and Implications for the Implementation of Infrastructure Maintenance Policy.

No.	Edwards III Variable	Key Indicators	Interview Key Quotes (Initials/Title)	Implications for Policy Implementation
1	Resources (Budget & HR)	Budget and Technical Competence Constraints	"Our maintenance budget is a lump sum, not specific to each asset. Sometimes, funds for a single damaged sign are used to repair a defunct APILL, and there aren't enough funds to cover everything." (Head of Traffic Division)	This results in uneven, non-proactive maintenance cycles, with asset repair priorities based on the severity of existing failures rather than prevention.
		Lack of Technical Human Resources	"Technical personnel who are truly experts in road markings or APILL are minimal. We often rely on third-party contractors, and that takes time and money. If there's minor damage, we're forced to delay until the damage is massive." (Asset Maintenance Staff)	It hinders rapid response and routine maintenance. It creates a dependency on external parties that is inconsistent with the proactive concept of internal bureaucracy.
2	Disposition (Executor's Tendency)	Passive Responsive Attitude (Reactive)	"So far, we've acted quickly when there's a public report or media coverage. If it's just minor damage that doesn't pose a risk of an accident, we usually put it on a waiting list. We're only focused on urgent matters." (Field Officer)	Lowering service standards and increasing public safety risks. Low disposition becomes a bottleneck that slows improvements, even when budgeted procedurally.
		Performance Gap	"We've already prepared an administrative report for the improvements (output). However, if you look in the field, many of the signs are still crooked, or the markings' paint has faded. The target was to complete them, but the quality is less than optimal." (Administrative Staff)	This demonstrates that fulfilling administrative aspects does not guarantee effective public service outcomes. Procedural outputs differ from the outcomes experienced by road users.
		Lack of Proactive Discretion	"We waste our time processing damage reports. In the field, we often find minor damage that we can repair immediately with simple tools. But for fear of procedural errors, we report it first and wait for official instructions." (Field Officer)	It hinders the proactive discretion that field bureaucracy should leverage. It creates inflexibility that is counterproductive to traffic safety policy goals.

Research Source 2025.

The failure of the traffic infrastructure management policy implementation at the Ponorogo Regency Transportation Agency (Dishub) results from a complex interaction

between structural resource constraints and bureaucratic dispositional behavioural factors, according to the Edwards III framework. Structurally, the fundamental limitations lie in the lump-sum maintenance budget and the lack of technical human resources with field expertise. The budget's non-detailed nature per asset forces fund allocation to be reactive, so that urgent repairs, such as total equipment failures, often sacrifice preventative maintenance on minor assets. This condition leads to dependence on third parties and slow responses to minor damage, ultimately slowing the proactive, equitable maintenance cycle and potentially increasing the risk to road user safety. However, the core of the failure lies in the dispositional dimension of implementers in the field, where a passive and reactive responsiveness becomes a significant obstacle. Field officers tend to follow up only when external pressure arises, such as public reports or media attention, while minor, potentially dangerous damage is ignored and put on a waiting list. This reactive disposition acts as a significant bottleneck, lowering service standards despite the implementation of administrative processes, and exposing the gap between output and outcome perceived by road users. This phenomenon shows that the low use of proactive discretion and the bureaucracy's lack of courage to take swift action at the field level exacerbates this unresponsiveness, thus hampering the effectiveness of traffic management, which should support safety and the sustainability of public services.

Asset Effectiveness Requires Synergy in NPS Governance, Public Involvement, and Institutionalised Cross-Sector Coordination

The effectiveness of public services in the transportation sector, particularly those related to traffic asset management, cannot be achieved solely through standard administrative procedural compliance; it requires a Proactive and Participatory Governance model that integrates the principles of New Public Service (NPS) and Good Governance (GG). This discussion highlights that the solution to addressing the performance gap in the Ponorogo Transportation Agency, where the condition of physical assets (signs, markings, APILL) is not aligned with maintenance reports, lies in optimising the synergy between agile asset management and proactive, participatory bureaucratic governance. The core of this synergy is the proof that accountability in traffic asset management (outcome accountability) is highly dependent on two main moderating variables: Community Involvement (Participation) and Institutionalised Cross-Sector Coordination. First, from an NPS perspective, service effectiveness must be measured by fulfilling citizen expectations (citizenship), which demands Community Involvement that goes beyond just a passive complaint channel. Research findings indicate that the mechanism for public voice or participation in monitoring the quality and reporting damage to traffic assets in Ponorogo is currently weak or unstructured, thereby hampering the Transportation Agency's responsiveness to road users' needs.(Hendrawati & Pramudianti, 2020)To improve effectiveness and achieve transparency and accountability, the Transportation Agency (Dishub) needs to formally involve the public in the asset monitoring and evaluation process, for example, through a responsive, real-time digital reporting system integrated with the regional e-governance system. This involvement will ensure that traffic asset performance assessments are outcome-oriented (based on the asset's physical condition

