**PRO INVESTMENT: NEW PARADIGM IN LICENSING SERVICES**

**IN THE REGIONAL GOVERNMENT OF BOYOLALI**

**ABSTRACT**

This research is about licensing service innovation. This research is motivated by the existence of policy innovation as a new paradigm in licensing service as a way to increase investment in the region. The purpose of this research is to describe various efforts made by Boyolali local government in maintaining competitiveness of regions with the improvement of licensing service. This research uses qualitative method. Data collection is done by triangulation technique of data source. While data processing researcher do data reduction. The results obtained in this study is in addition to innovations in the field of technology that is the use of SMS gateway facilities, online licensing, investment potential map, the Regent of Boyolali also make policy innovation by creating regulations and policies that favor investment (pro investment).

**Keywords: Licensing Service, Investment, Local Government**

**INTRODUCTION**

World Bank raises Indonesia’s Ease of Doing Business from previously ranked 106 to 91. The rating is done on 190 countries in the Asia Pacific region. With the higher rank of 91, 2017 World Bank Data shows that Indonesia’s ease of doing business has surpassed that of the Philippines, ranked 99. However, when compared to Singapore, Malaysia, Thailand, Vietnam, Brunei Darussalam, Indonesia is still far behind. In the ASEAN region, Singapore is still the top ranked at number 2, from previously 3. Brunei Darussalam also climb the ladder from 97 to 72.

World Economic Forum (WEF) annual Global Competitiveness Report ranks Indonesia at 44 in 2012, down two points from the previous year at 46. Indonesia dropped another four points to number 50 in 2013. Then in the next year (2014) Indonesia went up to 38 and again to rank 34 in 2015, only to drop back to 37 in 2016 of 144 countries in the world (Klaus Schwab, 2016). These records indicate that Indonesia’s competitiveness is relatively stagnant. In order to increase regional competitiveness, local governments need to make reform in the licensing regulation management.

In response to the pressure, Indonesia started reforming its local governments through the Law No. 23 Year 2014 regarding Local Government. This gives a basic framework for the central government in managing local governments in Indonesia. With the law taken into effect, it is inevitable that organizational restructuring in many elements with regards to local government will manifest in local autonomy, resulting in change of old centralistic paradigm to a more decentralized one.

Moreover, with the existence of Government Regulation No. 18 Year 2016 regarding Local Organizational Device, local organizations have been advised to right sizing efforts of their structure. This regulation is aimed at developing a more proportional, flat, short hierarchy, and decentralized authority. The main purpose of this reorganization is to empower local government to be able to run its main duties and functions economically, effectively, efficiently, and accountably.

Proportionate with the above purpose, decentralization or local autonomy has given local governments with their authority to strengthen public service for the people’s benefits. With local autonomy, running general governmental duties and infrastructure can be faster and of more quality. The success of local government autonomy application is dependent on its financial ability, human resources, as well as the ability to develop existing potentials. Therefore, local governments must scrutinize their economic potentials to the maximum. One of the economic potentials to be prioritized for local government income comes from licensing service (Muallidin, 2011).

In that context, this research tries to describe all local government efforts in creating innovation in licensing service. Furthermore, in an effort to promote good governance, this research points out some supporting and inhibiting factors to effective, efficient, and accountable licensing service.

The focus of this research is local government of Boyolali Regency, which was selected as 2013 Innovative Government Award Nominee presented by the Ministry of Home Affairs, 2014 Investment Award as One-Door Integrated Services in Best City/Regency Investment by Investment Coordinating Board (BKPM). The Ministry of Empowerment of State Apparaturs also awarded Boyolali Regency with National Top 99 Public Service Innovation Competition. In 2016, it receives another Award as One-Door Integrated Services in Best City/Regency Investment by Investment Coordinating Board (BKPM).

This research also useful and very relevant to the main duties and functions of the Ministry of Home Affairs. As the developing and monitoring device in local governments, the Ministry of Home Affairs have the authority to synergize and coordinate central government programs issued by respective ministries or sectoral institutions to ensure success in implementation (Hamudy, 2015).

This research is also considered important and relevant because the current Indonesian context. As a country highly in respect of human rights, the government of Republic of Indonesia guarantees protection and fulfilment of public service. In licensing service, the government issued Law No. 25 Year 2009 regarding Public Service. In response, The Ministry of Empowerment of State Apparaturs and Bureaucracy Reform also issued PermenPAN/RB No. 15 Year 2014 regarding Standard Service Guidelines. The derivative of the regulation is aimed at public service provider (especially licensing) to be people oriented.

