

## The Collaboration of Padang City Government in Managing Covid-19 Disaster through Dynamic Governance Concept

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### Abstrak

Pandemi Covid-19 telah menyebabkan perubahan di berbagai aspek kehidupan, termasuk penyelenggaraan pemerintahan sebagai penentu kebijakan dan pelayanan publik. Perubahan dan perkembangan kebijakan yang dikeluarkan atau dibuat oleh pemerintah di masa pandemi perlu dilihat dari perspektif tata kelola pemerintahan yang dinamis. Konsep tata kelola dinamis didefinisikan sebagai bagaimana berbagai kebijakan, institusi, dan struktur organisasi dipilih untuk dapat beradaptasi dengan kondisi yang menunjukkan ketidakpastian dan perubahan lingkungan yang cepat. Kebijakan, kelembagaan, dan struktur tersebut diharapkan dapat relevan dan efektif dalam memenuhi kebutuhan masyarakat dalam kondisi darurat dan jangka panjang. Konsep dynamic governance menitikberatkan pada faktor ketidakpastian masa depan yang mempengaruhi komponen pengambilan keputusan seperti berpikir lagi, berpikir ke depan, dan berpikir ke seberang. Selain itu, terdapat pula faktor pengungkit berupa orang-orang yang berkompeten yang merupakan sumber daya manusia yang mampu mengembangkan konsep tata kelola yang dinamis. Dimana keberadaan orang-orang yang berkompeten dalam penyelenggaraan negara terutama pada saat terjadi bencana sangat berpengaruh dan harus diperhatikan. Penelitian ini bertujuan untuk mendeskripsikan bagaimana penerapan konsep dynamic governance dalam menghadapi COVID-19 di kota Padang. Penelitian ini menggunakan metode kualitatif dengan wawancara dan studi pustaka sebagai teknik pengumpulan data. Merujuk pada hasil penelitian, masih terdapat beberapa variabel dan indikator teori *dynamic governance* yang belum terpenuhi koordinasi antar lembaga yang berkolaborasi. Dengan demikian dapat disimpulkan bahwa perlu dilakukan peningkatan kegiatan koordinasi untuk mewujudkan pemerintahan yang dinamis dalam menyelesaikan permasalahan pandemi COVID-19 di Kota Padang.

**Kata Kunci :** Covid-19; Dynamic Governance; Kebijakan Publik; Pemerintah

### Abstract

Covid-19 pandemic has caused changes in various aspects of life, including the administration of government as a policymaker and public service. Changes and developments in policies issued or made by the government during a pandemic need to be seen from the perspective of dynamic governance. The concept of dynamic governance is defined as how various policies, institutions, and organizational structures are selected to be able to adapt to conditions that indicate uncertainty and rapid environmental change. It is hoped that these policies, institutions, and structures will be able to be relevant and effective in meeting the needs of the community in emergency and long-term conditions. The dynamic governance concept focuses on the uncertain future factors (uncertain conditions) that affect decision-making components such as thinking again, thinking ahead, and thinking across. In addition, there is also a lever factor in the form of competent people constituting human resources capable of developing the concept of dynamic governance. Where is the existence of competent people in state administration, especially during times of a disaster, is very influential and must be considered. This study aims to describe how the application of the concept of dynamic governance is in dealing with COVID-19 in Padang city. This study used

qualitative methods with interviews and literature study being the data collection techniques. Referring to the results of research, there are still some unfulfilled variables and indicators of dynamic governance theory: coordination between institutions that collaborate. Thus, it can be concluded that it is necessary to make improvements in coordination activities to achieve a dynamic government in solving the problems of COVID-19 pandemic in Padang City.

**Keywords :** Covid 19; Dynamic Governance; Government, Public Policy

## **Introduction**

In November 2021, unconsciously covid-19 pandemic has been going on for more than 1 year. In relation to the efforts to overcome the covid-19 in Indonesia, it has started to show quite good results. The data showed the decrease in the number of confirmed cases of positive COVID-19 by up to 58% within two weeks. Then this was also confirmed by the Spokesperson for the Covid-19 Vaccine of the Indonesian Ministry of Health, Siti Nadia Tarmizi through merdeka.com media as follows (Merdeka.com, 2021), stating that: "Based on data updated from the ourworld.org website, data from John Hopkins University, which was last updated on September 12, 2021, Indonesia is one of countries that is appreciated as the best country in the efforts to deal with COVID-19. in order to solve this pandemic problem, the Government of Indonesia is synergizing with several parties, both the central government and regional governments to other stakeholders (Nurfurqon, 2020).

