

Policy Innovation Strategies of Local Government to Enhance Regional Competitiveness: A Study in Jayapura City, Papua Province

**Untung Muhdiarta^{1*}, Muliadi Anangkota², Ilham Ilham³,
Djoko Susanto⁴**

^{1,2}Government Science Study Program, Faculty of Social and Political Sciences, Cenderawasih University, Indonesia

³Public Administration Study Program, Faculty of Social and Political Sciences, Cenderawasih University, Indonesia

⁴Public Administration Study Program, Faculty of Social and Political Sciences, Surakarta University, Indonesia

Email: ¹⁾ umuhdiarto1@gmail.com, ²⁾ anangkota@gmail.com, ³⁾ ilham@fisip.uncen.ac.id,

⁴⁾ djokosusanto66@gmail.com

Received : 03 December - 2025

Accepted : 11 March - 2026

Published online : 13 March - 2026

Abstract

Regional competitiveness in the era of global economic competition increasingly depends on the capacity of local governments to implement policy innovations. In Jayapura City, such innovations are crucial to overcome structural constraints and to optimize the potential of regional development. This study aims to examine the policy innovation strategies implemented by the Jayapura City Government, identify supporting and inhibiting factors, and assess their contribution to economic growth, human resource quality improvement, and investment climate enhancement. Employing a qualitative case study approach, the research involved in-depth interviews, field observations, and policy document reviews. Key informants included local government officials, micro, small, and medium enterprise (MSME) actors, academics, and community leaders. The findings indicate that the digitalization of licensing services, the establishment of the Regional Innovation Forum, and human resource training programs have positively impacted public service efficiency, ease of doing business, and cross-sector collaboration. However, challenges such as limited digital literacy, uneven infrastructure development in peripheral areas, and a shortage of innovative human resources still hinder policy optimization. Overall, the policy innovations of the Jayapura City Government have contributed to strengthening regional competitiveness, but their sustainability requires strategies to ensure equitable benefits, enhance human resource capacity, and maintain consistent data-driven evaluation.

Keywords: Human Resources, Innovation Ecosystem, Local Government, Policy Innovation, Regional Competitiveness.

1. Introduction

The increasingly competitive dynamics of the global economy require regions to adapt through the implementation of innovative public policies. Within the framework of regional autonomy in Indonesia, local governments are granted the authority to manage resources creatively, improve the quality of public services, and strengthen regional competitiveness (Law No. 23/2014). Policy innovation at the local level encompasses reforms in processes, structures, and public services, aimed at responding to region-specific challenges while creating added value for the community (Osborne & Brown, 2011).

Jayapura City, as the administrative, commercial, and educational hub of Papua Province, holds a strategic role in the development of eastern Indonesia. However, challenging geographical conditions, limited infrastructure, disparities in human resource quality, and a weak innovation ecosystem pose significant obstacles to enhancing regional competitiveness.



According to the Regional Innovation Index, Papua Province remains in the “less innovative” category, indicating the need for a more systematic and context-sensitive approach to promote inclusive economic growth (Badan Riset dan Inovasi Nasional, 2024).

Theoretically, the concept of Regional Innovation Systems (SIDa) emphasizes the importance of collaboration among government, academia, and the private sector—the triple helix model—to generate innovations that align with regional needs (Etzkowitz & Leydesdorff, 2000). Meanwhile, Porter (1990) Theory of the Competitive Advantage of Nations identifies innovation as a key driver of productivity and investment. In the context of Jayapura City, policy innovation strategies serve as a critical instrument for addressing structural constraints while optimizing the potential of leading sectors such as trade, services, and manufacturing.

Innovation is the process of transforming something that already exists into a new form that contains elements of change (Ohoiwutun, 2022). In the context of the public sector, innovation is understood as an effort to create public value through the development and adaptation of policies, processes, and services in order to become increasingly responsive to the needs of society (Mulgan and Albury, 2003; Osborne and Brown, 2011). Thus, public policy innovation is not limited to new discoveries, but also encompasses modifications and refinements to government governance in order to improve the quality of public services and the effectiveness of development programs.

In the context of local governance, policy innovation serves as an essential instrument for responding to local challenges, enhancing competitiveness, and strengthening adaptive capacity in the face of change. The success of policy innovation is influenced by several factors, including leadership support, bureaucratic capacity, the availability of resources, an adequate regulatory framework, and broad stakeholder involvement (Bason, 2017).

Previous studies have demonstrated that innovation plays a crucial role in enhancing regional competitiveness (Efil et al., 2025; Sari & Retnaningsih, 2020). However, in-depth research examining policy innovation practices in Jayapura City remains limited. This research gap is particularly relevant given that Jayapura requires a policy innovation model that accounts for its unique geographical, social, and institutional characteristics. Therefore, this study aims to: (1) analyze the policy innovation strategies implemented by the Jayapura City Government, (2) identify the supporting and inhibiting factors, and (3) assess the contribution of these policies to regional competitiveness. Practically, the findings are expected to serve as a reference for formulating innovative policies in regions with marginal characteristics and complex geographical challenges.