The Ministry of Home Affairs also issued Ministerial Regulation No. 24/2006 regarding One-Door Integrated Services Guidelines. This regulation is composed in view that most of government public service is under the authority of local governments, therefore all four regulations become guidelines for public service by local governments. It also means that local governments can apply public service system and patterns according to their own regional needs and conditions in order to provide better quality public service (Sahetapy, 2004;7).

Based on the above policies, some local governments have made many improvements and innovative breakthroughs in licensing service reforms. Not only the efforts done attempt to increase their Own-Source Revenue, these also act as a responsible response to protect the people from negative social economic external impacts. The existence of a good licensing service will create a conducive social economic environment.

In the context of licensing service, local governments may actually make a local innovation as suggested in Article 386 Law No. 34 Year 2014 regarding Local Government (Government of Republic of Indonesia, 2014). Local innovation is all reforms in local government service initiated by local government and assessed by the Central Government by way of research institution and development.

Local innovation policy according to Article 386 Law No. 34 Year 2014 regarding Local Government may be executed according to these principles: increase, efficiency, effective improvement, betterment of service quality, free of conflict of interests, people oriented, transparent, adherence to values, can be accounted for, and not for own benefits.

The Ministry of Home Affairs Research and Development through its Center for Local Innovation Research and Development has made some analyses to push forward improvements in licensing service. The purpose is to replicate every good practice of each innovative local government. Innovation replication is the main program for The Ministry of Home Affairs Research and Development in improving government management and public service for local governments. These programs and activities are included in the Government Work Plan regarding 2017 National Program Priority of The Ministry of Home Affairs.

**METHODS**

This research was done in Boyolali Regency using qualitative approach. Qualitative approach is an approach that gives researchers the opportunity to describe subject with pinpoint accuracy, gather in-depth information, and rich variety of interpretations. (Somantri, 2005).

Data collection is done with source data triangulation technique. According to Denzin (2012), source data triangulation is collecting the truth of certain information through various methods and data sources. For instance, interviews and observations, written documents, archives, historical documents, official records, note or personal memo, and pictures or photos. Each of the method will produce different evidence or data, which will give different insights regarding the researched phenomenon.

Interview process was done on some informants in the Development Planning Agency at Sub-National Level, Investment Coordinating and One-Door Integrated Services Board, Communications and Informatics Board, as well as news from electronic and printed media. In data processing, the researchers do a data reduction as explained by Berg (2001). Data reduction is applied to focus on the need of the research, simplify, and convert raw data to be more manageable. Data reduction was done by the researchers throughout the entire process.

**RESULTS AND DISCUSSION**

This part will describe all efforts made by local governments in making licensing service innovation. Furthermore, in an effort to promote good governance, this research points out some supporting and inhibiting factors to effective, efficient, and accountable licensing service. Boyolali Regency has a 48 km East-West and 54 km North-South spans with approximately 101,510.10 hectares of area and the following borders: 1) North: Grobogan and Semarang Regencies; 2) East: Karanganyar, Sragen , and Sukoharjo Regencies; 3) South: Klaten Regency and Special Region of Yogyakarta; 4) West: Magelang and Semarang Regencies. Administratively, Boyolali Regency is divided into 19 Districts consisting of 261 villages and 6 Sub-Districts.

Demographically, total citizens of Boyolali Regency in 2010 was 953,839, with 467,762 men and 496,077 women. With total area of 101,510,195 hectares, the population density is 952 people/km2. The data shows that there is an increase of 13,030 people in 5 years, or an average of 0.31% per year (Boyolali Government, 2016). With almost a million people, Boyolali Regency is a representative area for local investment development.

**Licensing Service Regulation Umbrella**

One of government duties and right of a citizen is public service provision. Licensing is a prominent form of government management. Licensing often becomes an indicator if government has achieved “Good Government” status in the people’s view. Business people recognize licensing bureaucracy as the inhibitor in their business. They often complain about licensing service process by the government, having no clear procedure, time wasting, no transparency, uncertain processing time, and high costs especially in regard to unofficial fees.

