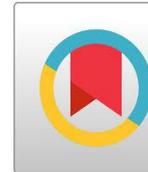


**An Analysis of Dynamic Governance Capability in Innovation Development in
 Bintan Regency**



**Analisa Kapabilitas Dynamic Governance dalam Pembangunan Inovasi
 Pemerintahan di Kabupaten Bintan**

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ARTICLE INFORMATION	
<p>Keywords <i>Governance; Local Government; Local Innovations; Dynamic Governance; Bureaucracy;</i></p>	<p>ABSTRACT <i>At the government level, upon the issuance of regional government regulations in Indonesia, innovation has been an obligation and an indication of regional competitiveness. Innovation is also an acceleration of governance including creating good governance arrangements, implementing bureaucratic reform agendas with dynamic governance values. Bintan Regency, as the most innovative regency in the category of borderline areas in Indonesia, received an Innovative Government Award (IGA) appreciation for the 2020-2021 period. This must ensure that the regional innovation agenda will continue to be sustainable. One of the important aspects in dynamic governance is the capability aspect in which government institutions must think ahead, think again and think beyond and that is included in every policy-making process, civil servants resources and performance implementation of the public sector bureaucracy in an attempt to bring together common consensus. This article aims to describe how the Bintan Regency government carries out adaptive policies through a dynamic governance capability approach in building ecosystems, government innovations in a sustainable manner. The findings of the present study discovered that the government's efforts to ensure future innovation through collaboration with universities as facilitators as well as evaluating the development of regional innovation in Bintan Regency for the regional innovation index. In addition, in encouraging the development of government innovation, advocacy for regional innovation policies and digital and non-digital services has been carried out, including the regional innovation monitoring team.</i></p>
<p>Kata Kunci <i>Tata Kelola; Pemerintahan Daerah; Inovasi Daerah; Dynamic Governance; Birokrasi;</i></p>	<p>ABSTRAK Inovasi didunia pemerintahan pasca terbitnya regulasi pemerintahan daerah di Indonesia menjadi suatu kewajiban dan menjadi indikasi daya saing daerah. Inovasi juga menjadi suatu akselerasi terhadap penyelenggaraan pemerintahan termasuk menciptakan tata kelola pemerintahan yang baik, pelaksanaan agenda reformasi birokrasi dengan memiliki nilai dynamic governance. Kabupaten Bintan sebagai kabupaten terinovatif kategori daerah perbatasan di Indonesia menerima apresiasi Innovative Government Award (IGA) selama kurun waktu 2020-2021 saat ini mesti memastikan bahwa agenda inovasi daerah akan terus berkelanjutan. Salah satu aspek penting didalam dynamic governance adalah aspek kapablilitas dimana institusi pemerintahan mesti thinking ahead, thinking again dan thinking across dan itu dimasukkan dalam setiap proses pengambilan kebijakan, sumber daya aparatur dan pelaksanaan kinerja birokrasi sektor public sehingga menjadi consensus bersama. Artikel ini bertujuan untuk menguraikan bagaimana pemerintah Kabupaten Bintan melakukan kebijakan adaptif melalui pendekatan kapabilitas dynamic governance dalam membangun ekosistem inovasi pemerintahan secara berkelanjutan. Adapun temuan didalam penelitian ditemukan apa saja upaya pemerintah didalam memastikan masa depan inovasi melalui jalinan kerjasama bersama</p>

	<p>perguruan tinggi sebagai fasilitator sekaligus mengevaluasi perkembangan inovasi daerah di Kabupaten Bintan untuk indeks inovasi daerah. Selain itu juga dalam mendorong pembangunan inovasi pemerintahan telah dilakukan advokasi kebijakan inovasi daerah dan pelayanan bagik digital maupun non digital termasuk tim pembinaan-pengawasan inovasi daerah.</p>
<p>Article History Send 3th November 2022 Review 11th November 2022 Accepted 23th December 2022</p>	<p>Copyright ©2022 Jurnal Aristo (Social, Politic, Humaniora) This is an open access article under the CC-BY-NC-SA license. Akses artikel terbuka dengan model CC-BY-NC-SA sebagai lisensinya.</p> 

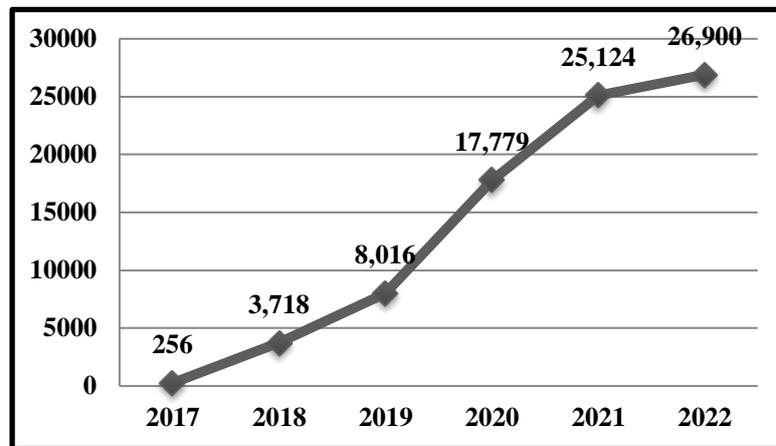
Introduction

The reform era took place in 1998 served as the momentum to make changes in the governance system in Indonesia, especially in the local government system. As a conceptually concrete realization, bureaucracy reform was in place (Dwiyanto, 2021; Haning, 2018; Faedlulloh et al., 2020). The bureaucratic reform poses a challenge for all government personnels in creating a good quality governance. Indonesian bureaucracy has an identical characteristic to that of the idea Weberian where developing management is run based on regulation, work procedure and work routine model or pattern (Dwiyanto, 2018). This might potentially lead to a stiff and uninnovative bureaucracy especially for local government in the era of decentralization of authority and regional independence. Furthermore, some problems also lie in the bureaucratic complexity in the governance, public services, and in the proper authority under regional administration. This can be seen from the annual performance reports both in the forms of the Accountability Report of the Head of the Regions (LKPPD) and in the Regional Government Implementation Report (LPPD). For this reason, the current bureaucratic regime has to make a breakthrough with reference to the public needs as the implementation of bureaucratic reform.