This research affirms that the success of policy innovation in Jayapura City is largely determined by institutional capacity, multi-actor collaboration, and the adaptive capability of the local government in responding to structural limitations, so that policy innovation is not merely an administrative instrument, but rather a transformational strategy to sustainably strengthen regional competitiveness.

2. Literature Review

2.1. Reinventing Government Theory

The Reinventing Government theory popularized by Osborne and Brown (2011) advocates for the transformation of traditional bureaucracy into a more adaptive, results-oriented, and responsive model of governance. Its core principles include community empowerment, results orientation, competition in service delivery, and the use of market mechanisms to improve efficiency. When applied at the local level, this concept encourages

governments to prioritize service innovation, leverage technology, and optimize community participation.

2.2. Public Sector Innovation

Bason (2017) introduced the Public Sector Innovation framework, which emphasizes the role of visionary leadership, cross-sector collaboration, and continuous learning in driving innovation within the public sector. This model highlights the importance of co-creation among government, communities, and the private sector to develop more targeted solutions. The innovation process comprises four key stages: identifying opportunities, developing ideas, testing and implementing solutions, and conducting evaluation and refinement.

2.3. Open Innovation Concept

Henry Chesbrough (2003), through the concept of Open Innovation, asserts that innovation becomes more effective when ideas, knowledge, and resources are shared across organizational boundaries. In the context of local government, this approach is reflected in partnerships with academia, businesses, NGOs, and local communities to leverage collective knowledge. Hartley (2005) further notes that open innovation in the public sector requires collaborative governance to ensure the integration of external ideas into government policies and programs.

2.4. Regional Innovation Systems and Regional Competitiveness

The concept of Regional Innovation Systems (SIDa) is derived from the National Innovation System theory introduced by Freeman (1987) and Lundvall (1992), and later adapted to the regional level. SIDa views innovation as the outcome of dynamic interactions among key actors, namely local governments, educational and research institutions, the private sector, and civil society. The triple helix model developed by Etzkowitz and Leydesdorff (2000) illustrates the synergy among these three actors in generating sustainable innovation.

According to Porter (1990), the competitiveness of a region is determined by its ability to create and sustain competitive advantages through improvements in productivity, human resource quality, and innovation capacity. The key determinants of regional competitiveness include factor conditions, demand conditions, the presence of supporting industries, and the strategies and rivalry among firms. In the context of local governance, well-directed innovative policies can strengthen these factors, thereby enhancing regional competitiveness at both national and international levels.

3. Methods

3.1. Research Approach and Type

This study employs a qualitative approach aimed at gaining an in-depth understanding (Sapioper et al., 2021), particularly regarding the implementation of policy innovations by the Jayapura City Government in enhancing regional competitiveness. Moleong (2017) synthesizes various definitions of qualitative research by stating that qualitative research is intended to understand the phenomena experienced by research subjects—such as behaviors, perceptions, motivations, and actions—holistically and through descriptive narratives expressed in words and language, within a natural context and by utilizing various natural methods. The qualitative approach was chosen because it enables the contextual exploration of social realities, the examination of stakeholders' experiences and perceptions, and the analysis of policy dynamics from the perspectives of the actors directly involved. This study

employs a case study design, which allows for an intensive analysis of the phenomenon within the specific context of Jayapura City.

3.2. Research Location

The research was conducted in Jayapura City, Papua Province, the administrative center of the province, which exhibits unique development dynamics and challenges related to regional competitiveness. The selection of this location is based on the consideration that Jayapura City has implemented various innovative policies, making it a relevant case for examining innovation practices at the local government level.

3.3. Sources and Data Collection Techniques

The research data were obtained from two types of sources. Primary data were collected directly from key informants through in-depth interviews, participant observation, and focus group discussions. Informants included officials from Bappeda, DPMPSTP, the Regional Research and Development Agency, MSME actors, academics, community leaders, and representatives of NGOs. Secondary data were derived from official local government documents, statistical reports, legislation, scholarly publications, and relevant media sources. The in-depth interviews were conducted using a semi-structured format to allow the exploration of emerging issues in the field, while observation was used to verify findings and gain direct insights into policy implementation.

3.4. Informant Selection Technique

Informants were selected using purposive sampling based on specific criteria, namely individuals who possess knowledge, experience, and direct involvement in the formulation or implementation of innovative policies in Jayapura City. The number of informants was determined flexibly according to the principle of saturation, meaning that data collection was concluded once the information obtained was deemed sufficient and no new significant insights emerged.

3.5. Data Analysis Technique

Data were analyzed using thematic analysis, which involved transcribing interview results, coding the data, identifying key themes, and interpreting the findings within the framework of public policy innovation theory. Each theme was analyzed to uncover relationships among variables, supporting factors, and barriers to policy implementation.

3.6. Data Trustworthiness

To ensure data trustworthiness, this study applied the four criteria proposed by Lincoln and Guba (1988), namely: Credibility, achieved through source and method triangulation, member checking, and sufficient researcher engagement in the field. Transferability, ensured by providing detailed contextual descriptions so that the findings may be applied in similar settings. Dependability, maintained through systematic documentation of the research process to guarantee consistency. Confirmability, ensured by using objective evidence that can be independently verified by other parties.

