

## INITIATIVE AND IMPLEMENTATION OF THE PUBLIC SERVICE INNOVATION BY REGIONAL GOVERNMENT IN INDONESIA

**Wisber Wiryanto**

Lembaga Administrasi Negara, Indonesia

E-mail: wisberwiryanto@yahoo.com

### ABSTRACT

Based on the Government Regulation No. 38/2017 Concerning Regional Innovation, the government of Indonesia has established an innovation policy for the regional government to improve public services. Therefore, it is the need a study to answer the question, how to steps are needed by regional government agencies to carry out initiative and implementation of public service innovation? The purpose of this study, to find out about steps are needed by regional government agencies to carry out initiative and implementation of public service innovation. The research method through the library research method uses a qualitative descriptive method. Data collection techniques using printed and electronic media instruments, websites to collect secondary data which is relevant for this study. Furthermore, a qualitative analysis technique was used to analyze data. The locus of this study was selected through a purposive sampling technique, so the regional government agencies with implemented public service innovation can be selected. This study was conducted in 2019. The results of this study showed, there are variations among regional government agencies in implementing public service innovation. On the one hand, some regional government agencies have implemented both initiative and implementation of public service innovation. While on the other hand, some regional government agencies have not yet implemented initiatives and implementation of public service innovation. Therefore, some regional government agencies need to be made as an innovation laboratory to encourage public service innovation.

Keywords: innovation; public service; regional government

### ABSTRAK

*Berdasarkan Peraturan Pemerintah Nomor 38/2017 Tentang Inovasi Daerah, pemerintah Indonesia telah menetapkan kebijakan inovasi bagi pemerintah daerah untuk meningkatkan pelayanan publik. Oleh karena itu, perlu adanya kajian untuk menjawab pertanyaan, bagaimana langkah-langkah yang diperlukan oleh instansi pemerintah daerah dalam melaksanakan inisiatif dan implementasi inovasi pelayanan publik? Tujuan penelitian ini, untuk mengetahui langkah-langkah yang diperlukan oleh instansi pemerintah daerah dalam melaksanakan inisiatif dan implementasi inovasi pelayanan publik. Metode penelitian melalui metode penelitian pustaka menggunakan metode deskriptif kualitatif. Teknik pengumpulan data menggunakan instrumen media cetak, elektronik, dan website untuk mengumpulkan data sekunder yang relevan dengan penelitian ini. Selanjutnya teknik analisis kualitatif digunakan untuk menganalisis data. Locus penelitian ini dipilih melalui teknik purposive sampling, sehingga dapat dipilih instansi pemerintah daerah yang menerapkan inovasi*

*pelayanan publik. Penelitian ini dilakukan pada tahun 2019. Hasil penelitian ini menunjukkan, terdapat variasi antar instansi pemerintah daerah dalam mengimplementasikan inovasi pelayanan publik. Di satu sisi, beberapa instansi pemerintah daerah telah melaksanakan inisiatif dan implementasi inovasi pelayanan publik. Sedangkan di sisi lain, beberapa instansi pemerintah daerah belum melaksanakan inisiatif dan implementasi inovasi pelayanan publik. Oleh karena itu, mereka harus melakukan kerjasama kolaboratif atau laboratorium inovasi untuk mendorong inovasi pelayanan publik.*

*Kata kunci: inovasi; pelayanan publik; pemerintah daerah*

## **INTRODUCTION**

The World Bank (2018) stated that improving public sector performance can be done through innovation. This includes regional innovation namely public service innovation. Pratama, A.B. (2019) stated that the public service innovation in Indonesia from 2014 to 2016 were dominated to tackling societal problems in the health and education sector. Whilst in the geographical perspective, big portion of innovation were taking place in Java Island.

Sihombing, T. (2016) stated that on occasion of public service increasing towards good local governance, policies which decided by leaders should be the ones that support innovation and reform implementation in bureaucracy. Furthermore, Idrus, I.A. and Ferdian, K.J. (2019) stated that DKI Local Government in implementation of public service policies, namely population administration through the *Sidukun* 3 in 1 innovation, has won the Top-99 award in a public service innovation competition in 2017. But, this innovation has not been implemented in all hospitals, and there is a lack of communication among stakeholders.

