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The Role of Assistance and Collaboration in Increasing the Effectiveness of Policy Innovation in the Bandung City Government

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ABSTRACT

This study examines the role of assistance and collaboration in enhancing the effectiveness of policy innovation within the Bandung City Government. Amid rapid social and environmental changes, governments face increasing demands for innovative public services that address urban challenges and community needs. By employing a participatory assistance approach, this research evaluates the effectiveness of mentoring programs targeting regional apparatus organizations in Bandung, involving frameworks like Design Thinking and Theory of Change. Results indicate significant improvements in participants' understanding of regional innovation indicators, collaborative stakeholder engagement, and program evaluation methodologies. Despite progress, challenges persist, including structural barriers, limited resources, and cultural resistance to change. The findings highlight the need for leadership support, transparent regulations, and sustainable resource allocation to foster an innovation-friendly environment. This paper offers actionable policy recommendations to strengthen regional innovation and improve public service delivery in Bandung, setting a foundation for sustainable urban governance.

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INTRODUCTION

Advancements in information technology and cultural changes continue to transform people's way of life. As a result, public services must adapt to the conditions of a society that is increasingly active in providing criticism and suggestions. This highlights the need for more efficient and practical improvements. Rapid social and environmental changes require governments to be more responsive and innovative (Hutagalung & Hermawan, 2018)

According to Sutarno (2012) and Hutagalung & Hermawan (2018), innovation transforms knowledge into new products, involving new methods or combinations to change input into output. Innovation includes exploiting new ideas and mobilizing knowledge, technological skills, and experience to create significant changes in the relationship between the value of use and the price offered to consumers (Hutagalung & Hermawan, 2018). In an organizational context, innovation functions as a new method in work settings that aims to encourage competitive advantage and encourages individuals to think independently and creatively in applying their knowledge to face challenges. All types of organizations, including companies, hospitals, universities, and government agencies, have the potential to innovate (Febriani, 2018).

Furthermore, innovation is not limited to products but includes institutional changes that can improve social and economic performance. The interaction between government initiatives and community participation influences innovation, highlighting the importance of top-down and bottom-up approaches in developing an innovative environment (Sutriadi et al., 2022). Thus, it can be concluded that innovation functions as an essential driver for adapting to society's needs and improving economic conditions

The public also plays an essential role in driving government innovation by highlighting gaps between public needs and existing services, which can lead to demands for change. This dynamic is evident in the interaction between top-down government structures and bottom-up community initiatives, with the latter often emerging in response to perceived incompetence in public service delivery (Sutriadi et al., 2022). Awareness of social challenges, such as urbanization and social inequality, compels governments to adopt innovative practices that address emerging challenges, reinforcing the need for responsive governance. Therefore, the drive for innovation reflects society's expectations for accountability, transparency, and improved public services within the government (Fatimah, 2024).

Another factor that drives the urgency of innovation in regional public services is Indonesia's low ranking in the Global Innovation Index (GII). For the last five years, Indonesia has been in the bottom three positions in ASEAN, to be precise, at rank 87 in 2021. In 2023, Indonesia will increase to rank 61 out of 133 countries. However, Indonesia is still far behind neighbouring countries such as Singapore, Malaysia, and Thailand. This ranking shows that the government's work culture, which still uses traditional methods, does not support improving the quality of public services (WIPO, 2023).

Innovation is essential for the government because it can improve performance and responsiveness to community needs. Local governments in Indonesia, for example, are encouraged to innovate to stimulate regional development and increase public trust through effective service delivery (Kardiat, 2023; Mariana, 2010). However, the gap in public service and policy innovation can be attributed to several underlying factors, as highlighted in the provided papers. One significant factor is the lack of alignment and coherence in policy implementation, which can hinder innovation efforts.

This misalignment often arises from the complex socio-economic contexts in which policies are embedded, particularly in developing countries, where the innovation system is highly heterogeneous and government policies can either promote or hinder innovation (Maharani & Andhika, 2021; Soesanto, 2021). Additionally, the political environment plays a crucial role, as political interference and the lack of a supportive legislative-executive

relationship can stifle innovation. This is compounded by a culture among policy actors and society that does not prioritize innovation, leading to ineffective innovation systems and public distrust (Fahmi et al., 2017; Hendiyani, 2019; Wardani & Apriani, 2023). Furthermore, the absence of a structured approach to policy formulation and evaluation, such as the logic model, can result in policies that fail to clearly articulate their intent and purpose, thereby limiting their effectiveness in fostering innovation (Andhika et al., 2018). Leadership is also critical; transformative leaders are needed to drive innovation by translating policy objectives into actionable programs and fostering citizen participation, essential for successful public service innovation (Maharani & Andhika, 2021; Patrisia et al., 2022). Moreover, the lack of adequate tools and competencies among policymakers to identify and address systemic problems further exacerbates the innovation gap (Heny Suhindarno et al., 2024).

