



## **DYNAMICS OF REGIONAL EXPANSION POLICY THROUGH THE LENS OF POLICY INNOVATION: BALANCING REGIONAL READINESS AND EQUITABLE DEVELOPMENT**

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### **Abstract**

*Regional expansion encounters obstacles, such as constrained economic capacity, administrative difficulties, and social disputes that frequently impede the attainment of these objectives. Data indicates that numerous New Autonomous Regions (DOB) do not attain financial autonomy and fail to deliver adequate public services. This essay seeks to evaluate the dynamics of regional expansion policies through the lens of policy innovation by assessing regional preparedness and equitable development. The employed methodology is a literature review. Regional expansion must be executed through a comprehensive method that encompasses meticulous planning, adequate budget allocation, and enhanced human resource capabilities. Innovations in public policy, including participatory governance and community engagement, are essential techniques to address issues and enhance the beneficial effects of policies. Consequently, regional growth programs necessitate rigorous assessment and oversight to guarantee their advantages for equitable development and community well-being.*

**Keywords:** regional expansion, public policy, New Autonomous Region, innovation policy, equitable development

### **Abstrak**

Pemekaran wilayah menghadapi tantangan, termasuk keterbatasan kapasitas fiskal, masalah administratif, dan konflik sosial yang sering kali menghambat pencapaian tujuan tersebut. Data menunjukkan bahwa banyak Daerah Otonom Baru (DOB) gagal mencapai kemandirian finansial dan memberikan pelayanan publik yang optimal. Artikel ini bertujuan untuk menganalisis dinamika kebijakan pemekaran wilayah dalam perspektif inovasi kebijakan dengan melihat kesiapan daerah dan pemerataan pembangunan. Metode yang digunakan adalah literature review. Dalam pelaksanaannya pemekaran wilayah harus didasarkan pada pendekatan holistik dalam perencanaan dan pelaksanaan pemekaran wilayah, melibatkan perencanaan yang matang, alokasi anggaran yang cukup, dan peningkatan kapasitas sumber daya manusia. Inovasi kebijakan publik, seperti tata kelola partisipatif dan keterlibatan masyarakat, menjadi strategi penting untuk mengatasi tantangan dan memaksimalkan dampak positif kebijakan. Dengan demikian, kebijakan pemekaran wilayah memerlukan evaluasi dan pengawasan yang ketat untuk memastikan manfaatnya bagi pemerataan pembangunan dan kesejahteraan masyarakat.

**Kata Kunci:** pemekaran wilayah, kebijakan publik, Daerah Otonom Baru, inovasi kebijakan, pemerataan pembangunan

## **I. INTRODUCTION**

Policy innovation has emerged as a vital component of contemporary government, especially in tackling ever intricate development issues. In public policy, innovation is described as the endeavor to develop or modify processes, policies, or systems to enhance the effectiveness,

efficiency, and relevance of policies for the public (Pananrangi, 2019). The government can adopt a more flexible, participatory, and responsive approach to public policy procedures that addresses community needs. Regional expansion in Indonesia is similarly affected by numerous policies and legislation designed to enhance public welfare and

optimize regional government results. The foundation for these laws is established in Law No. 23 of 2014 regarding regional governance and serves as the principal legislative framework for regional expansion in Indonesia. Moreover, the establishment of new autonomous regions is governed by Government Regulation No. 78 of 2007, which outlines the procedures for the formation, abolition, and merger of regions. Regional expansion in Indonesia entails the creation or division of a province, district, or city into multiple new regions.