In accordance with the development of public service innovation, the government issued a Government Regulation the Republic of Indonesia (PP) No. 38/2017 concerning Regional Innovation, is a policy instrument addressed to all province, regency, and city government to implementing regional innovations in Indonesia. Implementing this policy, to achieve the target of improvement public services and to achieve the regional government performance of improvement goals.

The objectives of regional innovation to improve the performance of regional government. Scope of regional innovation policy, covering: (1) definition, form, and criteria of regional innovation; (2) the process of regional innovation covering stages namely initiative, trial, implementation, and evaluation of regional innovations; and (3) the objective, target, and principles of regional innovation.

Regional innovation is all forms of renewal in the administration of regional government (PP No. 38/2017). Furthermore, the OECD (2019) states that innovation is a source of growth and a tool for addressing global climate change and social issues such as inequality. Regions are seeking to promote their economic development through support to innovation. They define and implement the strategies and their strengths.

Form of regional innovation among others: Regional government can innovate regions in the form of: regional-government innovations, public service innovations and other regional innovations, among others: (1) regional government innovation, is a form of innovation in the implementation of regional government management. This innovation, covering internal governance in the implementation of management, and management elements; (2) public service innovation, is an innovation in providing community services, covering the process of providing public goods/ services, and innovations of types and forms of public goods/ services. Thus, public service innovation is one form of regional innovation; and (3) another regional innovation, namely all forms of government innovation which the authority of regional government.

Criteria of regional innovation covering: (1) contain a renewal of all or part of the element of innovation; (2) provide benefits to the regions or the community; (3) does not result in imposition or restriction on the community that is not in accordance with the provisions of the legislation; (4) constitutes government affairs which are the authority of the region; and (5) can be replicated.

Steps of regional innovation is a process that is carried out through the following 4 (four) stages, namely initiative, trials, implementation, and assessment of regional innovations. First, regional innovation initiatives: The initiative in the process includes the proposed steps, evaluation, and determination of regional innovation initiatives, as follows.

Proposed regional innovation initiatives. This proposal can come from the Regional Head, members of the Regional People's Representatives Council (DPRD), State Civil Apparatus (ASN), regional agencies, and community members.

The proposal was compiled into regional innovation proposals which contained: (1) regional innovation forms; (2) regional innovation design and the subject of changes made; (3) regional innovation goals; (4) benefits obtained; (5) time of regional innovation trials; and (6) the budget needed.

Evaluation of regional innovation initiatives. Regional authorities in charge of research and development can carry out these evaluations. This evaluation can be done by involving universities, experts, or practitioners. The regional agency decides that regional innovation initiatives that are feasible are proposed as regional innovations based on regional innovation criteria. The regional apparatus conveyed regional innovation initiatives to regional heads to obtain regional innovation initiatives.

The decision on regional innovation initiatives. The decision can take the form of a regional head decision with the determination of regional apparatus according to their fields to implement regional innovation trials. The decision of the regional head was made the basis for implementing regional innovation try-outs. The decision was submitted by the Regional Head to the Minister of Home Affairs. The Minister of Home Affairs to collected data on regional innovation as a basis for the establishment and supervision of the implementation of regional innovation.

Second, regional innovation trials. Implementers of regional innovations carry out regional innovation trials based on regional head decisions. Regional innovation trials were carried out on regional equipment assigned to carry out regional innovations as a testing laboratory. In the case of unsuccessful trials, regional innovation implementers stopped the implementation of regional innovation trials and reported to regional authorities in charge of research and development. But, simple regional innovations, do not cause negative impacts on the community, and do not change the mechanism of implementing local government, can be applied directly to implementation in the regional government.