Referring to Law No. 23 Year 2014 regarding Local Government, regency licensing is one-door integrated licensing and non-licensing services in capital investment under the authority of regency area/city. According to Law No. 25 Year 2007 regarding Capital Investment, the term Licensing Service is all agreement to capital investment made issued by government and local governments which have authority in line with laws and regulations. These include: Capital Investment Registration Permit, Investment Capital Principle Permit, Expansion Principle Permit, Change of Principle Permit/ Business Licensing, Business Expansion Permit, Business Merger Permit, Change of Business Permit.

Whereas according to Law No. 25 Year 2007 regarding Capital Investment, the definition of Non Licensing Service In Capital Investment is all service convenience in the form of fiscal and non-fiscal facilities, and information regarding to capital investment in line with laws and regulations.

In relation to licensing, Law No. 23 Year 2014 regarding Local Government also discusses licensing and capital investment matters. Government affairs can be mapped into 3, which are absolute government affairs, concurrent government affairs, and general government affairs. Absolute government affairs are government matters under the full authority of the central government. Concurrent government affairs are government matters divided between the central government and regency area/city. General government affairs are government matters under the authority of the President as head of the state.

Licensing and non-licensing service provision in regencies can only be done within the regency’s sphere of authority. Regency authority applies to concurrent government affairs. Concurrent government affairs are government matters divided between the central government and regency area/city. The division is split into mandatory and optional government affairs. Mandatory government affairs are government matters that must be provided by all local regencies. While optional government affairs are government matters that must be provided by all local regencies in line with their own local potentials.

Division table of government affairs regarding licensing can be explained below:

|  |  |  |  |
| --- | --- | --- | --- |
| **Sub Affairs** | **Central Government** | **Provincial Government** | **Regencies/Cities** |
| **Capital Investment Service** | 1. Capital investment service which covers cross Provincial Areas. 2. Capital investment service in regard to non-renewable natural resources with high risk environmental damage. 3. Capital investment service in priority high-scale industrial sectors. | One-door integrated licensing and non-licensing service:   1. Capital investment service which covers cross Regency/City Areas. 2. Capital investment service according to laws and regulations under its authority | One-door integrated licensing and non-licensing service in capital investment under the authority of Regency/City. |

Table 1 Government Affairs Division in Capital Investment

Source: (Law No. 23 Year 2014 regarding Local Government)

In the context of licensing service, according to the above table, regency/city can only hold capital investment service by a one-door integrated licensing and non-licensing service under its authority. The authority in Law No. 23 Year 2014 is called concurrent affairs, divided into mandatory and optional matters. Mandatory affairs is further divided into basic and non-basic services.

In line with regional economic growth, the Central Government through the Ministry of Home Affairs followed up on Presidential Decree No. 3 Year 2006 regarding Investment Climate Policy Package by launching another policy called Ministry of Home Affairs Decree No. 24 Year 2006 regarding One-Door Integrated Licensing Service Guidelines. The decree explains the how-to of one-door integrated licensing service. This is under the authority of local regional government based on current laws and regulations.

The Ministry of Home Affairs also issued letter No. 570/3172/SJ dated 19 August 2011 regarding Licensing and Non-Licensing Service in Domestic Capital Investment through Local One-Door Integrated Service. This is a continuation of The Investment Coordinating Board of the Republic of Indonesia (BKPM) Decree regarding Minimum Standard of Service in Provincial and Regency/City Capital Investment. The regulation issued a minimum standard of service that must be provided by local governments to serve the people in licensing service and capital investment.

One-Door Integrated Service (PTSP) in capital investment is also regulated by Law No. 25 Year 2007 regarding Capital Investment. Based on the law, One-Door Integrated Service (PTSP) is meant to help investors in having easy access of service, fiscal policy, and capital investment information. One-Door Integrated Service (PTSP) can be defined as licensing and non-licensing service activities having delegated authority from authorized concerned institution whose management starts from application up to document issue stage done in one location.

In Boyolali Regency, licensing service is managed by Local One-Door Integrated Services Capital Investment Board Government Agency (BPMPTSP). This structure is derived from Boyolali Regency Local Law No. 16 Year 2011 regarding Organization and Management of Local Government Agency. However, local government agency has now becomes a department after the issue of Government Law No. 18 Year 2017 regarding Local Government Organization.