The objective of regional expansion is to enhance services and promote equitable regional development. The objective of regional expansion is to enhance the efficacy and efficiency of public services. Excessively vast regions may lead to inefficient expenses and efforts in delivering services. Regional growth is anticipated to enhance equitable development and public welfare. By subdividing regions, the government can enhance management and improve service delivery. As of 2024, the Ministry of Home Affairs (Kemendagri) documented 337 proposals for the establishment of new autonomous regions (DOB), comprising 42 proposals for provincial expansion, 248 for district expansion, 36 for city expansion, 6 for special regions, and 5 for special autonomy. The Ministry of Home Affairs underscored the necessity for meticulous deliberation and prudence prior to rescinding the moratorium, given that the establishment of additional autonomous regions is intricately linked to the state's fiscal capabilities. Moreover, the involvement of multiple stakeholders in planning and financing is crucial for the preparedness and viability of newly established autonomous regions. The subsequent data presents the assessment of newly established autonomous areas by the Ministry of Home Affairs, retrieved in 2024.

Figure 1. Evaluation Results of New Autonomous Regions



Source: Ministry of Home Affairs Year 2025

Figure 1 delineates various new autonomous zones assessed by the Ministry of Home Affairs, categorizing them as none, poor, moderate, and good. The majority of evaluation outcomes were moderate. Regions that require expansion possess extensive territory, robust economic potential, elevated community ambitions, and notable isolation or underdevelopment. Extensive territories are frequently referenced as justifications for expansion. This is due to the fact that services, especially in the delivery of physical facilities, can achieve greater effectiveness and efficiency with an expanded region. Moreover, the equal allocation of healthcare personnel is a crucial factor in regional development, particularly in underserved regions.

The Constitution grants each autonomous area the right to acquire specific rights depending on administrative and fundamental requirements. The administrative prerequisite for a province necessitates the concurrent endorsement of the district/city DPRD encompassed within the regional scope, the DPRD of the parent province, and the governor of the parent province. Joint endorsement from the district/city DPRD, the provincial DPRD, and the governor of the parent province is a crucial administrative prerequisite to guarantee that this decision is made legally and democratically. A province must encompass a minimum of five districts or cities. The administrative prerequisite for a district or city area necessitates the concurrent consent of the DPRD of the parent district or city, the regent or mayor of the parent region, and the provincial DPRD in conjunction with the governor of the provincial jurisdiction including the Regency or City Preparatory Area. A district or city must comprise a minimum of five sub-districts for a regency and four sub-districts for a city. The parent village must possess a minimum age requirement of five (5) years, adhere to population regulations, provide a work area with transportation access, exhibit socio-cultural conditions conducive to a harmonious community, possess potential natural, human, and economic resources, maintain clear territorial boundaries, have village governance facilities and infrastructure, and ensure sufficient operational funding.

The subsequent areas have undergone expansion. (<https://travel.detik.com>. Accessed on 28 February 2025).

Data from the Ministry of Home Affairs in 2024 indicates that multiple new autonomous areas have been assessed and classified. Regions necessitating expansion exhibit extensive territories, robust economic potential, elevated public expectations, and considerable isolation or underdevelopment. Extensive territories are frequently referenced as a justification for expansion. This is due to the fact that services, especially in the delivery of physical facilities, can achieve greater effectiveness and efficiency when the area is broadened. Moreover, the equal allocation of healthcare professionals is a crucial factor in regional expansion, especially in underserved areas.

Regional expansion is propelled by communal ambitions for regional advancement (Subekti, 2017). Communities facing inadequate governmental assistance and inequitable treatment by the dominant local government frequently advocate for the establishment of their own local governance (Firman, 2009). Regional fragmentation can enhance governance by facilitating proximity between government and communities, hence improving governance and promoting the development of local democracy (Fitriani, Hofman, & Kaiser, 2005). Advocating for the expansion of rural and disadvantaged regions is prevalent to enhance public services and community welfare (Buehler, 2010). It is anticipated that regional expansion will mitigate isolation and enhance the ability of local governments to oversee development (Said, 2018). The central government prioritizes money allocation when sanctioning new autonomous areas (Muhtar, 2016).

