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# IMPLEMENTATION OF INTEGRATED REPORTING <IR> WITHIN REGIONAL INVESTMENT INFORMATION SYSTEMS AND ACHIEVEMENT OF SUSTAINABLE DEVELOPMENT GOALS (EVIDENCE FROM REGIONAL GOVERNMENT)

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## Abstract

**Purpose:** The purpose of this research article is to assess how integrated thinking according to the integrated reporting <IR> is implemented into a regional investment information system (RIIS). To build insight in regional investment management in line with changes in the investment climate due to top-down pressure to meet sustainable development goals (SDGs). **Design/methodology/approach:** We conducted research for regional governments in Indonesia that have implemented RIIS. With used data of 115 respondents from elements of regional government, academics, business entities, NGOs of social and environmental care organizations. The measurement uses a nominal scale with a chi-square test for goodness of fit. **Findings:** The measurement results show the frequency of observation (OF) with a value of 52.5504. Then for the expected frequency (EF) with degrees of freedom (6-1) (6-1) and a significance level of 0.05, the chi-square table shows a value of 37.65. Based on the measurement results which  $OF > EF$ , this result indicated for being of corresponding between integrated thinking that fits with <IR> in RIIS. The level of <IR> relationship in RIIS in achieving SDGs information communication has a Pearson correlation coefficient of 0.2894, as a low relationship. **Originality:** This research article contributes to the growing debate on the merits of <IR> as a voluntary reporting initiative including for the local government sector, which has been adopted by other <IR> organizations as a mandatory initiative as a contemporary reporting system. **Practical implications:** Becoming an early adopter of local government <IR> reporting practices into RIIS implementation, as a fundamental way with regional strategic wisdom to achieve the SDGs in a global context.

**Keywords:** integrated thinking, integrated reporting, regional investment information system, sustainable development goals

**Type of Paper:** Explanatory research

## 1. Introduction

The importance of implementing the achievement of sustainable development goals (UN, 2017; ADB, UN, 2019, UN, 2019) through the involvement of regional governments in Indonesia as part of the global community (UNDP, 2016, 2018), is mandated in regulations (Law No. 25 of 2007; PR Number 59, 2017). Within managing public investment at various levels which involving the role of the governor in the preparation of regional action plans (RAD) with the regents/mayors in their respective regions. In RAD context, it needs an involvement by various stakeholders of the government, such as academia, NGOs, the private sector, and all levels of society to achieve the sustainable development goals (SDGs) (MNDP/NDPA, 2019). Until this time being, however, the role of regional governments

(OECD, 2014) is important to fulfill the context of global development communication in the sustainable development goals (SDGs).

Regional governments has importance to fulfill sustainable development (Law Number 11, 2020; Regulation of M of E&F, Number 1, 2021) in encouraging for sustainable regional investment. This perspective has been translated in line with the 2030 Agenda for Sustainable Development, which is defined through by the 17 SDGs with 169 related targets (UN, 2017, ADB, UN, 2019; Nechita *et al.*, 2020). Specifically, through by the investment cycle towards the integration of the SDGs, with fulfillment for accountability in addressing pressing social and environmental issues (Pineiro *et al.*, 2018). To achieve sustainable development by referring to the three main components at the economic, ecological and human levels (Duran *et al.*, 2015). The fulfillment of achievement for sustainable development policy is coherence through monitoring and reporting (Oosterhof, 2018).

Functionally, from technology side, the RIIS has been designed in accordance with the objectives of digital licensing service reform through online single submission (OSS) (CICB Regulation, Number 9 of 2017; GR Number 24 of 2018). RIIS designed to communicate and facilitate for coordination of policies and the investment sector (CICB Regulation Number 14 of 2017), in line with the national single window for investment (NSWI) system of the Indonesia Investment Promotion Center (IIPC) (CICB, 2018). Concomitantly, RIIS is also to facilitate every investor as a user to communicate investment activity report (IAR) with the fulfillment of corporate social responsibility (CSR) (Regulation of FAS, Number 51, 2017; CICB, 2021).