Based on these data, it can be concluded that the daily positive case confirmation rate in Indonesia has decreased drastically compared with that in previous period. (Estiningtyastuti, 2021). Furthermore, related to the data on the spread of Covid-19 cases per region in Indonesia, of course, the number of cases also decreased. The government's success in suppressing the spread of COVID-19 is influenced by the modifications made in various regulations or policies. As known, many countries, both developed and developing, with confirmed cases of COVID-19 have made changes and made regulations to cope with this pandemic.

Viewed from the process of providing public services and state administration, developed countries tend to adopt the concept of a framework or what is also called dynamic governance. In this case, the governments of developed countries are encouraged to be able to think ahead to be able to understand future scenarios through the conceptualization process. Thus, a policy or regulation is made to protect the community from the threats and challenges of the new situation (Rahman et al., 2020).

Meanwhile, looking at the form of regulation in developing countries, such as Indonesia, it can be seen that Indonesia as a developing country now has tried to adopt several concepts used in developed countries in preparing regulations, despite non-optimal running. Viewed from the government itself, it has tried to carry out regulatory reforms where these changes are intended to improve the quality of regulations or regulations aiming to support the implementation of social dynamics orderly and the

implementation of state administration and development effectively and efficiently (Akbar, 2018).

Departing from this statement, due to this pandemic, almost all governments have issued several policies to anticipate the wide spread of the virus. So does the Padang City government as a local government. At first the Padang City government made a policy in the form of Padang Mayor Regulation No. 49 concerning New Lifestyles during Covid-19 Pandemic. Later, the policy was deemed to still lack a significant effect on the improvement of public compliance with the implementation of health protocols. Therefore, in September 2020 the Padang City Government officially enacted a policy in the form of Regional Regulation Number 6 of 2020 concerning the Adaptation of New Habits, where this policy was first implemented previously by the West Sumatra Provincial Government, as well as issued policies in the form of circulars such as urging the implementation of online office and school activities. One of the efforts was made through the PRIMA SATGAS effort, which is a program that aims to be responsive to local governments to increase public awareness and discipline in changing behavior during a pandemic. This change in behavior is related to the implementation of health protocols. The objective of the PRIMA SATGAS program is to protect the public from the COVID-19 pandemic and increase compliance and public understanding of this pandemic (Putera et al., 2022).

The Padang City government's policy is an effort or a form of the Padang City government's response in the context of tackling the COVID-19 disaster, where most of regulations issued change various kinds of community activities to the government. For example, the changes occur in some activities: the public service system originally carried out face-to-face by government officials were then sometimes carried out online, and there were restrictions on activities, limited meeting activities, and even zoom meetings.

Considering various efforts taken by the Padang City government, it can be seen that regarding the condition of Covid-19 case spread in the Padang City area, 96 urban villages have been declared free of COVID-19, meaning that there are no more additional cases from the area. And as of November 18, 2021, there were only 4 confirmed cases of new cases in Padang City. So, overall the remaining confirmed cases were 9 cases, with the following details: 3 symptomatic confirmed cases (1 case was treated, 2 cases were isolated independently), and 6 confirmed cases without symptoms (Dinkespadang.go.id, 2021).

Furthermore, in relation to the decrease of COVID-19 case spread in Padang City, it is noteworthy that Padang city government has taken various efforts to emphasize the rate of case spread. As was the case with the Padang City government choosing to implement the concept of actor collaboration with the Penta helix method, the implementation of this concept involves many stakeholders, including government, academician, community, and private. One of the efforts in disaster management is coordination between stakeholders (Bakti & Fadlurrahman, 2020).