The State Budget (APBN) and the enhancement of public service quality, fundamental aims of regional autonomy, would inevitably be encumbered by the establishment of several additional autonomous regions or the growth of existing ones (Söderström & Wangel, 2023). Regional growth is frequently rationalized by normative and technological considerations, including the promotion of equitable development and the mitigation of disparities between local

governments and communities. The primary objective is solely the allocation of regional authority (Kębłowski et al., 2020). Consequently, to avert the underdevelopment of new autonomous areas post-separation from the principal region, growth must adhere to rigorous protocols and criteria, considering the territories designated for expansion (Lu & Chen, 2022).

Multiple factors hinder the efficacy of new autonomous regions (DOBs) in enhancing public welfare, including unmet expectations for public services, protracted and convoluted bureaucracy, suboptimal effectiveness and efficiency of regional government operations, and issues related to equitable development within the regions. The central government ought to draw lessons from the unsuccessful endeavors of new autonomous areas prior to submitting requests for separation (Vidyattama et al., 2022). In 2024, President Joko Widodo announced that over 300 new proposed autonomous regions (DOBs) were submitted from both province and district/city divisions. This number is still subject to moratorium. The central government's suspension of proposed new autonomous regions (DOBs) requires prompt resolution.

The government is assessing several challenges, including financial limitations, where regional expansion frequently constrains the central government's budgetary capabilities, thereby diminishing the resources accessible to current regional administrations. This may result in constraints on delivering efficient public services (Saragih, 2017). Secondly, governance challenges arise when numerous expanding areas struggle to implement autonomy successfully, necessitating their dissolution and amalgamation with other regions. This suggests that regional policies do not consistently align with the greatest interests of the residents in the impacted regions (Firman, 2009). Third, conflicts and social issues may arise, since regional growth can incite discord, alongside socioeconomic challenges such as a significant decrease in population and Regional Original Income (PAD) (Riwanto, 2018). Fourth, public service standards are compromised as

regional development frequently transpires without meticulous planning or comprehensive studies sanctioned by all stakeholders. This may jeopardize the quality of regional governance (Suryanto & Nugroho, 2020). Fifth, administrative issues arise when regional expansion is predominantly determined by administrative practicality, neglecting other factors such as equitable development and community welfare (Simanjuntak, 2016).

This may result in the newly established regions behind in development. Ultimately, government efficacy is an issue, as the expansion into new regions requires more time than anticipated to enhance public services and governmental effectiveness. This indicates that regional growth does not consistently enhance communal welfare. Research indicates that entrenched interests influence the establishment of New Autonomous Regions (DOB). Political interests impede the execution of regional expansion. Certain groups assert that those with ties to the Regent will receive preferential treatment, perceiving this as governmental discrimination (Puatu 2010) and an inadequate method for fostering community engagement in the planning process (Winterton et al. 2013). In the future, policymakers are anticipated to tackle this issue to avert inter-community violence.

The elite-driven inclusive development planning process and budgetary limitations impede national development initiatives (Chimhowu et al., 2019). Additionally, evaluations at the policy level assess the preparation of documents within the planning process and their compliance with requirements mandating local governments to manage and evaluate development planning regulations (Hung et al., 2003; Liaghat et al., 2013; Taut, 2007). Establishing new autonomous regions necessitates capacity, as it is a process enabling individuals, groups, organizations, institutions, and communities to enhance their ability to strategize in order to fulfill the vision and mission of the New Autonomous Regional Government (Darmi et al., 2020). The establishment of new autonomous areas presents both advantages and disadvantages. Regrettably, the

anticipated transformation in the establishment of new autonomous areas has not been fully actualized. Various problems impede this process, including inadequate money and substandard human resources (Wisesa et al., 2023).

Regional government profiles may function as frameworks for prospective development planning (Bourgeois and Cousins 2013). Precise, dependable, and credible statistics regarding a region's potential are essential for effective planning (Bunn and Oliveira 2016; Dawes et al. 2016). The policy of creating new autonomous regions in Indonesia encompasses several critical objectives and implementation strategies. Governance is directly influenced by regional expansion in both established and newly created autonomous regions. Newly established autonomous areas necessitate an adapted execution of governmental duties contingent upon specific conditions and requirements. Many newly established autonomous entities are unable to attain independence due to financial limitations. They cannot produce adequate regional money to sustain governmental functions and regional advancement (Soleh, 2014). Consequently, it is imperative to guarantee that the instituted government is streamlined and responsive, rather than excessive (Fitriani, Hofman, & Kaiser, 2005).