The need for collaboration and partnerships, including with educational institutions and the private sector, is emphasized as a means to enhance governance innovation and overcome these challenges (Hutagalung & Hermawan, 2018; Iman & Thamrin, n.d.; Maharani & Andhika, 2021; Mulyana, 2024; Patrisia et al., 2022). Lastly, the disparity in digital public service innovation, as seen in the varying effectiveness of digital complaint handling services, highlights the importance of accountability and the need for consistent leadership commitment to drive innovation (Nurhidayati, 2019). These factors collectively contribute to the persistent public service and policy innovation gap, underscoring the need for a comprehensive and integrated approach to policy design and implementation.

Applying innovation in West Java Province shows how governance innovation can improve public services and increase community participation. In addition, the regulatory framework established by Law No. 18 of 2002 concerning the National System for Research, Development, and Application of Science and Technology, Republic of Indonesia Government Regulation Number 38 of 2017 concerning Regional Innovation has provided a clear path for regional governments to implement innovative practices, thus fostering a collaborative environment that increases accountability and efficiency (DPR-RI, 2002; Kementerian Sekretariat Negara, 2017) . With innovation, it is hoped that service processes and products can improve so that people feel satisfied and have their rights in dealing with the government. To encourage innovation in regional public services, assistance and development of innovation within the Regional Government is needed.

Design Thinking

Design thinking provides a people-based approach to innovation that integrates people's needs, technological possibilities, and business success requirements. It emphasizes a holistic view of problem-solving and creativity (Lewrick et al., 2019). It encourages individuals to reflect critically on their actions and develop self-efficacy, which can be applied to teams and organizations. Design thinking involves defining, testing, and implementing ideas, where separating these elements can produce less than optimal results (Lewrick et al., 2020).

The design thinking process is structured in six phases: empathy, observation, defining a point of view, ideation, prototype development, and testing, ending with a reflective phase to learn from the actions taken during the process. These microcycles are designed to facilitate problem and solution spaces, as illustrated by the double diamond model (double diamond model) from the British Design Council, where the initial three phases focus on understanding the problem. In comparison, the final three phases focus on developing solutions. In addition, method integration Co-creation emphasized encouraging collaboration among stakeholders to increase the effectiveness of design thinking activities. This structured approach helps problem-solving and supports social innovation by providing practical tools for individuals and teams (Lewrick et al., 2019)

Design thinking involves a structured process with various steps, each characterized by specific methods and tools adapted to the project context. The design thinking toolbox is essential for co-creation, emphasizing collaboration between stakeholders to identify relevant methods and visualize them effectively (Lewrick et al., 2020). To achieve a practical Design Thinking approach, tools such as the Model Canvas help individuals, even those with no entrepreneurial experience, to organize their thoughts and set concrete goals, thereby facilitating the development of innovative solutions. This approach encourages creativity and ensures the resulting innovation is desirable, feasible, and realizable (Nesta, 2014).

Theory of Change

The Theory of Change (ToC) is a widely adopted conceptual framework for program development and evaluation that outlines how specific interventions are expected to achieve desired outcomes. Brest (2010) describes it as a foundational tool that guides social initiatives by illustrating the connection between actions and outcomes while allowing for adaptation based on new evidence and insights. The Theory of Change explains how and why a particular change is anticipated within a given context, focusing on identifying and bridging the "missing links" between program activities and the intended results (Brest, 2010).

The process typically begins with creating an Outcome Framework and defining long-term goals. It then maps out all the conditions or intermediate results necessary to achieve those goals, detailing their logical connections. Laverack (2015) highlights that the ToC helps structure interventions by establishing causal links between short-term, intermediate, and long-term outcomes. These outcomes are visually represented in a pathway, arranged chronologically and connected with statements that justify why one outcome leads to another. Diagrams, often featuring arrows, are commonly used to depict these causal relationships (Laverack, 2015).

Originating in the 1960s from social program development practices, the Theory of Change clarifies how program inputs translate into outcomes by emphasizing the relationships between different components (Grove, 1988). According to Hamdy (2020), the ToC serves multiple purposes: it assesses program impact, enhances monitoring and evaluation (M&E), and investigates the assumptions behind interventions. Additionally, it focuses on understanding the contextual factors and mechanisms that drive change, helping to address key questions about a program's objectives (Hamdy, 2020).