The urgency of innovation for local governments is stipulated in Law No. 23 of 2014 on Regional Governments in section 386 that innovation can be fostered for the purpose of improving the performance of local government, Article 388, section 7, stipulates that innovation either the one to be implemented (initiatives and trial) or the one that has been implemented. Article 388 paragraph 9 stipulates that every innovation is implemented by the central government. In article 389 specifically, it is stipulated that the innovation which has been incorporated in the policy of the Regional Government but failed to be implemented, no punishment shall be given to the government personnel. This serves as the catalyst for Indonesia's bureaucracy reform in 2025 with the tagline of *Dynamic Governance* with *agile* and adaptive principles and influenced by the innovation at the national level. provincial and regional/municipal level. This system encourages the regional government bureaucracy to change and make extraordinary breakthroughs or business as usual as can be seen from the existing regional bureaucracy (Fatoni, 2022)

As of 2016 the Ministry of Home Affairs on its local innovation policy through the the Agency of Domestic *Policy Strategy* (BSKDN), or previously known as the Research and Development Agency (BALITBANG), has constructed a mapping index of regional innovation including the implementation of Article 388 paragraph 9 in Law Number 23 of 2014

on regional government. The following graph reflects the relevant data each year with which the number of innovations in the regions is consistently growing.



Graph 1: The growth of Regional Innovation in the National year 2017-2022

(Source: Prepared from the State Policy Strategy Agency (BSKDN) of the Ministry of Home Affairs, 2022)

It is expected that with the rise in the number of regional innovations, benefits are enjoyed by the community and the quality of local government performance in the spirit of bureaucratic reform can be improved. The bureaucracy reform in Bintan Regency to support this policy is laid out in the Bintan Regent's Regulation No. 71/2020 on the Bintan Bureaucracy Reform Road Map of Bintan Regency in 2020 - 2024. This Roadmap entails detailed steps that must be taken by all local government agencies in intensifying the implementation of bureaucratic reform agenda which aims to create dynamic governance through innovation.

Government innovation may have an impact on various government affairs as well as different levels of village administrators, sub-districts, districts, regional apparatus, regional people's representative councils to heads of the regions. The findings of Santoso, S., Pradipta, S., Sumantono, T., & Fatmawati, A. A. (2021) in the Tanjung Jaya-Pandeglang-Banten tourism village show that regional innovation capacity contributes to the development and management of innovative tourism villages. In addition, other research on government innovation such as poverty (Annur, A. M., 2013; Purwanto, R, 2019; Okuputra, M. A., & Nasikh, N, 2022), local government innovation and public services (Cahyadi, R, 2016; Ella, S., & Utami, I. R, 2017; Haqie, Z. A., Nadiyah, R. E., & Ariyani, O. P. 2020;) also show that innovation has an important role in the implementation of the bureaucracy to transform from the business as usual model to dynamic governance as expected in the grand design of Indonesia's bureaucratic reform 2010-2025.

Bintan regency has since 2019 started to inventory the innovations created made by local equipment, civil servants (ASN) and the community. However, there are only 19 innovations made by 10 local government agencies (OPD) of the 36 OPD in the year (Profil Inovasi Daerah Tahun 2019, 2019). In fact, there are 39 OPD in Bintan Regency, including the sub-districts (Rencana Pembangunan Jangka Menengah Daerah Kabupaten Bintan 2016-2021, 2016). In 2020 Bintan regency through Bapelitbang reported there were 72 regional innovations on that year with the category of implementation stage (Profil Inovasi Daerah Tahun 2020, 2021,2022). Government innovation of or better known as regional innovation, Bapelitbang as the leading sector in the process of developing innovation faces some challenges. The reasons are that in the process of inventory, this innovation is divided into 3 categories: initiation, trial and implementation.

The implementation of an inclusive government would lead to an improvement of the system as well as the practice in creating professional bureaucracy. One of the parameters of the implementation of bureaucratic reform is the performance of bureaucracy. The performance of bureaucracy must be supported by regional innovation. The existence of policy at the regional level in the form of local law in Bintan Regency by the Regent of Bintan No. 48 the year 2020 on the procedures of the implementation of regional Innovation should promote not only the number of regional innovation but also the quality of regional innovation (Profil Inovasi Daerah Kabupaten Bintan Tahun 2020).

However, in the process of developing regional innovation, the regional Bapelitbang faces a complex institutional situation such as the mapping issue which involves the regional agencies or the implementation that fails to realize by the innovators. These matters are the background problem in this research. The present research aims to lay its focus on how the Bintan regional government is doing adaptive policy through dynamic governance capability approach in building a sustainable ecosystem of innovation. The challenge to the development of innovation in government as found elaborated in the studies of (Borins, S, 2001; Glor, E. D, 2001; Kurniawan, D. I, 2021; Srimarchea, D. W., & Aziza, T. N, 2021) is faced with the commitment and capability to build quality government innovation.

The phase of bureaucracy reform must be actualized by means of innovative breakthroughs in the governance, public service and other authority according to the laws and regulations. This actualization requires social transformation in government organization with the support of from legal aspect to the commitment of the entire regional government agencies and the civil servants' competency. The actual approach that can be used to realize "World Class Government" is *Dynamic Governance* proposed by Neo Boon Siong and Chen Geraldine

who elaborated how Singapore built effective as a result of *good governance*. Galloway, K. (2017) put forward that the government should rethink not only to organize effective bureaucracy but also to optimize the organization in achieving its government goals based on government innovation. This is as experienced by the Australian government who faced government disruption in the process of seeking simplicity and innovation facing government digitalization through "big Data". This so-called process is named as *Dynamic Governance*. The emphasis of this innovative governance management lays on two important keys, namely culture as the foundation and part of temporal process while the latter lies on the capabilities which focus on paradigm (Kasim et al, 2015).

In the framework of implementing system *Dynamic Governance* capability B, N and Geraldine. C (2007) proposed the following 3 (three) aspects of capability:

Thinking Ahead, Thinking Ahead includes: (a) exploring and anticipating a trend of future development that may have a significant impact on policy objectives; (b) understanding such development will influence the current objective achievement and test the effectiveness of existing strategy, policy and program; (c) developing the selected strategy that can be used to prepare emerging threats and harnessing new opportunities; and (d) influencing key decision makers and stakeholders to think over issues that occur seriously and involve them in strategic conversations about responsive response.

Thinking Again, The second aspect is *Thinking Again* which involves: (a) analyzing and reviewing the latest performance based on community feedback; (b) finding the underlying cause of achieving the target or not achieving the target; (c) reviewing policies, strategies, and programs to identify key factors for success and failure; And (d) redesigning policies and programs, partly or comprehensively so that the performance can be improved and objectives can be better achieved; (e) implementing new policies and systems so that the public and customers enjoy better service and outcome.