and public perception) rather than merely output-oriented (based on maintenance reports). Second, cross-sector coordination is crucial because traffic assets require emergency handling by various parties (Dishub, PUPR for road markings, and PLN for APILL). Previous research often highlights that maintenance delays are caused by poor internal coordination and weak asset management information systems. In the context of Ponorogo, inter-organisational coordination in the maintenance cycle will only achieve optimal effectiveness if moderated by a formal, institutionalised, and proactive responsiveness mechanism. This means the Transportation Agency must have a professional, efficient preventive and corrective maintenance system that automatically triggers coordination initiatives when damage is detected, rather than waiting for formal bureaucracy. The observed failure of effectiveness in Ponorogo, such as missing signs not being promptly removed from the asset book, reflects a critical gap in asset governance that demands the formulation of Key Performance Indicators (KPIs) for traffic assets integrated with Good Governance principles. Thus, an effective governance model is a holistic approach that empirically demonstrates that the accountability and effectiveness of traffic assets are determined by optimising the synergy between agile asset management policies and proactive, participatory NPS bureaucratic principles. (Kennedy, 2024).

Table 2. Moderating Factors and Their Implications for Asset Accountability.

No.	Moderating Variables Key	Indicator	Interview Key Quotes (Initials/Title)	Implications for Outcome Accountability (Good Governance)
1	Community Engagement (NPS Principles)	Passive and Fragmented Complaint Mechanisms	"Our complaint channels are still dominated by office calls or WhatsApp messages, which are not centrally managed. There is no real-time digital asset reporting system or visible repair progress tracking for residents." (Public Communications Staff)	Slow responsiveness and lack of transparency; asset performance assessments are based on internal reports, rather than actual conditions and public perception.
		Weaknesses of Public Voice in Monitoring	"We rarely formally involve the road user community in audits of sign and marking conditions. They are the ones who know best which assets are severely damaged and which are priorities. We only receive reports after the damage is severe." (Head of Traffic Assets Section)	Increasing low community participation, reducing the quality of services based on the real needs of road users.
2	Cross-Sector Coordination (Good Governance Principles)	Ad-Hoc (Non-Institutionalised) Coordination	"If the APILL goes down, we have to call PLN and then send an official letter. The process is bureaucratic and not automatic. There's no agreement or joint emergency SOP that triggers repair initiatives without	Delays in emergency response; lack of an integrated asset management information system that supports automated proactive coordination.

No.	Moderating Variables Key	Indicator	Interview Key Quotes (Initials/Title)	Implications for Outcome Accountability (Good Governance)
		Cross-OPD/Sector Asset Problems	having to wait for an official letter." (Field Officer) Road markings are often damaged at the same time as roads being demolished by the Ministry of Public Works and Public Housing (PUPR), or signposts fall in project areas. The Ministry of Public Works and other agencies, and we are often not in sync regarding the schedule and priority for repairing overlapping assets." (Head of Traffic Division)	A performance gap arises from operational misalignment and a lack of integrated, professional asset KPIs across OPDs.
		Asset Data Synchronisation Issue	"We have difficulties when signs are missing. The asset write-off procedure takes a long time because it has to be verified by the regional asset team. This highlights a critical gap between the physical condition of the assets and the asset book records." (Asset Administration Staff)	Decreased asset accountability; rigid administrative processes hamper agile and responsive asset governance.

Research Source 2025.

5. Conclusion

Based on a qualitative analysis of case studies that synthesise Edwards III's Implementation Theory and the New Public Service (NPS) perspective, the study concludes with two key points regarding implementation failure and governance solutions. First, the failure of policy implementation, which leads to low public service effectiveness in Ponorogo, is critically moderated by officers' low proactive disposition. Although formal policies and standard operating procedures (SOPs) are available and a bureaucratic structure has been established, failures are prominent in the Resources and Disposition variables. Budgetary and technical human resource limitations for proactive maintenance (Resources) are exacerbated by officers' passive responsiveness (Disposition). This low disposition serves as a significant mediating variable, causing policies that are good on paper to fail to produce optimal outcomes; assets (signs, markings, APILL) remain damaged or are repaired slowly, triggering public complaints. The problem in Ponorogo, therefore, is the failure to adopt a proactive, responsive, bureaucratic disposition. Second, to achieve asset effectiveness and outcome accountability, the Ponorogo Transportation Agency requires NPS Governance Synergy, including Public Involvement and Institutionalised Cross-Sector Coordination. An effective governance model must integrate the principles of NPS (Proactive Responsiveness and Participation) to go beyond procedural compliance. Public engagement is currently weak and

unstructured, so the Transportation Agency must formally integrate it, for example, through a real-time digital reporting system, to ensure asset performance assessments are outcome-oriented. Furthermore, cross-sector coordination (with PLN, PUPR, etc.) will only be effective if moderated by a formal, institutionalised, proactive responsiveness mechanism capable of automatically triggering coordination initiatives when damage is detected, rather than waiting for the formal bureaucracy. Overall, the specific contribution (Novelty) of this research is to present empirical evidence that the solution for the Ponorogo Transportation Agency is to adopt a holistic governance model that optimises the synergy between agile asset management and the proactive and participatory NPS bureaucratic principles, to ensure accountability and effectiveness of public services in the transportation sector.

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