Third, the application of regional innovation. Regional innovation that going through trials or without going through trial implemented in the regional government. The application of regional innovation results is implemented by Regional Regulation or Regional Head Regulation. Regional regulation, for the application of regional innovations that result in delimitation or imposition on both the community and regional income and expenditure budgets.

While, regional head regulation applied for the application of regional innovations related to the internal governance of regional governments and do not result in delimitation or imposition. In this connection, Ahmad, B. (2018) stated that supporting factors for service innovation were regulation and commitment of the local governments while the inhibiting factors of innovation implementation were the limited fund and incompetent personnel in service duties. Fourth, assessment and awarding of regional innovations. The Minister of Home Affairs evaluates regional innovations based on reports from regional heads. An assessment of the application of regional innovation results is carried out to give awards or incentives to local governments.

The process of evaluating and awarding regional innovations, covering regional innovation assessment and regional innovation awards. Regional innovation assessment. Assessment of regions that develop regional innovations is based on criteria, namely the impact of regional innovations on improving performance and public services; and can be applied to other regions. Furthermore, regional innovation awards. Innovative local governments are given awards to support the efforts of provincial, regency/ city governments in regional innovation including public service innovation.

Categories of award recipients, covering: (1) the most innovative province; (2) the most innovative regency; (3) the most innovative city; (4) the most innovative regency/ city with category as underdeveloped region; (5) the most innovative district/ city with category as border area; and (6) the most innovative regency/ city with categories as Papua province and West Papua province.

There are some ministries and government agencies that assess and award on innovations, namely: (1) Ministry of Home Affairs, give Innovation Government Award

(IGA) for provincial, regency and city governments who succeeded in implementing regional innovation according to regional innovation criteria; (2) Ministry of Administrative and Bureaucratic Reform (MENPAN), give awards top-99 and top-40 Public Service Innovations (IPP Awards) for provincial, regency and city governments who successfully implemented public service innovations according to regional innovation criteria; and, (3) Ministry of Public Works and Housing (PUPR), give awards Innovation in the Application of Infrastructure Implementation Technology (PUPR Award) for provincial and regency governments who succeeded to implement regional innovation according to regional innovation criteria.

Furthermore, (4) National Institute of Public Administration (LAN), give awards public administration innovation (Inagara Award) for regional governments who succeeded to implement regional innovation according to regional innovation criteria. Besides that, National Institute of Public Administration hold training in innovation laboratories through the 5D method (Drum-up, Diagnose, Design, Delivery and Display) in order to accelerate the innovation of public administration to government agencies (ministries/ agencies) and regional government (provinces and regencies/ cities) to improve public services and government performance.

Now, Government Regulation No. 38/2017 concerning regional innovation has been running for 3 (three) years. If the provincial, regency and city governments have not taken the initiative and implemented regional innovation based on government regulations, it will become an obstacle to improving public services and improving regional government performance. In connection with the problem background as mentioned above, it is necessary to conduct a study concerning initiative and implementation of the public service innovation by regional government in Indonesia. Especially, regional government such as province, regency/city; regency/city with underdeveloped area categories; regency/city with border area categories; and regency/city with Papua province and West Papua province categories.

Furthermore, a problem statement as a research question was proposed. How to initiation and implementation of the public service innovation by regional government in

Indonesia? The research objective is to find out about initiation and implementation of the public service innovation by regional government in Indonesia.

The benefit of this research to find out about provincial, regency, and city governments that have succeeded in conducting public service innovation based on these government regulations. The regional government has not implemented public service innovation can conduct for comparative studies to other regions that have succeeded to implemented public service innovation. Thus, it is expected, the regional government can be succeeded implemented public service innovation.

## **METHODS**

The research method used a qualitative descriptive method. And then, data collection technique used a library research method. Print, electronic, and website media are used to collect secondary data was relevant to this research. Furthermore, a qualitative analysis technique was used to analyze the data that has been obtained. The research locus was selected through a purposive sampling technique. So that obtained a number of samples based on the criteria, namely provincial, regency, and city of regional government agencies in Indonesia that succeeded in conducting public service innovation. This research was conducted in 2019.