Thinking Across, The third aspect is *Thinking across* which covers (a) Searching and finding practical implementation of a similar activity/program with similarities; (b) reflecting or describing what they are doing, why and how they do, take lessons from their experience; (c) What evaluation can be applied in local context (workplaces, local communities), consider what unique circumstances local communities might accept; (d) disclosing the relationships between new ideas or combining different ideas that could create an innovative approach to arising issues; (e) Adapting the policies and programs with local needs (Neo B & Chen G, 2007).

Disruption era brings about global change including to local government institutions in order to become more ready in the face of innovative government. The government innovation is basically the organizational culture especially for regional government bureaucracy. It is clear that the disruption era will have an impact on the government and requires some priority in the forms of *Global Governance, Digital Governance and Knowledge based Governance* (Ferdian & Faedlulloh, 2021). This is based on the new era and global trends in the public sector that must be taken into account by the government that will be more open to accept the flow of organizational culture change in innovative ways. This is in line with *the Post Bureaucracy* paradigm, which focuses on flexible changes of constitution and entrepreneurial and innovative governance (Pratiwi, 2021) followed by government policy innovation especially that of the regional government (Nurharyoko et al., 2020). However, linearity between institution and innovation poses a problem and challenge for innovative bureaucracy arrangement. When it comes to the importance of innovation in the regional bureaucracy organization, the design of regional innovation is on the organization's level as expressed by Noor. I (2013) that one of the determinant factors in implementing innovation is the organization as it serves as the place for government activities. Innovation as a process and a product of development and or utilization and mobilization, knowledge, skill (non-technology) including experience in creating, improving product, the process that give added value (Hutagulung & Hermawan, 2018). The paradigm of innovation by local government principally provides gives a tremendous opportunity to carry out breakthrough through creativity and the actualization of ideas and thoughts for achieving optimal regional government performance. This is even supported by Law Number 23 of 2014 on Regional governments in article 386, which states that “in the context of improving the performance of the regional administration, the Regional Government will be able to make innovations (Law No. 23 of 2014 concerning Regional Administration). In line with that, based on the Government Regulation of the Republic of Indonesia Number 38 of 2017 on Regional Innovation, the regional innovation is expected to target more efficiency improvement, improvement of effectiveness, improvement of service quality, and other principles. Regional innovation as stipulated in Article 2 Paragraph (2) of PP 38/2017 also highlights the purpose of the existence of regional innovation can realize the welfare of the people through the improvement of public service, empowerment as well as the community and mainly it can encourage the improvement of regional competitiveness (Regulation of Government No.38 of 2017, 2017). Regional innovation is the adoption of the series of Global Innovation Index (GII)

(Salam, R. SI 2021). From GII 2020, it was then developed into local government agencies (SPD) as well as regional innovation agencies (SID) which consists of 20 supporting indicators.

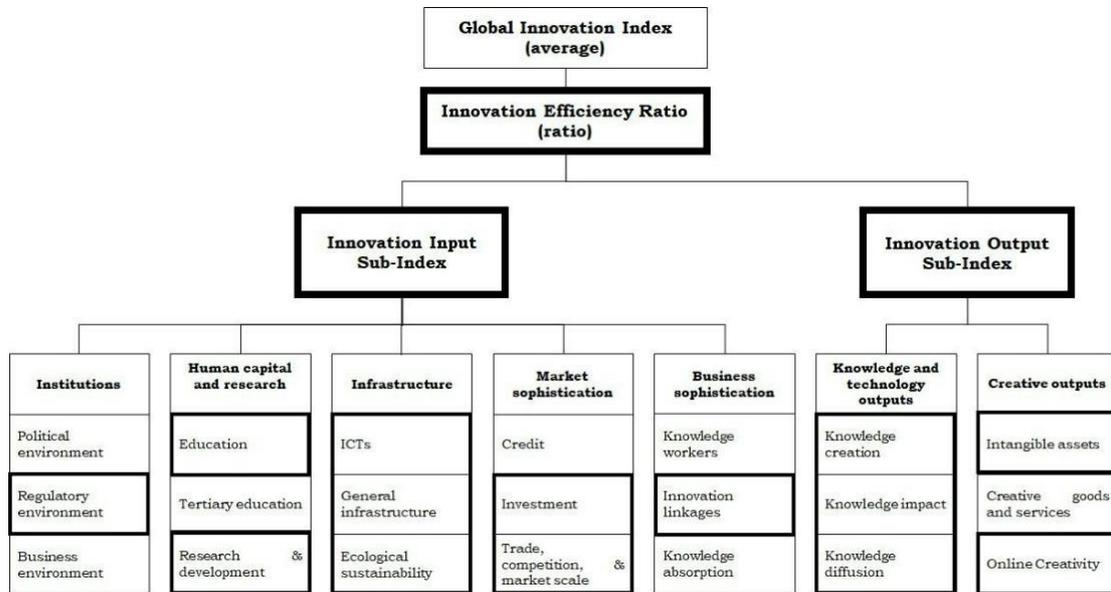


Figure 1. Indicators for the 2020 Global Innovation Index
 Source: Global Innovation Index 2020

One form of local competitiveness is through a regional innovation system (Profil Inovasi Daerah Tahun 2020, 2020). (Srimarchea & Aziza, 2021) explained that the supporting facilities escaped from the attention that innovation laboratory must be supported by bureaucracy who think about how the innovation ecosystem still keeps its continuity process. That is why the institutional role is so central in driving every elements of a government actually to build an innovation culture. Puspha & Indrawati, (2021) asserts the need for the entire government elements to develop innovative governance. When a Covid-19 pandemic accelerates the adaptive flow of change, it is necessary for the institutions, bureaucracy and public officials to have the “sense of crisis” as the main focus of the government to establish the new *post-modernism* culture and an initiative for improving performance mechanisms through public sector innovation (No. 24) This will have an impact on creating an inclusion government that can provide good governance (Putra et al., 2020).

Therefore, Andiana Alberti and Guido Bertuci in Rahman. F., Tarigan, R, S, Janwan (2020) maintains that an innovation success is influenced by the chain of actors and critical factors. In order for the innovation to run well, the following aspects should be considered: (1) effective leadership; (2) the quality of human resources; (3) organizational culture; (4) team work and (5) networks and partnerships. These will allow the process of establishing effective and strong innovation under the principle of collaboration.