4. Results and Discussion

4.1. Research Results

4.1.1. Overview of Policy Innovation in Jayapura City

Field findings indicate that the Jayapura City Government has initiated several innovative policies aimed at enhancing regional competitiveness. Four major clusters of innovation were identified, beginning with the digitalization of licensing and administrative services through the Online Single Submission system and integrated service applications. This was complemented by bureaucratic reform involving the simplification of procedures, reduction of service time, and enhancement of transparency. Additionally, human resource capacity development was pursued through competency-based training, professional certification, and digital literacy improvement programs. Finally, the establishment of the Regional Innovation Forum (FID) created a collaborative platform for government, the private sector, academia, and civil society to work together on innovation initiatives.

These policies align with the development vision of Jayapura City: “Faithful, United, Prosperous, Independent, and Modern based on local wisdom,” and are directed toward strengthening investment attractiveness, accelerating infrastructure development, and enhancing community productivity.

4.1.2. Digitalization of Licensing Services

The development of Information and Communication Technologies (ICTs) has been remarkably rapid. In line with this, the government continues to strive to adapt the use of technology for governance purposes to enhance the quality of democratic public services, realize good governance, and ensure transparency, including accountability in government implementation (Ilham, 2021). In this context, digitalization has emerged as one of the innovations with a direct impact on public service efficiency. The online licensing system has reduced the average permit processing time from 14 days to 5 working days. Field observations indicate a significant increase in user satisfaction, particularly among MSME actors.

Table 1. Impact of Licensing Service Digitalization

Indicators	Before Digitalization	After Digitalization	Change (%)
Business license processing time	14 Day	5 Day	-64.3%
Number of licenses issued per month	120	210	+75.0%
User satisfaction rate	68%	89%	+21.0%

Source: Processed data from the Jayapura City DPMPTSP (2025)

Table 1 shows that this digital transformation not only accelerated business licensing processing times, but also increased the number of licenses issued and the level of user satisfaction. In detail, the average processing time for business licenses decreased from 14 days to 5 days, or by 64.3%, indicating a significant improvement in efficiency. Furthermore, the number of licenses issued per month increased by 75%, from 120 to 210, reflecting an improvement in operational capacity. Finally, the user satisfaction rate rose from 68% to 89%, an increase of 21 percentage points, confirming that this digitalization has had a positive impact on the user experience.

4.1.3. Bureaucratic Reform

Bureaucratic reform includes restructuring organizational units, implementing performance evaluations based on measurable indicators, and enhancing budget

transparency. These efforts have reduced the number of administrative procedures from 12 to 7 steps and improved accountability through an online reporting system.

4.1.4. Human Resource Capacity Development

The human resource strengthening program focuses on digital literacy training for government officials and MSME actors; professional certification in services, trade, and information technology; and local internship programs in industrial and governmental sectors

Table 2. Participation in Training and Certification Programs (2023-2025)

Program	Participants 2023	Participants 2024	Participants 2025	Increase (%)
Digital Literacy Training	350	480	620	+77.1
Professional Certification	120	190	250	+108.3
Local Internship	80	95	130	+62.5

Source: Jayapura City Research and Development Agency (2025)

Table 2 shows an increase in employee participation in training and certification programs from 2023 to 2025, indicating the commitment of the Jayapura city government in developing human resource capacity. Participation in Digital Literacy Training increased from 350 participants in 2023 to 620 participants in 2025, up 77.1%, signifying growing attention toward digital competency. Professional Certification experienced the most significant increase, from 120 participants to 250 participants (+108.3%), reflecting a strong drive toward formal professional certification. Meanwhile, Local Internship also showed a positive trend, rising from 80 to 130 participants (+62.5%), reinforcing opportunities for hands-on practical experience for employees. Overall, this reflects the effectiveness of a sustainable and diverse human resource development strategy.

4.1.5. Regional Innovation Forum (FID)

The Regional Innovation Forum functions as a cross-sector collaboration platform connecting the government, academia, businesses, and civil society. FID facilitates the exchange of ideas, policy advocacy, and the development of joint initiatives. Since 2023, the forum has produced 12 policy proposals, several of which have been adopted by the local government, including the Smart City initiative and the integration of population data.

4.1.6. Impact on Regional Competitiveness

The findings indicate improvements in several competitiveness indicators: 1) Investment growth increased by an average of 8% per year (2023-2025). 2) Gross Regional Domestic Product (GRDP) per capita rose from IDR 62.5 million in 2023 to IDR 68.7 million in 2025. 3) The Regional Innovation Index of Jayapura City improved from the “Less Innovative” category to “Fairly Innovative”.

