

Policy Innovation in the Public Sector: A Case Study of the Consulting Day on Friday Program at the Regional Inspectorate of Cirebon City

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Abstract

This research was conducted with the aim of knowing how the innovation of the Consulting Day on Friday programme at the Cirebon City Regional Inspectorate. Several problems were found in the implementation of the programme innovation, causing the process to not run completely well. This is caused by several things related to regulations, human resources management, budgeting, innovation organisation, risk management, and knowledge contained in the innovation process of the Consulting Day on Friday program at the Cirebon City Regional Inspectorate. The theory used in this study is the OECD's (2017) theory of policy innovation, which explains that six aspects need to be considered in policy innovation: regulation, human resources management, budgeting, innovation organisation, risk management, and knowledge. This research uses qualitative research methods with data collection techniques through observation, interviews, and documentation. The informant determination technique used was purposive sampling technique with a total of 8 informants. The results showed that the implementation of the Consulting Day on Friday programme innovation has fulfilled the six dimensions of OECD policy innovation but has not fully run well, such as technical implementation guidelines that are still integrated with the usual consulting services, the formation of innovations has not been in accordance with central guidelines on regional innovation, risk management and prototypes are not carried out to minimise risks, have not utilised the potential for rewards and recognition of innovation, and the role of innovation organisations that has not yet had an impact.

Keywords: Policy Innovation, Regional Innovation, Consultancy Service, Regional Inspectorate.

INTRODUCTION

Throughout its history, Indonesia has continuously strived to realise good governance. During the Orde Baru era, despite criticising the Orde Lama for weak public political support that led to rebellion, the regime faced challenges of regional discontent due to the centralisation of the governance system and the weak role of local political actors, leading to a transition from democratic to authoritarian (Dwiyanto, 2014). The Reform Order addressed this issue by changing the centralisation system to decentralisation through Laws 22 and 25 of 1999, giving more power to the regions to manage their interests. However, with various shortcomings, this system was improved through Laws No. 32 and 33 of 2004. To support better governance, Law No. 30/2014

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on Government Administration was passed as a legal basis in improving transparency, efficiency, and preventing corruption, collusion, and nepotism, in order to create a good bureaucracy at the central and regional levels (Dwiyanto, 2014).

One of the institutions that functions to oversee the running of the government is the financial audit agency (BPK). Based on the BPK RI Audit Results Overview Report Semester II in 2023, there were 6,197 findings involving 8,869 problems worth Rp7.33 trillion. Of this amount, around 1,803 problems related to weaknesses in the internal control system (SPI), 8,757 related to non-compliance with statutory provisions worth Rp6.46 trillion, and 3,309 related to extravagance, inefficiency, and ineffectiveness worth Rp873.77 billion (BPK RI, 2024).

Of the total number of problems, around 4,868 problems came from local governments and BUMDs, including the Cirebon City Government. In examining and following up on the findings, BPK cooperates with the Regional Inspectorate in the local government as an internal supervisor. Internal supervision is mandatory in local government. According to Law No. 23/2014 on Local Government Article 345 paragraphs 1 and 2, local governments must establish public service management, one of which is internal supervision.

In facing increasingly complex and evolving challenges, policy innovation is needed in governance and public services. Policy innovation is designed to solve public problems efficiently and effectively as a result of the many complex and changing public problems (Setijaningrum, 2017). Policy innovation is about how governments find new ways to achieve public goals (OECD, 2017). Policy innovation has two categories, namely process and product. Products can be goods or services. This relates to what is produced. Processes, on the other hand, can be technological or organisational. This relates to how goods and services are produced (Edquist, 2001).

Cirebon City Regional Inspectorate has taken a progressive step by presenting the Consulting Day on Friday programme as a form of policy innovation in supporting its role as Consultant Partner for local government agencies. This programme is designed to provide easy access to consultations related to governance and regional financial

management without going through a long bureaucratic process and complicated administration. With regulatory support through the Decree of the Mayor of Cirebon City Number 700/Kep.017-IRDA/2018, this programme not only offers practical solutions for local government agencies but also performs an Early Warning function to mitigate potential findings that can hinder the effectiveness of governance. Through this innovation, the Cirebon City Regional Inspectorate seeks to reduce the number of findings and increase the percentage of Follow-Up on Audit Results (TLHP), so as to encourage the creation of better and accountable governance.

