



EVALUATING LOCAL INNOVATION GOVERNANCE IN CIMAHI (2019–2024): TOWARD A MODEL OF INNOVATIVE LOCAL GOVERNMENT

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Abstract: Cimahi City is one of the local governments participating in the Innovative Government Awards (IGA) competition and has received several awards for its proposed innovations. However, the quality and quantity of innovations have slowed, remaining unchanged compared to other city governments. This study aims to evaluate innovation governance in Cimahi City from 2019 to 2024. This research employs the theory of Regional Government Innovation Design, as proposed by Irwan Noor, focusing on leadership, Organizational Climate, and Political Environment. The research employs a descriptive qualitative approach. Data collection techniques include participatory observation, interviews, and literature review. The results indicate that leadership, organizational climate, and the political environment influence each other. The regional head demonstrates a strong commitment to developing a regional apparatus capable of fostering innovation. Serious efforts are also seen in cultivating an organizational climate conducive to innovation through competitive approaches, awards, and regulations. However, there is an imbalance between the political environment of the regional head and that of the Regional People's Representative Council (DPRD) in promoting innovation at the regional apparatus level. This situation must be addressed to maintain the stability of innovation governance in Cimahi City.

Abstrak: Kota Cimahi salah satu pemerintah daerah yang turut serta dalam kompetisi Innovative Government Award (IGA), dan beberapa kali mendapatkan penghargaan atas inovasi yang diusulkan. Namun, adanya pelambatan peningkatan kualitas dan kuantitas inovasi yang tidak bertambah dibandingkan dengan pemerintah kota lainnya. Tujuan dari penelitian ini yaitu untuk mendeskripsikan evaluasi tata kelola inovasi daerah pada pemerintahan daerah Kota Cimahi tahun 2019 – 2024. Metode penelitian yang digunakan yaitu metode deskriptif dengan pendekatan kualitatif. Teknik pengumpulan data menggunakan observasi partisipatori, wawancara dan studi kepustakaan. Hasil penelitian menunjukkan kepemimpinan, iklim organisasi dan lingkungan politik saling memberikan pengaruh. Pada aspek kepemimpinan terlihat komitmen yang kuat dari kepala daerah untuk membangun perangkat daerah yang mampu menghasilkan inovasi. Pada aspek iklim organisasi sudah terlihat upaya yang serius dalam membangun iklim organisasi yang dapat berinovasi melalui pendekatan kompetisi, penghargaan dan peraturan-peraturan. Pada aspek lingkungan politik menunjukkan ketidakseimbangan antara lingkungan politik kepala daerah dengan lingkungan politik DPRD dalam membangun inovasi di tingkat perangkat daerah masing-masing. Kondisi tersebut yang perlu ditingkatkan untuk dapat menjaga stabilitas tata kelola inovasi di Kota Cimahi.

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INTRODUCTION

New public governance refers to the direction, coordination, and use of institutional arrangements in policymaking and implementation processes within a multi-sectoral, polycentric stakeholder context to pursue shared interests. Modern governments require new public governance to implement public policies across various sectors of society. The concept of collaboration in governance, called collaborative governance, has emerged as an alternative concept in regional governance. The collaborative governance model has the primary goal of public sector collaboration aimed at improving public services (Fadly, 2017). Collaboration across government levels and/or sectors is becoming increasingly widespread in addressing the complexities of governance. In practice, cross-sector collaboration has become a widely discussed topic. This phenomenon needs to be balanced by studies on cross-sector collaboration with government activities.

The concept of innovation governance is closely related to the characteristics and institutional environment. Regarding innovation governance from an institutional perspective, three main pillars of institutional analysis must be based on the regulatory system, the normative system, and the cognitive cultural system (Scott, 2014). Innovation is essential for an organization, as it involves the modification or discovery of ideas for continuous improvement and development to meet societal needs (Mulianingsih, 2021). A good regulatory system can continuously improve and monitor the performance of institutions with various policies as a legal basis. The normative system, namely the values and compliance of public service officials with various decisions and policies, can facilitate the achievement of pre-planned goals. The cognitive cultural system is generally defined as a combination of attitudes, experiences, beliefs, habits, and values held by people within government organizations and stakeholders (Merrill, 2015). Next are policy actors identified as internal bureaucratic actors and external actors, consisting of individual actors and groups who participate in every discussion and debate about public policy, or in this case, community groups (Madani, 2011).