The objectivity in this study will generate an update on determining the strategic issues of government institutions especially Bapelitbang of Bintan Regency in supporting the sustainability of governance of regional innovation through *Dynamic Governance* parameter. Three (3) parameters fall under this specific variable including *thinking ahead*, *thinking across* and *thinking again* which are in line with bureaucratic reform based on regional innovation. Therefore, the institutional aspect of the local government agencies that are assigned to work on innovation and technology in this case, Bapelitbang of Bintan Regency can adopt *Dynamic Governance* approach in the process of facilitating innovation to other regional government agencies. As for the external contribution of academic and national research wise, this research is expected to contribute towards the segmentation of regional governance as well as the bureaucracy of government. Policy wise, it will be able to map the strategic issue of Bapelitbang of Bintan Regency in the implementation of regional innovation followed by innovation diffusion.

Method

The present research applied a qualitative descriptive approach. According to (Creswell, 2009) the approach focuses on asking about the nature of the event, or the distribution of variables which involves and describes the innovation of government, in addition to the social phenomenon of the dynamics of government, in ensuring sustainability. The data in the present research are primary data which were obtained from the data collection process in the research location, i.e Planning, Research and Development Agency of Bintan Regency, a government agency that is classified as an innovative category and manages the regional innovation. In addition, the secondary data were collected through official government reports, relevant studies, previous publications and other online sources, such as local and national electronic media. The data collection techniques employed in this study were interviews, observation and documentation. The data validity were then tested using triangulation techniques. Afterwards, all the collected data were sorted with qualitative narrative analysis. Using a simple qualitative method, we further summarized the findings through *Data Reduction*, *Data Display* and *Conclusion drawing* or *Data Verification*.

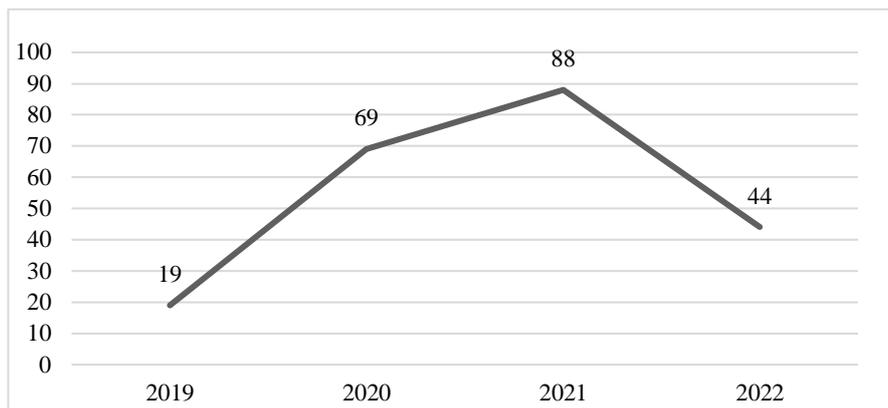
Results and Discussion

The dynamics of innovation in the local administrations in Bintan regency basically is new hegemonic for the local authorities even in the planning of regional development. The process of bureaucratic reform has become the stimulus to develop innovation in the government

has been marked with the number of both digital and non-digital innovation and the cluster of government affairs. However, the regional bureaucracy must think about giving and seeing the development of government needs and the community by these innovations.

Development of Government Innovation in Bintan Regency

This section elaborates on the development agenda, optimizing innovation implementation and improving the quality of innovation in Bintan Regency as the form of dynamic governance capability. The development of government innovation in Bintan Regency in terms of dynamic capability aspects departs from the success of carrying out an increased identification process from 2019-2021. However, during the research process, there were important findings that in 2022, in terms of quantity, the number of innovations registered in the Indonesian Ministry of Home Affairs' regional innovation application for Bintan Regency had decreased significantly as shown in the graph below:



Graph 2. The total of Regional Innovations in Bintan Regency in 2019-2022

Source: Processed Data from Bintan Regional Innovation Research in 2022

The data above shows a serious decline in 2021-2022 of almost 50 percent of the number of innovations that can be registered, raising questions about how adaptive policies are for regional innovation development from a capability standpoint as a mitigation for Bintan Regency's innovation development.

Thinking Ahead: The Challenges To Developing Government Innovations

At present, government innovation came in various ways, including the condition of innovation in Bintan Regency government. One of the prerequisites or as a marker in the bureaucracy with dynamic governance is agile process that the government must be faced with all situations of the dynamics of governance. Therefore, the government innovation in the era of openness and digitization need to be supported by policy advocacy. The policy in the implementation of innovation in Bintan regency was marked by an advocacy on the policy through the Regent Regulation No. 48 of 2020 on the Procedures for Regional Innovation in Bintan Regency. With this regulation, it is also encouraging for each regency's agencies to register 1 (one) innovation each year. To stimulate the development of government innovation in the region be it in the public service, regional governance and other innovations based on their own authority. The head of regency in this case, the regent of Bintan has a vision and a mission with the keyword "INNOVATIVE" to ensure that each regional agencies need to innovate in each local government. The vision and mission of the Head of Bintan Regency is: "BINTAN IS OUR HOME WHICH IS COMPETITIVE, AND INNOVATIVE TOWARDS A PROSPEROUS SOCIETY" The keyword "innovative" as the vision of the head of the region is expected to be developed in order to answer the forward challenge to need innovation in achieving the stated objective (RPJMD Regency Bintan 2021-2026).

This vision of innovation was the answer to the question of the Ministry of Home Affairs in the regional innovation in 2020. The vision of innovation is the institution evaluation variable in the regional innovation aspect at regional innovation index. Therefore, in drafting the Regional Medium-Term Development Plan (RPJMD) of Bintan Regency in 2021-2026, it was incorporated into one of the government's commitments to the future rather than to the innovation of government. In addition to that, it is the Regional Key Performance Indicator (IKU) or the Indicator of the Regent Performance. One of the measurements indicators is by regional innovation index reported annually.

Table 1. Regional Innovation Framework in the Bintan Regency Medium Term Development Plan 2021-2026

Mission 5		Improving bureaucratic reform and public services				
Goal		Increasing the quality of regional innovation				
Indicators Objectives / Target		Regional innovation index Score (IID)				
Preliminary Conditions		IID Score Target in Bintan Regency's Regional Medium Term Development Plan up to 2026				
2020	2021	2022	2023	2024	2025	2026
40	43	43	45	50	55	60

Source: Processed from the 2021-2026 Bintan Regency Medium Term Development Plan Document, 2022

The final goal of implementing regional innovation as part of the Bintan Regency government innovation is expected to fall under the category of "very innovative" in 2026 which is the year end of regional development planning. This category and score are specified in regional innovation index issued by the Ministry of Home Affairs.

