BUREAUCRATIC REFORM IN INDONESIA: DEVELOPMENTS, STRATEGIES, AND FUTURE AGENDA

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Keywords:	**Abstrak**
Bureaucratic Reform, SPBE, SAKIP, Digitalization, Service Public,	*Bureaucratic reform is a transformational agenda that is directed For building governance effective, efficient, transparent, and accountable government. This article serve review comprehensive about development bureaucratic reform policies in Indonesia since the Grand Design of Bureaucratic Reform 2010–2025 until initiative important like System Government Electronic Based (SPBE), System Agency Performance Accountability Government (SAKIP), and the Integrity Zone program. With approach studies literature, documents policy and analysis policy, research This map achievements, obstacles implementation, as well as strategies to accelerate reform. The results of the study show existence progress significant in digitalization service, repair accountability performance, and initiation anti-corruption ; however obstacle structural and cultural — such as resistance change, disparity inter-regional human resource capacity, fragmentation regulations and limitations infrastructure — still become barrier main. Article closes with recommendation policy operational and strategic focused on strengthening leadership, transformation culture organization, priorities development human resource capacity, data interoperability, and mechanisms ongoing evaluation.*

INTRODUCTION

Bureaucratic reform has become a central agenda in development administration public in Indonesia since the post-reform era. The reform clause does not solely demand repair procedural, but also changes culture, renewal institutions and transformation technology information that allows government more responsive to need public. The determination of the Grand Design of Bureaucratic Reform 2010–2025 provides framework strategic and reference policy for ministries / institutions (K/L) and government region (local government) for implementing the change agenda in term long.

As time goes by time, the reform agenda adapts with challenge new like need digitalization services (SPBE), improvement accountability performance (SAKIP), and improvement integrity through the Integrity Zone program. However, the differences level adoption and achievement between work units make implementation of reforms is of a nature heterogeneous (Indonesia, 2018). With background this article This aim to : (1) map development bureaucratic reform policies and practices in Indonesia; (2) evaluating achievements and obstacles implementative ; and (3) formulate recommendation concrete and operational policies For accelerate reforms towards governance better governance Good.

LITERATURE REVIEW
The Concept of Bureaucratic Reform
Bureaucratic reform refers to a series of change policies, structural, technical, and cultural aspects aimed at For increase performance agency government. Gaebler, (1993) proposed a reinventing government paradigm that emphasizes entrepreneurial government, customer-oriented services, and decentralization authority. In the study administration public, bureaucratic reform often associated with a prominent New Public Management (NPM) agenda efficiency, accountability, and measurement performance.

Different with NPM focusing on market mechanisms and management performance, the New Public Service approach emphasizes service public as practice democratic : serving citizens, not just control. Both approach This influence directions and tools reform policies— including measurement performance (SAKIP), digitalization services (SPBE), as well as mechanism participation public.

Framework Theoretical Change Organization
Change model organization classic as Lewin, (1951) offers framework conceptual For understand dynamics change bureaucracy. Unfreeze demands release old habits and building awareness on need change ; change refers to implementation intervention — good technical and behavior ; while refreeze is phase consolidation practice new to be part culture organization.

In addition, institutionalism theory emphasizes role environment, norms, and pressure institutional (mimetic, coercive, normative) in push or hinder adoption practice new. In the Indonesian context, the pressure coercive can appear from regulations center (Presidential Decree, Ministerial Decree), mimetic through example success agency certain, and professional norms through association or network bureaucracy (Prassida & Rifky, 2023).

Indicator Reform Assessment
Reform assessments are usually covers five areas: institutional, governance, resources Power human, supervision, and service public. The Bureaucratic Reform Index, SAKIP score, and SPBE index are indicator main ones used by authorities national For evaluate achievement of reform at the K/L and Pemda levels (Nugroho et al., 2021).

RESEARCH METHODS
Approach study This is studies literature and analysis policy. Data sources consist of from document policy official (Regulation) President, Ministerial Regulation, Bureaucratic Reform Road Map), report evaluation (SPBE evaluation, SAKIP report,

report RB index), publication academic and study relevant cases. Analysis done in a way descriptive-critical with steps : identification source, synthesis findings, and withdrawals conclusion as well as recommendation based evidence. Focus study directed at the period 2010–2025 policy for catch evolution design policies and their implementation.

RESULTS AND DISCUSSION
Results
Results section serve findings from study literature and documents organized policies become four sub- sections : (1) development policy ; (2) achievements main ; (3) obstacles implementation ; and (4) indicators performance.

Development Bureaucratic Reform Policy 2010–2025
The Grand Design of Bureaucratic Reform 2010–2025 stipulates vision and 8 areas of change that are the national pillars (Nurhadi, 2023). As time goes by time, policy This operationalized through the Road Map, Presidential Decree on SPBE, library SAKIP regulations, as well as guidelines evaluation and indicators implementation prepared by the Ministry of PANRB (Wahyudi & Putri, 2025). Transforming reform from just arrangement procedure going to approach holistic that integrates digitalization, management performance and integrity institutional.

