



## THE IMPLEMENTATION OF BENGKULU MAYOR REGULATION NUMBER 20 OF 2022 CONCERNING REGIONAL INNOVATION (A Case Study of The HD OTO Program)

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### ABSTRACT

*This research focuses on the implementation of Bengkulu Mayor Regulation Number 20 of 2022 concerning Regional Innovation through the HD OTO Program. The HD OTO Program is a public service innovation in which the Mayor's and Deputy Mayor's official vehicles are lent to prospective brides and grooms for use on their wedding day falling on weekends. The purpose of this research is to analyze the implementation of the HD OTO Program based on four main aspects of Mulgan and Albury's (2003) Public Sector Innovation Theory: creation of new ideas, effective implementation, increased efficiency and effectiveness, and sustainability and scalability. This research employs a qualitative method with a descriptive analytical approach. Data collection was conducted through observation, in-depth interviews, and documentation. The research findings indicate that the HD OTO Program is a creative innovation that utilizes government assets during non-operational times to serve the community. The program is implemented with a structured yet flexible execution mechanism, supported by specific budget allocations and trained human resources. This program has demonstrated significant resource optimization and positive impact on public services, evidenced by a 95% user satisfaction rate and an increase in public trust in the government from 75% to 84%. The program also has continuous evaluation mechanisms and high replication potential. The main challenges in program implementation include limitations in the number of vehicles and personnel, as well as documentation and monitoring systems that are not yet fully integrated. This research yields six propositions that can serve as a foundation for the development of public service innovation theory and practice more contextual to conditions in Indonesia.*

## INTRODUCTION

In the era of bureaucratic reform and improving the quality of public services, local governments in Indonesia continue to strive to present innovations that aim to increase public satisfaction with government services. Public

service innovation is one of the main focuses in efforts to realize good governance. Bengkulu City, as one of the cities in Indonesia, is also committed to carrying out various innovations in public services. This commitment is realized through the Bengkulu Mayor Regulation Number 20 of 2022 concerning Regional



Innovation. This regulation emphasizes the importance of innovation in improving the performance of the implementation of City Government, with the aim of accelerating the realization of public welfare through improving public services, empowerment and community participation, and increasing regional competitiveness.

Public service innovation in Bengkulu City is becoming increasingly important considering the increasing demands of the community for the quality of service. Data from the Ombudsman of the Republic of Indonesia shows that in 2022, there were 12,742 public reports regarding maladministration in public services throughout Indonesia (Ombudsman RI, 2023). For Bengkulu Province itself, based on the Annual Report of the Bengkulu Representative of the Indonesian Ombudsman (2022), there were 118 reports of public complaints regarding public services, with the highest percentage in the population administration services sector (27.5%), followed by the land sector (18.2%), and health services (16.4%).

This figure indicates that there is still a gap between public expectations and the quality of services provided by government agencies.

In order to overcome these problems and improve the quality of public services, the Bengkulu City Government has developed various service innovations, including the HD OTO Program, the 3-in-1 Program, and the 6-in-1 SUKA CITA Program. These three programs are the implementation of Bengkulu Mayor Regulation Number 20 of 2022 concerning Regional Innovation, which aims to improve the efficiency, effectiveness, and quality of public services in Bengkulu City.

The HD OTO, 3-in-1, and 6-in-1 SUKA CITA programs represent different innovations

in the context of public services. The HD OTO program focuses on the utilization of government assets for the benefit of the community, reflecting transparency and openness in the use of public assets. The 3-in-1 program emphasizes efficiency and simplification of the bureaucratic process by combining three services in one process. Meanwhile, the 6-in-1 SUKA CITA Program focuses on the integration of population administration services to facilitate the community.

The HD OTO program can be categorized as a service delivery innovation and conceptual innovation, because it changes the paradigm of the use of government assets. The 3-in-1 program is an administrative and organizational innovation, focusing on changing bureaucratic processes. Meanwhile, the 6-in-1 SUKA CITA program combines service innovation and service delivery innovation in the context of population administration. According to data from the Ministry of State Apparatus Empowerment and Bureaucratic Reform (PANRB), the number of public service innovations registered in the Public Service Innovation Information System (SINOVIK) increased from 3,046 innovations in 2018 to 4,189 innovations in 2022 (Ministry of PANRB, 2023). This increase shows the increasing awareness of local governments of the importance of innovation in public services. However, of that number, only around 30% are considered sustainable and have a significant impact on improving the quality of public services.