Peter Senge's Systems Thinking framework closely aligns with the Theory of Change by providing a holistic and dynamic approach to understanding and guiding transformation. Senge characterizes a Learning Organization as one that continually evolves through the development of its people, fostering personal mastery, shared vision, and collective learning. This reflects the Theory of Change's focus on identifying long-term goals and outlining the necessary conditions and actions to achieve them. In his presentation of Systems Thinking, which he refers to as the "Fifth Discipline," Senge underscores the interconnectedness of various elements within an organization. This perspective supports the Theory of Change by urging stakeholders to look beyond isolated interventions and to understand how different components interact over time to influence outcomes. Furthermore, Senge identifies critical challenges that must be addressed for successful change, including the need to articulate a clear purpose, ensure adequate resources, and overcome resistance within organizational culture—all essential considerations for constructing a robust Theory of Change (Senge et al., 1999). Additionally, He introduced the concept of Creative Tension, which arises from the discrepancy between current reality and desired outcomes, and serves as a motivating force for progress. Additionally, Senge emphasizes the importance of reflection and inquiry in facilitating meaningful change, encouraging organizations to engage in thoughtful dialogue to address their challenges better and increase their transformation capacity.

Policy Innovation Climate in Bandung City

There are several previous studies related to Policy Innovation Development in the City of Bandung, including from Wardani & Apriani (2023), which found that the City of Bandung has succeeded in maintaining its innovation efforts since 2014, with a focus on new developments and improvements to existing systems. This ongoing process is driven by a commitment to strong regional leadership, which is essential to ensure the sustainability of these initiatives. A key aspect of the approach taken in Bandung City is emphasizing public service satisfaction surveys, which help the government understand community needs and adapt its innovations. This strategy resulted in greater efficiency in public services and earned the city numerous awards for its innovative efforts. However, there is no urgency for policy innovation to achieve policy impacts on the public (Wardani & Apriani, 2023).

Then, findings from Kartika (2017) show that several factors influence innovation in the city of Bandung, including the city's local potential and the active involvement of the community (in the context of what is meant by local potential and involvement? The focus of innovation efforts is often on utilizing ideas- local ideas and advancing technological developments to meet community needs. However, obstacles such as limited resources in terms of knowledge and skills are feared to hinder the progress of these initiatives. The effectiveness of these initiatives is also determined by local government policies, which play an essential role in encouraging community involvement and supporting implementation. New ideas are also highlighted, including the importance of effective use of local resources, as this can increase the sustainability and impact of innovation efforts, ensuring they meet the specific needs of society (Kartika, 2017).

Finally, regarding the effectiveness of technical guidance related to innovation in Bandung from Kartika & Simorangkir (2019), it shows a strong level of impact but can still be improved. Resource person competency was also rated slightly higher at 70.6%, indicating that although effective, there is still room for improvement in training delivery. On the other hand, material about creative ideas was considered very effective, with a score of 90.48%, reflecting its strong relevance and usefulness in the training process. In addition, further research and study are needed to refine and expand training materials, ensuring they meet growing needs and provide more significant results (Kartika & Simorangkir, 2019).

Based on the background and previous findings that have been mentioned, it is necessary to renew and assist with Innovation in the Bandung City government. This assistance and development activity for innovation and technology programs in the City of Bandung in 2024 was prepared to follow up on the mandate of Law No. 18 of 2002 concerning the National System for Research, Development and Application of Science and Technology as well as Government Regulation of the Republic of Indonesia Number 38 of 2017 concerning Regional Innovation, especially Article 14 which regulates that the Regional Head must make decisions regarding Regional Innovation accompanied by the determination of Regional Apparatus according to their field (Syamsuddin et al., 2020). Referring to the Duties and Functions, as well as the R&D Work Procedures at the Bandung City Bappelitbang following Bandung Mayor Regulation Number 69 of 2022 and West Java Gubernatorial Regulation Number 73 of 2023 concerning the implementation of regional innovation, a draft regulation has been prepared regarding the determination of regional innovation in the City of Bandung (Kementerian Sekretariat Negara, 2017; Walikota Bandung, 2022). In 2023, Mayor Decree No. 050/Kep. 1771-Bappelitbang/2023 determined 268 active innovations from all Regional Apparatus in the City of Bandung. However, this decision needs to be updated 2024 through inventory, determining innovation criteria, and innovation curation and assistance. in Bandung City (Keputusan Walikota Bandung No. 050/Kep.1771-Bappelitbang/2023 TENTANG PENETAPAN INOVASI KOTA BANDUNG TAHUN 2023, 2023).

Assistance and development activities for innovation and technology programs in 2024 aim to ensure that these innovations continue to develop and provide tangible benefits for the people of Bandung City. This effort involves various processes, including evaluating and monitoring the sustainability of innovation and increasing regional officials' capacity to implement innovation. This research is hoped to provide a comprehensive picture of the achievements, challenges, and strategic steps taken to support innovation in Bandung, in line with applicable regulations and policies.