Key Achievements
1. Digitalization Public Services (SPBE): Many Ministries/Institutions and Regional Governments develop online service portals, systems online licensing (e.g. OSS), as well as application complaint public that increases accessibility services. Digitalization shorten process time, reducing contact directly, and provide digital footprint for compliance.
2. Improvement Performance Accountability (SAKIP): The implementation of SAKIP encourages planning based results (RBM), compilation indicator better performance clear, and more connected Good between budget and goals strategic. A number of agency show improvement quality report performance and earnings predicate in SAKIP evaluation.
3. Integrity Zone and Anti- Corruption Program : Integrity Zone Program push formation of a tested work unit For prevent corruption as well as increase quality services. WBK/WBBM certification provides incentive reputational for work units.
4. Improvement Focus on Public Service : Measurement satisfaction users services and feedback mechanisms in place perspective inhabitant as center repair service.

Obstacle Implementation
1. Cultural Resistance and Leadership : Many work units show resistance to change, good Because pattern patronage, fear to losing the comfort zone, as well as lack visionary leadership.
2. The gap Human Resources Capacity : Specialization digital competence and management performance Not yet evenly distributed. Remote areas and agencies small often lack source Power adequate human beings.
3. Fragmentation Policy and Coordination : Overlapping overlap regulation, lack of standard consistent national, as well as weak horizontal coordination hinder implementation cross-sector.

4. Limitations ICT Infrastructure : Connectivity, security cyber, and data management becomes problem critical, especially in areas that have not been get investment infrastructure adequate.
5. Suboptimal Monitoring and Evaluation : Even though there is mechanism evaluation, action carry on to recommendation evaluation often slow, and data integration between evaluations Not yet fully achieved.

Indicators : SAKIP, SPBE, and RB Index

Evaluation of SAKIP, SPBE, and RB Index provides description quantitative related development. Improvement scores on several agency show results positive, but diversity score inter-agency signify existence inequality implementation that requires intervention focused.

Discussion

This section interpret findings in framework theoretical and practical policy.

Reform as a Systemic Process

Findings show that bureaucratic reform No can reduced become project technical solely. He is a systemic process that involves change regulation, shift culture organization, strengthening capabilities, and formation supportive incentives. Lewin's model emphasizes the need for a strong "unfreeze" strategy — for example campaign internal communications and policies incentives —for resistance can pressed.

Leadership Role

Leadership transformational own role important in driving reform. Leaders who provide example, allocate source power, and prioritizing reforms in the strategic agenda agency own opportunity more big For reach change substantive.

Technology : Enabler but Not a Single Solution

SPBE accelerates efficiency and transparency, but without investment in human- centered design and data security, technology Can fail fulfil objective inclusive. The implementation of SPBE must followed strengthening digital literacy, training programs, as well as policy data protection.

Central-Regional Synergy

Successful reforms at the level center need accompanied by mechanism transmission practice Good to area. Secondment, cross-learning, and incentive programs based performance inter-regional can speed up adoption.

Integrity and Public Trust

Integrity Zone and anti- corruption initiatives own impact positive impact on the work unit's reputation. However, the assessment impact must done in a way empirical For ensure that WBK/WBBM predicate contributes to reduction practice corrupt and increasing quality service.

Recommendation Policy

Based on findings and analysis, as follows recommendations that are practical and can implemented :

1. Strengthening Leadership and Accountability

- Enter indicators reform achievements to in evaluation performance leadership (leadership KPI); link incentives and sanctions to achievement indicator the.
- Develop training programs leadership transformational that focuses on change management.

2. Transformation Strategy Culture Organization
- Design a comprehensive change management program : campaign internal communication, training cross -level coaching for leadership medium, and sharing forum practice Good.
- Integrate mark integrity and service to in the recruitment, promotion and assessment process performance.

3. Improvement Human Resources Capacity
- Develop a management program talent national priority area left behind, including scholarships, training digital certification, and inter-institutional rotation /secondment programs.
- Provide guide technical and toolkit implementation of SPBE and SAKIP which can customized for Local government small.

4. Acceleration Digital Transformation and Data Interoperability
- Speed up implementation of One Data Indonesia in the environment government For reduce data silos.
- Invest ICT infrastructure in the region left behind and improve capacity security cyber.
- Apply principle design service user - centered design and testing service via pilot before scale national.

5. Strengthening Mechanism Evaluation and Action Carry on
- Integrate results evaluation of SPBE, SAKIP, and RB Index in one monitoring dashboard centralized For analysis cross-theme.
- Set mechanism supervision action carry on recommendation evaluation with deadline time and reporting public.

6. Collaboration and Public Participation
- Get involved public civil, academic, and sector private in service co-design public, social audit, and evaluation impact policy.
- Develop channel easy complaints accessible and guaranteed mechanism transparent response.

Research Agenda Advanced
For support formulation more policies based evidence, research advanced required in the following areas :
1. Evaluation empirical the impact of SPBE on access services in remote areas.
2. Comparative study effectiveness of the Integrity Zone program in lower practice corruption in service units public.
3. Cost-benefit analysis of SPBE investment on a large scale regional versus central.
4. Sociotechnical studies related risk privacy and data security in implementation of SPBE.
5. Study action research related to effective change management strategies in the context of Indonesian bureaucracy.

CONCLUSION
Bureaucratic reform in Indonesia has take notes various progress, especially in field digitalization services and strengthening accountability performance. However, the complexity obstacles —which are of a nature cultural, structural, and technical — demands a more strategic holistic and sustainable. Key Acceleration of reform lies in strong leadership, investment For improvement human resource capacity,

transformation culture organization, data interoperability, and mechanism evaluation and enforcement action consistent continuation. Reform is not objective moment but rather a long process that requires commitment cross governance, multi- stakeholder collaboration, and learning sustainable.

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