However, in its implementation, the Consulting Day on Friday policy innovation still experiences several problems. Based on the BPK RI Audit Results Overview Report Semester II in 2023, the Cirebon City Regional Government experienced a fluctuating number of findings each year. The following is data on the number of findings from BPK on financial management actions in the Cirebon City area from 2018 to 2023 semester I (BPK RI, 2024).

Table 1. Total Findings of Cirebon City Local Government 2018-2023 Semester I

No	Year	Total Findings
1	2018	18
2	2019	30
3	2020	21
4	2021	16
5	2022	28
6	2023 Semester I	12

Source: BPK RI Audit Results Overview Report Semester II 2023 (2024)

From the table 1 above, it can be seen that there are fluctuations in the number of findings in the six-year span. This also resulted in the non-achievement of one of the performance indicators of the Cirebon City Regional Inspectorate, namely a decrease in the number of inspection findings of 6% per year. The number of findings is one of the important indicators because if the number of findings is getting less, it indicates that the local government agencies has become more orderly and in accordance with existing regulations in carrying out each function, thus illustrating the better quality of performance of the local government agencies.

In addition to the number of findings, performance achievements related to Follow-up of Audit Results were at 40% in 2017 and 43% in 2018. Then in this strategic plan, the performance condition regarding Follow-up on Audit Results at the end of the Local Government Agencies Strategic Plan period, which is in 2023, is targeted at 90%.

Table 2. Percentage of Follow-up on Audit Results in 2022-2023

Objective	Indicator	2022		2023	
		Target	Realisation	Target	Realisation
Improved Guidance and Supervision of Local Government Agencies	Increased Completion of Follow-up of Inspection Results on Local government agencies	80%	69,25%	90%	73,5%

Source: Government Agency Performance Accountability Report of Cirebon City Regional Inspectorate 2022-2023 (2024)

It is known in the Government Agency Performance Accountability Report (LKIP) document of the Cirebon City Regional Inspectorate for 2022 and 2023 that the achievement of Follow-up on Inspection Results is only at 69.25% in 2022 and 73.5% in 2023. This means that the realisation produced in the indicator has not met the expected target. This is certainly a special concern because the achievement of the completion of the Follow-up of Inspection Results always exists as a performance indicator that is still relatively low in every planning document and report of the Cirebon City Regional Inspectorate in various years or periods. The phenomenon of the problem also indicates that Consulting Day on Friday still cannot achieve its goals. Moreover, this programme has been carried out since 2018.

The above problems underlie the author to analyse how the Consulting Day on Friday policy innovation in the Cirebon City Regional Inspectorate. In this case, the author uses the theory of policy innovation from the OECD which suggests that policy innovation needs to pay attention to six dimensions, such as regulation, human resources management, budgeting, innovation organisation, risk management, and knowledge (OECD, 2017).

RESEARCH METHOD

This paper is the result of scientific thinking written using qualitative research methods with case study research design and data collection techniques through observation, interviews, and documentation. The informant determination technique used was purposive sampling technique with a total of 8 informants. Then the data is processed through three data analysis techniques, which is data reduction, data presentation, and data verification.

RESULT AND DISCUSSION

Regulations

Regulation is often cited as one of the main obstacles to innovation. On the contrary, regulation should be a good tool to promote innovation within the government. OECD (2017) explains that there are at least three things to consider in the regulatory aspect. First, whether the regulation hinders or inhibits the emergence of innovation and its implementation. Second, understanding bureaucracy as a system of rules and value systems. Third, unify the findings and formulate answers if there is a bureaucracy that hinders innovation.

According to the OECD (2017), in examining how regulation plays an important role in the emergence of innovation, there are at least three divisions of regulation based on its level, which are:

- 1) Primary Legislations - Laws passed by parliament or DPR, which all actors must comply with.
- 2) Subordinate Regulations - Regulations approved by the head of government, head of region, or minister.
- 3) Procedures - A standardised process that presents a sequence of steps that need to be followed to achieve a specific result.

Based on the results of interviews and documentation studies, the innovation of the Consulting Day on Friday programme does not experience obstacles caused by existing regulations and procedures, both from laws, regional regulations or regional head regulations, as well as lower rules such as procedures.