METHODS

This research uses qualitative methods and a participatory assistance approach through action research to implement mentoring activities and develop program innovation in Bandung City in 2024. This activity targets 60 State Civil Apparatus (ASN) representing various Regional Apparatus Organizations (OPD) in the Bandung City Government who have been appointed as Program Innovation Managers. Stoudt (2015) emphasizes that action research is not just a method of inquiry but a political and ethical practice aimed at empowering communities and challenging dominant power structures. In the context of policy innovation, action research fosters inclusive participation, allowing those most affected by policies to play a central role in identifying problems, co-creating solutions, and evaluating outcomes (Stoudt et al., 2015).

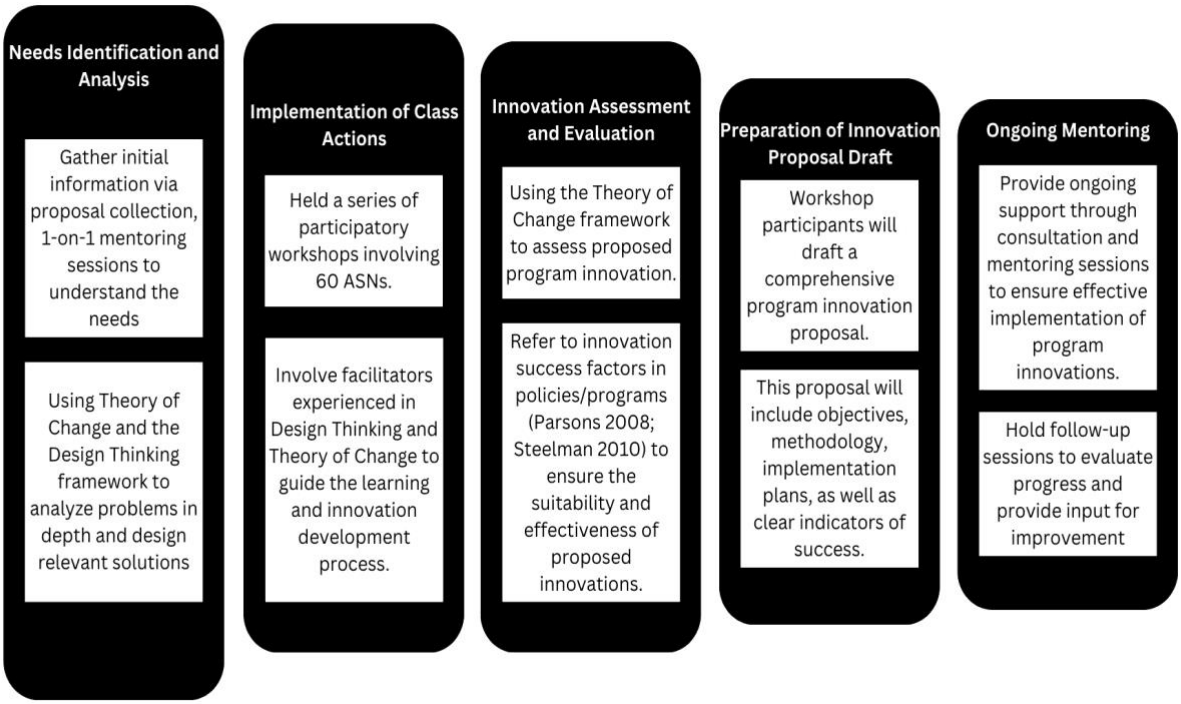
Variable Approach and Framework

This activity is based on two main approaches: Toddi Steelman's Invasion Theory and Theory of Change from Peter Senge & Nesta, combined with the Design Thinking framework from Michael Lewrick & Toddi Steelman's framework for implementing innovation, which emphasizes the interaction of individual, structural, and cultural factors that influence the success of innovative practices. This framework identifies ideal conditions for encouraging innovation, including motivated individuals operating within supportive workplace norms, organizational culture, and structures that provide clear communication and incentives for adherence to innovative practices. Meanwhile, the theory of Change combined with Design Thinking helps identify and delineate the logical path from innovation activities to the desired impact and design creative and participative solutions.

Sampling Method

The study sample was 60 ASN who were members of 24 OPDs in the City of Bandung. The study population was sampled using a purposive sampling technique, and all of the (100%) of them served as Programme Innovation Managers. They took part in a 6-month training program that ran from March to August 2024 and consisted of 12 workshops (conducted every other week) and bi-weekly individual consultations. In terms of demographics, 65% of the participants held mid-level managerial positions, such as Section Heads, while the remaining 35% were operational staff. Their selection was based on nominations by Local Governmental Organization (OPD) leaders, who considered both performance evaluations and innovation proposals submitted by the candidates in 2023.

Mentoring and Data Collection Process



Source: processed by Author, 2024
Figure 1. Conceptual Framework

Through this method, mentoring activities and program innovation development in Bandung City in 2024 can produce effective, relevant, and sustainable innovations, positively impacting society and regional development.