The HD OTO program reflects the principles of transparency and responsiveness in the use of public assets. The 3-in-1 program emphasizes efficiency and effectiveness in public services. Meanwhile, the 6-in-1 SUKA



CITA program combines the principles of efficiency, effectiveness, and responsiveness in the context of population administration services.

The implementation of these three innovation programs is also in line with the spirit of bureaucratic reform promoted by the central government. Based on the Grand Design of Bureaucratic Reform 2020-2024, one of the areas of change that is the focus is improving the quality of public services through innovation and utilization of information technology (Ministry of PANRB, 2020). The HD OTO, 3-in-1, and 6-in-1 SUKA CITA programs are concrete examples of the implementation of these areas of change at the regional level.

However, the implementation of these innovation programs is not without challenges. Dwiyanto (2018) in his book "Public Service Management: Caring, Inclusive, and Collaborative" identified several challenges in implementing public service innovation in Indonesia, including resistance to change, limited resources, regulatory complexity, and lack of coordination between institutions.

In the context of Bengkulu City, challenges in implementing the HD OTO, 3-in-1, and 6-in-1 SUKA CITA Programs may include resistance from the established bureaucracy, limited competent human resources, and the complexity of coordination between agencies involved in program implementation.

A study on the implementation of Bengkulu Mayor Regulation Number 20 of 2022 through the HD OTO, 3-in-1, and 6-in-1 SUKA CITA Programs is important to understand how public service innovation is developed, implemented, and has an impact on improving the quality of public services at the regional level. A comprehensive analysis of

these three programs can also provide valuable insights into the factors that influence the success or challenges in implementing public service innovation.

## MATERIALS AND METHODS

This study uses a qualitative method with a descriptive analytical approach. The focus of this study is the Implementation of Bengkulu Mayor Regulation Number 20 of 2022 concerning Regional Innovation. While the research aspects consist of:

- Creation of New Ideas
- Effective Implementation
- Increasing Efficiency and Effectiveness
- Sustainability and Scalability

The data collection techniques used are observation, in-depth interviews and documentation. Determination of informants in this study was carried out using the purposive sampling method, namely the selection of informants with certain considerations according to the research objectives. For data analysis techniques consisting of data collection, data condensation, data presentation and drawing conclusions.

## RESULTS AND DISCUSSION

### New Idea Creation Aspect

#### A. Creativity in Public Service

Mulgan and Albury (2003) define public sector innovation as "the creation and implementation of new processes, products, services, and delivery methods that result in significant improvements in efficiency, effectiveness, or quality of outcomes." This definition emphasizes that innovation is not only about new ideas, but also about implementation that results in real improvements.





The HD OTO Program, based on research findings, shows a significant level of creativity in public service. This program utilizes government assets that have so far only been used for official activities, namely the official cars of the Mayor and Deputy Mayor, to serve the public who will hold weddings on the weekend. This is in line with the concept of innovation put forward by Osborne and Brown (2005), which emphasizes that public sector innovation involves changes in the relationship between service providers and users.

Referring to the classification of innovation according to Windrum and Koch (2008), the HD OTO Program can be categorized as a combination of service delivery innovation and conceptual innovation. As a service delivery innovation, this program presents a new way of providing services to the public. As a conceptual innovation, this program develops a new perspective on the use of government assets that have so far only been intended for officials.

From the perspective of the complexity of innovation put forward by Torugsa and Arundel (2016), the HD OTO Program can be classified as an expansive innovation. This program uses existing assets (official cars) for new purposes (citizens' wedding needs) that have never been considered in the use of government assets.

However, despite showing high creativity, this program also faces challenges similar to those identified by Dwiyanto (2018), namely resistance to change and limited resources. In this case, the main challenge is aligning public perception that this program is truly free

with no hidden costs, as well as the limited number of vehicles and drivers, especially in months with many weddings.

## **B. Responsiveness to Community Needs**

De Vries, Bekkers, and Tummers (2016) in their meta-analysis study identified that one of the main driving factors of public sector innovation is responsiveness to community needs and preferences. The HD OTO Program, based on research findings, shows a high level of responsiveness to the concrete needs of the Bengkulu City community.

This program responds to the community's need for representative transportation for wedding events. Considering the expensive and burdensome rental costs for luxury bridal cars for most people, the HD OTO Program is present as a solution that allows people to get luxurious bridal transportation services without incurring additional costs.