Until this time being, the implementation of RIIS of regional government shows the challenges in implementing RIIS towards monitoring and reporting of effective investment management towards SDGs (UN, 2017; UNCTAD, 2018). As well as the impact of social costs faced and arising from an investment (Jones, 2012; Artie, 2019), various challenges to the damage to the natural environment (Aghmiuni *et al.*, 2019; Bernal, and Netzer, 2020; UN, 2020). With fact for Indonesia, shows that the implementation of RIIS still faces challenges in the communication of domestic investment (DI) and foreign investment (FI), with updating data on the website (Kristianus, 2019; Iswan, 2019; Dani, 2019).

Normatively, role of RIIS is to facilitate regional government to communicate potential regional investment (CICB, 2017, 2019) towards achievement of sustainable development goals (Law Number 11, 2020; PR Number 59 of 2017; UN, 2017, ADB, UN, 2019). To fulfill this role of RIIS, it need approach which requires the development of organizational functions (Albrecht, 1983), by determining areas that need to be improved and implementing

changes in the organization according to a logical development plan. Through by theoretical and methodological approach (Prodanchuk *et al.*, 2021), to determine how does the regional governments can consider to use the integrated thinking that fits with organizational mechanisms in the formation for integrated reporting <IR> (IIRC, 2013, 2018, 2019). Referring to the role of this model, shows integrated thinking is the foundation or basis for integrated reporting <IR> (IFAC, 2017). Therefore, with management consideration, this model is relevance to be used in answering the question what information needs to be linked, and how information is linked in the information system for the communication of sustainable development goals (UN, 2017, ADB, UN, 2019).

A number of studies related to the role and challenge to implement <IR> were presented. In this context, Burke and Clark (2016) describe the objectives, users, and content of the <IR> framework for investors. There is a fact, that the presence of <IR> and integrated thinking determines the evolution in the way companies communicate and create value (Di Vaio *et al.*, 2020). Then, with fact from the side of information providers, that shows the importance of conceptual considerations of investment management to meet sustainable development (Alexandrov and Skvortsova, 2021). Specifically, fact from research (Hifni *et al.*, 2021) shows the implementation of integrated thinking that fits with <IR> within communication for regional investment with sustainable development in context for Indonesia.

This study was conducted to answer questions related to how efforts and resources of local governments are met to achieve the SDGs, which have not been answered in previous studies. This research was conducted within the scope of a regional investment information system (Hifni *et al.*, 2021) for regional governments' level. Which it requires support from local government leaders with strong and good infrastructure (Mutiarani & Siswanto, 2020). Therefore, this study is to assess whether in the regional government level, where RIIS has been implemented, there are aspects of integrated thinking that fits with <IR>. The benefit of this research is to show up the insight or regional wisdom of regional government policies be implemented. In line with RAD that has been declared through by the effective management for regional investment management. With the implementation of <IR> for RIIS as the most important accountability tool that can support the communication of SDGs achievement in a global context.

## 2. Literature review

Normatively, fulfillment for achievement of the SDGs through by RIIS implementation, need a normative requirement for regional governments within investment

management communications for SDGs (UN, 2017; ADB, UN, 2019). According to the ideal development model, RIIS implementation requires either in applying the normative type of SDGs information (IIRC, 2018, 2019) or in line with type of SDGs information which is formed according to the sustainability reporting criteria (Jones, 2010; GRI, 2018) or in terms of triple bottom lines (TBL) reporting (Slaper and Hall, 2011; Ratnatunga and Jones, 2012; Alrazi *et al.*, 2015). Furthermore, due to the criteria for this reporting on sustainability reporting or TBL are still within historical and evaluative point of view. Therefore, RIIS implementation for various organizations need to use SDGs information that communicates value creation over time with <IR> (Adams, 2015; IIRC, 2013, 2018, 2019).

In Table 1 describes, how does the **integrated thinking's components** fits with <IR> for RIIS development can be managed within requirements normatively.