Law Number 23 of 2014 concerning Regional Government allows for innovation in order to improve the performance of regional government administration. Then the law also finally became a reference for Government Regulation Number 38 of 2017 concerning Regional Innovation which contains more detailed guidelines for the implementation of regional innovation. The law and government regulations are actually a supportive tool for the creation of the Consulting Day on Friday programme innovation at the Cirebon City Regional Inspectorate.

Furthermore, the innovation of the Consulting Day on Friday programme did not experience obstacles in terms of the existing bureaucracy, both within the Cirebon City Government and the Cirebon City Regional Inspectorate. Instead, the values upheld by the bureaucracy, such as efficiency, became the main focus of the Consulting Day on Friday programme innovation.

However, in addition to paying attention to how other regulations affect the emergence of innovation, it is also necessary to pay attention to how the regulations that oversee the innovation of the Consulting Day on Friday programme. The author found that the innovation of the Consulting Day on Friday programme is not yet complete in terms of regulations. Until now, the existing regulations are only in the form of Decree of the Mayor of Cirebon City Number 700/21-IRDA/2017 concerning the Establishment, Structure, Position, Function and Task Details of the Supervisory Consultation Service Unit within the Cirebon City Regional Inspectorate. The essence of this Decree is the establishment of the Supervisory Consultation Service Unit which is the work unit of the innovative Consulting Day on Friday programme.

Then after that, the Decree of the Mayor of Cirebon City Number 700/Kep-017-IRDA/2018 was issued concerning Guidelines for the Implementation of Consulting Services within the Cirebon City Regional Inspectorate. The decree only explains the guidelines for organising consulting services in general. Meanwhile, the guidelines for organising the Consulting Day on Friday programme innovation are not yet available specifically and in detail. As a result, during the implementation of this programme innovation, there were many obstacles that occurred, such as local government agencies who came without preparing what would be consulted, to the Regional Inspectorate itself which sometimes had difficulty answering what was consulted by local government agencies.

In addition, the Consulting Day on Friday programme innovation is still not in accordance with Government Regulation No. 38/2017 on Regional Innovation. This discrepancy is found in the absence of a regional innovation proposal in the Consulting Day on Friday programme innovation. This mismatch results in immature planning and will be related to the requirements in obtaining awards and recognition, as will be discussed in the aspect of human resource management. In fact, regional innovation proposals are very useful for planning and implementing regional innovation because they contain the form of regional innovation, the design and principal changes to be made, the objectives and benefits of regional innovation, trial time (if necessary), and budget.

Human Resources Management

Human resources are at the core of public sector innovation (OECD, 2017). Ideas for new services and business activities are triggered in true employees, leaders, service users, and the wider community. In the case of state institutions, civil servants are at the centre of every stage. Therefore, how they are managed can be the basis for an organisation to innovate, including in its operations. OECD (2017) positions the workforce as central not only to implementing reforms, but also to bringing forward innovative ideas and working them through every process. Eurofound in pointing out that employee-driven innovation relies heavily on employees contributing their knowledge, expertise, creativity and commitment to the process (Cox et al., 2012).

According to the Employee Performance theory, employees need ability, motivation, and opportunity to do their jobs well (Boxall & Purcell, 2011). Therefore, improving the innovative capacity of the workforce requires addressing employees' capabilities and

their motivation to innovate and providing opportunities to apply capabilities and motivation to work.

In terms of ability, employees at the Cirebon City Regional Inspectorate are quite adequate. Some training is also provided to support the implementation of the innovative Consulting Day on Friday programme. However, training that specifically discusses the innovation of the Consulting Day on Friday programme does not yet exist. This is because the innovative Consulting Day on Friday programme is a programme that previously existed and became a routine for employees there. Based on the results of interviews, sometimes there are still obstacles caused by the ability of employees, such as the consultation team's lack of knowledge about what material is consulted. This will certainly cause temporary delays related to the results of consultations or recommendations that will be given to local government agencies. However, these problems can always be anticipated by having discussions among the consultation team, scheduling training at least once a year, and having their own office training.

In implementing the innovative Consulting Day on Friday programme, the consultation team is a team of experts who already have the ability and knowledge of governance, regional financial management, and others related to the Regional Inspectorate and BPK. The consultation team is a team consisting of functional positions, both auditors and PPUPD who have received the certification required by the supervisory agency in carrying out supervisory activities, in this case consulting services.