## **RESULT AND DISCUSSION**

Total regional governments in Indonesia is 542, consisting of: (1) thirty-four provinces (BPS, 2018); (2) four hundred fifteen regencies, not including one administrative regency in DKI Jakarta Province; and (3) ninety-three cities, excluding five administrative municipalities in DKI Jakarta Province (Kemendagri, 2014).

The result of this study showed, there are some of regional governments, who has succeeded apply regional innovation through process steps innovation (PP No. 38/2017). They are some regional governments, and some regional government with certain category, covering: (1) provinces and regencies/ cities; (2) regencies/ cities underdeveloped area category; (3) regencies/ cities border area category; and (4) regencies/ cities area of Papua province and West Papua province category.

Ministry and government agencies has made an assessment and award innovation 2018 for the regional government. This description among others: (1) province regions that received the innovation award 2018 (see table 1); (2) regency regions that received innovation awards 2018 (see table 2); and city regions that received innovation award 2018 (see table 3).

First, regional innovation by provincial government. There are some provincial governments that have taken initiative and implementation of steps, obtained the 2018 innovation award, presented in the table (see table 1).

**Table 1.**  
**Provinces Region That Received an Innovation Awards 2018**

Provinces	Innovation Awards			
	IGA	IPP	PUPR	Inagara
1. Bali	1	0	0	0
2. DI Yogyakarta	0	1	0	0
3. DKI Jakarta	1	1	0	0
4. West Java	1	1	0	0
5. Central Tengah	0	1	1	0
6. East Java	1	1	0	0
7. South Kalimantan	0	1	0	0
8. West Nusa Tenggara	0	1	1	0
9. Riau	0	1	1	0
10. South Sulawesi	0	1	0	0
11. Southeast Sulawesi	0	1	0	0
12. North Sulawesi	0	1	0	0
13. West Sumatera	1	1	0	0
14. South Sumatera	0	1	0	0
Total	5	13	3	0

Sources:processed from MENPAN (2018); LAN (2018); PUPR (2018); and Syarif, M. (2018).

Data showed, from 34 (thirty four) provincial government there are 14 (fourteen) or 41% provinces who have carried out initiatives and implementation of innovations; and received an innovation award from the Ministry/ Government Institution in 2018. Details and number of provinces that received innovation awards are as follows: (1) there are 5 (five) provinces regions received the IGA award; (2) there are 13 (thirteen) provinces regions received an award for public service innovation (IPP Award); and (3) there are 3 (three) provinces received innovation awards, namely the PUPR award. In addition, there is no province has received the Inagara award. Data also showed, there are some provinces



did not received innovation awards, because they have not taken initiated and implemented innovation steps in their area.

Second, regional innovation by regencies government. Government regencies that have taken steps in the initiative and implementation of innovation, and received an innovation award in 2018, presented in the table (see table 2).