**Table 1**  
**The integrated thinking's components fits with <IR> for RIIS development**

Integrated thinking (IT) fits with integrated reporting <IR>		RIIS development		
What information is connected and how information is connected	Content of information within RIIS: From SR/TBL towards six <IR> capitals		SDG integration throughout the investment cycle* with pillars for effective management investment** Towards strategic regional investment management communication for output of information within RIIS	
Connecting strategy	Financial/ Economic	Financial/ Economic	Coordinating a cross level of government and policies	Stewardship with corporate governance
Governance		Human	Strengthen capacities at all levels of government	Inclusive capitalism
Past performance	Social	Social	Proper framework conditions for public investment at all levels of government	SDGs and climate change
Future prospect		Manufacture	Sourcing and due diligence of screening investment to advance an SDGs	Globalization and linkages
Connecting functional department		Intellectual property right	Investment selection and structuring (analysis and verification)	Technology
	Natural/ environment	Natural/ Environment	Measuring and reporting progress made towards the SDGs	Energy and infrastructure

(Sources: WICI, 2013, OECD, 2014\*\*; UN, 2015; IIRC, 2013, 2018, 2019; GRI, 2018; Pineiro *et al.*, 2018\*)

Table 1 shows the theoretical coherence of the ideal model of implementing <IR> through RIIS to achieve the SDGs. It needs a compliance either with effective public investment criteria at all levels of government (OECD, 2014) or to meet SDG integration across the investment cycle (Pineiro *et al.*, 2018). This model can be explained through by several grand theories of the accounting field. Referring to the **agency theory, institutional theory, stakeholder theory and legitimacy theory** (Ratnatunga and Jones, 2012; Baldini *et al.*, 2018; Ara and Harani, 2020). Furthermore, from some of previous studies, also show the

fact, that there is the role of the <IR> framework towards wider capital structure in reporting, including social capital (Roger and Anna, 2015). Then, the concept of integrated thinking as cultural control becomes part of how it operates in line with <IR> (Dumay and Dai, 2017). There is evidence that show the process of creating organizational value in government organizations or other stakeholders in relation to strategies towards the SDGs (Trucco *et al.*, 2021). However, there is a fact that the lacks of a regulatory framework, as well as the nature of voluntary disclosure are obstacles in complying with the reporting aspects of the SDGs. Where aspects of SDGs reporting are the responsibility of the government as a whole, but the realization of SDGs cannot be achieved without the support of corporate organizations (Erin *et al.*, 2022). Then, empirical facts show the importance of the regulatory aspect of impact assessment (RIA) both at the central and local governments (Kurniawan *et al.*, 2018) for a policy. As well as the fact that the role of implementing <IR> in local governments requires strengthening regulations from an RIA perspective (Hifni *et al.*, 2022).

Based on the theoretical role either referring to the rhetorical component theory of integrated thinking that fits with <IR> (WICI, 2013, IIRC, 2013; IFAC, 2017), or with the phenomenon of previous research showing that there are no uniform conclusion about the implementation of <IR> to report SDGs aspect. This is as the basis for determining the proposed research hypothesis, namely: (i) H0.1: There is no difference in the achievement of sustainable development goals through communication by RIIS with the suitability of integrated thinking that fit with the implementation of <IR>; (ii) H0.2: There is no relationship in achieving sustainable development goals through communication by RIIS with the suitability of integrated thinking that fit with the implementation of <IR>.

### 3. Research Method

The design of this research is explanatory research that explores why something happens when the available information is limited. This research can help to increase the understanding of a particular topic, ascertain how or why certain phenomena occur, and predict future events. Use the application of independent variables towards the dependent variable, by assessing the level of closeness of the relationship between research variables (Creswell and Creswell, 2018).

#### 3.1. Sample and Unit of Analysis

The research samples are the provider of RIIS of regional government entities, and stakeholders of RIIS as users outside the regional government (Luder, 1992). The number of 115 sample units meets the requirements (Hair *et al.*, 2006) for data analysis. The results of the collection of sample units for the unit of analysis consist of: Academics (57), NGOs (4), Business entities (18), and Regional government work units (Provincial, District/City) (36). With

6 respondents also act as interviewees providing input related to research aspects (Table 3). The unit of research analysis are the indicator elements or dimensions within indicator items from variables from the proposition of the rhetorical component of integrated thinking that fits with <IR> towards communication of information for SDGs (Table 2).

### 3.2. Variable and Measurement

In Table 2, describes six indicators of two variables, and measurements approach that used in research.