Innovation in Indonesia's public sector has received strong support from the government, catalyzing its growth at both local and regional levels (Destiana, 2023). In efforts to manage regional innovation, local governments need to identify innovation models created by the regional apparatus. Various factors play a role in the development of innovation, which make the conceptualization of innovation models develop rapidly. The innovation development model has entered its fifth generation, which has innovation development characteristics such as extensive system and network integration, flexibility and responsiveness, and continuous innovation (Tidd et al., 2005). Mulgan, G. S., & Albury (2003) revealed eight barriers to innovation in the public sector, namely: Reluctance to close failed programs; Excessive dependence on the appearance of high performance as a source of innovation; Available technology, but hindering culture or organization; No rewards or incentives to innovate or adopt innovation; Not daring to take risks; Short-term budgets and planning; Administrative pressures and obstacles; and a culture of risk aversion.

Evaluation of regional innovation governance is conducted as an alternative control measure for regional innovation management. Innovation governance evaluation attempts to provide strategic input for regional innovation management. In terms of input, regional innovation proposals come from various sources, including regional heads, members of the Regional People's Representative Council (DPRD), civil servants (ASN), regional apparatus, and community members. These innovation proposals are compiled in the form of proposals that at least include the form of regional innovation, the design of the regional innovation, the objectives of the innovation, the benefits of the innovation, the trial period, and the budget. During the process stage, proposed innovations need to be tested before being fully implemented. At this stage, regional apparatuses responsible for regional innovation are required to establish the innovation as a regional innovation in a legal product, such as a regional regulation or regional head regulation. In the output stage, innovations are assessed based on their impact on the community and improvements to public services.

The utilization of the systemic innovation model depends heavily on the type of innovation being implemented, the motivation for developing the innovation, and the environment

influencing it. Stimulating an innovative local government organizational environment requires an understanding of the local government itself (Noor, 2013). This means that an analysis of the entire local government is necessary before determining which model to use. This situation then highlights the importance of innovative design for local government. Designing an innovation governance model requires considering the type and level of innovation being developed. Examples of innovation types include product innovation, process innovation, business model innovation, administrative innovation, and organizational innovation. Examples of innovation levels include incremental, substantial, and transformational.

The design of regional government innovation takes into account three main factors, which are composed of the relationship between leadership factors, organizational climate factors, and political environment factors (Noor, 2013). The leadership factor has indicators consisting of leadership style, such as elements found in government leadership such as directing behavior and supporting behavior, and leadership vision. The organizational climate factor has indicators of organizational structure and appreciation for innovators. The political environment factor has indicators of the conduciveness of legislative institutions with executive institutions, which in this case can be translated as political parties and the origin of the leader's political party. This concept has the spirit of community involvement in innovation, as stated in Article 7, Paragraph (1) of Government Regulation Number 38 of 2017 concerning Regional Innovation (Peraturan Pemerintah Nomor 38 Tahun 2017 Tentang Inovasi Daerah, 2017), Proposals for regional innovation initiatives can come from regional heads, DPRD members, ASN, regional apparatus, and community members.

Regional governments that have the desire to continue to progress and develop must be able to create innovation in various aspects. Regional governments need to take the initiative to innovate. Forms of innovation according to Suprianto & Pamungkas (2020), include regional government governance, public service innovation, and/or other regional innovations by government affairs that fall under the region's authority. Meanwhile, the criteria for regional innovation include containing renewal of all or part of the innovation elements, providing benefits to the region/community, not resulting in a burden on the community that is inconsistent with statutory provisions, being a government affair that falls under the region's authority, and being replicable. However, the implementation of innovation at the regional level is still considered inadequate. Based on the 2021 Regional Innovation Index, several provinces, regencies, and cities are still considered less innovative (Rahmanda, 2022).

One local government committed to implementing governance through various innovations is the Cimahi City Government. From 2019 to 2024, the Cimahi City Government reported an increase in the quantity of innovations reported in the Regional Innovation Index (IID). This commitment and consistency is demonstrated by the Cimahi City Government's increased quantity of innovations and its recognition as the Most Innovative City for four consecutive years.

Innovative regional governments are awarded by the Central Government in recognition of their innovative management of regional innovation. The award, in the form of the Innovative Government Award (IGA), is presented to provincial and district/city regions. This award reflects the central government's assessment and appreciation of the local government's enthusiasm and success in implementing innovative methods of governance. This IGA assessment and award is expected to encourage and motivate local governments to continue implementing regional innovations to improve public services, governance, and regional development (Humas MENPANRB, 2022).