The Indonesian government has resolved to cease the establishment of new autonomous areas. The objective of this moratorium policy is to reinstate prior regional expansions that were obstructed by the issue of newly established autonomous regions lacking fiscal autonomy. The strategy of establishing new autonomous regions in Indonesia seeks to enhance equitable development, public welfare, and effective governance; yet, it has problems like financial limitations and geographical expansion to improve public services. Regional expansion is promoted when elevated levels of product innovation intensity, risk-taking, competitive aggression, and autonomous behavior coincide with enhanced channel management capabilities (Andersson et al. 2013; Boso et al. 2017).

Moreover, to successfully establish a New Innovation Silk Road, it may be necessary to extend innovation ecosystems outside national boundaries (Brem and Nylund 2021). The governance of regional development policy can be improved by addressing three strategic factors: the various levels of jurisdiction engaged in collaborative policy initiatives; the contributions and resources of non-governmental organizations; and the diverse phases of governance structures emerging within Joint Policy Action (Conteh 2013). The political circumstances at the time inhibited the UK from emerging as a principal center for the development of new governance. Following the evaluation of multiple strategies, attention was redirected to the local level. The UK's local government restructuring initiatives clearly illustrate measures aimed at fortifying the basis of local governance (Fenwick, 2009).

Policy innovation, especially in regional growth, is vital to Indonesian government, improving efficiency, effectiveness, and equitable development (Rasyid, 2016). Regional expansion seeks to increase public services, boost public welfare, and bring government closer to residents (Firman, 2009). Nevertheless, despite optimistic expectations for regional expansion, numerous new autonomous regions (DOB) have not realized their objectives due to constrained resources, administrative challenges, and social and political discord (Hidayat, 2017). Regional growth may prove ineffective in enhancing regional circumstances unless it is supported by meticulous planning, appropriate budget allocation, and sufficient human resource support (Syarifudin, 2019). Numerous newly established regions encounter difficulties in attaining fiscal autonomy and suffer obstacles in executing regional self-governance, hence impeding their capacity to deliver optimal public services (Lewis, 2014). Moreover, regional expansion lacking sufficient infrastructure development and governmental capability frequently exacerbates social and economic situations, generates new inequities, and heightens bureaucratic responsibilities (Fitriani, Hofman, & Kaiser, 2005).

Consequently, a comprehensive strategy is essential in formulating regional expansion policies, including regional preparedness, economic viability, and the needs and aspirations of local populations to ensure that development yields optimal benefits (Suwandi, 2020).

## II. METHOD

This research employs a literature review methodology. The literature review method is a research technique employed to find, assess, and synthesize diverse literature pertinent to a certain study issue. Literature evaluations serve to establish a research foundation, comprehend advancements in a discipline, and identify areas for additional investigation (Cronin et al., 2008; Levy & Ellis, 2006). The procedures undertaken include defining the topic, formulating a search strategy, and assembling a coherent and organized literature review (Machi & McEvoy, 2016). Data analysis involved the identification of pertinent keywords on Google Scholar to acquire literature aligned with the research subject. The objective of this search strategy is to guarantee that the acquired materials encompass a diverse range of trustworthy and current academic viewpoints (Fink, 2019). A literature selection process was subsequently conducted, taking into account various criteria, including the topic's relevance to the research problem, the methodological rigor of prior studies, and the applicability of the findings to the context of the current investigation (Booth, Sutton, & Papaioannou, 2016). This stage is essential to guarantee that the literature employed not only underpins the theoretical framework but also enhances the validity and reliability of the study outcomes. A rigorous literature analysis can establish a robust conceptual framework and uncover research gaps that require attention.