Table 2  
Variables and indicators with measurement approach

Variables	Indicators	Measurement
Implementation of <IR>	X.1. Implementation of connecting strategy ( IIRC, 2013; WICI, 2013; IFAC, 2017)	Nominal
	X.2. Implementation of governance (IIRC, 2013; WICI, 2013; IFAC, 2017).	Nominal
	X3. Implementation of past performance: (IIRC, 2013; WICI, 2013; IFAC, 2017)	Nominal
	X4: Implementation of future prospect information (IIRC, 2013; WICI, 2013; IFAC, 2017).	Nominal
	X5: Implementation of connecting functional department (IIRC, 2013; WICI, 2013; IFAC, 2017)	Nominal
Information for SDGs (Y)	Y. Information of sustainable development goals (SDGs) (IIRC, 2013, 2018, UN, 2017; 2019; ADB, UN, 2019)	Nominal

(Source, referring to the references, 2022)

The measurement of each indicator item from 6 indicators for the independent variable and the dependent variable is measured by a nominal scale. Each indicator item is measured using a dummy variable with a nominal scale. Where for each indicator item that is fulfilled in the implementation or the respondent accepts the role in the indicator item is given a score of 1. Meanwhile for the indicator item that is not in implementation or the respondent does not assess the role of the indicator item is given a value 0.

### 3.3. Data collection

Data were collected by survey with designing questionnaires used nominal scale. The main data source is from the delivery of questionnaires to respondents directly, and by using Google forms to reach respondents who live far from the research subject. The research process also used interviews approach with involved interviewing within semi-structured interviews (George, 2022), as are a mix of structured and unstructured interviews. As states in Table 3, shows for interviewees which represent a diverse cross section of regional government management across different functional departments. For whom has relationship with management policy supporting for developing <IR> and who are potentially impacted by integrated thinking.

Table 3  
Summary of interviewees with related their position

Pseudonym	Position	2022
B1	Regional secretary of general administration	
B2	Head of regional investment office	

B3	Head of economics and development	
B4	Head of legal section of the regional secretariat	
B5	Regional inspectorate	
B6	Provincial council secretariat	

(Source: according to the results of semi-structured interviews, 2022)

In Table 3 some of the position descriptions given are generic because of the need to maintain the confidentiality and anonymity of participants as resource persons. Interviews were written and developed referring to the organizational development model as the content of the interview, consisting of strategic, social, technical, administrative (Albrecht, 1983). To provide insight into the extent to which local government entities are prepared through theoretical implementation in the theory of implementation of the reach, effectiveness, adoption, implementation, maintenance (RE-AIM) stages (Nilsen, 2015) for RIIS.

### 3.4. Data Analysis

The data analysis method uses a non-parametric statistical technique with the chi-square goodness of fit test or chi-square test for independence and assessing the relationship referring to the C-contingency value (Conover, 1980; Howell, 2011). For the hypothesis testing (H01) is calculated by comparing between the frequency of observation (OF) and the expected frequency (EF). Then, for testing of the (H02) used the C-contingency value, with formula  $C = \sqrt{X02 / (N + X02)}$ , (Conover, 1980).

## 4. Result and Discussion

In this section, the results of the measurement of indicator items, hypothesis testing, and discussion of results related to the major theories of the accounting field and theoretical aspects of the empirical facts of related research are presented. First, with the results of the measurement of each of indicator items from each of six indicators or research dimensions of variables are presented in the following Table 4 and Table 5.

Table 4

Scorekeeping information of item indicators from integrated thinking (IT) fits with <IR>

Indicators and item of indicators	Appearance frequency	Percentage of sample
(X1) Implementation of connecting strategy:		
Information on business opportunities and risks	113	98%
external business information	104	90%
financial and non-financial information	111	96%
Information to create long term value	114	99%
Information supported leadership in reporting	111	96%
Role of complete information on six capital <IR>.	111	96%
(X2) Implementation of governance:		
Organizational governance structure capacity	110	95%
Capacity to meet the needs of the organization's stakeholders	109	94%
Interests and expectations for long-term goals	112	97%
Strategy through information technology to share information	112	97%
Monitoring in informing business decisions	107	93%