Because an optimal disaster management activity cannot be carried out by the government alone, it requires active community involvement. The involvement of community itself is necessary, recalling that in disaster management the community is the subject and the object of disaster risk management all at once (Susilowati & Siswanta, 2016). Putera et al, also stated the same thing in his research. (Putera et al., 2022) and This is also supported by the regulation of Law No. 24 of 2007 concerning Disaster Management emphasizing the importance of community involvement in disaster management, in both mitigating and supervising the efforts related to disaster risk mitigation itself. And then in relation to disaster events it is fundamental to identify the demands (dynamic and evolving conditions, role uncertainty and situasional constraints) that characterise the disaster response environment and to develop the management capabilities required to deal with disasters. (Kusumasari et al., 2010) So that in handling the covid-19 disaster, the government implements the concept of collaboration. seen from The government through the Civil Service Police Unit synergizes with FORKOPIMDA Padang City which consists of the police, TNI, and related OPD in the Padang City Government in creating the SATGAS PRIMA (Community Behavior Change Task Force) program (Putera et al., 2020).

The Covid-19 pandemic has brought about changes in various aspects of life, including the administration of government as policymakers and public services. Therefore, despite this emergence of pandemic phenomenon, the government administration is still required to carry out their duties effectively and efficiently. Changes and developments in policies issued or made by the government during a pandemic need to be seen from the perspective of dynamic governance, where the application of a dynamic government concept is considered to actually be a step or an effort to accelerate the COVID-19 disaster management process in Padang City. This is appropriate In the concept of dynamic governance, leaders must think intelligently and tactically by articulating their ideas. Thinking ahead is the ability to identify future environmental developments, then understand the implications, and identify strategies needed to take advantage of new opportunities and prevent potential threats that will occur (Kusuma, 2017).

As known, this pandemic has a very large impact, where the impact of pandemic affects not only 1 (one) but also all aspects of life, from economic crisis, health to politics. Therefore, this process of dealing with pandemic cannot be carried out by one group only. Instead, it requires cooperation, collaboration, coordination and active participation by various parties, from government, private sector to community.

Departing from this pandemic phenomenon, to answer the challenges faced by governments in various countries, it is possible to apply the dynamic governance concept that has been applied by several developed countries such as Singapore. The concept of dynamic governance is defined as how various policies, institutions, and organizational structures are selected in order to adapt to conditions that indicate uncertainty and rapid

environmental change so that these policies, institutions, and structures are still required to remain relevant and effective in achieving the wishes of the community in the long run. This is in line with the theory presented by Neo & Chen stating “to how these chosen paths, policies, institutions, and structures adapt to an uncertain and fast-changing environment so that they remain relevant and effective in achieving the long-term desired outcomes of society” (Neo, Boon Siong dan Chen, 2007) & (Gafar & Abdurrab, 2018) so related to the concept of dynamic governance itself, it emphasizes the adaptation of governance to environmental changes. Because the concept of dynamic governance itself is a basic concept that integrates community needs with programs and policies made by the government (Andhika, 2017).

The concept presented by Neo and Chen in their book contains an in-depth understanding of the role of government in executing policies and providing public services in a world that is always changing, and full of challenges facing globalization and technological developments. Due to conditions full of uncertainty, the government must always make policies so that they can work and synergize by utilizing all available resources (Mazidah et al., 2020; Fauzi & Iryana, 2017).

It is because the concept of dynamic governance itself is a basic concept that integrates the needs of the community with programs and policies made by the government, where the application of the concept of dynamic governance is considered capable of causing real changes in the governance of a region. Particularly, today this pandemic has caused rapid changes, and in turn has changed the focus of government administration previously resting on effectiveness and efficiency in formulating, implementing, and controlling the various policies made.

During this pandemic, the complexity of problems faced by the current government indicates that the concepts of good governance and good police only are not enough (Rahmatunnisa, 2015). More than that, the equally important challenge is the challenges of the times to the emergence of a pandemic at this time. Therefore, the concept of "dynamic, cut across many decisions, involves the need for continuous learning, and rest on effective and rapid implementation" (Porter in Neo, Boon Siong dan Chen, 2007). This means that the government as a decision-maker must be able to face the challenges occurring.

A related statement was also conveyed by Resa Vio Vani in his journal stating that the implementation of dynamic governance in local governments requires the involvement of various social institutions that function as a balancing force. (Sururi et al., 2019). So, it can be concluded that the government itself cannot carry out its duties without involving or collaborating with other parties, for example in carrying out a policy, there must be links with various parties to implement the policy (Vio Vani et al., 2020).