When analyzed using the Osborne and Gaebler (1992) framework on customer-oriented government, the HD OTO Program reflects the principle of a government that is responsive to the needs of citizens, not just bureaucratic efficiency. This program shows a shift from the traditional government paradigm that focuses on rules and procedures, to a public service paradigm that focuses on the needs and satisfaction of the community.

Dwiyanto (2018) emphasized the importance of a citizen-centered approach in improving the quality of public services. The HD OTO program is in line with this approach, as evidenced by the easy and flexible registration system, where the public simply contacts via WhatsApp by



including information about the time, pick-up location, and location of the wedding event.

Borins (2014) in his book "The Persistence of Innovation in Government" identified that innovations that are oriented towards community needs tend to receive stronger and more sustainable support. This is reflected in the high public interest in the HD OTO Program, where requests come almost every week, even for dates that are still months in the future.

However, there are limitations that need to be considered. The limited number of cars and drivers, especially in months with many weddings, is a challenge in the responsiveness of the program. This is in line with the findings of Prasojo (2018) who highlighted that limited resources are often an obstacle to the implementation of public service innovation.

## Effective Implementation Aspects

### A. Implementation Mechanism

Effective implementation is a crucial aspect in public sector innovation. Mulgan and Albury (2003) emphasized that innovative ideas must be implemented effectively to generate value. In the context of the HD OTO Program, research findings indicate a structured yet flexible implementation mechanism.

The HD OTO Program implementation mechanism is designed to be as simple as possible so that it is easily accessible to the public. The registration flow starts from WhatsApp, verification of car and driver availability, confirmation to the applicant, to the implementation of pick-up on the day. The simplicity of this procedure is in line with the principle of reducing the

bureaucratic burden (red tape reduction) put forward by Osborne and Gaebler (1992).

When analyzed using Edwards III's policy implementation theory, the HD OTO Program has met four critical implementation factors: communication, resources, disposition, and bureaucratic structure. Program communication is carried out through various channels, resources are allocated from the APBD, the disposition of the implementers shows high commitment, and the bureaucratic structure is made simple to facilitate implementation.

However, there are challenges in terms of scheduling coordination when there is a clash between official activities and public requests. This is in line with the findings of Jati (2011) who identified that one of the challenges in implementing public service innovation is coordination between different activities and priorities.

Dwiyanto (2018) emphasized the importance of standard operating procedures (SOPs) in public services, but also warned that SOPs that are too rigid can hinder innovation. The HD OTO program shows a good balance, where there are SOPs for drivers and implementing staff, but still maintains flexibility in responding to community needs.

Borins (2014) identified that successful public service innovation is often characterized by adaptation to the local context. The HD OTO program shows contextual adaptation, where implementation procedures are adjusted to the culture and needs of the Bengkulu community. For example, the addition of flower decorations to official cars is an adaptation to local wedding traditions.



## B. Implementation Capacity

Mulgan and Albury (2003) emphasized that effective implementation requires adequate organizational capacity, including human resources, budget, and supporting infrastructure. The research findings show that the HD OTO Program is supported by a special budget allocation from the Bengkulu City Budget, which covers operational costs such as fuel, vehicle maintenance, driver honorariums, and supporting equipment.

Prasojo (2018) highlighted that limited resources, both financial and competent human resources, are often obstacles to implementing innovation. The HD OTO Program overcomes this challenge by maximizing the use of existing assets (official cars) during non-operational times (weekends), so that it does not require significant new investment.

In terms of HR capacity development, the HD OTO Program implementation team undergoes regular excellent service and hospitality training. This is in line with the concept of developing public service capacity put forward by Sedarmayanti (2009), which emphasizes the importance of improving the competence of apparatus in implementing innovation.

The organizational learning theory developed by Senge (1990) is also relevant in this context. The HD OTO program demonstrated organizational adaptability and learning, with the implementation team continually increasing capacity and adjusting approaches based on experience and community feedback.

However, there are still challenges in terms of limited vehicles and personnel, especially in months with many weddings. This is in line with the findings of

Kusumasari et al. (2019) who identified that one of the challenges of public service innovation in Indonesia is limited implementation capacity, especially human resources and infrastructure.

The concept of sustainable innovation proposed by Rogers (2003) is also relevant in this context. The HD OTO program shows potential for sustainability because it is supported by clear budget allocation and commitment from regional leaders, but there needs to be a long-term capacity development strategy to overcome existing limitations.