Table 3. Changes in Jayapura City Competitiveness Indicators (2023-2025)

Indicator	2023	2024	2025	Trend
Investment Growth	+7,5%	+8,2%	+8,3%	Positive
GRDP per Capita (IDR)	62.500.000	65.200.000	68.700.000	Positive
Regional Innovation Index	45,3	54,1	61,8	Increasing

Source: Pelita Kemendagri & BPS (2025)

4.1.7. Data Visualization: Investment Growth Trend in Jayapura City

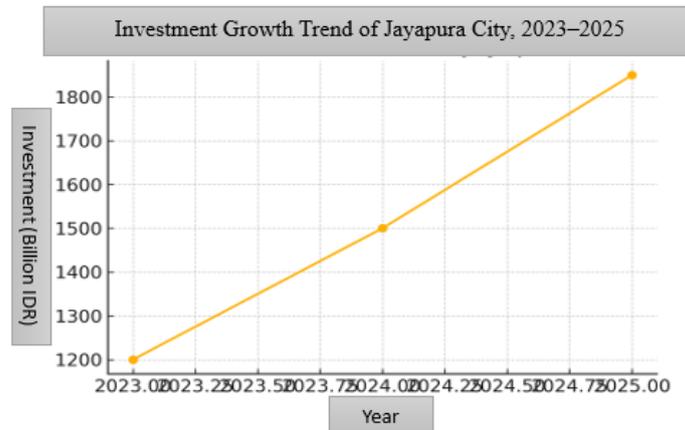


Figure 1. Investment Growth Trend of Jayapura City, 2023-2025

Figure 1 illustrates the increase in investment value in Kota Jayapura from 2023 to 2025. A consistent upward trend is evident, rising from IDR 1.2 trillion in 2023 to IDR 1.85 trillion in 2025. This growth indicates the effectiveness of policy innovation strategies-particularly the digitalization of licensing services and bureaucratic reforms-in creating a more conducive business climate.

Triple Helix Collaboration Map in Kota Jayapura

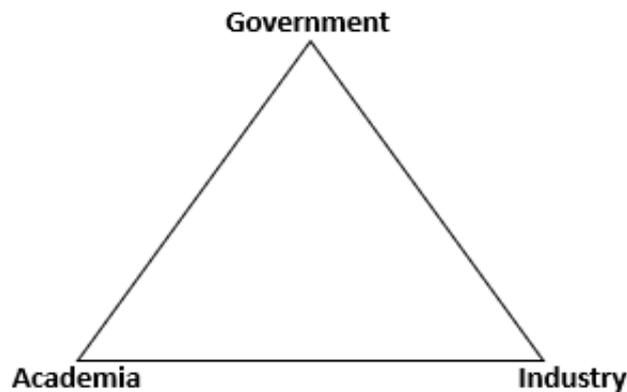


Figure 2. Triple Helix Collaboration Map in Kota Jayapura

Figure 2 above illustrates the interconnections and synergy among the three main actors-government, academia, and industry-in supporting regional policy innovation. The triple helix model facilitates the exchange of knowledge, resources, and technology, thereby accelerating the creation of innovative policies that are relevant to local needs and strengthening regional competitiveness.

4.2. Discussion

4.2.1. Interpretation of Findings

The findings of this study affirm that policy innovation in Jayapura City has become an important catalyst for enhancing regional competitiveness, although its implementation still faces structural barriers. The digitalization of licensing services has proven effective in accelerating administrative processes and increasing user satisfaction, supporting the

literature that highlights the importance of information technology in public service reform (Osborne & Brown, 2011; Alfidyah, 2025). Bureaucratic reform accompanied by indicator-based performance evaluation strengthens governance and transparency, in line with the concept of good governance (UNDP, 1997).

The findings of this research indicate that the policy innovations implemented by the Jayapura City Government directly address the research question regarding how innovative policies can enhance regional competitiveness. Field data indicate that these innovations not only improved administrative efficiency and human resource capacity, but also strengthened collaboration among stakeholders, which collectively increased investment attractiveness, accelerated infrastructure development, and improved community productivity. Four main innovation clusters have been identified: digitalization of licensing and administrative services through the Online Single Submission (OSS) system and integrated service applications; bureaucratic reform encompassing procedural simplification, reduction of service time, and increased transparency; human resource capacity development through competency-based training, professional certification, and improved digital literacy; and the establishment of the Regional Innovation Forum (FID) as a collaborative platform between the government, private sector, academics, and civil society. These policies are aligned with Jayapura City's development vision: "Faithful, United, Prosperous, Independent, and Modern based on local wisdom."

The digitalization of licensing services has become the innovation with the most direct impact on public efficiency. Based on field findings, the online licensing system successfully reduced the average processing time for business licenses from 14 days to 5 days (-64.3%), increased the number of licenses issued per month from 120 to 210 (+75%), and improved user satisfaction from 68% to 89% (+21 percentage points). This transformation demonstrates that the effective utilization of information technology can accelerate public services, expand the government's operational capacity, and enhance the user experience, particularly for micro, small, and medium enterprises (Ilham, 2021).

Bureaucratic reform also made a significant contribution to regional competitiveness. The restructuring of organizational units, the implementation of performance evaluations based on measurable indicators, and the improvement of budget transparency through online reporting systems successfully reduced the number of administrative procedures from 12 to 7 steps, while simultaneously increasing government accountability. This created a more efficient service environment that can be relied upon by the community and business actors.