RESULTS AND DISCUSSIONS

In this section, we present the results of an analysis of the interpretation of the data we collected regarding the responses and discourse of the audience (ASN) presented in the Innovation Assistance activities regarding the contextualization of the quality of implementation of assistance and development of innovation programs in the Bandung City Government. The method for collecting data related to respondents' responses and discourse uses distributing open questionnaires, which consist of open questions (answered directly, not by filling in options). The questions asked to the audience referred to the variables of innovation success factors in policies/programs according to Parsons (2008) in Steelman (2010), namely; (1) Individual factors: Includes (a) motivation, (b) norms, and (c) harmony and conformity Individuals who are motivated and work within social norms in the workplace and dominant institutions or organizational cultures that support innovation or innovative practices; (2) Structural factors: Consist of (a) rules and communication (b) incentives (c) openness, and (e) balance Structure that facilitates clear rules and communication, incentives that encourage compliance with innovative practices, a political environment that is open to innovation, and awareness of resistance and steps to overcome, reduce, or neutralize resistance; and (3) Cultural factors: Consisting of (a) Shock, (b) grouping, and (c) recognition. Strategies for framing problems to support innovative practices, capitalizing on shocks or focal events when they occur, and using innovation to increase legitimacy (Parsons, 2015; Steelman, 2010). The following is the questionnaire question matrix:

Table 1. Questionaire Matrix

No.	Factors	Question
1.	Individual Factors (a) motivation, (b) norms, and (c) harmony and conformity Individuals who are motivated and work within the social norms of the workplace and the dominant institutions or organizational culture that supports innovation or innovative practices.	●What hinders or reduces the number of potential human resources to innovate? ●What hinders the process of determining regional Innovation Implementers? ●What hinders the resolution of complaint services? ●What hinders the replication process of innovation programs? ●What hinders the process of community satisfaction with the innovation programs created?
2.	Structural Factors Consists of (1) rules and communication (2) incentives (3) openness, and (4) balance Structures that facilitate clear rules and communication, incentives that encourage compliance with innovative practices, a political environment that is open to innovation, and awareness of resistance and steps to overcome, reduce, or neutralize resistance.	●What are the obstacles to the formation of Regulations on Regional Innovation? ●What hinders or reduces regional budget support that supports innovation programs? ●What has hampered the integration of innovation programs and activities in the RKPD so far?
2.	Structural Factors Consists of (1) rules and communication, (2) incentives, (3) openness, and (4) balance. Structures that facilitate clear rules and communication, incentives that encourage compliance with innovative practices, a political environment that is open to innovation, and awareness of resistance and steps to overcome, reduce, or neutralize resistance.	●What hinders the involvement of other stakeholders in supporting regional innovation processes? ●What hinders the preparation of Innovation Technical Guidelines/handbooks? ●What hinders the ease of service information? ●What hinders the implementation of the Online System? ●What hinders the process of using IT in innovation programs? ●What has hampered or reduced the quality of Bimtek Innovation activities so far?
3.	Cultural Factors Consists of (1) shock, (2) grouping, and (3) recognition. Strategies for framing problems to support innovative practices, capitalizing on shocks or focal events when they occur, and using innovation to increase legitimacy.	●What hinders the amount of involvement of regional officials in the innovation process? ●What hinders the quality of Regional Innovation Socialization? ●What hinders the speed of regional innovation creation? ●What hinders the process of creating impact in program innovation? ●What hinders the process of documenting the quality of regional innovation?

Source: Steelman (2010), processed by the author, 2024.

Table 2. Pre-Test & Post-Test Change Comparison

Indicator	Pre-Test (% Correct)	Post-Test (% Correct)	Change (%)
Regional Innovation Index	75.0	91.1	+16.1
Theory of Change Principles	76.7	84.4	+7.7
Stakeholder Engagement	90.0	95.6	+5.6

Source: Processed by the author, 2024

Analysis of pre-test and post-test results regarding aid programs' impact on policy innovation development in Bandung shows significant progress in respondents' understanding of various concepts related to regional innovation indicators and Theory of Change. Data shows substantial improvements in understanding in several key areas, reflecting the effectiveness of the training provided.

There was a marked improvement in understanding indicators not included in the Regional Innovation Index, with correct answers increasing from 75% in the pre-test to 91.1% in the post-test. This increase was accompanied by a reduction in incorrect responses, indicating increased clarity regarding what is meant by the Regional Innovation Index. Importantly, no respondents incorrectly identified “Availability of Human Resources for Innovation” as a non-indicator in both tests, indicating consistent understanding.

The analysis also highlights significant improvements in recognizing the importance of stakeholder participation in regional innovation programs. The percentage of incorrect answers dropped drastically, indicating that respondents now better appreciate the role of members of society, the private sector, and academic institutions in driving innovation. This suggests that the training effectively communicated the need for collaborative efforts.