## Efficiency and Effectiveness Improvement Aspect

### A. Resource Optimization

Mulgan and Albury (2003) emphasized that the main objective of public sector innovation is to improve the efficiency and effectiveness of services. The HD OTO program, based on research findings, shows significant resource optimization.

This program utilizes government assets (official cars) that are usually not used on weekends, thus gaining added value from existing assets without the need for significant new investments. This is in line with the concept of asset optimization put forward by Siregar (2004), which emphasizes the importance of maximizing the benefits of public assets.

From the perspective of public asset management theory, the HD OTO Program reflects the principle of maximizing asset utilization, where public assets are utilized optimally to provide added value to the community. Hanis et al. (2011) emphasized that effective public asset management must be oriented towards increasing the value of





benefits for the public, not just on asset maintenance.

The HD OTO program is also in line with the concept of New Public Management (NPM) put forward by Hood (1991), which emphasizes efficiency in the use of public resources. With relatively small operational costs compared to the social benefits generated, this program shows good value for money.

When analyzed from the perspective of public service economics, the HD OTO Program shows allocative efficiency, where resources are allocated to generate maximum social benefits. The relatively small operational costs of the program compared to the cost of renting similar commercial cars show significant economic efficiency.

However, there are still challenges in terms of the limited number of vehicles which means that not all requests can be accommodated, especially in months with many weddings. This is an obstacle in optimizing the benefits of the program as a whole.

## **B. Impact on Public Services**

Mulgan and Albury (2003) emphasize that public sector innovation must result in significant improvements in the quality of results. The research findings show that the HD OTO Program has had a significant positive impact on the quality of public services in Bengkulu City.

When analyzed using the SERVQUAL model developed by Parasuraman, Zeithaml, and Berry (1988), the HD OTO Program has improved service quality in several dimensions: tangibles (luxurious and representative official cars), reliability (service consistency), responsiveness

(quick response to requests), assurance (service certainty), and empathy (attention to the specific needs of the bride and groom).

From the perspective of the public value theory proposed by Moore (1995), the HD OTO Program has created public value in three aspects: first, high-quality services that meet the needs of the community; second, social outcomes in the form of increased public trust in the government; and third, trust and legitimacy resulting from transparency in the use of public assets.

Denhardt and Denhardt (2007) in the New Public Service concept emphasize that public services must be oriented towards building a relationship of trust between the government and the community. The HD OTO Program is in line with this concept, where the program has increased public trust in the Bengkulu City Government from 75% to 84%.

Osborne and Gaebler (1992) emphasized the importance of an outcome-oriented approach in assessing the quality of public services. The HD OTO program has shown concrete results in the form of a user satisfaction rate of 95% based on feedback surveys, as well as a wide program reach that covers various levels of society. However, there are limitations in maximizing the impact of the program, especially due to capacity limitations that mean not all requests can be accommodated, and geographical reach that is still limited. This is in line with the findings of Dwiyanto (2018) who identified that limited capacity and reach are often obstacles in public services in Indonesia.



## Sustainability and Scalability Aspects

### A. Continuous Evaluation

Mulgan and Albury (2003) emphasize the importance of sustainability and scalability of innovation. This aspect includes the ability to maintain innovation beyond the initial implementation phase, develop continuous evaluation and learning mechanisms, and the potential to replicate or adapt innovation in different contexts.

The HD OTO Program, based on research findings, has a continuous evaluation mechanism consisting of three components: daily evaluation in the form of implementation reports by drivers, weekly evaluation in the form of coordination meetings with the implementation team, and monthly evaluation with leaders to analyze user satisfaction data, budget efficiency, and challenges faced.

From the perspective of organizational learning theory, the HD OTO Program shows a good learning cycle. This is in line with the concept of single-loop and double-loop learning proposed by Argyris and Schön (1978), where organizations not only make routine improvements (single-loop) but also review the basic assumptions underlying the program (double-loop).

Collecting feedback from users through satisfaction surveys and social media is also in line with the concept of citizen feedback emphasized by Denhardt and Denhardt (2007). This feedback is an important input in the evaluation cycle, ensuring that the program remains responsive to community needs.

Prasojo (2020) emphasized the importance of documentation and knowledge management in the sustainability of public service innovation. The HD OTO program has built a good documentation base, which has proven useful in maintaining the sustainability of the program during a leadership transition.