Means of training and involvement of organizational members.	107	93%
(X3) Implementation of past performance:		
Communication on past investment data	110	95%
Conformity of past performance indicators with current conditions	107	93%
Information on evaluation of social, economic and environmental aspects	110	95%
Reporting on past financial performance related to investments	103	89%
The suitability of information within six capital of <IR>	109	94%
Credibility of information within the information communicated.	113	98%
(X4) Implementation of future prospect information:		
Information for future performance	107	93%
Relevance of indicators of future performance needs	109	94%
Resource information within stewardship of management	113	98%
Information on risks and opportunities with business value creation	112	97%
Fulfillment of complete investment projection information	107	93%
Investment information with sensitivity analysis.	107	93%
(X5) Implementation of connecting functional department:		
The overall relationship role for all functions/work units	110	95%
socialization in overcoming internal barriers to work functions	107	93%
Monitor and manage information to be communicated	109	94%
Access to information communication in time relevance	111	96%
Information systems strategy with integrated information technology	111	96%
Information technology to support the implementation of RIIS.	112	97%

(Sources, source from data scorekeeping, WICI (2013), IIRC (2013), IFAC (2017)

As states in <sup>7</sup> Table 4, shows the measurement results of the perception of the RIIS provider, namely the regional government within change the behavior of integrated thinking that fits with <IR> within RIIS implementation. Then, it shows the perception from users or stakeholders referring to the change of the expectation for implementation for <IR> within RIIS. This perspective were performed either from business entities or from stakeholders that including academics, NGOs on their perspective for implementation of RIIS for the SDGs.

Table 5  
Item indicators of achievement of sustainable development goals

Indicator and item of indicators	Appearance frequency	% of sample
(Y) Information of sustainable development goals (SDGs),		
Reporting information related to SDGs	111	96%
Reporting on sustainability information within the aspect of capital <IR>	107	93%
Reporting of sustainability information of business processes to meet accountability	110	95%
Governance for the sustainable development of the entity,	108	93%
Information technology adjustment in the long term,	114	99%
Implementation of effective RIIS for SDGs	113	98%

(Sources, source from data scorekeeping, IIRC (2013, 2018, 2019); UN (2017); ADB, UN, (2019)

According to the measurement results that presented in Table 5, it shows the perceptions of RIIS providers and either users or stakeholders in fulfilling silos to engage' with integrated reporting dimensions. Shows the unit of analysis in an <IR> implementation perspective to consider <sup>1</sup> what information is connected, and how the information is connected. It provides for a complete list of five indicators with 30 items of indicator towards forms and processes in reporting SDGs information (WICI, 2013, IIRC, 2013; IFAC, 2017).

Based on the results of scorekeeping information on the indicator items from integrated thinking (IT) that fit with <IR>, and with the indicator items for achieving sustainable development goals (Table 4 and Table 5). Then, it becomes the basis for determining Table 6 for observation frequency (OF) and expectation frequency (EF), and Table 7 for Contingency & chi square observation. The results of the analysis of the frequency of observations are classified based on the correspondence between each component of integrated thinking that fits with <IR>. The measurement results was classified into the following criteria: very suitable (score 6), appropriate (score 5), quite suitable (score 4), less suitable (score 3), not suitable (score 2), and very not suitable (score 1).

**Table 6**  
Observation frequency (OF) and expectation frequency (EF)

Variables	CS	G	PP	FP	CD	SDGs	Amount
The rhetorical components of integrated thinking fits with <IR>							
Very rhetorical component IT & IR : Score 6 (OF)	99	96	91	97	97	101	480
EF	96	96	96	96	96	96	
Rhetorical component IT & IR: Score 5 (OF)	10	13	15	7	11	8	56
EF	11.2	11.2	11.2	11.2	11.2	11.2	
Rhetorical enough: Score 4 (OF)	4	3	5	7	4	2	23
EF	4.6	4.6	4.6	4.6	4.6	4.6	
Less rhetorical: Score 3 (OF)	0	2	3	2	2	4	9
EF	1.8	1.8	1.8	1.8	1.8	1.8	
Very less rhetorical: Score 2 (OF)	2	1	1	2	0	0	6
EF	1.2	1.2	1.2	1.2	1.2	1.2	
Not rhetorical: Score 1 (OF)	0	1	0	0	1	0	2
EF	0.4	0.4	0.4	0.4	0.4	0.4	
Amount	115	115	115	115	115	115	575

(Source: from Table 4 and Table 5, 2022)