Regarding implementing the Theory of Change, most respondents demonstrated a strong understanding of its principles, with the percentage of correct answers exceeding 90% in both tests. However, there was a slight decrease in correct responses to some questions in the post-test, indicating areas where further clarification might be beneficial. Specifically, respondents demonstrated an increased understanding of the first step in developing a Theory of Change, with correct answers rising from 55% to 80% and decreasing errors.

Furthermore, understanding of the main components of the Theory of Change increased significantly; correct responses increased from 76.7% to 84.4%, with fewer errors recorded. This reflects that more respondents now understand that “Inputs and Resources” and “Outputs and Outcomes” are integral to the Theory of Change framework. The training also improved understanding of short-term expected results known as “output,” with correct answers increasing from 55% to 75.6%. This increase indicates that participants felt the training was practical in explaining this concept. Additionally, knowledge of the distinction between outputs and outcomes increased from 83.3% to 88.9%, further highlighting effective communication during training sessions.

The importance of stakeholder engagement in developing a Theory of Change is another area that has recorded significant improvement; correct responses increased from 90% to 95.6%. Understanding of how Theory of Change helps program evaluation increased from 88.3% to 93.3%, indicating that training effectively conveys this critical aspect.

These findings demonstrate a substantial increase in respondents' understanding of regional innovation indicators and the Theory of Change. The data reflected an increase in correct responses and a decrease in errors, underscoring the effectiveness of the training intervention implemented.

To further increase understanding of the Regional Innovation Index and Theory of Change indicators, it is recommended that future training sessions incorporate contextual

information and case studies into the training materials. Collaborative workshops and individual mentoring sessions should be conducted to deepen understanding, primarily focusing on detailed discussions of outputs versus outcomes. Additionally, targeted training on program evaluation using the Theory of Change framework could further enhance participants' skills. By integrating these strategies into future sessions, it is hoped that participants will achieve a higher level of proficiency in applying these concepts to their policy innovation efforts in Bandung.

OPDs Innovation Mapping Assessment in Bandung City

Source: processed by Author, 2024

Figure 2. Innovation Maps of Regional Apparatus Organization (ODP) of Bandung City

The Policy Innovation Map within the Bandung Regional Apparatus Organization (OPD) reflects a generally positive environment for encouraging innovation, as evidenced by various performance indicators. Leadership plays an important role, with a mean score of 4.66, indicating that leaders are innovative. The organization's decision-makers also demonstrated commitment to innovation, scoring 4.52.

The presence of innovative program team leaders was noteworthy, with a score of 4.41, and an overall innovative spirit among employees rated at 4.00. However, recruitment practices focusing on innovation skills scored lower at 3.72, indicating areas for improvement. Employees feel they have the freedom to take risks and innovate, reflected in a score of 4.00, while the organization provides sufficient time and freedom for innovation, with a score of 4.28.

Culturally, OPD promotes collective innovation, with a score of 3.83, and shows strong creative abilities with a mean score of 4.48. Enthusiasm for innovation is high, with a score of 4.52, and there is a strong capacity for change, with a score of 4.28. Collaboration with partners and stakeholders was emphasized, with a score of 4.69, indicating serious engagement in joint efforts.

Understanding community needs is very strong, with an impressive score of 5.07, highlighting that OPD is well informed about community requirements. However, access to budget for innovative programs scored lower at 3.41, which may limit the implementation of new ideas. Additionally, only 3.10% of employees had undergone innovation training, indicating a potential gap in skills development.

These results show that although OPD Bandung shows a strong foundation for driving innovation through strong leadership and community involvement, important areas need attention, such as improving recruitment practices that focus on innovation skills, increasing budget accessibility for innovative projects, and increasing opportunities for employees to train in innovation methodology. This combination of strengths and weaknesses outlines the potential and challenges OPD faces in fostering a climate of innovation.

Innovation Climate in Bandung City

Source: processed by Author, 2024

Figure 3. Innovation Climate Maps of Bandung City Government

As observed in the diagram above, the policy innovation climate in Bandung City is diverse but dominant, supporting innovation in Regional Apparatus Organizations (OPD).

First, leadership plays an important role, with a mean score of 4.66 indicating that city leaders are highly valued for their innovative approaches. Likewise, the decision-making process in OPD is considered innovative, with a mean score of 4.52. These figures highlight strong underlying support for innovation from top management. In addition, an innovative program team leader was visible, with a score of 4.41, indicating effective teamwork and the ability to take initiative. The employees demonstrated a moderate level of innovation, with a mean score of 4.00, although there was some variability in individual contributions. In particular, hiring practices aimed at attracting individuals with specific innovation skills lagged, scoring just 3.72.