**Table 2.**  
**Regencies Region That Received an Innovation Awards 2018**

Regencies	Innovation Awards				Regencies	Innovation Awards			
	IGA	IPP	PUPR	Inagara		IGA	IPP	PUPR	Inagara
1. Aceh Tamiang**)	0	0	0	1	30. Musi Rawas	1	0	0	0
2. Agam	1	0	0	1	31. Merauke*)**)**	0	1	0	0
3. Bandung	0	0	0	1	32. Mojokerto	0	1	0	0
4. Banggai	1	0	0	1	32. Nagekeo*)	0	1	0	0
5. Bangka	0	1	0	0	33. Nganjuk	0	1	0	0
6. Banyuwangi	1	1	0	0	34. Pacitan	1	0	0	0
7. Belu *) **)	1	0	0	1	35. Padang Pariaman	1	0	0	0
8. Berau	0	0	0	1	36. Pangkajene dan K.	0	1	0	0
9. Bogor	0	1	0	0	37. Pelalawan**)	1	0	0	1
10. Dompu **)	0	0	0	1	38. Pinrang	0	1	0	0
11. Gresik	1	1	0	0	39. Morotai Island*)**)	1	0	1	0
12. Kendal	0	0	1	0	40. Probolinggo	0	0	0	1
13. Kep. Aru*)	0	0	0	1	41. Rote Ndao *)**)	0	1	0	0
14. Klungkung	1	1	0	0	42. Sanggao**)	0	1	0	0
15. Kotawaringin T.	0	0	0	1	43. Sidoarjo	1	0	0	0
16. Kulon Progo	1	0	0	0	44. Sinjai	0	1	0	0
17. Kutai Kertanegara	0	1	0	0	45. Situbondo*)	1	0	0	0
18. Lamongan	0	1	0	0	46. Sumbawa	0	1	0	0
19. Lumajang	0	1	0	0	47. West Sumbawa	0	1	0	0
20. North Luwu	0	1	0	0	48. Tabanan	0	1	0	0
21. Madiun	0	1	0	0	49. Takalar	0	1	0	0
22. Malang	0	1	0	0	50. Tanahbumbu	0	0	0	1
23. Mentawai	0	0	0	1	51. Tapin	0	1	0	0
24. Merangin	0	1	0	0	52. Teluk Bintuni	0	1	0	0
25. North Minahasa	0	0	0	1	53. Timor Tengah Ut.	0	1	0	0
26. Muara Enim	0	1	0	0	54. Trenggalek	0	1	0	0
27. Muna	0	0	0	1	55. Tuban	0	0	0	1
28. Muko-muko	0	1	0	0	56. Tulungagung	0	1	0	0
29. Musi Banyuasin	0	0	1	0	57. Wakatobi	0	0	0	1
Total	8	14	2	12	Total	6	18	1	5

Sources: Processed from (1) Perpres No.131/2015; MENPAN (2018); LAN (2018); PUPR (2018); Syarif, M. (2018); and Sindo News (8/12/2018).

Notes: \*) Category underdeveloped regions; \*\*) Category border area; \*\*\*) Category regencies/cities of West Papua and Papua provinces.

Data showed, from the total region regencies (415), there are 57 (fifty seven) or 14% region regencies who have carried out initiatives and implementation of innovations; and received an innovation award from the Ministry/ Government Institution in 2018. Details and number of regencies that received innovation awards, as follows: (1) there are 14 (fourteen) regencies receive the IGA awards; (2) there are 32 (thirty two) regencies received public service innovation awards (IPP Awards); (3) there are 3 (three) regencies received the PUPR innovation awards; and (4) there are 17 (seventeen) regencies received the Inagara awards.

**Table 3.**  
**Cities Region That Received an Innovation Awards 2018**

Cities	Innovation Awards			
	IGA	IPP	PUPR	Inagara
1. Bandung	1	1	0	0
2. Banjarmasin	0	1	0	0
3. Bogor	1	1	0	0
4. Bontang	1	0	0	0
5. Cimahi	0	1	0	0
6. Jayapura *)**)	0	0	0	1
7. Madiun	0	1	0	0
8. Magelang	1	1	0	0
9. Makassar	1	0	0	0
10. Malang	1	0	0	0
11. Mataram	1	0	0	0
12. Mojokerto	0	0	0	1
13. Padang	0	1	0	0
14. Pare-pare	0	1	0	1
15. Pasuruan	0	1	0	0
16. Probolinggo	0	1	0	0
17. Sabang *)	0	0	0	1
18. Salatiga	0	0	0	1
19. Serang	0	0	0	1
20. Solok	1	0	0	0
21. Sorong **)	0	0	0	1
22. Surabaya	1	1	0	0
23. Surakarta	1	0	0	1
24. Tidore Kepulauan	0	0	0	1
25. Tegal	0	1	0	0
Jumlah	10	12	0	9

Sources: Processed from MENPAN (2018); LAN (2018); and Syarif, M. (2018).

Notes: \*) Category border area; \*\*) Category regencies/ cities of West Papua and Papua provinces.