However, researchers also identified several issues. In 2019, the Cimahi City Government had 102 innovations in its database, but only reported 43 of them. In 2020, the number of innovations in the database increased to 140, and the number of reported innovations also increased to 57. Meanwhile, the number of reported innovations in 2021 was 74 out of 148 in the database. Of these 74 innovations, 74 had undergone mentoring and data collection, achieving an innovation maturity threshold of 80 out of 113.

The number of innovations reported in the 2022 IGA was 89 out of 103 innovations in the database. Of these 89 innovations, 89 had undergone mentoring and data collection, achieving the innovation maturity threshold of 75 out of 103. The development of innovations in Cimahi City in the 2021-2022 IGA showed an increasing trend in quantity. As shown in the figure below, there was a 16.9% increase in the quantity of innovations from 2021 to 2022.

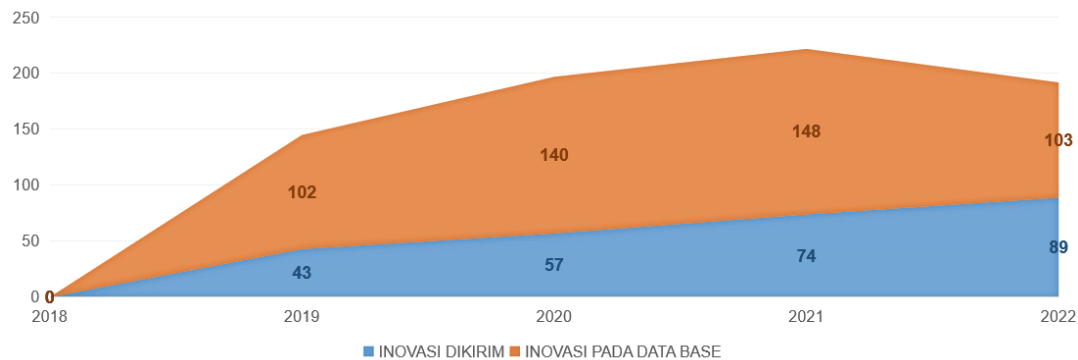


Figure 1. Comparison Chart of Number of Innovations Sent and Database Per Year
Source : Bappelitbangda Kota Cimahi, 2022.

Cimahi City has consistently ranked among the top 5 most innovative cities nationally since 2019 at the 2021-2022 IGA. Its best achievement was achieved in 2021, when Cimahi City ranked among the top 4 most innovative cities. For this award, the Cimahi City Regional Government received a recommendation from the Ministry of Home Affairs to submit a Regional Incentive Fund application to the Ministry of Finance for the following two years (Y+2). The progress from 2018 to 2022 can be seen in the figure below:

	2018	2019	2020	2021	2022	2023	2024
PERINGKAT	TDK BERPARTISIPASI	5	12	4	6**	6	15
REWARD DID	-	Rp 8,26 M	TDK DAPAT DID*	52,2 M	???	N/A	TIDAK DAPAT DID
NILAI IID	-		3,882	63,76	71,85***	N/A	N/A
JML INOVASI DIKIRIMKAN	TDK BERPARTISIPASI	43	57	74	89	N/A	N/A

Figure 2. Cimahi City Ranking Chart at the Innovative Government Awards
Source : Bappelitbangda Kota Cimahi, 2022.

In 2022, a total of 89 innovations were proposed, with an index score of 71.85. These innovations were divided into several areas of authority under the regional government's jurisdiction, as stipulated in Law Number 23 of 2014 concerning Regional Government (Undang-Undang Nomor 23 Tahun 2014 Tentang Pemerintahan Daerah, 2014). The three areas with the highest number of innovations were Health Affairs (21 innovations); Education Affairs (7 innovations); and Civil Registration Affairs (7 innovations).

In 2022, Cimahi City was ranked among the top 6 most innovative cities. Considering the progress of other cities in the regional innovation index assessment, Cimahi City needs to improve the completeness of innovation-supporting data within regional agencies to support the implementation of regional innovation. One effort undertaken by the Cimahi City Regional Government to maintain the sustainability of innovation implementation is by designating innovations already in the implementation stage through a mayoral decree. In general, Cimahi City Government consistently earns the title of "Highly Innovative City." However, the ranking obtained shows fluctuations, indicating an increase and decrease in the number of innovations considered mature.