**Table 7**  
Contingency & chi square observation

Variables	CS	G	PP	FP	CD	SDGs	Amount
	3	0	-5	1	1	5	
	9	0	25	1	1	25	
Xo Observation	0.0936	0	0.2604	0.0104	0.0104	0.2604	0.6354
	-1.2	1.8	3.8	-4.2	-0.2	-3.2	
	1.44	3.24	14.44	17.64	0.04	10.24	
Xo Observation	0.1286	0.2893	1.2893	1.575	0.0036	0.9143	4.2
	-0.6	-1.6	0.4	2.4	-0.6	12.4	
	0.36	2.56	0.16	5.76	0.36	153.76	
Xo Observation	0.0783	0.5565	0.0348	1.2522	0.0783	33.4261	35.4261
	-1.8	0.2	1.2	0.2	0.2	2.2	
	3.24	0.04	1.44	0.04	0.04	4.84	
Xo Observation	1.8	0.0222	0.8	0.0222	0.0222	2.6889	5.3556
	0.8	-0.2	-0.2	0.8	-1.2	-1.2	
	0.64	0.04	0.04	0.64	1.44	1.44	
Xo Observation	0.5333	0.0333	0.0333	0.5333	1.2	1.2	3.5333

	-0.4	0.6	-0.4	-0.4	0.6	-0.4	
	0.16	0.36	0.16	0.16	0.36	0.16	
	0.4	0.9	0.4	0.4	0.9	0.4	3.4
Xo Observation							52.5504

(Source: from Table 6, 2022)

<sup>11</sup> Based on the measurement results in Table 6 and Table 7, it becomes the basis for testing the hypothesis for the internal difference test (H01), and for the internal relationship test (H02) was carried out using the chi-square test for goodness of fit.

As states in Table 6, shows the result of the measurement of observation frequency (OF) that reaches a value of 52.5504. Then, for the measurement of expected frequency (EF) which is determined by referring to the degrees of freedom of rows and columns (6-1) (6-1) with a significant level of 0.05, be found the frequency value in the chi square table is 37.65. Based on the comparison between X2 observation 52.5504 which is greater than X2 Table 37.65, this means that H01 can be rejected, at the chi-square significance value < 0.05. The result of testing of this hypothesis indicates that there are differences in the achievement of sustainable development goals (IIRC, 2018, 2019; UN, 2017; ADB, UN, 2019), because of RIIS implementation with suitability of integrated thinking that fits with the <IR> (WICI, 2013; Di Vaio *et al.*, 2020; IFAC, 2017).

In testing for the second hypothesis (H02), namely to assess level of relationship between variables, is based the different test result of (H01), by calculating the value of the Pearson contingent coefficient  $C = \sqrt{52.5504 / (575 + 52.5504)}$  which is obtained 0.2894. Referring to the Guilford's empirical rule, it shows that C-contingency value is a bounded association coefficient between 0<1, where 0= no association / relationship, and 1 =perfect association / relationship. With the result contingency coefficient 0.2894, it can be expressed as low relationship, definite but small relationship (Engelbrecht, 2002). This result indicate that there is low relationship in achieving SDGs through communication of RIIS because of the suitability of integrated thinking that fit with the implementation of <IR>.

Referring to the results, however, based on the macro perspectives show there are major roles of accounting grand theory in explaining phenomena of management investment towards accountability with communication of SDGs information. Such with legitimacy theory which requires the existence of an implicit for social contract between organization and society, as well as for what stakeholder theory states for organization engage in CSR. Such stakeholder theory describes postulates that an organization or company should not only pay attention towards the proprietors of firm and profitability but also take care of the society, environment and the economy in which it functions (Ratnatunga and Jones, 2012). It provides insight into resource

constraints in the context of investment offerings through by regional government as agent (agency theory) of development for investor referring to institutional theory. Then, with stewardship theory which has the basic assumption of <sup>6</sup> **underpinned with dimension of behavior, a perfect steward, psychological mechanism and sociological factors such as organizational culture and situational mechanism** (Ara and Harani, 2020).

The results of this study are explained to be in harmony with empirical facts (Roger and Anna, 2015, Dumay and Dai, 2017; Trucco *et al.*, 2021), but have a different perspective with empirical facts from (Erin *et al.*, 2022). Due to the fact that <IR> implementation is relevant it becomes a reporting framework that creates value over time (Adams, 2015; IIRC, 2013, 2018, <sup>7</sup> **2019**). The results of this study indicate the need for RIA within institutionalizing RIIS in regional governments (Kurniawan *et al.*, 2018; Hifni *et al.*, 2022).