Furthermore, the Cirebon City Regional Inspectorate in maintaining employee motivation, of course, provides incentives in accordance with employee performance. This is also what causes the high level of support provided by employees, especially in the implementation of the innovative Consulting Day on Friday programme. Based on the results of the interview, it is known that the consulting team that includes consulting services activities as its performance target will help fulfil SKP which will later become the basis for providing incentives in the form of performance allowances. This is certainly in accordance with the Regulation of the Minister of Administrative Reform and Bureaucratic Reform Number 6 of 2022 concerning Performance Management of State Civil Apparatus. In the regulation, it is explained that each government agency is required to implement employee performance management, one of which is the preparation and determination of Employee Performance Targets (SKP). Then, an assessment is carried out in order to evaluate employee performance which will later become a performance evaluation document. The performance evaluation document then becomes the basis for sanctions and awards, including the basis for payment of performance allowances in accordance with the provisions of laws and regulations.

Next, with regard to the opportunities provided to employees. Highly capable and motivated individuals sometimes do not effectively and efficiently achieve their goals if they do not have the opportunity to do so. Therefore, employees need to be matched with jobs that reflect their skills and passions and extend their abilities to provide a level of challenge that requires creativity. One of the job characteristics most consistently associated with innovation is autonomy (Shalley & Gilson, 2004). Employees need freedom in how they plan their time and approach their tasks to feel as if they have the opportunity to complete their tasks creatively. Based on the results of the interview, the

Cirebon City Regional Inspectorate provides freedom to the consultation team in handling or serving the assisted local devices, such as the consultation service can be offline or online. The consultation team can do their work according to their own creativity. The time given is also flexible. But it all remains within certain limits that have been set so that accountability is maintained.

Furthermore, it is important to understand the importance of rewarding and recognising innovations. Innovation rewards and recognition are early tools used by some governments to motivate innovation in the public sector (OECD, 2017). Based on the interview results, it is known that the Regional Inspectorate still does not have a reward scheme for employees who contribute innovative ideas. In fact, rewards and recognition are very important in stimulating new ways of working from employees.

Budgeting

Budgets play a crucial role in fostering and implementing innovation in government. As an operational backbone, proper budget allocations enable governments to identify needs, design innovative solutions and implement programmes that are responsive to societal challenges (OECD, 2017). In this context, the budget serves not only as an administrative support tool, but also as a strategic driver that ensures innovations have an adequate financial base to be developed sustainably. OECD (2017) notes that one important dimension in the success of policy innovation is flexible budgeting, as rigid budgets often become an obstacle in responding to dynamic needs and emergencies.

In this case, the Consulting Day on Friday programme innovation does not use a budget in its implementation. The Consulting Day on Friday programme innovation runs without the need for a special budget, but only relies on a very limited budget for the needs of eating and drinking guests. This approach shows that the innovation does not significantly burden local finances, because this programme is part of the routine activities that have become the main tasks of the Regional Inspectorate.

However, the absence of dependence on the budget can also pose challenges. Without a dedicated budget allocation, the programme may have limitations in further development, such as facility upgrades, staff training, or expansion of service scale. Based on in-depth interviews, the Cirebon City Regional Inspectorate plans to develop an innovative Consulting Day on Friday programme. The interview results show that there is a plan to develop the Consulting Day on Friday programme through an online approach, including building an electronic system to support the consultation process.

However, this plan is still preliminary and has not been discussed further, indicating challenges in planning and budgeting. From the perspective of the budgeting dimension, the successful implementation of an online system will largely depend on the commitment of a planned and strategic budget allocation. If there is no adequate allocation of funds, this plan risks becoming just an idea without realisation. Therefore, it is important to conduct a thorough budget needs analysis, including considering potential alternative funding sources such as grants, public-private partnerships, or allocations from local government priority budgets.

Innovation Organisations

Innovation organisations play a strategic role in creating an enabling environment for the development and implementation of innovations in various sectors, including the public sector. By utilising a systematic and structured approach, these organisations help identify challenges and opportunities to drive adaptive and creative change. One of the main focuses is on building a culture of innovation through empowering human resources, developing technology, and strengthening collaboration between stakeholders (OECD, 2017).