Furthermore, at the same time, government policy priorities are always changing, due to both internal and external factors, for example, today during the pandemic. Therefore, the concept of dynamic governance is felt to be able to answer the problems

that are currently being faced. In line with this, as known the central government and regional governments have made many efforts in dealing with and tackling the COVID-19 pandemic, for example issuing several policies to suppress the spread of COVID-19. Also, the Padang City government has done the same thing, such as Padang Mayor Regulation No. 49 concerning New Lifestyles during Covid-19 Pandemic. Later, the policy was deemed to still lack of a significant effect in increasing public compliance with the implementation of health protocols. Thus, the Covid-19 data of Padang city always shows an increase in the right to add the positively confirmed cases of Covid-19.

In connection to this phenomenon, in September 2020 the Padang City Government officially enacted a policy in the form of Regional Regulation Number 6 of 2020 concerning the Adaptation of New Habits. This policy was first implemented previously by the West Sumatra Provincial Government. Apart from that, several regulations were also issued to cover all aspects: economic, social, educational, health, and political.

It can be seen that the policy-making process is carried out in a short period, and the policies issued are also related to the context and problems currently being faced by society. Then, the points the author described earlier show a special focus on policies or programs that have an orientation towards government preparedness regarding changes and developments that have occurred in the community, namely the process of handling the COVID-19 pandemic. Thus, we can examine this phenomenon through the theory presented by Neo and Chen, The dynamic governance concept focuses on, among others, the uncertain future factor (uncertain condition) that affects the decision-making components such as thinking again, thinking ahead, and thinking across (Martoyo & Sihaloho, 2021).

As commonly understood, every policy issued and implemented by the government in the community does not rule out the possibility of causing some risks. Of course, not all the policies issued during this pandemic can be implemented optimally in some areas. This happened due to many factors, ranging from the lack of responsiveness of actors or actors to these policies, to the lack of socialization and public understanding of the new policies issued during the pandemic. As well as other impacts that can cause harm to the community, such as the instability of public services provided to citizens, and so on (ombudsman.go.id, 2021).

In addition, the supporting factors of the Neo and Chen concepts are also leveraging factors in the form of competent people constituting human resources capable of developing the concept of dynamic governance. (Moretti, 2017) where the existence of competent people in the state administration, especially during disaster times, is very influential and must be considered. For this component, the Padang City Government as a stakeholder in the handling of COVID-19 tries to involve many actors and the formation of Covid-19 Task Force.

Considering the theoretical phenomenon the author has described, the author wants to see whether or not the steps and efforts made by the Padang City government in dealing

with COVID-19 have adopted the concept of dynamic governance, recalling that the Padang City Government also has collaborated with many stakeholders in dealing with this problem. Thus, the regional government can be categorized as a government that has implemented a dynamic Covid-19 response.

### **Research Method**

This study used a qualitative research approach aiming to solve problems by describing the problems studied and describing a systematic, factual, accurate picture related to the research phenomenon. Then, it also described the relationship between the phenomenon under study and the theory used by the researcher. This research was conducted in Padang. Data was collected through observation and (structured or unstructured) interviews, documentation, and visual materials.

### **Result And Discussion**

The result section describes the outcomes of data analysis. Charts, tables and graphs illustrating the results are typically included and make sure the tables are editable, not an image files. In the discussion section, authors should explain their interpretation of their results and theorize on their importance to existing and future research. The Indonesian government continues to try to suppress the spread of COVID-19 cases, through a variety of policies and programs issued by the central government to district/city governments. One of the regional governments struggling to suppress the growth rate of COVID-19 cases at the district/city level is the Padang City government through policy and program innovations to control this case growth rate. Based on policies related to the handling of COVID-19 in Padang City, an analysis should be conducted through a dynamic governance perspective. Do the relevant stakeholders have the capability and be adaptive in making decisions and implementing all formulated policies or programs?