Human resource capacity development became another pillar in the innovation strategy. Employee participation in training and certification programs increased significantly from 2023 to 2025. Digital literacy training increased from 350 participants to 620 participants (+77.1%), professional certification from 120 participants to 250 participants (+108.3%), and local internship programs from 80 participants to 130 participants (+62.5%) (Jayapura City Research and Development Agency, 2025). This trend demonstrates the government's commitment to improving human resource competency, promoting professionalization, and providing hands-on practical experience for employees, thereby supporting the quality of innovative policy implementation.

The Regional Innovation Forum (FID) functions as a collaborative platform connecting the government, academics, the business world, and civil society. Since 2023, the FID has produced 12 policy proposals, several of which have been adopted by the city government, including the Smart City initiative and population data integration. This collaboration model accelerates the exchange of ideas, policy advocacy, and the development of innovative programs relevant to local needs, in accordance with the triple helix principle.

The overall impact of these policy innovations on regional competitiveness is reflected in improvements in economic indicators. Investment growth increased by an average of 8% per year (2023-2025), GDP per capita rose from IDR 62.5 million to IDR 68.7 million, and Jayapura City's Regional Innovation Index improved from the category of "Less Innovative" to "Sufficiently Innovative" (Pelita Kemendagri & BPS, 2025). This trend is also evident in investment values, which increased from IDR 1.2 trillion in 2023 to IDR 1.85 trillion in 2025, demonstrating that the digitalization of licensing services, bureaucratic reform, and human resource strengthening have tangibly created a more conducive business climate and supported local economic growth.

Overall, these findings affirm that policy innovations in Jayapura City ranging from service digitalization, bureaucratic reform, human resource development, to triple helix collaboration through the FID synergistically improve government efficiency, the quality of public services, and the region's innovative capacity, thereby directly contributing to the enhancement of regional competitiveness.

The research findings indicate that policy innovations in Jayapura City have influenced various aspects of governance and competitiveness, beginning from public services to cross-stakeholder collaboration. The digitalization of licensing services through the Online Single Submission (OSS) system has been proven to accelerate administrative processes and improve user satisfaction, as explained by research emphasizing that the application of information technology in public services is capable of simplifying procedures, accelerating decision-making, and improving bureaucratic transparency (Renanda & Rosidin, 2025). This is consistent with e-government studies showing that the use of digital service applications strengthens openness, efficiency, and ease of access to information for the public (Miles et al., 2014).

Bureaucratic reform carried out through the restructuring of organizational units, the implementation of indicator-based performance evaluations, and improved budget transparency is also consistent with the concept of good governance, which emphasizes accountability and performance control in public services (Aziz, 2025). Digital governance not only accelerates administrative procedures but also strengthens accountability, as found in research on the integration of online reporting systems that support bureaucratic transparency (Maharudin, 2025).

In terms of human resource development, data on digital literacy training and professional certification show significant increases during the 2023-2025 period, supporting the literature affirming the importance of human resource competency as the foundation for the success of digital transformation and public service innovation (Wahyono, 2024). Human resource training also plays a role in reducing competency gaps that are frequently identified as barriers to the implementation of technology policies in local governments (Sari & Retnaningsih, 2020).

Furthermore, the establishment of the Regional Innovation Forum (FID) and partnerships with academics, the business world, and civil society reflect the application of collaborative principles in public innovation, where multi-actor involvement is considered capable of enriching the policy formulation process and adapting solutions to local needs (Maharudin, 2025). Other research also indicates that collaborative structures such as the triple helix can drive innovation dynamics through the exchange of knowledge and resources between the public and non-governmental sectors (Moziin, Ma'ruf, et al., 2025).

The challenges identified in the implementation of innovation in Jayapura include barriers related to still-low digital literacy in peripheral areas, limited human resource capacity in several districts, and organizational cultural resistance to technological change and

new procedures. These barriers are consistent with research findings showing that disparities in digital access and inequalities in human resource competency frequently hinder the effectiveness of digital transformation in public services in regional areas (Mozin, Pakaya, et al., 2025).

Thus, this empirical discussion demonstrates that although policy innovations in Jayapura have brought about tangible improvements in public services and inter-sector collaboration, the success of their implementation is highly dependent on the local government's efforts to strengthen digital infrastructure, improve human resource literacy and competency, and build an organizational culture that is adaptive to change.

4.2.2. Comparison with Previous Studies

These findings are consistent with Al Mubarak and Saputra (2025) and Jayadi (2025), who argue that cross-sector collaboration through the triple helix framework strengthens regional innovation ecosystems. However, the context of Jayapura is unique, as it is shaped by more pronounced geographical constraints and infrastructure gaps compared to other regions in Indonesia. The human resource development programs in Jayapura also show a significant increase in participation, reinforcing the theory that human capacity is a key component of Porter's Diamond model (Porter, 1990).