The above data on regional innovation in the Cimahi City Government shows an increasing trend in terms of quantity. Meanwhile, based on regional innovation reporting data collected by the Ministry of Home Affairs over a five-year period, the number has increased. Data from the

Domestic Policy Strategy Agency shows this increase occurred in the measurement and assessment of the 2022 Regional Innovation Index (IID). In the 2022 IID, 510 regional governments reported innovations, totaling 26,900. There was an increase in the number of innovations, with 519 regional governments participating in 2021 with a total of 25,124 innovations. Meanwhile, in 2020, 2019, and 2018, 484, 260, and 188 regional governments participated, respectively, with a total of 17,779, 8,016, and 3,718 innovations, respectively. However, the Cimahi City Government did not report all innovations in the database, resulting in a slowdown in the quality of innovation. This means that Cimahi City is experiencing a slowdown in the quantity and quality of innovation compared to other city governments. Therefore, this paper will evaluate regional innovation governance within the Cimahi City Regional Government from 2019 to 2024 within the framework of efforts to build an innovative government supported by public participation. Innovation governance in Cimahi City requires evaluation due to the lack of improvement in the quality and quantity of innovation. The Cimahi City Government boasts a promising workforce and a creative industry. Yet, there has been no systematic evaluation of whether its innovation governance policies truly support the city's development and needs. Furthermore, the involvement of other actors in supporting local government innovation governance requires synergy, not just a formality. Studies and performance indicators from all parties involved are needed to ensure sustainable innovation in Cimahi City.

RESEARCH METHOD

The research method used is descriptive with a qualitative approach. Qualitative descriptive research is a type of research that focuses on an in-depth understanding of a phenomenon, event, or situation based on non-numerical data (Miles et al., 2014). This study will explore phenomena related to the evaluation of regional innovation governance, specifically in the Cimahi City Regional Government from 2019 to 2024. Data collection techniques used were participatory observation, interviews, and documentation. The informants in this study were the Cimahi City Bappelitbangda, academics, DPRD members, and the public. The data analysis techniques used in this study were data collection, data reduction, data presentation, and verification of conclusions.

RESULTS AND DISCUSSION

A. Leadership Factor

In the 2020 regional innovation index assessment conducted by the Ministry of Home Affairs, the Cimahi City Government recorded 140 innovations in its database, reporting 57 innovations that were already in the implementation stage and had complete supporting data. In 2020, the Cimahi City Government ranked 12th nationally in the Most Innovative City category. Based on these conditions, in 2021, the Cimahi City Research and Development Agency (Bappelitbangda) proposed an initiative to the Acting Mayor of Cimahi to implement more intensive innovation mentoring for regional officials. This mentoring activity was packaged in an innovation called KLINSING, or Mobile Innovation Clinic.

The KLINSING program, implemented in 2021, has significantly increased the number of innovations. In 2021, the Cimahi City Government had 148 innovations in its database but reported 74 implementation innovations. Of these 74 innovations, 29 were rejected because they did not meet the administrative requirements in the "Innovation Design and Development" section, an indicator that describes the innovation business process. Due to the quantity and quality of innovation, the Cimahi City Government was ranked 4th in the most innovative city category and received a DID recommendation for 2023. KLINSING activities continued in 2022 and helped increase the quantity and quality of innovation. The database collected 103 innovations, with 89 reported to the Ministry of Home Affairs, a 16.9% increase from 2021. However, these achievements were not enough to support Cimahi City's position in the 2022 Innovative Government Awards, as Cimahi City ranked fifth in the most innovative cities. This was partly due to the competitiveness of other city governments, which had a greater number of innovations of better quality.

Through the KLINSING program, regional officials are assisted in the process of formulating innovations, from defining problems to formulating the innovation's impact. Innovators are also given a special class, namely Design Thinking, in collaboration with The Local Enabler. With the

assistance through KLINSING, regional officials are helped to formulate problems and find solutions through innovation. The impact can be seen in the increase in the Bappelitbangda Community Satisfaction Survey score, which was originally 78.07 in 2020, to 80.82 in 2021, increasing to 81.31 in 2022, increasing again in 2023 to 84.28 and in 2024 increasing to 84.66 (Bappelitbangda Kota Cimahi, 2024). This means that the program has an impact on service recipients, including innovators and assisted regional officials.