To answer this question, based on the concept of dynamic governance proposed by Neo and Chen, there are 3 variables with each indicator of fulfillment. The application of Dynamic Governance to the Covid-19 disaster management in Padang city can be analyzed as follows:

#### **A. Dynamic Capabilities**

This is how the government steps in changing the environment or the conditions faced through integration and building competence/capabilities of existing resources. Based on the theory proposed by Neo and Chen this variable can be measured through several indicators as follows:

##### **1 Thinking Ahead**

This aspect aims to see how sensitive the government is to developments that occur in its environment and to what is needed by the community. In this case, the researcher found that the Padang City Government followed the tactical steps instructed by the central government, in which the government collaborates with

many government organizations in anticipating 3 steps to prevent the spread of the virus, including the initial step taken to establish a task force and volunteers to prevent the spread of the COVID-19 virus according to the information contained in the Padang Mayor Decree Number 149 of 2020 Regarding the Task Force for the Acceleration of Handling the 2019 Coronavirus Disease, which has the authority to prepare an operational plan for handling the COVID-19 emergency response in the City of Padang, where the working group unit consists of many related agencies.

The second step is to provide intensively and continuously the latest information regarding COVID-19 to the public, where this information is carried out at the Command Center of the Padang City Communication and Information Service, with data sources obtained directly from the Padang City Health Office. The third step taken by the Padang City Government is to conduct a mass Polymerase Chain Reaction (PCR) test and monitor people traveling to and from the city; this is done by the Padang City Health Office in coordination with the healthcare team at local, district and village levels.

If it is associated with the thinking ahead aspect put forward by Neo and Chen, it can be concluded that in carrying out the covid-19 disaster management in Padang City, the Padang City Government is considered to have been able to explore and make efforts to anticipate the possible impacts that will be caused by the covid-19 pandemic. In addition, in formulating anticipation and policies aimed at prevention, coordination has been established with all relevant stakeholders.

## **2 Thinking Again**

This activity, according to Neo and Chen, is an evaluation or review of the policies, strategies, and programs that have been made to find out whether or not they are appropriate and have a significant impact. It also aims to find out whether the chosen decision is suitable and feasible to apply to the conditions being faced. In this case, the researcher found that the Padang City Government evaluates and update continuously the policies issued related to COVID-19 disaster management activities in the City of Padang.

For the first time, the government announced that there were people in Padang City who were positively infected with the Covid-19 virus. The Padang City Government immediately made a decision by determining the status of the Covid-19 Extraordinary Event (KLB) through the Padang Mayor Decree No. 144 of 2020, containing an appeal to the public to follow health protocols. However, in reality, the decree was not implemented effectively, because according to research there were still many people who did not implement the policy.



**Picture 1.**



Due to low compliance and public awareness of implementing the health protocols, on April 15, 2020, 33 confirmed cases were recorded. Therefore, at that time, the Governor of West Sumatra proposed to the Padang City Government to prepare a draft for the submission of Large-Scale Social Restrictions (PSBB). In this way, the Padang City Government along with the Padang City Forkopimda held a special meeting to accelerate the handling of the COVID-19 virus in Padang City.

**Picture 2.**



During the PSBB implementation for 14 days, the data regarding the development of COVID-19 cases in Padang city does not show good results. This is due to the same problem, namely the low community compliance with the implementation of health protocols. The impact of community's disobedience in carrying out the health protocol has given Padang City a Covid-19 red zone status. Additionally, on October 8, 2020, Padang City received a warning from the central covid-19 task force, stating that Padang City belongs to the 13 regencies/cities with the most active cases in Indonesia.

To deal with this problem, the Padang City Government along with relevant stakeholders has made a decision as a concrete effort to prevent and control COVID-19 in Padang City through regulations that have criminal sanctions against violators. The policy is manifested into the Padang City Regional Regulation No. 1 of 2021 regarding the adaptation of new habits. Thus, the implementation of the Padang Mayor Regulation No. 1 of 2021 concerning the Adaptation of New Habits can be carried out properly, the Padang City

Government through the Padang City Satpol PP as the local law enforcer launched SIPELADA, namely the system Information on Perda (Regional Regulation) Violators.

**Picture 3.**



The existence of regional policies that are also supported by an IT-based information system has a good influence on reducing the number of COVID-19 confirmed cases in Padang City. Based on data released through the Padang City Health Service website, it can be seen that regarding the conditions for the spread of COVID-19 cases in the Padang City area, 96 sub-districts have been declared free of Covid-19, meaning that there are no more additional cases in the area. And starting on November 18, 2021, there were only 4 new confirmed cases in Padang City. So, overall there were 9 remaining confirmed cases consisting of 3 symptomatic confirmed cases (1 case was treated, 2 cases were isolated independently), and 6 confirmed cases without symptoms ([dinkespadang.go.id](http://dinkespadang.go.id)).