DPMPTSP (previously BPMPTSP) of Boyolali Regency, having the main function of helping the Regent in holding capital investment and licensing service, has a strategic role in developing the regency. Business activities of the people of Boyolali will indirectly increase community economic activities. These will impact the increase of community welfare in Boyolali Regency. The One-Door Integrated Services Capital Investment Board of Boyolali Regency (BPMPTSP) provides a reliable licensing service because it is one of the local agencies that help generate Own-Source Revenue for Boyolali Regency.

**Licensing Service Innovation Policy**

Seno Samodro was appointed Regent of Boyolali on 3 August 2010. His vision and mission state that regional development in 2010-2015 is focused on improvement of competitiveness and pro investment. Pro investment is a concept to simplify all services and investment licensing to develop a “One Stop Service” system and open up information center backed by a sufficient increase of infrastructure. It is hoped that integrated pro investment concept can increase realization of investment in Boyolali Regency and provide more employment opportunities (interview with Head of DPMPSTSP informant).

Improvement of competitiveness is the ability to produce products and services of international standards and also maintain a continuous high income, or the local region’s ability to produce income and high employment opportunities while exposed to external competition (interview with DPMPSTSP Secretary informant). In other words, competitiveness can also be interpreted as the nation’s capacity to face international market competition challenges and still keeping or increasing its real income.

Early reform effort to make Pro Investment a success is done by strengthening One-Door Integrated Services Organization, changing it to Boyolali Regency Integrated Capital Investment and Licensing Service Board and giving the Head of One-Door Integrated Services to sign licenses so investors only need to come to one location to apply.

Boyolali Regency Integrated Capital Investment and Licensing Service Board provides 46 licenses as regulated by Local Law No. 4 Year 2012 regarding Integrated Licensing and Non-Licensing Service of Boyolali Regency, and comes in two types: no local charge and charged local retribution. Of the 46 licenses, only two are charged, License to Build (IMB) and Disturbance Permission (HO). All other licenses are free of charge.

These efforts are steps to promote ease of investment, simplifying application or business licensing, reducing and even freeing bureaucracy bottlenecks with the exception of License to Build (IMB) and Disturbance Permission (HO). Furthermore, infrastructure development like building roads, public lighting, and clean water, is further improved to facilitate a conducive investment atmosphere.

Investment amount for Local Capital Investment (PMDN) from 2010-2015 is 3,655,069,805,358 (Three Quadrillion Six Hundred Fifty Five Billion Sixty Nine Million Eight Hundred Five Thousand and Three Hundred Fifty Eight Rupiah) while Foreign Capital Investment (PMA) reached US$ 55.275.500 and Rp.696,784,387,600 (Boyolali Regency DPMPTSP Book, 2015). More information is in the following table:

Table 2 Investor Growth and Local Investors’ Investment Amount in Boyolali Regency

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Year** | **Investors  Per Year** | **No. of Investors** | **Incoming Investment  Per Year** | **Investment Amount** |
| **2010** | 767 | 1,856 | 153,452,340,100 | 839,475,864,750 |
| **2011** | 859 | 2,715 | 250,265,940,608 | 1,089,741,805,358 |
| **2012** | 1,056 | 3,771 | 273,254,000,000 | 1,362,995,805,358 |
| **2013** | 938 | 4,709 | 1,121,680,000,000 | 2,484,675,805,358 |
| **2014** | 804 | 5,513 | 1,170,934,000,000 | 3,655,069,805,358 |

Source: (DPMPTSP Boyolali Regency)

The table above shows that investment increases every year. In 2010 investment was only 153,452,340,100, going up to its peak in 2014 to 1,170,934,000,000. Accumulatively from 2010-2014, total Local Capital Investment (PMDN) in Boyolali Regency was 3,655,069,805,358.

Regulation breakthrough strategy in licensing service done by Boyolali Regency Integrated Capital Investment and Licensing Service Board provides 46 licenses and only two are charged, License to Build (IMB) and Disturbance Permission (HO). All other licenses are free of charge. This results in attracting more local and foreign investors to come to Boyolali Regency.

**Technology Innovation in Licensing Service**

The government must be able to provide good public service. Government, also called Bureaucracy (including local governments) has been getting negative opinions from its citizens. People tend to assess public service as being time-consuming, devious with complex requirements and inflexible regulations. These conditions certainly are unfavorable to the people. They have low bargaining power, only able to accept government service products without being able to directly contribute. Bureaucracy is not for itself, but to serve the community and conditioning every member of the society to develop his/her ability and creativity.