One of the case studies of innovations that have had a real impact is the innovation produced by the Cimahi City Food and Agriculture Service (Dispangtan). Dispangtan has several superior innovations, namely CEK ADRENALINE (This innovation is part of the ChiMA (Cimahi Motekar Award) competition which aims to provide excellent public services), OPAK MANTUL (Innovation that focuses on improving animal health services), DIGIT si EMPUS (Animal Health Center information and management system that aims to improve the performance and public awareness of animal health), and PELAYAN MPUS MAMAH, PETERPAN (On-Call Livestock Treatment), SIPENYUCI (Cimahi City Agricultural Extension Information System), and SIMANTRI (Integrated Urban Agriculture System). In addition, they also initiated the Cheap Food Movement (GPM) to maintain the availability and affordability of food prices. These innovations have received various awards from ministries and city governments, such as the KIPP (Kompetisi Inovasi Pelayanan Publik / Public Service Innovation Competition Program), Innovative Government Awards, First Place as the Best Animal Health Center at the National Level in 2022 and the overall winner of ChiMA 2023. These innovations have led to significant enhancements in service delivery, increasing productivity by streamlining processes, boosting efficiency by reducing bureaucratic delays, and improving accountability through better transparency and governance (Asmara et al, 2024).

From a societal perspective, the Cimahi City Government has the slogan "Saluyu Ngawangun Jati Mandiri" which means that Cimahi City is working together to build its independence or build an independent identity. This slogan reflects the spirit of cooperation and togetherness in building Cimahi City into a developed and independent city. Through this slogan, the Cimahi City Government also invites all levels of society to participate in creating new, creative, and innovative ideas for the advancement of Cimahi City. In this regard, the Cimahi City Government is open to innovative ideas. The Cimahi City Regional Government has provided various platforms and forums to accommodate aspirations and community participation in city development, one of which is the PIRAMIDA Cimahi. The PIRAMIDA Cimahi is a digital innovation platform managed by the Cimahi City Government as a forum for public participation in city development. Through the PIRAMIDA (Pusat Informasi Riset dan Manajemen Inovasi Daerah / Regional Innovation Research and Management Information Center), the public can propose ideas, share innovations, and access information related to city programs and policies. The goal is to encourage collaboration between the government, the community, and innovation actors to create creative solutions that have a real impact on the progress of Cimahi City.



Figure 3. Piramida Kota Cimahi

Source: <https://piramida.cimahikota.go.id/inovasi>, 2025

The Cimahi City Government encourages public participation through various programs and activities, including:

- 1) ChiMA Awards: An awards event for innovation initiated by the Cimahi City Government.
- 2) Cimahi Innovathon Days: An activity that encourages the public to generate creative and innovative ideas to solve city problems while simultaneously developing local economic potential.
- 3) Cimahi City PIRAMIDA: A digital platform managed by the Cimahi City Government as a forum for public participation in city development.

The Cimahi City Government believes that community innovation can be key to improving the quality of public services and addressing various challenges in city development. Therefore, the people of Cimahi City are encouraged to actively participate and convey their innovative ideas. Regional Innovation, as referred to in Law Number 23 of 2014 concerning Regional Government, is defined as all forms of renewal in the implementation of Regional Government. Regional Innovation can be realized in various forms, namely innovation in Regional Government governance, Public Service innovation, and/or other Regional Innovations by Government Affairs that fall under the authority of the Region. Regulations regarding the implementation of Regional Innovation in Law Number 23 of 2014 concerning Regional Government are still general and require more detailed regulations for implementation. For this reason, Government Regulation Number 38 of 2017 outlines in more detail the implementation of Regional Innovation in several stages, starting from proposal, determination, trial, to implementation of the related Regional Innovation. The Cimahi City Government considers it necessary to create more detailed regulations regarding the implementation of innovation in the region. For this reason, in 2022, Cimahi Mayor Regulation Number 15 of 2022 concerning Procedures for Determining Regional Innovation (Peraturan Wali Kota Cimahi Nomor 15 Tahun 2022 Tentang Tata Cara Penetapan Inovasi Daerah, 2022) was issued.

The Cimahi City Government recognizes that regional innovation provides opportunities for the region to be creative and creative, generating ideas and concepts to create breakthroughs to support improved regional government performance. Therefore, to accelerate the realization of community welfare through improved public services, community empowerment and community participation, and increased regional competitiveness, various efforts are being carried out, ranging from outreach and mentoring to collaboration with universities to carry out innovative activities. The achievements and awards received by Cimahi City in 2021 and 2022 include the role of the Mayor in supporting the implementation of regional innovation and also including participating in various regional innovation assessment events. The central role of the Cimahi Mayor in managing regional innovation is as follows:

- a. Establishing Regional Innovations Through Decrees. The Mayor of Cimahi established procedures for establishing regional innovations, along with the appointment of Regional Apparatus within their respective fields to conduct trials and implement Regional Innovations through Cimahi Mayoral Regulation Number 15 of 2022 concerning Procedures for Establishing Regional Innovations. This mayoral regulation serves as the legal basis for regional innovations, which can be implemented both internally by regional apparatuses and externally, involving the community.
- b. Instructing Regional Apparatus to Create Innovations. Through Circular Letter Number 082 of 2022 concerning the 2022 Cimahi Motekar Awards Innovation Competition (Surat Edaran Nomor 082 Tahun 2022 Tentang Kompetisi Inovasi Cimahi Motekar Awards Tahun 2022, 2022), all elements are instructed to participate in the innovation competition by reporting innovations to their respective work units and disseminating information related to the activity to all stakeholders and the wider community.
- c. Awarding Innovators. During the 2021 and 2022 Innovation Competitions, the Mayor presented awards to innovators and innovative regional apparatuses. In 2021, through

Cimahi Mayoral Decree No. 002.6/kep. 1207 – Bappeda/2021 concerning the Winners of the 2021 Cimahi Motekar Awards Innovation Competition (Keputusan Wali Kota Cimahi Nomor 002.6/Kep. 1207 – Bappeda/2021 Tentang Pemenang Kompetisi Inovasi Cimahi Motekar Awards Tahun 2021, 2021) Winners were determined and awarded for the most innovative regional apparatuses, sub-districts, technical implementation units (UPTD), lecturers, community members, and poverty alleviation groups. Meanwhile, in 2022, through Cimahi Mayoral Decree No. 002.6/kep. 2418 – Bappelitbangda/2022 concerning the Winners of the 2022 Cimahi Motekar Awards Innovation Competition (Keputusan Wali Kota Cimahi Nomor 002.6/Kep. 2418 – Bappelitbangda/2022 Tentang Pemenang Kompetisi Inovasi Cimahi Motekar Awards Tahun 2022), winners were determined and awarded for the most innovative regional apparatuses, UPTD, civil servant candidates (CPNS), sub-districts, teachers, lecturers, and community members.

- d. Implementing Guidance and Supervision of Regional Innovation through KLINSING (Mobile Innovation Clinic) activities. Since 2021, the Cimahi City Regional Government, through the Cimahi City Research and Development Agency (Bappelitbangda), which oversees research and development in the region, has implemented the Mobile Innovation Clinic (KLINSING). Through the KLINSING program, outreach and assistance to regional officials are provided in completing supporting innovation data and collection innovation data. Based on the data obtained from KLINSING, an innovation database is compiled, which is then recommended to the mayor for designation as a Cimahi City regional innovation through a mayoral decree. Based on the 2021-2022 innovation database, by filtering innovations that have already been implemented and eliminating overlapping innovations, a total of 129 innovations were identified.

B. Organizational Climate Factors

The implementation of regional innovation in the Cimahi City Government issued Mayoral Regulation Number 15 of 2022 concerning Regional Innovation Procedures. The Mayoral Regulation was created as an elaboration of Government Regulation Number 38 of 2017 concerning Regional Innovation. Meanwhile, innovation in Cimahi City has begun to develop since 2016, marked by the establishment of the Cimahi Techno Park Technical Implementation Unit (UPT) and the Research and Development Division. This could mean that the established regulatory system is less responsive in supporting the development of innovation governance. This is indicated by the absence of a Cimahi City innovation database in 2018 in the Ministry of Home Affairs' regional innovation index database. Although the Cimahi City Government has received various awards related to innovation as a stimulus from the Provincial Government, the Central Government, and even NGOs, this has not been able to become a lever for regional innovation.

The organizational structure for proposing innovations in Cimahi City involves several levels and institutions. The Cimahi City Regional Development Planning, Research, and Development Agency (Bappelitbangda) plays a central role in the planning, research, and development of innovations in the city. Furthermore, a digital innovation platform called the Cimahi City Piramida, managed by the Cimahi City Government, serves as a forum for public participation in city development, including proposing innovations. By Cimahi Mayoral Regulation Number 21 of 2021, Bappelitbangda is responsible for regional development planning, research, and development. Bappelitbangda serves as the center for coordination and facilitation in proposing, developing, and implementing innovations in Cimahi City. They also conduct research and analysis to identify potential innovations and develop innovation development strategies.

The Cimahi Motekar Awards (ChiMA) Innovation is a competition held by the Cimahi City Government to encourage regional government agencies to innovate across all sectors by leveraging technology. The ChiMA Awards were first initiated and inaugurated by the Mayor of Cimahi, Ngatiana, in 2021. The event, in addition to generating innovative ideas, also serves as an effort to address the challenges of increasingly complex public services and social dynamics by providing more adaptive and innovative solutions. In this effort, it can be identified that the Cimahi City Government has attempted to build an innovative climate within regional

government agencies, the private sector, the public, and the community. Managing an innovative organizational climate is challenging, given that the design of regional government innovation will not be a lever for innovation. Innovative regional government design only reflects improvements in organizational performance by changing the organizational structure, without changing the direction towards innovation (Noor, 2013). In this regard, the Cimahi City Government has shifted the direction of its organizational climate development, from designing innovative regional governance to accelerating innovation design. This concept can be identified through the Cimahi Innovathon Days program, which began in 2024 and will continue in subsequent years.