Table 2. Regional Innovation Index Scores And Categories

Category	Score Range
Highly Innovative	60,01-100
Innovative	35,00-60,00
Less Innovative	0,01-34,99
Not Assessable	0

Source: Appendix I of the Letter of the Ministry of Home Affairs of the Republic of Indonesia, Number: 002.6/3780/LITBANG, Date: 5 July 2022, Subject: The Scoring and Assessment of Regional Innovation Index and Awarding of the 2022 Innovative Government Award (IGA).

The local government's innovation is not only listed and registered on <https://indeks.inovasi.litbang.kemendagri.go.id/> but each innovation is contested through the Innovative Government Award (IGA). The proposed innovation is verified and then each selected region is nominated for each category, then the head of the regency will present their innovation development in accordance with the conditions provided, field verification is carried out prior to giving the award in the form of regional incentive fund (DID).

Table 3. The Development of Regional Innovation in Bintan Regency Based on the 2019-2022 types of Innovation

Tahun	Innovation Types		
	Governance	Public Service	Other Regional Innovations in Accordance with Local Government Authorities
2019	2	12	5
2020	15	15	39
2021*1	11	18	59
2022*2	7	18	19

*1 Out of a total of 88 submissions, 34 innovations were accepted *2 currently in the process of being assessed by the Ministry of Home Affairs

Source: Processed data from 2022 research results

Therefore, as of 2019, Bintan Regency Government as an estaphet from the establishment of research and development in Bintan Regency facilitates technology and innovation to carry out mapping and taking implementation to regional innovations either in the initiation, trial, and implementation phases. To keep getting of ideas, thoughts and points of the innovation of government. Basically, there are activities done outside the network/offline and online run by implementing equipment with the theme of "Layanan Indah" which stands for brilliant service for Bintan Regency innovation.

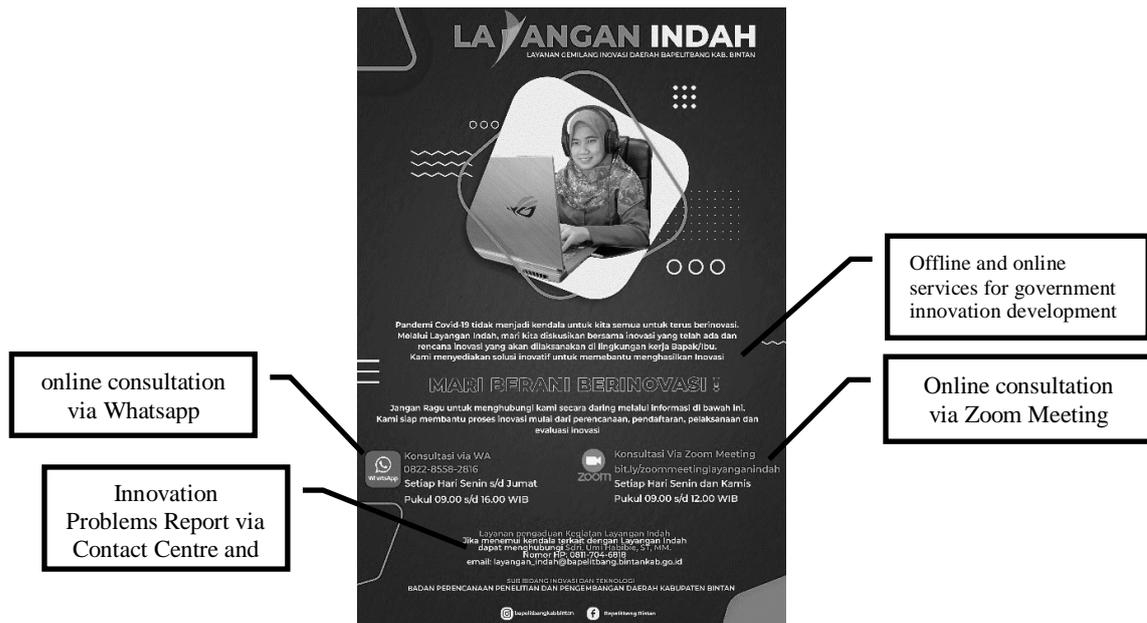


Figure 2: Digital services for the preparation and planning of government innovation in Bintan Regency

(Source: <https://delima.bintankab.go.id/datalitbang/layanan/layangan-inдах> diakses September 2022)

In addition, in 2021, the Bapelitbang of Bintan regency has fostered innovation to collect regional innovations started from mapping out the potentials of government innovation carry outed by local, sub-district and affiliated with village and sub-district village sub-district. This is the breakthrough by Research & Development of Bapelitbang in doing the “Roadshow Inovasi Daerah RIDHO”. In terms of the collaboration in the development and innovation planning, starting 2020 the Bapelitbang of Bintan Regency carry outed cooperation with several universities in Bintan Island to help facilitate and nurture assistance to all local government agencies. The capability of Bapelitbang with regard to thinking ahead with an effort to make capacity improvement of regional innovation management be it from its human resources, innovation management model and policy advocacy at regional government level serves as the source in facing the challenges of continuously developing the regional innovation sustainability. This is the source of the government institution to continuously improve performance and perform a breakthrough action to control the development of innovation which then manifested into culture.

Thinking Again: Optimizing the implementation of innovation in government administration affairs

Innovation assessment for the Bintan government after assessment at the 2020 regional innovation index which at the time of assessed was discovered that the innovation was not the key focus in the regional development planning document. One of the “think again” forms was that when the 2016-2021 Bintan middle-term development plan document did not have any specific keyword of “innovation”. This drives the idea of RPJMD of Bintan in 2021-2026 to accommodate and a commitment among the regional heads and local government agencies to create innovations as a culture for the implementation of innovative regional governments. Furthermore, the inclusion of regional innovations serves as the main indicator of Bintan Regency performance in the Regional Medium-Term Development Plan of 2021-2026. This is the proof that previous experience of the organization consensus could serve as a lesson to establish a consensus and also a commitment from local government to improve capability through re-evaluation of previous bureaucracy policies.

Another policy to ensure the supervision of institution and innovation product of government in Bintan Regency, the Bintan Regent formed the regional innovation monitoring team as laid out in the decree of Bintan Regent No.: 367/IX/2020 on the formation of Team of Supervisor and Patrons Team for Bintan Regency Innovation. The role of this innovation team is to ensure that each regional innovation product can provide the benefit and must go through the preliminary verification before the innovation is delivered by the head of the region to the central government. This team does not only consist of stakeholders at the government of Bintan Regency but also other bureaucratic institutions including the Regional Office of the Ministry of Law and Human Rights of Riau Islands.