Organisations set up for public sector innovation or in the form of units or teams, can be seen as a structural response to the nature of innovation projects, which are often cross-sectoral and interdisciplinary, and to the tensions involved in continuing business as usual at the same time as experimenting with and introducing new approaches. Internally, the Cirebon City Regional Inspectorate does not have a dedicated team or unit to support innovation. However, the Regional Inspectorate is committed to facilitating innovations that are relevant to their tasks and functions. The absence of a special unit or team in supporting innovation within the Cirebon City Regional Inspectorate is an acceptable thing, considering that the formation of a new unit will certainly require various additional resources. However, in terms of mechanism, the Inspectorate can make it more formal to support the growth and implementation of innovation more strongly.

The organisational aspect of innovation is very complex as it relates to how the innovation organisation itself works. In a small scope like this, the organisational aspects of innovation are very limited to explore. But in a broader scope, there are many things that can be learned for the development of innovation in the Consulting Day on Friday programme in particular, and generally for the development of innovation within the Cirebon City Government. Innovation organisations such as Cirebon City Bappelitbangda can play a key role in spreading the use of innovation methods, such as gifts, design, co-creation, and prototyping. However, it is known that the role of Cirebon City Bappelitbangda is still not visible, both in the planning and implementation of the innovative Consulting Day on Friday programme.

Cirebon City Bappelitbangda should be able to support in the identification and understanding of problems that require innovative responses, help generate renewable ideas for the development of the Consulting Day on Friday innovation programme, assist in the creation of regional innovation proposals in accordance with central regulations on regional innovation, measure the effectiveness of innovation programmes, and disseminate innovation lessons more generally through promoting innovation throughout the Cirebon City Government.

In addition to assisting in conducting experiments (prototyping and co-creation), supporting service delivery, seeking investment and funding, innovation organisations can provide support and coordination for innovative solutions and become network support (OECD, 2017). In this case, Bappelitbangda Kota Cirebon can coordinate and form a network to, for example, the National Research and Innovation Agency (BRIN) or the State Administration Institute (LAN), in assisting the development of policy

innovations within the Cirebon City Government, including the innovation of the Consulting Day on Friday programme.

Risk Management

Breakthrough innovations require uncertainty, which the public sector is often unable to manage effectively (OECD, 2017). Instead of focusing solely on enhancing the public sector's ability to handle uncertainty, the path to a better future may lie in developing innovation practices that can swiftly transform uncertainty into manageable risks. Proven approaches, such as prototyping, iteratively refine ideas through rapid small-scale testing leading to larger-scale experiments.

There are at least two distinct approaches to minimizing risk and uncertainty in public sector innovation. One involves narrowing the scope by outsourcing certain aspects while focusing on incremental improvements for what remains. The other approach emphasizes building tools and management skills that can simultaneously reduce risks and enhance the public sector's capacity to navigate uncertainty (OECD, 2017). The first approach is the easiest, as it requires the least amount of change, resources, and commitment. For many risk-averse public organizations, this is the preferred path, as it allows them to claim support for innovation without undergoing significant transformation (OECD, 2017).

At the early stages of the Consulting Day on Friday program's innovation, the Regional Inspectorate of Cirebon City did not conduct risk and uncertainty management, such as prototyping or narrowing the program's scope. This later led to several challenges, such as disrupted schedules due to other assignments and misunderstandings regarding the outcomes of consultation recommendations. Nevertheless, when the Consulting Day on Friday program faced certain issues, the Regional Inspectorate quickly implemented measures to prevent similar problems in future schedules.

OECD (2017) offers a risk management approach based on five key elements grouped into three main pillars. The first is the prerequisites for success, which include adequate resources and a clear mandate - two critical factors in reducing the risks and uncertainties of innovation. The second is new processes to support innovative initiatives, such as prototyping and co-creation, which are essential in addressing the risks and uncertainties of innovation. The third pillar is strategic orientation, which involves creating an architecture to guide the development of a portfolio of initiatives, ensuring they do not cancel each other out.

Based on the interview results, it is evident that the Consulting Day on Friday program innovation has implemented the first pillar - prerequisites for success - which includes resource management and a clear mandate. Consequently, risk management efforts can focus on prototyping and co-creation. Prototyping serves as an effective risk management tool, shortening implementation time and enabling project managers to incorporate new information in real-time to adjust the design and development process before failures become too costly.

In addition to prototyping, a co-creation approach can also be adopted. Co-creation involves making both the producers and consumers of solutions active

participants in the creation of new solutions. For instance, in planning the development of the Consulting Day on Friday program innovation, it is essential to involve consumers or users—in this case, regional agencies—to provide perspectives from the consumer side, which is the target of the program's innovation. This approach brings greater wisdom to the final solution by allowing all perspectives to be considered during the initial development phase and offering early feedback on what may or may not work. Furthermore, it is an effective way to mitigate risks associated with new solutions (OECD, 2017).