However, there are still challenges in terms of integrating data from various sources, where manual systems are still used for several aspects of the evaluation. This is in line with the findings of Nurdin et al. (2020) who identified that the limitations of information systems are often an obstacle in evaluating innovation programs in Indonesia.

### B. Replication Potential

Rogers (2003) in the theory of diffusion of innovation emphasized that the ability of an innovation to spread and be adopted by other units depends on several characteristics, including relative advantage, compatibility, complexity, trialability, and observability. The HD OTO program, based on research findings, has high replication potential.

The simple concept, relatively low operational costs, and uncomplicated implementation procedures make the HD OTO Program easy to adapt by other regions. This is in line with the concept of transferability of innovation put forward by Borins (2014), which emphasizes that simpler innovations that are less dependent on specific contexts tend to be more easily transferred to other contexts.

Comprehensive documentation and willingness to share experiences from the Bengkulu City Government also facilitate





the replication process. This is in line with the concept of knowledge sharing in public sector innovation emphasized by Hartley (2005), which highlights the importance of sharing knowledge and good practices between government institutions.

Firdaus and Lawelai (2021) in their research on Local Government Public Service Innovation highlighted that programs that utilize government assets for the public interest have high replication potential because almost all regions have similar assets. The HD OTO Program is in line with these findings, where the concept of utilizing official cars for the benefit of the community is relatively easy to adapt by other regions.

However, for successful replication, it is necessary to pay attention to key factors such as commitment from regional leaders, transparency, adjustment to the local context, and regulatory support. Differences in conditions between regions, especially related to asset quality and bureaucratic culture, also need to be considered in the adaptation process. Jati (2011) in his research identified that one of the challenges in replicating public service innovation is bureaucratic resistance. This is also a potential challenge in replicating the HD OTO Program, where there may be resistance to the idea of opening access to officials' assets to the general public.

## CONCLUSION

Based on the results of the research and discussion regarding the Implementation of Bengkulu Mayor Regulation Number 20 of 2022 concerning Regional Innovation with a focus on the HD OTO Program, several conclusions can be drawn as follows:

### 1. Creation of New Ideas The HD OTO

Program is a creative innovation in public services that utilizes government assets that have so far only been intended for officials. The official cars of the Mayor and Deputy Mayor which are usually not used on weekends are used to serve the public who are going to get married. This innovation changes the paradigm of the use of government assets and reflects responsiveness to the needs of the community for affordable representative transportation for wedding events. This program can be classified as an expansive innovation and reflects a combination of service delivery innovation and conceptual innovation according to the Windrum and Koch typology.

### 2. Effective Implementation The HD OTO

Program is implemented with a structured but flexible implementation mechanism. The registration flow is designed to be as simple as possible to facilitate public access, starting from registration via WhatsApp to the implementation of delivery on the wedding day. This program is supported by a special budget allocation from the Bengkulu City APBD and human resources who have been trained in excellent service. However, there are still challenges in terms of scheduling coordination and limited number of vehicles and personnel, especially in months with high demand for weddings.

### 3. Increasing Efficiency and Effectiveness

The HD OTO program has shown significant resource optimization by utilizing government assets during non-operational times, thus providing added value without requiring large new investments. In terms of impact, this



program has served more than 300 couples with a satisfaction rate of 95%. This program not only provides a direct impact in the form of fulfilling the needs of wedding transportation for the community, but also increases public trust in the government from 75% to 84%. This program has also succeeded in reaching various levels of society, with 65% of users coming from lower-middle class families.

#### 4. Sustainability and Scalability The HD

OTO program has an ongoing evaluation mechanism consisting of daily, weekly, and monthly evaluations, as well as collecting feedback from users. Comprehensive documentation has played an important role in maintaining the sustainability of the program during leadership transitions. This program also has high replication potential because the concept is simple, the operational costs are relatively low, and the implementation procedures are not complicated. Several other local governments have shown interest in adopting similar programs, although adaptation to local contexts and strong political support are still needed for successful replication.

Overall, the implementation of the HD OTO Program as a manifestation of Bengkulu Mayor Regulation Number 20 of 2022 concerning Regional Innovation has succeeded in presenting creative public service innovations, responsive to community needs, implemented effectively, increasing service efficiency and effectiveness, and demonstrating good sustainability and replication potential. This program is proof that public service innovation does not always require large investments or sophisticated technology, but can be done by

utilizing existing resources creatively and oriented towards community interests.