The existence of think tanks in evaluating the development of regional innovations in Bintan Regency through cooperation with universities as facilitators has triggered both the number of innovations, scores and also the identification of innovations of which have been excluded as government innovation. The results of this collaboration for evaluation and facilitation begins with self-assessment of the present government innovation activities and verification and validation of document completeness and other requirements. The previous year innovation index score in 2020 serve as a parameter of which component of regional innovation that needs improvement.

Table 4. Innovation Assessment Results in Bintan Regency at the Regional Innovation Index Years 2019-2022

Year	Self Assesment Results	Regional Innovation Index Score	Rank at Regency Level	Predicate
2019	-	-	-	No Predicate
2020	7.046	4.543	20	Highly Innovative
2021	68.96	55.80	45	Innovative
2022	65.43	Under verification	Under verification	Under verification

Source: Processed from the Decree of the Minister of Home Affairs Number: 100-4672 of 2020 concerning the Regional Innovation Index of Provinces, Regencies and Cities in 2020. And the Decree of the Minister of Home Affairs Number 002.6-5458 of 2021 concerning the Innovation Index of Provinces, Regencies and Cities in 2021

Additionally, this facilitation compares between the regional innovations in Bintan regency and other regencies and cities. This was aimed at looking at the progression from year to year in other areas in Riau Islands Province so that evaluation of all facilitation patterns including the coaching could be formulated by Bapelitbang of Bintan Regency with a facilitator. This identification process is basically carried out to see the “positioning” of Bintan regency measuring existing condition for policy projection and strategy development.

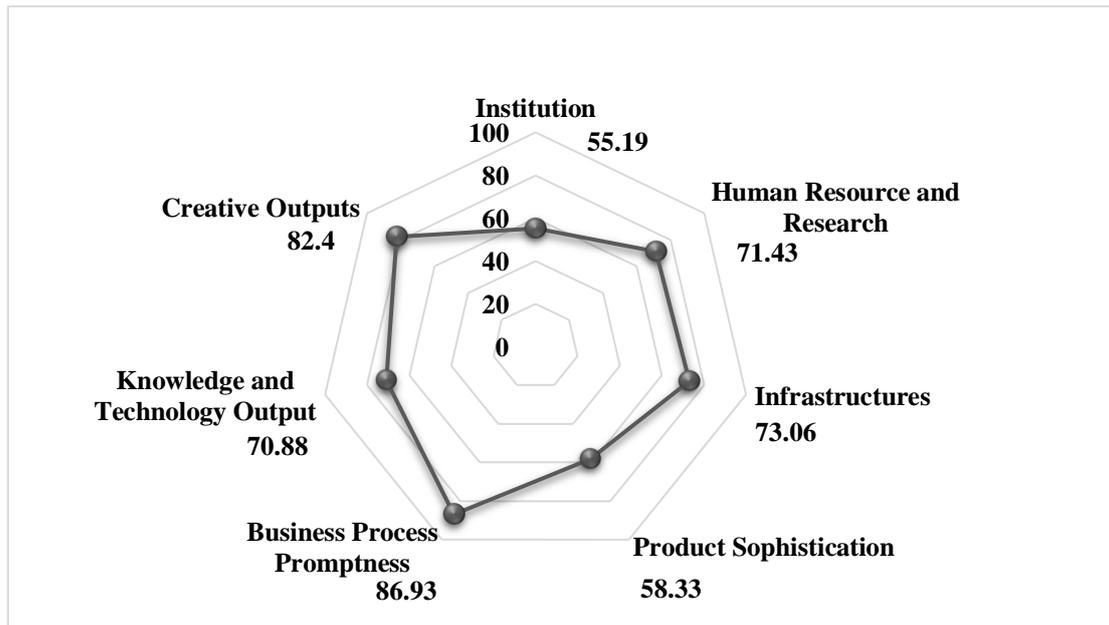
Table 5. Mapping of the Ranking of Regional Innovation Index among Regencies/Cities in the Riau Islands Province Year 2021

No	Region	National Rank	Total Innovation	Score		Total Score of Regional Innovation (Self-assesment)
				Local Government Agencies Indicator	Innovation Indicator	
1	Bintan Regency	65	88	59	11056	68.96
2	Tanjung Pinang City	179	7	31	673	51
3	Natuna Regency	198	24	40	2000	49.05
4	Batam City	296	41	45	2215	37.33
5	Anambas Islands Regency	298	36	42	1854	36.95
6	Karimun Regency	341	8	31	441	32.09
7	Lingga Regency	406	8	41	76	20
8	Riau Islands Province	260	25	43	1626	42.10

Source: Research Findings Data, 2022

The most challenging task is the distribution of innovation on good governance, basic compulsory service, non-basic compulsory service, choices and supports that are not proper in Bintan Regency. In addition, the evaluation of regional innovation which is a benchmark of government innovation from the Ministry of Home in 2021 as the achievement progress from Bintan Regency is illustrated in the following diagram:

Graph 2. Results of the 2021 Bintan Regency Regional Innovation Index Variable Assessment



(Source: Processed from the 2021 Bintan Regency Regional Innovation Index Report)

Based on the mapping of the 2021 Regional Innovation Index, the lowest to the highest variables are: business processing promptness, creative results, infrastructure, human resources & research, knowledge & technology output, product sophistication and lastly the institutions. As for the institutional variable, the accumulation of 11 Regional Government Unit Indicators which have been affected by the pandemic condition of covid-19 in 2020 such as Open Unemployment Rate, Regional Income, Poverty Rate, Investment, Per Capita Income.

Stimulating government innovation has always posed a challenge. In order to do this, some adaptive policy initiatives taken by the Bintan Regency government include proposing the product of local regulation. One of the efforts made by the Bintan Regency government is by fostering institutional cooperation for the implementation of regional innovation facilitators, the mapping of regional competitiveness by Bintan Regency as well as optimizing public service innovations through the Organization and Management Division of Bintan Regional Secretariat. In 2022 48, Bapelitbang initiated the Bintan Regent Regulation No. 52/2022 on the amendment to the Bintan Regent Regulation No. 2020 on the implementation of Regional Innovation in Bintan Regency.

Thinking Across: encouraging the improvement of the quality of government innovation

The government's effort in Bintan Regency to improve the quality of innovation is not only made in the form of reformation processes, but also through learning experience process from various government institutions both domestic and foreign. This effort indicates the local government readiness to boost its regional competitiveness. Strengthening the institution or the bureaucracy institutions in responding to innovation need in government organization must be supported by the management of civil servants talent. According to Bapelitbang of Bintan Regency, Bintan Regency government is accelerating regional innovation by taking lessons from other regions or through strategic activities which support the innovation improvement.