In response to these conditions, the Boyolali Regency realize that public administration process must be improved, especially in regard to public service to accommodate public needs in a quick, efficient, and meeting public expectation. Real service change and innovation by DPMPTSP has made an impact on investment increase in Boyolali Regency.

Other than policy innovation, Boyolali Regency Government also made innovation in technology. SMS gateway application, online licensing, potential map, information centers, and e-documents have become tools for DPMPTSP to provide easy access in licensing application to the public. This innovation in technology is aimed at raising the standard of licensing and non-licensing service and giving assurance of these services to the public.

This innovation is an acceleration of ease of licensing service. For example, online licensing application steps are as follows:

First step: the applicant registers the type of license needed on <http://bpmptsp.boyolalikab.go.id/web> website. The applicant will login and fill the online form. Then the applicant uploads the files required by the system. An officer will verify the uploaded documents and the Head of DPMPTSP signs the approval or refusal letter. Then the applicant receives the approved file in PDF or come directly to DPMPTSP Licensing Board.

This is similarly done in other regencies in the Central Java province.

**Inhibiting Factors in Pro Investment**

The government of Boyolali Regency also face many challenges that can be said as inhibiting factors in Pro Investment.

Firstly, the lack of quality and quantity of human resources, especially in the acceleration and online licensing service. This analysis points to staff workloads. Workload assessment is a process to define work hours needed for staff or a task in a specified timeframe. In other words, workload analysis is for determining the number of staff and responsibility or appropriate workload for a staff.

**Table 3 Number of Boyolali Regency’s DPMPTSP Staff**

|  |  |  |
| --- | --- | --- |
| **Position** | **Echelon** | **Total** |
| **Head** | II | 1 Person |
| **Secretary** | III/a | 1 Person |
| **Division Head** | III/b | 3 Persons |
| **Sub-Department Head** | IV/a | 3 Persons |
| **Sub-Division Head** | IV/b | 2 Persons |
| **Staff** |  | 24 Persons |

Source: (DPMPTSP Boyolali Regency)

Total staff of DPMPTSP Boyolali Regency is 34 people, far less than required to serve a thousand licensing service applicants yearly, with total investment of more than 1 quadrillion. DPMPTSP’s main duty and function is to provide licensing service. On the other hand, there is a need for staff to go on-site to factually verify the application.

Secondly, bottlenecks still prevalent in coordination between local agency/board and vertical institutions. (DPMPTSP Book, 2015). This directly impacts the licensing recommendation and ultimately the speed of the process.

The current mindset may inhibit Boyolali to become a Pro Investment City, for all Local Government Agencies involved with capital investment and licensing should integrate the interests and needs of applicants into the programs and activities.

Thirdly, the speed of spatial regulation does not keep up with the use of land for investment. For example, a businessman requires a thousand meter square land. In certain cases, the businessman cannot buy the property, so he may rent a village land. According to the Head of DPMPTSP, village land may not be used for investment. In some cases, the property is mortgaged by the leaser.

Fourthly, citizen or local approval as a requirement of Disturbance Permission (HO) has become “costly” that it hinders the licensing process and investment law assurance in Boyolali. Sometimes in the second extension, Disturbance Permission (HO) can double in amount.

Fifthly, some of the licensing types governed by Local Law No. 4 Year 2012 regarding Integrated Licensing and Non-Licensing Service of Boyolali Regency are “sleeping” and not effective and in need of a review and re-regulation.

However, DPMPTSP Boyolali Regency has taken steps to increase the quality of licensing service. DPMPTSP has installed Licensing Service Information System Application to counter balance the lack of staff with heavy workloads. The application helps licensing process from registration right up to delivery to reduce processing time.

Secondly, a parallel licensing process, where some types of licensing with a certain requirement may use only one requirement for a few submissions at once. This will reduce processing time. Thirdly, holding licensing service socialization to the general public in many ways, through yearly roadshows to local districts, and radios: Merapi FM, Karysma FM, CJDW

FM, and DPMPTSP official website.