The Padang City Government makes improvements and evaluations continuously of all the policies they have issued. As such, it can be reviewed how significant the impact of policy is on solving the problems faced. This is evidenced by the ratification of regional regulations to increase compliance and public awareness in carrying out health protocols, in which the policy has criminal sanctions to provide a deterrent effect to the violators.

### **3 Thinking Across**

Researchers found that the government in this case makes breakthroughs continuously and intensively to tackle the COVID-19 pandemic in Padang City. Some of them departed from the instructions of President Joko Widodo and the central government regarding the establishment of the Tangguh Nusantara Village

Program in preventing or tackling COVID-19 using local wisdom methods. The program aims to encourage local wisdom methods in the form of cooperation between government and community, and to encourage community independence to take the initiative to solve problems independently in warding off the COVID-19 pandemic. And this program was also established in areas with a high rate of COVID-19 case spread.

In connection to the national program, the Padang City government in collaboration with stakeholders initiated a COVID-19 safe pilot area called "*nagari tageh*". Through activities or efforts made by the local community through, firstly, "*nagari tageh*" program, residents socialize actively the dangers of covid-19 and its preventive measures such as implementing health protocols. Secondly, the community provides a house that is used as a place of self-isolation for local people who are positively confirmed to be infected with COVID-19, and the needs of these patients through soup kitchens that are driven by the community in the area. Thirdly, the community creates a guard post aiming to conduct independent checks on guests who want to enter the area. Then fourthly, from an economic point of view, residents also activate and develop the potential of MSMEs intending to reduce the burden on the community's economy.

Then the innovation in overcoming COVID-19 made by the government in Padang City did not stop there, but the Padang City Health Office initiated the formation of the RT/RW-based "*kongsi covid-19*".

**Picture 4.**



Through the innovation of the "*kongsi covid-19*" the local government collaborates with cross-sectors including a team from the Andalas University Medical Faculty and the police. The Covid-19 partnership is a community-based forum to foster a spirit of togetherness and concern in solving this pandemic problem.

In addition, the government through the Padang City Satpol PP also made an innovative strategy to enforce mayoral regulations relating to the prevention of COVID-19. The Padang City Civil Service Police Unit formed the “SATGAS PRIMA” aiming to ensure that the community has made basic lifestyle changes in dealing with the pandemic. The Padang City Satpol PP made this program through firstly holding discussions with the Mayor of Padang and his lines and Forkopimda as a promoter regarding the program to be run, to get directions to enable this program to run properly.

Owing to the initiation of the Padang City Satpol PP to increase public compliance with the implementation of health protocols following applicable policies, the researchers found that with the breakthrough made by the Padang City Civil Service Police Unit Head, they managed to get appreciation from the Governor of West Sumatra as the 2<sup>nd</sup> best OPD in the enforcement of Regional Regulations of the Province of West Sumatra. Based on the thinking-across indicator, it can be seen that the Padang City Government has been able to create innovative programs in the context of dealing with covid-19. Seta can combine preexisting ideas update them with a more innovative system and explore the potential of local community.

#### **B. Capable People and Process Stability (Able People and Agile Process)**

To achieve and develop the concept of dynamic governance, of course, capable (competent) people are needed to realize the three indicators of dynamic capability that have been described by researchers in the previous discussion. The availability (of able people) in a government is very influential in the process of formulating policies that are adaptive, fast, and responsive, especially during times of disasters like today. Able people here are the determinants of priority scale that will be taken by the government at a vulnerable time.

Then, as stated by Neo and Chen, in the able people and agile process variables there is an element of collaboration in the fulfillment of the two. Based on this, the researchers describe what the forms of able people owned by the Padang City Government are to carry out the handling of COVID-19 in Padang City. To solve this pandemic problem, the Padang City Government applies the concept of collaboration with the Penta helix method, consisting of 5 stakeholder elements: Padang City Government and its lines, private sector, and academician, in this case Andalas University.