Since 2021, the Bapelitbang of Bintan Regency has sent their staff to participate in a workshop and training on the management of regional innovation strategies based on the regional leading sector, organized by. This aims for the staff to broaden their knowledge, skills understanding, and performances particularly in creating innovations in local government environment and civil servants understanding towards region's competitiveness based regional innovation. In addition, Bintan has proposed to enter into MoU with the Ministry of Home Affairs on the use of application of the Centre of Regional Innovation Networks (Puja Indah) to share innovation implementation data from all local governments in Indonesia. This is a collaboration room when the civil servants participated in the training which then inspires the improvement of existing innovations or also encourage government innovation either in local government agencies or also create innovation according to the needs in the region.

In addition to receiving guests from other regencies for sharing ideas of how Bintan Regency could build an innovation system, the Head of Bintan Regency also organized a series of activities to support the development of government innovation by learning from local and foreign governments. The Head of the Region has a strategic role in increasing government

innovation especially in relation to public service. The growth rate of digital based information technology and communication in Bintan Regency also drives the region to create digital innovation to accelerate the services provided in every corner of the region including the village, sub-district, district and regional government agencies and public service institution such as hospitals.

Together with the Provincial Government of Riau Islands and several heads of regencies and municipalities in the Riau Islands, Bintan Regent had the opportunity to learn from Banyuwangi government in February 2022 and with Riau Islands provincial Parliament Members, Karimun Regent, Lingga Regent, Vice Regent of Anambas, and Vice Regent of Natuna.

During the visit, the Heads of the Regions learnt about the management of Public Service Mall (MPP) and the Public Service Market in Banyuwangi. This is a combination of or hybrid pattern addressing service in the era of industry revolution 4.0 which attempts to reduce the intensity of the public coming into the offices and instead still get service from and anywhere and accommodates office service for people who need real-time assistance. This system also configures government institutions in public service by creating both digital and non-digital innovations supported by policy mechanisms.

Furthermore, the World cities Summit (WCS) and the WCS Mayors Forum 2022 in Singapore were held from July 31 to August 3, 2022 at the Sands Expo and Convention Center-Marina Bay Sands Singapore. WCS has been attended by more than 250 city leaders around the world since its inception in 2008 and was fully supported by leaders from various governance, business, international organizations and academia. In 2022, World cities Summit under the theme Liveable and Sustainable Cities: Emerging Stronger. The Regent of Bintan was invited by the Consulate General of the Republic of Singapore in Batam and the invitation of the Minister of Foreign Affairs and Minister of Finance and Singapore National Development on April 20, 2022 date of the invitation to attend the World cities Summit and the WCS major Forum 2022. This multilateral meetings of heads of the region in the WCS event will certainly provide experiences on how innovation contributes to the region's development. One of the ideas that was drawn after the WCS event is the Bintan smart city as an integrated regional reform agenda and smart city was an option in developing the Bintan regional government's work plan in 2023. The option of policies reformulation might be the proper one as Budiman (2017) sees when the comparative study of Indonesian-Malaysian Indonesia in certain field of public service and give better services to local residents.

To consistently support the novelty and sustainability and a spirit of innovating in Bintan Regency, Bintan Regency held an innovation competition, i.e. the GALANOVA Award. This GALANOVA appreciation award has been held since 2021 and is an appreciation for the implementation of regional innovation. This appreciation competition for innovators is inspired by Innovative Government Award organized by the Ministry of Home Affairs every year. In addition, it is also inspired by other regions in Indonesia to do similar ways to promote competitive government innovation by civil servants, local government agencies, and the community. In 2022, the Bintan Regency Government has budget allocation totalling Rp 400 million to award the GALANOVA winners. This is as an appreciation of the regional government to the those who are implementing the regional innovation. In addition, the government also gives an appreciation of innovation to the community.

Dynamic governance approach to capability component in bureaucracy institution in building a governance ecosystem of governance innovations to shape adaptive policies as they as illustrated in the following picture to respond to the situation in fostering a collaborative situation for innovation creation.

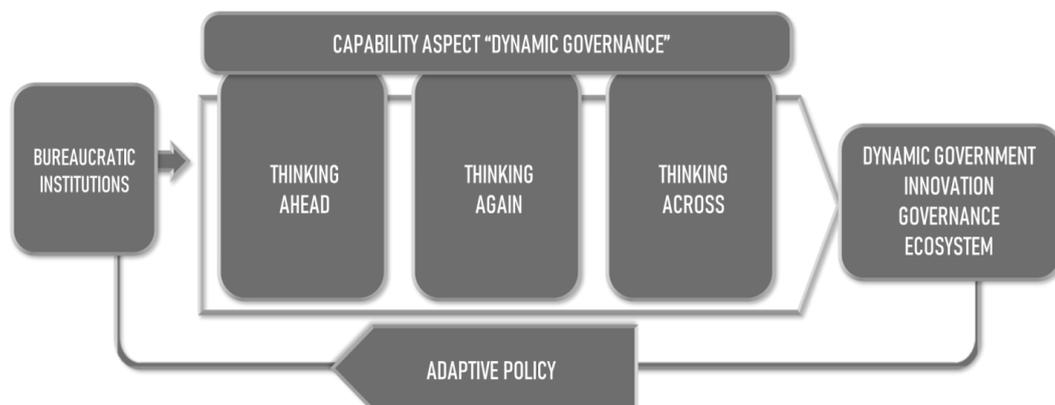


Figure 3. Dynamic Governance Capability Research for bureaucratic institutions in innovation development

Principally, rethinking, reevaluation and reorganization strategy will keep the government innovation continue to develop as the condition develops. Despite the challenges posed in bureaucratic complexity, the political atmosphere plays a different color where adaptive policy needs to be made in order to make innovation as not only an obligation but more of a bureaucracy culture.