4.2.3. Theoretical Implications

Theoretically, this research contributes by demonstrating the application of the Regional Innovation System (RIS) concept in an area facing extreme geographical and social challenges, such as Jayapura City. Unlike previous studies that generally focused on urban areas with adequate resources, this research shows that policy innovations integrating digital technology, bureaucratic reform, and human resource development can effectively enhance regional competitiveness, even amid limited physical infrastructure and resources. The novelty of this research lies in its emphasis on how an integrated governance strategy is capable of overcoming structural barriers to drive investment, economic growth, and productivity. Consistent with the findings of Putri et al. (2024), this research affirms that technological advancement, education, and infrastructure are key factors in improving competitiveness. By directly linking innovation policies to measurable economic and social outcomes, this research expands the contextual and practical application of the RIS framework for policymaking in regions facing significant challenges.

4.2.4. Policy and Practice Implications

For policymakers, these findings underscore the importance of: 1) Integrating digitalization into all public services to enhance efficiency. 2) Empowering human resources with a focus on digital literacy and certification. 3) Strengthening triple helix collaboration to promote innovation based on local potential. 4) Enhancing regulatory incentives to broaden private sector participation.

4.2.5. Analysis Based on Local Economic, Infrastructure, Human Resource Quality, and Regional Innovation Capability Aspects

Based on field findings, the local economy and investment climate in Jayapura City show positive developments as an impact of the digitalization of licensing services through the Online Single Submission (OSS) system and the simplification of investment procedures. Data from DPMPTSP 2025 shows that the average processing time for business licenses decreased from 14 days to 5 days, while the number of licenses issued per month increased from 120 to 210, indicating increased participation of new business actors and the acceleration of investment entry into the city's core areas. Nevertheless, low digital literacy and limited

investment information in peripheral districts remain barriers that require sustained policy intervention, including socialization programs and digital training for business actors outside the city center.

In terms of infrastructure, the construction and rehabilitation of basic infrastructure such as roads, public facilities, and urban utilities have expanded service access and improved the quality of public services. For example, the 2024 Public Works Agency report recorded an increase in the road accessibility index from 72 to 85 points in the city center. However, the development gap between the city center and coastal or peripheral areas remains evident, reflected in the low infrastructure accessibility index in coastal districts, which only reached 58 points. This indicates the need for an inclusive and integrated development acceleration strategy so that the benefits of infrastructure can be felt equitably.

The aspect of human resource (HR) quality shows significant results through digital literacy training programs and professional certification for Civil State Apparatus (ASN) and micro, small, and medium enterprise actors. Data from the Jayapura City Research and Development Agency 2025 recorded an increase in participation in digital literacy training from 350 participants in 2023 to 620 participants in 2025, as well as professional certification from 120 participants to 250 participants. This increase strengthens the capacity for adaptation to technology and public service innovation. Nevertheless, inequalities in education quality, limited access to training, and a shortage of qualified instructors in several areas still exist, making the expansion of training reach and the strengthening of collaboration with educational institutions a strategic step to overcome these barriers.

In terms of regional innovation capacity, initiatives such as the establishment of the Regional Innovation Forum (FID), innovation laboratories, and cross-sector partnerships have created a conducive innovation ecosystem. FID participation data shows the involvement of 12 universities, 45 micro, small, and medium enterprises, and 8 local communities in the development of 12 innovative policy proposals since 2023, including population data integration and the Smart City initiative. The involvement of business actors, academics, and the community strengthens collaboration in creating creative solutions. However, the number of innovators remains limited, there is resistance to change within the bureaucracy, and limited innovation budget allocation poses sustainability risks for this ecosystem. Therefore, strengthening the capacity of local innovators, providing incentives for the bureaucracy to support change, and increasing the innovation budget become strategic priorities to ensure the continuity of the innovation ecosystem in Jayapura City.

4.2.6. Discussion Based on Policy Innovation Theories

Research findings indicate that the innovation strategy implemented by the Jayapura City Government is consistently aligned with several public innovation theoretical frameworks. Bureaucratic transformation directed at improving adaptability reflects the principles of Reinventing Government (Osborne & Brown, 2011), while the application of innovative leadership and collaboration in the formulation of public solutions affirms the concept of Public Sector Innovation (Bason). The cross-sector collaborative approach through innovation forums and partnerships between the government, academics, business actors, and the community is consistent with the principles of Open Innovation (Chesbrough & Bogers, 2014). The integration of these theories indicates that Jayapura City's innovation strategy is not merely administrative or technical in nature, but also emphasizes aspects of leadership, collaboration, and co-creation in driving relevant and contextual innovation.

The implementation of digitalization policies, such as the online licensing system and the simplification of investment procedures, has been proven to improve public service efficiency, accelerate the licensing process, and increase transparency. Meanwhile, the

regional innovation forum encourages multi-actor participation in the formulation of solutions, strengthens the exchange of ideas and resources, and accelerates the development of policies that are adaptive to local needs. The synthesis of findings indicates that the combination of bureaucratic transformation, human resource capacity strengthening, and cross-sector collaboration synergistically reinforces regional competitiveness, particularly in the core areas of Jayapura City.

Nevertheless, this research also identifies strategic challenges related to the still-uneven distribution of innovation benefits, limited human resource capacity in several districts, the sustainability of cross-sector collaboration, and the availability of innovation budgets. To achieve inclusive and sustainable competitiveness, a strategy is needed that ensures the equitable distribution of innovation benefits across all districts, equal human resource capacity improvement, the strengthening of the innovation ecosystem through more substantive multi-stakeholder collaboration, and routine data-based policy evaluation with measurable performance indicators.