Mentoring through a competition format is one way to bring local governments closer to innovation stakeholders. This provides a solution to challenges such as traditional and difficult-to-change mindsets. Several innovative programs have improved public services compared to previous manual processes, considering the needs of the community. The implementation of innovation was also preceded by trials and evaluations. The challenges faced include a lack of socialization and a traditional mindset that still relies on offline document processing. Additionally, improvements in facilities and infrastructure are needed to ensure that e-Government-based service systems can function optimally (Mardianto et al., 2025). For this reason, socialization and transformation of the mindset of innovators are necessary, and all of this can be gathered in a competition and governance format based on e-government.

In its implementation, the Cimahi City Government applies a collaborative approach by collaborating with community and private sector elements, including The Local Enabler in the Design Thinking Academy. Quoting from The Local Enabler (The Local Enablers, 2025), "Cimahi Innovathon Days uses a clear and orderly method. First, participants are invited to understand the city's problems in depth. After that, they generate creative ideas and develop innovation prototypes. These prototypes are then tested and refined. Experts also help so that the innovations created can be applied in the real world. This activity consists of socialization, facilitator training, idea discussion sessions, and presentations of results. So, this event is not just a competition, but also a place to learn and develop skills. In addition to finding solutions, this Innovathon also helps introduce Cimahi City's superior products. In this way, the event boosts the local economy. New products born from innovation can open up business opportunities and employment. This is in line with the government's goal of developing an innovation-based economy. The collaborative efforts undertaken by the Cimahi City Government demonstrate seriousness in building an organizational climate at the regional apparatus level. However, in a collaboration often encounters obstacles such as difficulty developing difficulties formulating innovation, difficulty developing innovation embryos, The lack of exchanging ideas with their origin in trust, The lack of trust and Lack of supportive roles and networks. For this reason, an innovation mentoring effort called KLINSING or Mobile Innovation Clinic was also carried out. It can be concluded that the efforts made in building an innovative organizational climate are on the right track because they can maintain innovation and innovators continue to exist in the Cimahi City Regional Apparatus.

C. Political Environmental Factors

The political environment factor has an indicator of the conduciveness of legislative institutions with executive institutions (political parties and the origin of the leader's political party). The Cimahi City DPRD (Regional People's Representative Council) has an important role in supporting innovation in Cimahi City. The involvement of the DPRD, in various activities aimed at increasing regional competitiveness and encouraging a climate of innovation. The Cimahi City Government faces quite dynamic local politics. This is because the city, which was declared autonomous in 2001, only has 3 (three) sub-districts with 15 (fifteen) villages, with an area of approximately 40.2 km², but has a total of 45 legislative members. This dynamic is also seen in the different political party backgrounds of the Regional Head and DPRD. The Regional Head for the 2017-2022 period, namely Mayor Ajay M. Priatna and Ngatiyana, is supported by a large coalition consisting of PDIP, PPP, PKB, PAN, Hanura, and Perindo. Meanwhile, the DPRD leadership at that time consisted of Chairman Achmad Zulkarnain (Prosperous Justice Party),

Deputy Chairman Bambang Purnomo (Gerindra Party), Deputy Chairman Purwanto (Indonesian Democratic Party of Struggle), and Deputy Chairman Rini Martini (Democratic Party).

These conditions create a dynamic and often inconsistent local political environment. The political instability between the Regional Head and the Regional People's Representative Council (DPRD) has led to political instability. This instability stems from conflicts of interest, a lack of shared understanding, and differing development priorities. Trust in the mayor has also emerged, stemming from the 2019 legislative election, which revealed that the Cimahi City PDIP's seat allocation for the 2019-2024 DPRD is likely to be limited to six. This number is one decrease from the 2014 legislative election, when PDIP sent seven representatives to parliament for the 2014-2019 period, including the loss of the position of Speaker of the Cimahi DPRD (Limawaktu, 2019). Early in Ajay M. Priatna's administration, the DPRD Speaker warned the government to avoid corruption. However, corruption persists within the Mayor. This situation then impacts the running of government in Cimahi City, particularly within the scope of the Regional People's Representative Council (DPRD) in carrying out its legislative, oversight, and budgetary functions. Another indication that the dynamic political environment influences the development of innovation is evidenced by the lack of innovation from the Cimahi City DPRD Secretariat, which is reported to the Ministry of Home Affairs through the Cimahi City Bappelitbangda. Meanwhile, other regional apparatuses tend to be more active in generating new innovations. The Cimahi City DPRD Secretariat and the Cimahi City DPRD appear to be lagging behind in formulating innovations and new breakthroughs to address city problems. Nevertheless, the Cimahi City DPRD provides support and facilitation for every innovation developed by regional apparatuses. Thus, it can be seen that the form of legislative support is not through creating innovations within the organization but through normative efforts inherent in carrying out the duties and functions of the DPRD.