The Integration of Organizational Capability in Government Innovation Governance In realizing dynamic governance, innovation is the key to driving acceleration and also to be added with the existence of "sense of crisis" from the institutions, bureaucracy and officials are the main focus of the government in creating the new post-modernism culture and an

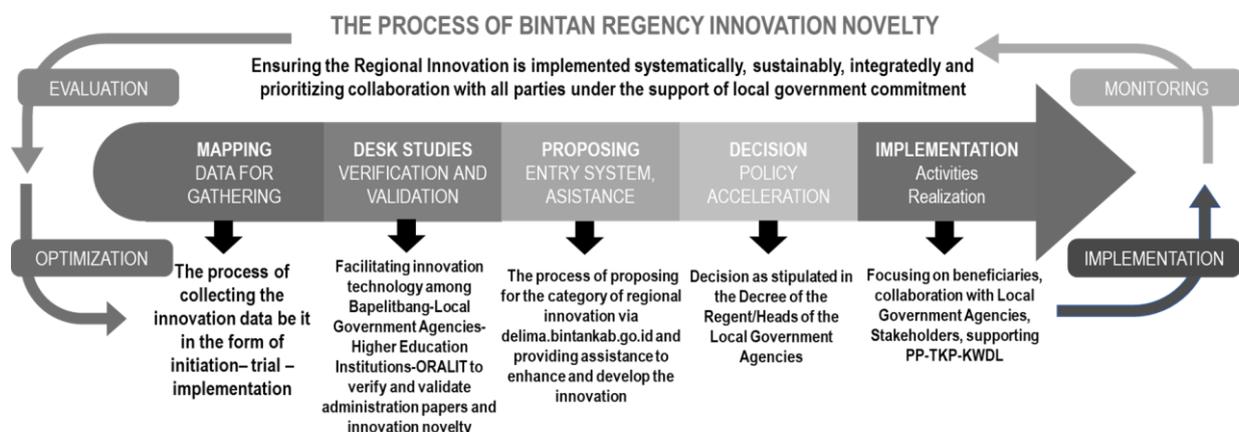
initiative to improve performance mechanisms through public sector innovations (Putra, D. S., psi, S., Resmininggiu, D. H., Sueady, A., Puwanto, S. A., Masbed, H., & Melani Budianta, D. R. 2020). This resulted in the latter chance of creating an inclusion government that would give good governance (Salam, 2021). Bintan Regency with the characteristics of area which consists of small islands and coasts, and has a majority area of sea borders which hinders the creation of innovations (Budiman, 2021). Therefore, hybrid method in fostering government innovation requires a strategy with the source capability of regional government.

Furthermore, in order to support the ecosystem of government innovation, Bintan Regency has particularity based on the regional innovation index of 2021 and based on the observations of the participants made during the "innovation desk" process of Bintan Regency in 2020-2022. Bintan falls under the regional innovation cluster with the category of "the most innovative of borderline region". Bintan Regency failed to achieve this award in 2019 and failed to even enter any cluster category due to its failure to report any innovation in Bintan Regency.

Initiating the government innovation ecosystem in Bintan regency was done through the mapping of regional innovation since 2019 with the Regional Innovation System (SIDA) of Bintan Regency. In 2020, Bintan Regency mapped all innovations in Local Government Agencies and the community and participated in the IGA Award for the first time.

The adaptive process after 2019 was done thorough developing innovations with policy advocacy and penetration of regional government through Bapelitbang Bintan by systematic, continuous, integrative and promoting the collaborative action of all elements supported by the commitment of regional leaders at executive and legislative levels.

Figure 4: The adaptive process of innovation in Bintan Regency



Innovation development should be placed as a government cultural value to support bureaucratic reform and develop by raising awareness to government elements in reaching a

common consensus. The Bintan Regency Government would be prone to experiencing the same thing again as in the last 2-3 years where the local government agencies made sporadic innovation or worse case scenario is the innovation ecosystem is subject to perish due to the absence of our attention.

With the 3 (three) institutional capabilities, the Bintan Regency government has the source to ensure that the development of government innovations will be sustainable. This combination of digital and non-digital management amid the hustle and bustle of government digitalization must be tailored to the regional conditions and local wisdom of the community. The advocacy on policy and service to all innovation must be a commitment so that the birth rate of government innovation is not equal to the high perishability rates of the innovation. However, durability, consistency, agility of local government agencies including civil servants serves as the foundation of innovation ecosystem governance continuously adaptive to change and respond quickly and anticipative towards global, regional, and public needs.

Some recommendations are suggested for Bintan Regency government in maintaining the sustainability of governance ecosystem based on existing condition and innovation development opportunities as follows:

- a. Optimizing the innovation policy framework.
- b. Disseminating regional innovations based on institutional clusters
- c. Collaboration in the management of regional innovations continuously
- d. Evaluation through innovation development coaching
- e. Innovators Appreciation Awards
- f. inter-regional cooperation on innovation replication

Bintan Regency with its competitive advantages can bridge the collaboration between regencies and cities in the Riau Islands Province. This was shown by the implementation of transfer of knowledge among the Government of Bintan Regency, the Government of Tanjungpinang City and the Government of Karimun Regency.

Conclusion

The present research has uncovered the capability of Bintan Regency government in developing government innovation ecosystem with complexity challenges that might jeopardize the sustainability of its innovations. The government principally has strong existing sources from policy advocacy, civil servants skills management, commitment and the visions of the head of the region, 2021-2026 medium-term development planning and exchange of knowledge and experience through the activities of the head of the region, civil servants and

domestic and international cooperation. Acceleration in government innovation to improve the region's capability especially Bintan Regency can be carried out by fostering collaboration with universities to help desk-evaluate the on-going as well as the halted government innovations. Another collaboration can also be done with business sectors or industries for the transfer of knowledge between Bintan regency government and the industries in the region. The scheme such as an MoU with companies can be initiated as sharing of experience on how to grow innovation as organizational culture point of view and the use of technology.

The challenge of the Bintan Regency government in developing a competitive regional innovation ecosystem will be realized through institutional synergies marked by advocacy of regional policies and also adaptive policies through adjustments to developments in the needs and benefits of government innovation both in governance, public services and innovation in accordance with other region's authority.

The 3th year of innovation index participated by Bintan Regency would serve as the reflection of the challenges of guiding and coaching the local government agencies by Bapelitbang. The current coaching, supervision and appreciation should not only be given to local government agencies with GALANOVA appreciation award but should also be given to the civil servants. This will generate the civil servants' motivation to make innovation despite we realize that innovation brings about misperception of innovation and newness of ideas, thoughts of innovation creation. Of the 3 aspects of capability including thinking ahead, thinking again and thinking across, it can be said that these three capabilities are intertwined in determining the direction of the progress of government innovation with the support of an institution agility and competent civil servants. To encourage this, it requires the stable collaborative innovative ecosystem. This can be done by Bintan Regency Government through innovation replication, welcoming cooperation opportunities, replication among regency/municipalities in the Riau Islands province with Bapelitbang Kepri, and last but not least including integration for innovation products.

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