## III. RESULT AND DISCUSSION

### *Public Policy Innovation in New Public Service*

Public policy innovation under the New Public Service (NPS) framework underscores the government's duty as a public

servant focused on the public interest and democratic principles. This approach contrasts with other models, including Old Public Administration and New Public Management, which emphasized efficiency and administrative oversight. In the context of NPS, public policy innovation seeks to serve the public interest through a comprehensive and cohesive approach. The NPS paradigm underscores the significance of collaboration among stakeholders and enhancing the performance of each organizational component to attain common objectives (Sururi, 2017).

Public policy innovation represents a novel methodology in policymaking and execution, designed to enhance the efficacy, efficiency, and responsiveness of government in tackling social, economic, and environmental issues. Innovation in public policy transcends legislative modifications to include alterations in processes, technology, and the dynamics between government and society (Osborne & Brown, 2011). Moreover, public sector innovation can transpire through the implementation of novel concepts, technologies, or methodologies that facilitate the development of superior remedies to societal issues (Mulgan & Albury, 2003).

Public policy innovation can be categorized into various forms. The categories encompass product innovation, entailing the development or alteration of new policies; process innovation, which modifies the implementation methods of policies; institutional innovation, involving structural changes within governmental organizations; and public interaction innovation, aimed at enhancing public engagement in policy formulation (Hartley, 2005). Factors affecting the efficacy of public policy innovation may arise from both governmental and external sources. Internal elements encompass leadership, bureaucratic competence, and the availability of financial and human resources; external aspects comprise the demands of globalization, technology advancements, public engagement, and social, economic, and political dynamics (Bason, 2010).

To comprehend the dissemination and adoption of innovations within governmental frameworks, various theories may serve as a

foundation for investigation. The Diffusion of Innovations Theory delineates that the adoption of innovation transpires through a sequence of stages, from discovery to public acceptance (Rogers, 1962). Moreover, Public Value Theory posits that public policy ought to focus on generating tangible value for society rather than merely adhering to bureaucratic processes (Moore, 1995).

Numerous case studies illustrate the efficacy of public policy innovation across diverse nations. Estonia effectively executed e-government, facilitating the digitization of public services, which enhanced governmental efficiency and reduced bureaucratic obstacles. A Participatory Budgeting program was instituted in Brazil to promote community engagement in public budgetary decisions, hence enhancing governmental openness and accountability (Margetts & Dunleavy, 2013). The efficacy of public policy innovations exemplifies that visionary leadership, community engagement, and sufficient technological and resource support are essential to the innovation process.

Public policy innovation is essential for contemporary government to tackle increasingly intricate difficulties. Through the adoption of innovative methodologies, governments can formulate policies that are more adaptable, responsive, and yield enhanced societal benefits. In this setting, collaboration among government, academia, the commercial sector, and civil society is essential for cultivating more innovative and effective policies (Sorensen & Torfing, 2011).

### ***Dynamics of Regional Expansion Policy***

Regional expansion, or the establishment of new autonomous regions (DOB), is a policy designed to enhance public welfare through the improvement of public services, the acceleration of economic development, and the management of regional potential. This policy aims to enhance accessibility to government services, expedite democracy, and bolster security and order (Directorate General of Fiscal Balance, Ministry of Finance of the Republic of Indonesia, 2022). In fact, regional expansion encounters numerous problems, including a policy orientation that is predominantly

political rather than technocratic, insufficient expansion criteria, deficiencies in due diligence, and an absence of support and assessment for new autonomous regions (Tryatmoko, 2014).

Regional growth influences public service governance, especially on conflicts of interest, adherence to service standards, and a scarcity of qualified personnel. Recently formed regions frequently encounter difficulties in delivering sufficient public services owing to insufficient administrative and infrastructural readiness (Ombudsman of the Republic of Indonesia, 2022). Consequently, regional expansion necessitates meticulous planning and consideration of governance and public service preparedness.