Based on the government regency category that received innovation awards, among others: (1) there are 7 (seven) regencies with category of underdeveloped area; (2) there are 7 (seven) regencies with the category of border areas; and (3) there is 1 (one) regency with the categories of West Papua and Papua provinces. Data also showed, there are regencies did not received innovation awards, because they have not taken steps initiated and implemented of innovation in the region.

Third, regional innovation by cities government. The cities governments that have taken the initiative and implementation of innovation steps and obtained the 2018 innovation award are presented in the table (see table 3). Data shows, from 93 (ninety three) cities governments, there are 25 (twenty five) or 27% cities governments that have carried out initiated and implemented of innovations; and received innovation awards from Government Ministries/ Institutions in 2018.

Furthermore, details of the number of cities government regions that receive innovation awards, namely: (1) there are 10 (ten) cities region governments have received awards on IGA awards; (2) there are 12 (twelve) cities region governments have received awards on public service innovation (IPP Award); and (3) there are 9 (nine) cities region governments received awards on Inagara award.

Based on the cities government category that received innovation awards, data showed: there are 2 (two) cities government border area categories; and there are 2 (two) cities government of West Papua Province and Papua Province categories, that received innovation awards. Data also showed, there are cities governments did not received innovation awards because they have not taken initiated and implemented innovation steps in the region.

The results of this study showed, there are some provincial government (41%); some regencies government (14%); and some cities government (27%) have initiated and implemented on innovations; and received an innovation award from the ministry/ institution in 2018. Among them, some regency/ cities regional government with underdeveloped regions categories; border areas categories; and West Papua and Papua Provinces categories.

Nalien, E.M. and Ilham, T. (2016) stated that the result shows that the Public Service Innovation Competition held by the MENPAN can generate innovations that succeeded in bringing changes and optimization of governance in Indonesia, especially in local governments. Furthermore, Supranoto, M. and Novita, D. (2019) stated the finding of his study, that innovation in public services in Indonesia has been carried out in a number of service areas at the level of the local bureaucracy even to the lowest level/village.

The result of this study also showed, the provincial, regency and cities government apply regional innovations by taking steps: (1) regional innovation initiatives; (2) regional innovation trials; (3) application of regional innovation; (4) assessment and awarding of regional innovations. Steps 1-3 are carried out by the regional government. Furthermore, step 4 assessment and awarding of regional innovations carried out by the government.

Besides that, there are some provinces, regencies, and cities did not received an innovation award. They are including regency lagging category; regencies/ cities in border area categories; and regencies/ cities of Papua and West Papua provinces categories. Because they have not taken initiated and implemented innovation steps in the region.

As a solution for this problem, among others: (1) regional government need to collaborate with comparative studies to provincial regions, regencies and cities that have succeeded implemented innovations and received innovation awards. In line with this, Hutagalung, S.S. and Hermawan, D. (2018) stated that the strengthening of innovative programs in the public service sector needs to adopt the role model of public sector innovation initiative. And, (2) collaborate with LANs in carrying out initiating and implementing innovation through innovation laboratories. This innovation laboratory uses 5D (Drum-up, Diagnose, Design, Delivery, and Display) methods to improve public service and the performance of the relevant regional government agencies.

## **CONCLUSION**

There are some provinces; regencies; and cities including regency areas underdeveloped categories; border areas categories; and regencies/ cities of Papua and West Papua provinces categories who have initiated and implemented public service

innovation. On the other hand, there are some other regions that have not taken initiative and implementation of public service innovation.

It is recommended for some regional government like provinces, regencies; and cities including regencies with underdeveloped regions categories; border regions categories; and regencies/ cities both Papua and West Papua provinces categories, to choose some alternatives namely to conduct comparative study partnerships with regions that have succeeded to implemented public service innovation; or collaborating with National Institute of Public Administration in carrying out both initiating and implementing public service innovation through innovation laboratory.