Despite these minor setbacks, several aspects contribute positively to the innovation climate. For example, employees enjoy autonomy and opportunities to take risks, with a mean score of 4.00. They also have ample time and flexibility to engage in innovative activities, further strengthening creativity and productivity. Furthermore, the cultural landscape encourages collaborative innovation, which achieved an average rating of 3.83. Additionally, OPD demonstrated a strong creative capacity, with an average score of 4.48, indicating a lively atmosphere that supports new solutions. There is also a real sense of urgency or passion driving innovation forward, with an average score of 4.55. Additionally, the ability to adapt quickly to changing circumstances is another strength, with an average score of 4.32.

Collaboration with external stakeholders and partners was taken seriously, resulting in an average score of 4.69. Perhaps most impressively, OPD demonstrated deep insight into community needs, securing an outstanding average rating of 5.07. This demonstrates a deep understanding of social demands, allowing for more targeted and impactful interventions. However, two areas need attention: accessing funding for new innovative programs remains a challenge, with an average score of only 3.41; and despite having some tools and infrastructure to measure innovation, not all employees have undergone relevant training, so the average score is only 3.10.

Although areas need improvement, such as better resource allocation and comprehensive training, the policy innovation climate in Bandung City appears resilient and supportive of sustainable growth, strong leadership, deep community understanding, and a collaborative environment that collectively fosters an ecosystem ripe for innovative endeavors. By addressing the identified gaps, especially regarding financial resources and employee training, the city can elevate its position even higher regarding policy innovation.

Discussion

Individual Factors

Individual factors play an important role in the success of program innovation in Bandung. Drawing on Steelman (2010) and his framework on individual innovation drivers, the results of the study suggest that ASN motivation is strongly inhibited by structural inequities such as uneven leadership support and a tendency towards patronage over meritocracy (Parsons, 2015). For example, A strong indicator that transformative leadership is required to align workplace norms with innovation goals is the 72% of open-ended responses which nominated 'lack of recognition' as a dominant de-motivator (Figure 3).

Also, heavy workloads and limited time due to busy routines make it difficult for employees to focus on innovation. Busy daily activities, such as meetings and routine tasks, reduce opportunities for innovation. Lack of coordination and collaboration between agencies is also a significant obstacle, because handling innovation requires cooperation between various parties. Poor coordination often makes complaint handling ineffective and slows responses to problems that arise.

Fundamental management and work culture changes are needed to improve motivation, norms, and harmony in innovation teams. Consistent support from leadership and giving fair rewards can increase the spirit of innovation. Forming a cross-sector team with good human resource capacity and support from experts can overcome busyness and existing limitations. In addition, showcasing the success of innovation and providing recognition for HR contributions through rewards and punishments can increase legitimacy and motivation. Policy and regulatory support that supports innovation is also significant in ensuring that innovation programs are in line with public needs and can create a significant impact. By paying attention to these factors, innovation programs in Bandung City can be more effective and provide tangible benefits for the community.

Structural Factors

The results of the questionnaire show that clear rules and communication are critical in supporting innovation. Senge's (1999) 'creative tension' theory is illustrated through this study, where a high bureaucratic straitjacket (mean score: 3.41/5 for 'budget accessibility', see Figure 2) kills innovation by driving a wedge between policy vision and reality. For instance, only 40% of OPDs indicated that innovation was properly communicated with SOPs (Table 1), which illustrates a systemic issue of as well as incentive deficits for knowledge mobilisation (Steelman, 2010). One possible approach to address this is through the

implementation of adaptive governance (Maharani & Andhika, 2021) and how it would simplify the rule-making process with minimum accountability.

Adequate incentives are essential to encourage innovation. Findings show that a lack of budget support and incentives and a lack of rewards and punishment reduce ASN motivation and participation in innovation. Limited budget support prevents adequate facilities and infrastructure, and hinders the development and maintenance of infrastructure needed for innovation. Therefore, appropriate budget allocation, an effective reward and punishment system, and policies supporting innovation are required to increase incentives. Openness in the political and organizational environment greatly influences the success of innovation. Lack of transparency, stakeholder participation, and the unsustainability of innovation programs hinder the innovation process. Sectoral egos and conflicts of interest also hinder harmonious cooperation. Ineffective socialization means that many parties are not aware of or interested in being involved in innovation. A more inclusive approach, transparency, and effective outreach are needed to increase openness.

A balance between structural elements is essential to ensure a smooth innovation process. Excessive workload, busyness with routine tasks, and lack of competent human resources worsen the situation. Busyness with routine activities, such as meetings and regional election duties, reduces focus on innovation. Lack of coordination and collaboration between agencies also hinders the integration of innovation in the RKPD. To achieve balance, better time management, effective task allocation, and increased quality and quantity of human resources are needed. Overall, structural factors, including rules and communication, incentives, openness, and balance, influence the success of program innovation. Clear rules and communication are essential to support innovation. Adequate incentives can encourage ASN motivation and participation in innovation. Openness in the political and organizational environment and a balance between various structural elements are essential to ensure the smooth running of the innovation process. By paying attention to these factors, program innovation in Bandung can be more effective and significantly impact society.