A thorough assessment of regional expansion policies is needed to resolve these difficulties. This assessment must include economic factors, regional potential, socio-cultural dimensions, socio-political elements, population size, and geographical area to guarantee that expansion yields new autonomous regions while sustainably enhancing public welfare (National Legal Development Agency, 2021). A structured and data-driven approach can render regional expansion an effective policy tool for equitable development and enhancement of public welfare in Indonesia.

### ***The Dynamics of Regional Expansion Policy from the Perspective of Policy Innovation: Between Regional Readiness and Equitable Development***

Public policy innovation entails the formulation and execution of novel, inventive, and imaginative solutions to diverse challenges within public policy. Public policy innovation refers to the methodology by which public institutions develop standard operating procedures and novel policy frameworks to tackle diverse public policy challenges. The main objective is to rejuvenate public administration and enhance the efficacy and efficiency of resource utilization (Sururi 2017; Panarangi 2019). Consequently, public policy innovation is an essential technique for enhancing governmental efficacy and tackling diverse public policy challenges. Innovation in public

policy is essential for tackling social difficulties, refining policy initiatives, and augmenting the overall efficacy of public services. Innovation integrates technical advancements, user-centric design, and evidence-based decision-making to attain enhanced service delivery and sustainable development objectives (Hayat 2024; Heinelt 2022; Ohoiwutun and Zacharias 2024).

Public policy innovation is essential for regional growth since it improves innovative capability and fosters sustainable development. Public policy innovation is essential for regional growth as it bolsters regional innovation capability, fosters sustainable development, and elevates the quality of public services via new frameworks and efficient policy tools. The use of innovative frameworks like participatory governance and community involvement can substantially improve the efficacy of regional innovation policies. These methods promote active engagement in the policy-making process and facilitate the formulation of progressive policies that cater to specific community need. Efficient policy instruments are essential for optimizing the effectiveness of regional innovation policies. These instruments may encompass governance measures, financial systems, and collaborative endeavors between the public and private sectors (OECD 2011; Heinelt 2022).

Moreover, sustaining equilibrium between the central and regional administrations is essential to expedite the achievement of public welfare and reinforce national unity (Parrado & Galli, 2021). The establishment of a region as a new autonomous entity is perceived not merely as a concession from the Central Government, but also as a response to the growth demands articulated by various stakeholders within the region (Siqueira-Gay et al., 2020). Numerous studies have investigated the factors influencing the adoption of regional autonomy globally, observed in nations including China, Finland, the United Kingdom, Italy, Canada, Norway, and Mexico. Prior to analyzing the objectives of autonomy in each region of the nation, we must consider various challenges associated

with regional autonomy, particularly the implementation challenge, which can be formidable in nations with a legacy of centralized governance.

Economic and political uncertainty, stemming from the economic crisis and political instability, might affect the efficacy of regional autonomy. The economic crisis and political instability have presented considerable challenges. Moreover, social justice and cohesion are essential, as the execution of regional autonomy must emphasize these principles. In Indonesia, the objective is to guarantee that regional autonomy enhances the wellbeing of all inhabitants while honoring regional variety. Moreover, ethnic and cultural uniqueness can be recognized, as numerous autonomous territories have been designated this status to safeguard their ethnic and cultural identity. Jammu and Kashmir in India was first granted autonomy to maintain its distinct demographic and cultural identity, although this autonomy was subsequently abolished (Rosdiana, 2020). Each nation delineates its own regional autonomy, exemplified by China's regional autonomy, as a key political framework designed to handle ethnic and national concerns within the state. Ethnic Regional Autonomy is a core policy implemented by the Chinese Communist Party to address ethnic matters through the utilization of Marxism-Leninism (Abrar & Fiadi, 2020; Purba, 2020). This policy guarantees that ethnic minorities, under a cohesive governmental leadership, maintain regional autonomy in their concentrated communities.