The perspective of implementing <IR> in RIIS for the achievement of SDGs according to research results, is reiterated in the perspective of management insight through organizational development (Albrecht, 1983; Prodanchuk *et al.*, 2021). Strategically, socially, administratively and technically development, this becomes the basis for strengthening implementation theory (Nilsen, 2015) in the RIIS implementation stage. Strategically implementing RIIS, related to the existence of superior commodity maps in the relevant area to become information content in RIIS, supported by optimal regulations with the role of sectorial associations, as well as communication support between work units and the role of the existing website (B2 ). Because in terms of information technology, local governments can simultaneously access and integrate with the RIIS design which has been managed by the Capital Investment Coordinating Board (CICB), through the Provincial, Regency/City Investment Office ([www.regionalinvestment.bkpm.go.id](http://www.regionalinvestment.bkpm.go.id)). This fact is in line with the insights of decision makers and policy makers in the region who in this case. As describes that there in supporting through the role of RIIS in policy making for decision making, with the support of big data and cloud computing, support for administration and governance based on rules, social relations and information technology that bring closer relationships with stakeholders (B1).

Achieving the implementation of RIIS requires effectiveness that is in line with the objectives of implementing <IR> (Nilsen, 2015) in communicating aspects of the SDGs. This is to be able to maintain fair service between all potential investors, including the fulfillment of partnerships from investors with small and medium enterprises in the region. Focus on investment for leading sectors that remain environmentally friendly in the area where the investment is made (B3). For this reason, it is necessary to develop an administrative system through the effectiveness and optimization of regulations related to investment management. As

stated, local governments have an interest in complying with regulatory consistency in investment management in the regions (provinces/districts/cities), related to central government regulations in the investment sector (B6). This insight is in line with the perspective of the head of the legal section of the regional secretariat about the importance of compliance in meeting compliance at the regulatory level from the central government to the regional level. With fulfilling effective regulations for local governments by implementing norms, criteria, standards, procedures that facilitate and support the investment climate in the regions (B4). Within an effort to maintain harmonious relations in investment management services, it is necessary to focus on controlling through the role of the Regency Inspectorate. This task force has an internal control role over the leading sector that manages RIIS, namely internal supervision, evaluation and monitoring of RIIS implementation for foreign investment and domestic investment (B5).

## 5. Conclusion

In this section, the conclusions of the research are presented at three levels. The first is related to the results of the study with the objectives and benefits of this research. The second is a description of empirical facts related to the results of testing in research. The third is how the implications of this research become part of the continuation of further research.

First, the results of this study provide evidence regarding the objectives and benefits of the research. Provide empirical facts that integrated thinking provides the basis for implementing <IR> in RIIS communicating SDGs information. The facts of the results of this study provide insight into the role of aspects of organizational development (strategic, administrative, social and technical) that support the implementation of <IR> in RIIS. Facilitate local governments as RIIS providers and RIIS users to communicate SDGS information from local investment management. With SDGs information that provides value creation over time in a global perspective.

Second, the fact that the research results show the dimension of 'integrated thinking' which has five indicators can fulfill the 'silos to engagement' with the implementation of <IR> in RIIS. It consist of (i) connecting strategy as an elaboration of the guiding principles in strategic focus and information connectivity, (ii) aspects of governance in answering questions about how the governance structure is structured. organizational governance supports the ability to create value in the short, medium and long term from <IRF> content elements (IIRC, 2013), (iii) fulfillment of past performance information communication by linking time horizons, to stay focused on historical performance, (iv) consistent presentation of information related to opportunities, risks, and future strategies. Then, research fact indicated that there was a roadmap as a basis for the

future of organizations managing regional investments. Fact to decide how departmental functional relationships (WICI, 2013) in SDGs information communication (IIRC, 2018, 2019) which role of a real effect on <IR> implementation (WICI, 2013).

Third, this research is part of previous research in communicating the implementation of <IR>, SDGs and the role of regional investment information systems nationally. Therefore, for the results of this research that synthesizes the implementation of <IR> in RIIS at the district/city government level imply need to undertake further studies for the implementation of RIIS at the provincial level. Based on the result, however, next research be considered to use a clear regulatory role approach with Regulatory Impact Assessment (RIA). Due to the province level has role as the supervisor of the administration of autonomous regency/city in Indonesia.

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