## REFERENCES

- Ahmad, B. (2018). Service Innovation in Local Government: Analysis of Business Information Services in South Sulawesi Province, Indonesia. *Mediterranean Journal of Social Sciences*, 9(3).
- Biro Pusat Statistik.(2018) Indonesia in Figures 2018. Jakarta: Biro Pusat Statistik.
- Direktorat Jenderal Otonomi Daerah, Kementerian Dalam Negeri Republik Indonesia. (2014). Total Daerah Otonom di Indonesia. Retrieved from [http://otda.kemendagri.go.id/CMS/Images/SubMenu/total daerah otonom.pdf](http://otda.kemendagri.go.id/CMS/Images/SubMenu/total_daerah_otonom.pdf)
- Hutagalung, S.S. and Hermawan, D. (2018). Evaluation of Local Government Innovation Program in Lampung Province. *Jurnal Bina Praja: Journal of Home Affairs Governance*, 10(2), 241-250.
- Idrus, I.A. and Ferdian, K.J. (2019). *Implementasi Pelayanan Publik pada program Sidukun 3 in 1 dalam pengurusan Administrasi Kependudukan di DKI Jakarta*. *Journal of Governance and Local Politics*, 1(2).
- Kementerian Pekerjaan Umum dan Perumahan Rakyat Republik Indonesia (PUPR). (2018). Daftar Penerima Penghargaan PUPR Tahun 2018. Retrieved from <https://www.pu.go.id/berita/view/16470/daftar-penerima-penghargaan-pupr-tahun-2018>

- Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Republik Indonesia (MENPAN). (2018). Lampiran Pengumuman Top 99 Inovasi Pelayanan Publik Tahun 2018.
- Lembaga Administrasi Negara Republik Indonesia (LAN). (2018). Laporan Penyelenggaraan Apresiasi Inovasi dan Forum Replikasi Inovasi. Retrived from <http://beranda.banggaikab.go.id/ciptakan-197-inovasi-kabupaten-banggai-masuk-tiga-besar/>
- Nalien, E.M. and Ilham, T. (2016). The Effect of Bureaucratic Reforms Implementation for Optimizing of Governance in Indonesia (Focus on the Public Service Innovation in Local Government Institutions). *International Journal of Kybernology*, 3(2).
- OECD. (2019). Regional Innovation, Retrieved from <http://www.oecd.org/governance/regional-policy/regionalinnovation.htm>
- Peraturan Pemerintah Republik Indonesia Nomor 38 Tahun 2017 tentang Inovasi Daerah.  
Peraturan Presiden Republik Indonesia Nomor 131 Tahun 2015 tentang Penetapan Daerah Tertinggal Tahun 2015-2019.
- Pratama, A.B. (2019). The Landscape of Public Service Innovation in Indonesia: A Comprehensive Analysis of its Characteristic and Trend. *Innovation & Management Review*, 17 (1).
- Sihombing, T. (2016). Public Service Innovation and Reform Towards Good Local Governance. *Global Journal of Politics and Law Research*, 4(1), 64-72.
- Sindo News. (2018), Penuhi Kebutuhan Dasar Warga, Bupati Pulau Morotai Raih Penghargaan, 8/12/2018. Retrieved from <https://daerah.sindonews.com/read/1361205/174/penuhi-kebutuhan-dasar-warga-bupati-pulau-morotai-raih-penghargaan-1544282849>
- Supranoto, M. and Novita, D. (2019). A Qualitative Meta-analysis on Studies of Local Level Public Services Innovation in Indonesia. *Proceedings International Conference on Innovations in the Social Sciences and Humanities (ISSH)*. Universitas Jember.
- Syarif, Mohar. (2018). Kemendagri Beri Penghargaan Untuk Daerah Inovatif 2018. *Neraca*. 10/12/2018, Retrieved from

<http://www.neraca.co.id/article/110185/kemendagri-beri-penghargaan-untuk-daerah-inovatif-2018>

World Bank. (2018). Global Report Public Sector Performance: Improving Public Sector Performance Through Innovation and Inter-Agency Coordination. Retrieved from <http://documents1.worldbank.org/curated/en/833041539871513644/pdf/131020-WP-P163620-WorldBankGlobalReport-PUBLIC.pdf>