Regional autonomy in Finland is a distinctive framework that confers specific self-governing capabilities to the Åland Islands, although the remainder of the nation functions under a decentralized yet cohesive system. Åland attained autonomy in 1920 to safeguard the Swedish language and culture. The Åland status Act of 1921, revised in 1951 and 1993, further ensured this status. Finnish regional autonomy is distinguished by the exceptional degree of autonomy afforded to the Åland Islands, which function under their own legislative framework and cultural safeguards, whereas the remainder of the

country adheres to a decentralized yet unitary governmental structure.

Regional autonomy in the United Kingdom entails the delegation of authority from the central government (Westminster) to the constituent countries and regions, characterized by diverse and evolving modalities (Bogdanor, 2009). This paradigm is asymmetrical, as Scotland, Wales, and Northern Ireland possess varying degrees of jurisdiction (Trench, 2007). The primary problem resides in the efficient exercise of authority and coordination among governmental tiers (Keating, 2017). The advancement of devolution is perceived as facilitating economic recovery and tackling local issues, therefore its future will remain a topic of political and policy discourse (McEwen, 2019; Jeffery & Schakel, 2013).

Italy's regional autonomy is a multifaceted structure that has developed over time, demonstrating the nation's dedication to safeguarding regional variety while upholding national cohesion. Five regions are classified as autonomous: Sicily, Sardinia, Trentino-Alto Adige/Südtirol, Aosta Valley, and Friuli-Venezia Giulia. These territories possess a unique status that confers a measure of self-governance and autonomy, enabling them to maintain and advance their specific attributes. The Calderoli law, a new regional autonomy reform, has been enacted, transferring decision-making authority in critical domains to the regions. This legislation has been criticized for potentially exacerbating regional inequality and eroding solidarity, as affluent regions can allocate greater resources to public services, but less prosperous regions may be constrained to minimal standards. Italy's regional autonomy system is intricate, with five autonomous regions with special status and others possessing varied levels of authority. Recent reforms seek to decentralize decision-making authority, although they have sparked criticism concerning potential regional disparities and their effect on solidarity (Palermo 2013; Palermo 2021).

Regional autonomy in Canada denotes the degree of self-governance and decision-making power possessed by provinces and territories within a federal framework. Provinces like Alberta and Saskatchewan



have articulated dissatisfaction with the constraints on their authority and have pursued greater autonomy (Fafard & Leblanc, 2020). The Premier of Saskatchewan has advocated for increased autonomy for his province, both in authority and identity, emulating the Quebec model (Young, 2019). Indigenous peoples in Canada possess a unique sort of autonomy, separate from provincial autonomy. The criteria for evaluating Indigenous autonomy encompass state recognition, the ability to define membership, a degree of self-governance, and access to and control over land and resources (Ladner & Tait, 2017). Regional autonomy in Canada is defined by a multifaceted distribution of authority between the federal and provincial governments, accompanied by persistent discourse and friction on the extent of provincial autonomy and the federal government's involvement (Bakvis & Skogstad, 2020).

The framework of regional autonomy in Norway consists of a three-tier system: central government, regional municipalities, and local municipalities. The Local Government Act confers authority from the state to local and regional entities, although there still a discussion regarding the extent of autonomy and the responsibilities that ought to be assigned to these levels (Baldersheim & Rose, 2010). Local and regional administrations in Norway possess differing levels of autonomy. Despite possessing considerable responsibilities, their financial and decision-making autonomy is comparatively lower than that of several other Nordic countries (Ladner, Keuffer, & Baldersheim, 2016). Local governments in Norway possess diminished financial autonomy relative to other Nordic nations (OECD, 2022). Discussions and aspirations persist on the alteration of the geographic framework at local and regional tiers through the amalgamation of municipalities into larger entities and the delegation of supplementary responsibilities to these newly formed units (Hansen, 2015). The future of democratically elected regional entities is challenging to forecast due to these alterations (Baldersheim & Bukve, 2012). Norway possesses autonomous territories, including Svalbard,

which holds a unique status as a result of the 1920 Treaty of Spitsbergen. Svalbard is regarded as fully integrated with Norway, however possesses limited sovereignty (Pedersen, 2021).