However, there are still several challenges in implementing this program, especially related to the limited number of vehicles and personnel, schedule coordination, and documentation and monitoring systems that are not yet fully integrated. These challenges need to be overcome to maximize the potential and impact of the program, and strengthen its sustainability in the future.

## SUGGESTIONS

Based on the research results and conclusions that have been outlined, here are some suggestions for the development and improvement of the HD OTO Program and similar public service innovations in the future. For the Bengkulu City Government, it is necessary to strengthen the capacity of program implementation through the development of an integrated online reservation system that can simplify the registration process, verification, and tracking of the status of public requests. The addition of a vehicle fleet is also something that needs to be considered, for example by involving official cars from other OPDs that are not used on weekends. This will increase service capacity and accommodate more public requests, especially in months with high marriage rates. In addition, recruitment and training of reserve drivers are also needed to anticipate spikes in demand during certain periods. The development of more detailed standard operating guidelines (SOPs) while maintaining flexibility is also important to ensure consistent service quality.

Optimization of program management also needs to be carried out through the development of an integrated management



information system for program documentation, monitoring, and evaluation. This system will help overcome challenges in terms of data integration from various sources and facilitate demand pattern analysis to optimize resource allocation. Expanding the geographic reach of the program to remote areas in Bengkulu City and its surroundings also needs to be considered to ensure more equitable access. Developing partnerships with the private sector or communities can be a solution to expand program capacity, for example through operational cooperation schemes or corporate social responsibility programs.

For other local governments interested in adopting similar programs, it is important to conduct comparative studies and learn from the success of the HD OTO Program in Bengkulu City. Adaptation of the basic concept of the program needs to be adjusted to the context, culture, and local needs of each region, because what works in Bengkulu may not be immediately applicable in other regions. Political support and commitment from regional leaders are important prerequisites before implementing similar programs, considering that this program involves the use of assets that are usually intended for officials. Implementing limited trials before full implementation is also recommended to identify potential challenges and solutions.

The development of regional regulations that provide a strong legal basis for the use of government assets for the public interest is also important to ensure the legitimacy and sustainability of the program. Technical guidelines on responsibility, risk management, and accountability need to be established to minimize the potential for misuse and ensure good governance. Integrating innovations in

the use of regional assets into regional planning and budget documents will also help ensure adequate resource allocation for program implementation.

For researchers and academics, long-term evaluative research needs to be conducted to measure the socio-economic impacts of the HD OTO Program more comprehensively. The development of a theoretical model for innovation in the use of public assets that can be applied in various contexts will also make a significant contribution to the development of public administration science. Comparative studies on the implementation of similar programs in various regions can help identify best practices and success factors, while research on financial and institutional sustainability aspects will provide important insights for future program development.

Scientific contributions can also be made through the development of an analytical framework for a more comprehensive evaluation of innovation in the use of public assets. The literature on public service innovation needs to be enriched with case studies from various local contexts in Indonesia, considering the limited scientific documentation on regional innovation. Integration of interdisciplinary perspectives in the study of public service innovation, including sociological, economic, and cultural aspects, will provide a more holistic understanding of the dynamics of innovation in the public sector.

The community and civil society organizations also have an important role in the success of innovation programs such as HD OTO. Active participation in providing feedback is essential for continuous improvement of the program. Supervision of program implementation also needs to be carried out to ensure transparency





and accountability. Documentation and publication of the program's positive impacts can encourage replication in other areas, while developing collaborative initiatives with local governments will strengthen and expand the program's reach.

Overall, the development and refinement of public service innovation programs such as HD OTO need to be continuously encouraged as part of bureaucratic reform efforts and improving good governance in Indonesia. This program has proven that simple innovations that utilize existing resources can have a significant impact on society and increase public trust in the government. With continuous improvement and replication that is tailored to the local context, this type of innovation model has the potential to become a good practice in improving the quality of public services in various regions in Indonesia. The suggestions above are expected to provide direction for the development of the HD OTO Program in Bengkulu City and similar public service innovations in other regions. Public service innovations that utilize government assets for the benefit of the community have great potential to improve the quality of public services and strengthen public trust in the government. Therefore, the development and refinement of this type of program needs to be continuously encouraged as part of bureaucratic reform efforts and improving good governance in Indonesia.

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