Overall, the synthesis of findings indicates that policy innovations in Jayapura City not only drive administrative efficiency and economic productivity, but also strengthen the collaborative framework that serves as the foundation for adaptive, inclusive, and sustainable regional competitiveness development.

5. Conclusion

The findings of this study indicate that the policy innovations implemented by the Jayapura City Government have had a significant impact on enhancing regional competitiveness. These innovations include the digitalization of public services through the Online Single Submission (OSS) and e-planning systems, strengthening of data-driven planning processes, implementation of continuous training programs for civil servants (ASN) and MSME actors, establishment of a regional innovation forum, and the enhancement of cross-sector collaboration.

The implementation of these policies has been proven to accelerate the licensing process, enhance transparency, broaden public participation, and foster a more conducive investment climate. Positive impacts are also observed in infrastructure development, human resource quality improvement, and the creation of a local innovation ecosystem. However, challenges remain, particularly in ensuring the equitable distribution of innovation benefits across all areas, limited digital literacy, disparities in HR quality, bureaucratic resistance to change, and insufficient innovation budget allocation.

Overall, the enhancement of regional competitiveness in Jayapura City is strongly influenced by the success of collaborative, technology-based, and participatory policy innovations. The effectiveness of these policies is expected to increase further if accompanied by equitable distribution of innovation benefits, optimized cross-sector collaboration, and continuous data-driven evaluation.

Recommendations. First, Enhancing Digital Literacy and Investment Information Access: The Jayapura City Government should develop broader digital literacy programs for civil servants (ASN), business actors, and the public, particularly in coastal and peripheral areas. This measure is essential to ensure that all local economic actors can effectively utilize digitalized licensing systems and investment opportunities.

Second, Accelerating and Equalizing Infrastructure Development: An inclusive development strategy is needed, prioritizing areas with limited access to public services, transportation, and basic facilities. Collaboration with the private sector and central

government should be strengthened to accelerate the equitable distribution of infrastructure. Third, Improving Human Resource Quality: Integrated capacity-building programs are needed for civil servants (ASN), business actors, and the general public, expanding collaboration with universities, training institutions, and civil society organizations to ensure equitable HR quality across all districts.

Fourth, Strengthening the Regional Innovation Ecosystem: Regional innovation forums, innovation laboratories, and cross-sector partnerships need to be reinforced through dedicated budget support, incentives, and recognition for innovators within both the bureaucracy and the community. Fifth, Optimizing Multi-Stakeholder Collaboration: Active participation of the public, business actors, academics, and civil society organizations should serve as a core pillar in all stages of policy formulation and implementation, ensuring that the resulting innovations are more relevant, practical, and sustainable. Sixth, Developing a Data-Driven Monitoring and Evaluation System: Local governments need to establish an integrated monitoring and evaluation system supported by information technology to ensure that policies can be adaptively and transparently improved in line with evolving local needs.

6. References

- Aziz, W. D. I. (2025). Reformasi Birokrasi di Era Digital: Optimalisasi Teknologi dalam Meningkatkan Efisiensi Administrasi. *Jurnal Agama Dan Sosial Humaniora (JASH)*, 2(1), 53–59. <https://doi.org/10.15575/jash.v2i1.1282>
- Bason, C. (2017). *Leading Public Design*. Policy Press. <https://doi.org/10.56687/9781447325598>
- Chesbrough, H., & Bogers, M. (2014). Explicating open innovation: Clarifying an emerging paradigm for understanding innovation. *New Frontiers in Open Innovation*. Oxford: Oxford University Press, Forthcoming, 3–28.
- Efil, A. A., Alfitri, A. R., Aulia, G. A., & Nafi'ah, B. A. (2025). Evaluasi Keberhasilan Penerapan Inovasi Suroboyo (Inovboyo) Dalam Meningkatkan Kesejahteraan Dan Daya Saing Daerah. *JOSH: Journal of Sharia*, 4(2), 66–86. <https://doi.org/10.55352/josh.v4i02.1866>
- Etzkowitz, H., & Leydesdorff, L. (2000). The dynamics of innovation: from National Systems and “Mode 2” to a Triple Helix of university–industry–government relations. *Research Policy*, 29(2), 109–123. [https://doi.org/10.1016/S0048-7333\(99\)00055-4](https://doi.org/10.1016/S0048-7333(99)00055-4)
- Freeman, C. (1987). Technical Innovation, Diffusion, and Long Cycles of Economic Development. In *The Long-Wave Debate* (pp. 295–309). Springer Berlin Heidelberg. https://doi.org/10.1007/978-3-662-10351-7_21
- Hartley, J. (2005). Innovation in Governance and Public Services: Past and Present. *Public Money & Management*, 25(1), 27–34. <https://doi.org/10.1111/j.1467-9302.2005.00447.x>
- Ilham, S. (2021). *E-Governance*. Deepublish.
- Jayadi, A. (2025). Pengembangan Strategi Promosi Program Studi Melalui Pendekatan Kolaboratif Berbasis Model Triple Helix. *SENTRI: Jurnal Riset Ilmiah*, 4(8), 1007–1016. <https://doi.org/10.55681/sentri.v4i8.4375>
- Lincoln, Y. S., & Guba, E. G. (1988). *Criteria for Assessing Naturalistic Inquiries as Reports*. ERIC. <https://eric.ed.gov/?id=ED297007>
- Lundvall, B.-A. (1992). *National Systems of Innovation: Toward a Theory of Innovation and Interactive Learning*. Anthem Press.
- Maharudin, D. (2025). Good Governance in Public Service Delivery: A Systematic Literature Review of Models and Best Practices Across Countries. *Inovasi Pembangunan: Jurnal Kelitbang*, 13(3), 1–11. <https://doi.org/10.35450/jip.v13i03.1403>