Fourthly, to bring licensing service closer to the general public, a Mobile Service Unit will go around the districts to receive applications in collaboration with BPJS Ketenagakerjaan Klaten Branch Office. And fifthly, Integrated District Administration Application Service (PATEN) for certain types of licensing up to district level, so that applicant is not required to visit DPMPTSP to apply.

**Innovation Diffusion**

In line with the 2010-2015 Boyolali Regency’s Mid Term Development Plan (RPJMD), investment increase was only targeted at 10% pa. After the Pro Investment innovation, freeing bureaucracy bottlenecks with the exception of License to Build (IMB) and Disturbance Permission (HO), investment has increased 280% (two hundred eighty percent) from accumulative 2010 investment.

Local government innovation is key to change. Innovation is an idea, practice, or object deemed new by individuals. Innovation can be in the form of new products or services, new production technology process, new structural and administrative systems, or new plans for members of the organization.

Public sector innovation is one of the ways or even breakthrough to alleviate organization bottlenecks. The rigid, and status quo approach of the public sector system must be erased through innovation culture assimilation. Innovation which usually abounds in dynamic environment such as the business sector, is being slowly injected to the public sector, and has started to gain traction.

External dynamics and demands for change that are happening rapidly as well as better literacy among the people encourages better awareness of their rights play a part in innovation. The public sector should facilitate and quickly respond every change. The western world often examines local innovation policies. Oghburn and Nimkoff (in Useem, 1956) discussed social invention, Teofilovic (2002) discussed innovation reality in governments, De Vries et al (2015) analyzed public sector innovation.

Of all the many discussion, Rogers (1995) described the phenomenon in Boyolali Regency as Innovation Diffusion. It basically is explained as the process by which an innovation is communicated through certain channels over time among the members of a social system.” He further explained that diffusion is a form of special communication which is the spread of a new idea from its source of invention or creation to its ultimate users or adopters.

There four basic elements which make Boyolali Regency a bureaucracy reform phenomenon. Firstly, licensing innovation in Boyolali Regency may be described as ideas, actions, or products that are new to the public. In this case, innovation newness is subjectively measured by the individuals concerned. If an idea is regarded as new by someone, then it is an innovation for him/her. “New” concept in an innovative idea does not have to be new at all.

Secondly, local laws which support pro investment policy can be regarded as communication channel, a “tool” to distribute messages of innovation from the source to the receiver (general public). In selecting communication channels, the source must attend to (a) the purpose of communication and (b) receiver’s characteristics. If communication is directed towards introducing an innovation to a large and diverse recipients, then an appropriate, faster, and more efficient channel is the mass media. However, if the communication is intended to change recipients’ personal attitude or behavior, then the most appropriate channel is interpersonal channel.

Thirdly, timeframe of the licensing revolution process in the public service sector. Innovation in decision making process, from someone knowing to deciding to accept or refuse, and instalment of decision is closely related to time. Boyolali Regency has done this program more than five years, since Seno Samodro was elected Regent. Fourthly, the social system or what is called different functional unit groups and bound in partnership to solve problems to achieve a common purpose. We see a collective awareness between the local government, application makers, and the general public as the beneficiaries to create a good and useful public sector service.

**SUMMARY**

This study concludes that the Pro Investment Policy of Boyolali Regency implemented by DPMP2T since 2010-2014 has been run effectively. It is proven by the achievement of investment increase targets every year, with the exception of 2011 where it is still in acclimatization stage. The interesting part in previous review is the use of a new paradigm from a Regent regarding pro investment policy. Laws and regulations issued by the Boyolali Regency have given easier access in investment. As an overview, DPMPTSP Boyolali Regency issues 46 license types according to Local Law No. 4 Year 2012 regarding Integrated Licensing and Non-Licensing Service of Boyolali Regency. In that regulation, there are two types of license: no local charge and charged local retribution. Of the 46 licenses, only two are charged, License to Build (IMB) and Disturbance Permission (HO). All other licenses are free of charge.

Despite many challenges, the Pro Investment Policy has run effectively, because DPMPTSP, investors, and the general public work together making innovations in licensing service by using technology to counter balance the limitations in human resources, parallel licensing process, where some types of licensing with a certain requirement may use only one requirement for a few submissions at once, socializations, and establishing integrated administration service on a district level.

We appeal to the Central and Local Governments to synergize local government agencies and vertical institutions. This is to eliminate licensing settlement problems, especially licensing recommendation.

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