**Table 1.**  
**Summary of Aids coming from BUMN/BUMD/Private Parties/Communities/Entrepreneurs/etc for Covid-19 Prevention in Padang City**

NO	LIST OF DONOR	INFORMATION OF AID	DATE OF SUBMISSION	REMARK
1	<b>PHRI</b>	1.310 Package	27/July/2021	
2	<b>YAMAHA</b>	100 Package	27/ July /2021	
3	<b>PT. JASA RAHARJA</b>	100 Package	29/ July /2021	
4	<b>PT. INCASI RAYA</b>	750 Package	28/ July /2021	
5	<b>PT. HAYATI</b>	200 Package	29/ July /2021	
6	<b>PT. PEGADAIAN (PERSERO)</b>	200 Package	30/ July /2021	
7	<b>PT.PADANG CAKRAWALA</b>	100 Package	30/ July /2021	
8.	<b>PT.WILMAR NABATI INDONESIA</b>	100 Package	30/ July /2021	
9.	<b>PT. WIRA INNOMAS</b>	100 Package	30/ July /2021	
10	<b>BAZNAS</b>	600 Package		
11	<b>YAYASAN DAR EL-IMAN</b>	100 Package	30/ July /2021	
12	<b>PT.MENARA AGUNG</b>	100 Package	2/August/2021	Additional 400 liters of cooking oil and 200 kg of sugar
13	<b>H. MHD CHAIDIR, SH</b>	800 Package	2/ August /2021	
14	<b>HIMPUNAN BERSATU TEGUH (HBT)</b>	400 Package	2/ August /2021	
15	<b>PR.PARAGON TECH &amp; INOVATION (WARDAH)</b>	100 Package	4/ August /2021	
16	<b>PT. INTERCOM</b>	200 Package	4/ August /2021	Additional 5 kg of rice, 1 liter of cooking oil, and 5 boxes of

				instant noodles
17	<b>KB BUKOPIN</b>	60 Package	5/August/2021	
18	<b>BTN</b>	100 Package	13/August/2021	
19	<b>BRI</b>	525 Package	18/August/2021	
20	<b>INTERCOM</b>	100 Package	27/August/2021	
21	<b>BNI</b>	150 Package	20/Sept/2021	
22	<b>ASTRA (GROUP SB)</b>	200 Package	23/Sept/2021	

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Based on the table and also the results of interviews, it can be seen that the aid received by the Padang City Government came not only from the private sector but also from several community organizations and individual communities. In addition, from the data, it can also be seen that the aid provided is not only in the form of supporting tools for handling COVID-19 or health services but also in the terms of social and economic assistance, in this case, the basic food packages, which would later be addressed to the community.

Neo and Chen stated that the existence of capable people in developing the concept of dynamic governance is very much needed. It is also supported by Bevaola's opinion that the implementation of disaster management policies or programs at the regional level not only can be done by government actors but also requires the availability of human resources from various parties. Considering the phenomenon described earlier, it can be concluded that, in the context of overcoming the covid-19 pandemic in Padang city, it can be seen that these variables have been met. In this activity, the government already has capable people to create a dynamic government, especially in activities to overcome this pandemic, where the able people owned by the Padang City Government have worked according to their respective abilities.

Furthermore, as stated by Neo and Chen in their theory, this variable is also important to see how the coordination is carried out by the organization to realize a dynamic government. The research found that it was related to the handling of covid-19 in the city of Padang. The local government itself continues to coordinate well aiming to enable the COVID-19 prevention activities to be carried out optimally.

**Picture 4.**



Regarding the coordination process carried out, it is known that the Padang City Government has currently evaluated and corrected the lack of optimal communication with mass media groups. Not only the coordination will expectedly be carried out between the scope of local government organizations or the government and the private sector, but also good communication will be established with stakeholders from mass media groups.

### **Conclusion**

Based on research on the application of the Collaboration of the Padang City Government in Managing the Covid-19 Disaster through the Dynamic Governance Concept which was analyzed using Boon Siong Neo and Geraldine Chen's theory, it can be concluded that the Padang City Government is considered to have dynamic capabilities of handling COVID-19 in Padang City. It can be seen based on a series of tactical steps, strategies, programs and policies issued in dealing with the COVID-19 pandemic in Padang City, where a series of efforts and decisions are considered to have been adaptive and able to have a positive impact on suppressing the number of COVID-19 case spread. Then, based on the result of research presentation, the dynamic capability in collaborative activities of the Padang city government is also driven by the presence of capable people and the coordination and communication processes that have been going well.

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