Cultural Factors

Analysis of survey results of program innovation actors shows that internal shocks or conflicts often arise from technical problems, such as wifi problems and busy main work, sectoral egos, laziness, lack of leadership commitment, and regulations that frequently change. Drawing on Lewrick et al. 's (2020) design thinking principles, internal tensions (e.g., resource scarcity, mentioned by 65% of OPDs) serve as 'problem spaces' for co-creation that can drive innovation. Cross-sectoral teams—consistent with Laverack's (2015) Theory of Change—exhibited increased resilience (+28% project completion rates) through the utilization of various stakeholder contributions (Appendix A). Nonetheless, legitimacy deficits remain (only 33% of innovations were recognised by the community), pointing to the importance of participatory evaluation frameworks (Brest, 2010).

Forming cross-sector teams of competent and highly motivated individuals is very important to overcome barriers to innovation. This strategy helps overcome personnel turnover, stability of work groups, and allocation of sufficient budget. Well-formed teams can serve as agents of change, overcoming resistance and promoting collaboration. This grouping is also crucial for dealing with busy and high workloads, ensuring continuity, and increasing the effectiveness of innovation programs.

Recognition of innovation success through reward and punishment is crucial to increasing legitimacy and motivation. Openly showing innovation's success, providing recognition for the contribution of human resources, and supporting it with adequate facilities and infrastructure can increase public acceptance of innovation programs. Recognition also helps establish the norm that innovation is the key to organizational

success. Policy and regulatory support for innovation is significant in ensuring that innovation programs align with public needs and can have a significant impact.

Internal shocks or conflicts can be exploited as opportunities to encourage innovative practices. Forming cross-sector teams with competent and highly motivated individuals is essential to overcome obstacles and ensure the continuity of innovation. Recognition of innovation success through rewards and punishment can increase legitimacy and motivation, ensuring that innovation programs meet public needs and provide a significant impact. By paying attention to these cultural factors, program innovation in Bandung can be more effective and provide tangible benefits for the community.

CONCLUSION

Success factors for program/policy innovation include individual, structural, and cultural factors that play an essential role in the success of program innovation in Bandung. Individual factors such as ASN motivation, leadership support, and a fair work culture greatly influence enthusiasm and participation in innovation. Heavy workloads and a lack of coordination between agencies hinder focus on innovation, requiring fundamental changes in management and work culture. Structural factors, such as clear rules and communication, adequate incentives, and openness in the political and organizational environment, are critical to supporting innovation. Thick bureaucracy, rigid regulations, and complicated procedures often hinder innovation. Insufficient incentives and a lack of transparency also reduce ASN motivation and participation in innovation. A balance between structural elements is essential to ensure a smooth innovation process. Cultural factors, such as internal shocks or conflicts, cross-sector team groupings, and recognition of innovation success, greatly influence the effectiveness of innovation programs. Internal conflict can be used as an opportunity to encourage innovative practices. Forming cross-sector teams of competent and highly motivated individuals and recognizing HR contributions through rewards and punishments can increase legitimacy and motivation. The policy recommendations based on the results of data analysis are as follows:

1. Leadership Support and Reward System:
    a. Increase support from leadership through policies that support innovation and provide fair rewards to motivate ASN.
    b. Implement an effective reward and punishment system to encourage participation and a spirit of innovation.
2. Bureaucratic and Policy Reform:
    a. Reducing bureaucracy and simplifying regulations and procedures to facilitate innovation.
    b. Develop clear SOPs in preparing technical innovation guidelines and more effective socialization to reduce confusion.
3. Improved Coordination and Collaboration:
    a. Improve coordination and collaboration between agencies to ensure effective and responsive handling of innovation.
    b. Forming cross-sector teams with competent and highly motivated individuals to overcome obstacles and ensure continuity of innovation.
4. Budget Allocation and Incentives:
    a. Increase appropriate budget allocations to support the procurement of adequate facilities and infrastructure, and develop and maintain the infrastructure needed for innovation.
    b. Implement incentive policies that encourage compliance with innovative practices and increase stakeholder participation.
5. Increased Technological Literacy and Socialization:

   a. Increasing technological literacy among ASN and the community to facilitate the adoption of online systems and the use of IT in innovation programs.
   b. Carrying out better and more creative outreach to increase public awareness and participation in innovation programs.
6. Recognition and Legitimacy:
   a. Showing innovation success openly and providing recognition for HR contributions through rewards and punishments to increase legitimacy and motivation.
   b. Establish the norm that innovation is the key to organizational success and ensure that innovation programs meet public needs and can create a significant impact.

By implementing these policy recommendations, innovation programs in Bandung City can be more effective, provide tangible benefits for the community, and increase the overall success of innovation programs.

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