Knowledge

How data, information, and knowledge are managed and shared within and across governments, as well as with the public, can either support or hinder innovation. Innovations derived from utilizing these components have the potential to enhance efficiency and productivity, economic competitiveness, transparency and accountability, as well as social welfare, as they begin to transform all sectors of the economy, including the public sector (OECD, 2017). It is crucial to understand that data, information, and knowledge can be used to identify policy and service gaps ripe for innovative approaches, as well as ineffective or overly complex policies that complicate bureaucratic frameworks and create inefficiencies that hinder innovation.

In this context, the Regional Inspectorate of Cirebon City utilizes a Public Satisfaction Survey (Survei Kepuasan Masyarakat or SKM) to assess how the public, specifically regional agencies, responds to consultation services on supervision activities. According to interview results, the Inspectorate employs SKM to collect the necessary data, information, and knowledge for improving the Consulting Day on Friday program innovation. However, SKM is used solely as an evaluation tool and not as the primary foundation for the emergence of the Consulting Day on Friday program innovation.

Nonetheless, the Regional Inspectorate still identifies the experiences and challenges faced by regional agencies during regular consultation services. This problem identification process led to the development of a new approach to consultation services. Therefore, even though data and information were not collected through formal mechanisms such as SKM or other tools, the Inspectorate was still able to identify the needs of regional agencies and effectively utilize this data and information as the foundation for the Consulting Day on Friday program innovation.

Furthermore, the Regional Inspectorate of Cirebon City has implemented the advancing phase in the development plan for the Consulting Day on Friday program innovation. This phase involves closing the loop from the previous phases to systematically embed innovation based on data, information, and knowledge as a routine part of government program operations. This supports the organization in growing, maturing, and continuously evolving as it utilizes and learns from data, information, and knowledge. The knowledge aspect here includes learning from the organization's own experiences, the experiences of its staff, and, most importantly, the experiences of others.

According to interview results, the Regional Inspectorate of Cirebon City uses data and information collected through consultation teams and regional agencies as program users, including through SKM. This data and information serve as a systematic learning

resource, contributing to knowledge and experience that are utilized to further develop the Consulting Day on Friday program innovation.

By learning from past experiences, the Regional Inspectorate of Cirebon City can identify areas that require further development in the Consulting Day on Friday program innovation. This is particularly important given that the program has been running for six years. This suggests that the Consulting Day on Friday program has likely undergone its lifecycle. As explained OECD (2017), every innovation goes through a lifecycle and does not last indefinitely. Once implemented, it either fails or becomes more widely adopted within the organization, eventually losing its novelty and status as an innovation. Therefore, it is crucial for the Regional Inspectorate of Cirebon City to close the loop of the previous phase to secure sustainable innovation. Doing so will help the Inspectorate update the implemented innovation to better align with the needs of regional agencies while also achieving organizational and policy objectives.

CONCLUSION

Based on the findings and discussions presented earlier regarding policy innovation in the Consulting Day on Friday program at the Regional Inspectorate of Cirebon City, analyzed through the six dimensions of policy innovation proposed by OECD, it can be concluded that the implementation of policy innovation has met the six dimensions of OECD policy innovation but has not yet been fully executed effectively.

The Consulting Day on Friday program innovation at the Regional Inspectorate of Cirebon City is supported by regulations such as Government Regulation No. 38 of 2017 and Decree of the Mayor of Cirebon City Number 700/Kep-017-IRDA/2018. However, it lacks specific procedures and does not fully align with regional innovation provisions, leading to operational challenges such as inadequate preparation and difficulties in responding to sudden queries. Staff possess adequate capabilities despite the absence of specialized training, addressing limitations through internal discussions, annual training, and performance-based incentives, although recognition for innovation has not been fully maximized. The program operates without a dedicated budget, limiting development initiatives like digitalization, although it remains financially efficient. The absence of a dedicated innovation team presents challenges, but collaboration with organizations like Bappelitbangda could support program development. Risks and uncertainties were not managed through prototypes, resulting in operational issues that were resolved and used as lessons learned. Data, information, and six years of program

implementation experience have been utilized for evaluation and further development toward technology-based innovations.

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