The Zapatista movement in Chiapas, Mexico, represented by the Zapatista Army of National Liberation (EZLN), has developed a distinctive model of autonomy by instituting autonomous municipalities since 1996, in reaction to the government's inability to execute the Acordos de San Andrés. This model was further enhanced in 2003 with the creation of caracoles and Juntas de Buen Gobierno (JBG) as coordination hubs for education, health, conflict resolution, and aid distribution (Stahler-Sholk, 2007; Barmeyer, 2009). This framework prioritizes community engagement, leadership rotation, and collective governance to prevent power consolidation, thereby enhancing the legitimacy and sustainability of local Zapatista authorities amid external pressures from both state and non-state entities (Stahler-Sholk, 2007; Barmeyer, 2009).

Policies regulating new autonomous areas are a crucial reference for regional expansion. Regional expansion is a constitutional prerogative of regions designed to attain equitable development and enhance public services. Nonetheless, viewpoints regarding regional expansion have emerged as a societal concern. Regional expansion is viewed as a remedy for issues, however its efficacy remains uncertain. The intricate nature of administrative and financial management, which is not aligned with the readiness of the expanding territory, complicates timely evaluations, and the oversight by all stakeholders profoundly influences the implementation of optimal policies.

The function of the augmented regional government must be fundamentally grounded in strategic directives devoid of any subjective interests. Simultaneously, the central government's function as a regulator can assess and establish explicit criteria in the formulation of proposals for new autonomous regions in Indonesia, grounded on the principles of equitable development and autonomy of these regions. The formulation

of novel policy frameworks and standard operating procedures by the central government to tackle public concerns exemplifies innovation in regional growth policy. Regional expansion may be predicated on addressing priority issues, such as ethnic and cultural conflict, inequality, and control of public services. Consequently, the development of innovations in regional growth policies will further underscore these three challenges to establish a policy innovation model.

#### IV. CONCLUSION

Innovation in public policy within the New Public Service (NPS) paradigm has emerged as a vital tool for altering contemporary governance. The NPS transitions its policy focus from simple administrative efficiency to democratic, collaborative, and community-value-driven public services. Innovation comprises not only new rules but also transformations in processes, institutions, and government-community relations, with success reliant on visionary leadership, bureaucratic ability, technological support, and public engagement. In the realm of regional expansion, policy innovation encounters a conflict between public demands for enhanced service delivery and the constrained capacity of emerging regions. Regional expansion initiatives frequently encounter political motivations and insufficient technocratic preparedness, leading to diminished fiscal autonomy and subpar public service quality. Consequently, the assessment of regional growth programs must be grounded in data, taking into account administrative and socio-economic preparedness, as well as local potential, to guarantee sustainable and equitable development. These findings illustrate the connection between public policy innovation and regional expansion, wherein innovation functions as a framework for designing regional expansion that transcends mere administration to also tackle development inequality, ethnic-cultural conflict, and deficiencies in public service governance.

Regional expansion innovation is predicated on the NPS paradigm, highlighting the connection of democratization, public engagement, and sustainable development. The recommendations include the necessity for objective, data-driven indicators to evaluate the preparedness of new autonomous regions, the adoption of e-government in these regions to enhance transparency and efficiency, and the reinforcement of collaborative frameworks between central and regional governments, enabling the central government to function as both a facilitator and supervisor, while allowing regions the autonomy to develop policies suited to local requirements. Regional growth should focus on rectifying structural challenges, including developmental disparities and restricted access to essential services, to ensure that resultant policies foster budgetary autonomy, enhance social equity, and uphold national cohesion.

#### V. ACKNOWLEDGEMENT

The author would like to send gratitude to the *Jurnal Kebijakan Pemerintahan* and to all of the people who have helped the author finish this. May a good day will always be your day.

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