- Miles, M. B., Huberman, A. M., & Saldaña, J. (2014). *Qualitative data analysis: A methods sourcebook*. 3rd. SAGE Publications.
- Moleong, L. J. (2017). *Metode Penelitian Kualitatif (Edisi Revisi)*. Remaja Rodakarya.
- Mozin, S. Y., Ma'ruf, R., & Kadir, F. (2025). Tipologi, Tahapan Inovasi dalam Pelayanan Publik: Pendekatan Fokus dan Lokus dalam Analisis Faktor Kunci Keberhasilan (Typology, Stages of Innovation in Public Service: Focus and Locus Approach in Key Success Factor Analysis). *Journal of Publicness Studies (JPS)*, 2(2), 15–22. <https://jurnal.fisip.untad.ac.id/index.php/jps>
- Mozin, S. Y., Pakaya, R., Liputo, N., Lawani, Z. S., Pulanding, F. D., Ramadhani, R., & Sari, R. A. (2025). Program Strategis Reformasi Birokrasi sebagai Upaya Transformasi Tata Kelola Pemerintahan di Indonesia. *Jurnal Kolaboratif Sains*, 8(11), 7058–7066. <https://doi.org/10.56338/jks.v8i11.9250>
- Mubarak, A. M. Al, & Saputra, M. (2025). Universitas Sapta Mandiri dan Peranannya dalam Ekosistem Inovasi Daerah: Menggagas Sinergi Akademik dan Teknologi. *Univsm Jurnal Sains & Teknologi*, 1(2), 41–50. <https://doi.org/10.65369/np9z5e08>
- Mulgan, G., & Albury, D. (2003). *Innovation in the public sector*. Strategy Unit, Cabinet Office.
- Ohoiwutun, Y., & Ilham. (2022). *Inovasi Pelayanan Adminduk: Dinas Kependudukan & Pencatatan Sipil Kota Jayapura*. Penerbit Wawasan Ilmu.
- Osborne, S. P., & Brown, L. (2011). Innovation, Public Policy and Public Services Delivery in the UK: The Word That Would Be King? *Public Administration*, 89(4), 1335–1350. <https://doi.org/10.1111/j.1467-9299.2011.01932.x>
- Porter, M. E. (1990). New global strategies for competitive advantage. *Planning Review*, 18(3), 4–14. <https://doi.org/10.1108/ebo54287>
- Putri, H. H., Abbas, M. K. S., Hadidah, S. A. N., & Abadi, M. T. (2024). Strategi Inovatif Pemerintah dalam Meningkatkan Daya Saing Nasional dan Mencapai Keseimbangan Pasar yang Berkelanjutan. *Journal Sains Student Research*, 2(1), 425–434. <https://doi.org/10.61722/jssr.v2i1.631>
- Renanda, A. A., & Rosidin, A. (2025). Efektivitas Pelayanan Digital Dalam Mempermudah Birokrasi Dan Pengelolaan Data Publik. *Jurnal Penelitian Multidisiplin Bangsa*, 1(8), 1651–1657. <https://doi.org/10.59837/jpnmb.v1i8.310>
- Sapioper, H. C. M., Flassy, M., & Ilham, I. (2021). Kualitas Pelayanan Sertifikat Tanah Hak Milik di Kantor Pertanahan Kabupaten Jayapura. *Jurnal Borneo Administrator*, 17(1), 89–110. <https://doi.org/10.24258/jba.v17i1.769>
- Sari, N. M., & Retnaningsih, E. (2020). Strategi Pengembangan Science Techno Park melalui Ekosistem Inovasi dalam Rangka Peningkatan Daya Saing Daerah Provinsi Sumatera Selatan. *Publikasi Penelitian Terapan Dan Kebijakan*, 3(1), 1–20. <https://doi.org/10.46774/pptk.v12i1.114>
- UNDP. (1997). *Governance for Sustainable Human Development: A UNDP Policy Document*. United Nations Development Programme. <https://digitallibrary.un.org/record/492551?v=pdf>
- Wahyono, A. (2024). Menelisik Usaha Pemerintah Dalam Memajukan Aparatur Sipil Negara Bertaraf Internasional. *Green Governance: Exploring Politics, Social Justice, and the Environment*, 1(1), 32–41. <https://doi.org/10.61511/gg.v1i1.2024.928>