Unlike the legislative element, the commitment of the regional head is more prominent in the Cimahi City Government, especially in the presentation of the Innovative Government Awards (IGA), the West Java Innovation Competition, Smart City, and Creative City. At the IGA presentation, for example, the Mayor and Deputy Mayor are always present and give a live presentation. This demonstrates the commitment and seriousness in reporting innovations from Cimahi City to the Ministry of Home Affairs. The previous section also presented several efforts demonstrated by the Regional Head, namely Cimahi Mayor Regulation Number 15 of 2022 concerning Procedures for Determining Regional Innovations, Circular Letter Number 082 of 2022 concerning the Cimahi Motekar Awards Innovation Competition and awards for innovators. In the implementation of ChiMA, the Cimahi City DPRD also provided support by attending the opening of the event and inviting the public to be more actively involved. Furthermore, in 2023, the Cimahi City DPRD Secretariat also included an innovation entitled "Processing and Collecting Data from DPRD Recess Results (Pengolahan dan Pengumpulan Data Hasil Reses DPRD)".

The author assesses that the non-collaborative relationship between the political environment of the regional head leadership and the political environment of the legislative leadership has resulted in uneven development of regional government innovation designs, particularly in regional apparatuses that are considered less innovative. Therefore, what needs to be done is to create a conducive and collaborative political environment, as a foundation for building creative awareness in fostering innovation. Systemically, this indicates that the Cimahi City Government and the Cimahi City Regional People's Representative Council (DPRD) are more closely involved in building and maintaining innovation in Cimahi City. At the normative level, efforts can be made to formulate a Regional Regulation on Regional Innovation Management as a commitment to maintaining the sustainability of innovation in Cimahi City. Ultimately, the political environment needs to be improved by making it more harmonious, solid, and collaborative in designing innovations to develop at the regional apparatus level, both within the Cimahi City Government and the Cimahi City DPRD.

CONCLUSION

Based on the results of the discussion, it can be identified that the three factors, namely

leadership, organizational climate, and the political environment, influence each other, as stated in the conceptual framework presented by Noor (Noor, 2013). This aspect is also evident in the dynamic regional innovation governance of Cimahi City from 2019 to 2022. In the leadership aspect, it is concluded that there is a strong commitment from the regional head to build a regional apparatus capable of producing innovation, so that the goal is to solve problems in the region through such innovation. Furthermore, in the organizational climate aspect, serious efforts have been seen in building an organizational climate that can innovate through a competitive approach, awards, and regulations that support the birth of innovation. Meanwhile, the political environment aspect shows an imbalance between the political environment of the regional head and the political environment of the Regional People's Representative Council (DPRD) in building innovation at the level of their respective regional apparatus. This condition, according to the author, needs to be improved to be able to maintain the stability of innovation governance in Cimahi City.

Considering the current state of innovation governance implemented by the Cimahi City Government, we have policy recommendations to develop the concept of innovation in local government in Indonesia. First, we assess that developing innovation governance at the local government level requires a commitment to include innovation in planning documents as a solution to address strategic local government issues. With this effort, innovation will go through technocratic and political processes, and can be closer to the community, given that the development planning process involves public participation. Second, innovation governance in local government significantly influences leadership, organizational climate, and the political environment. However, research in Cimahi City found that collaboration with communities, academic groups, and business groups can accelerate innovation growth and expand its reach. Third, in terms of the political environment, it is necessary to support the growth of innovation by providing a stable political climate for the running of government, such as by supporting budgets for local governments, helping to formulate regulations or regional bylaws on innovation, and overseeing innovation so that it has a direct impact on the community. Therefore, in the political aspect, we recommend that local governments and the DPRD prevent political imbalances, including through the need for regular communication forums, joint innovation making training, or intensive assistance for the DPRD member and staffs.

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