

Conference Paper

Collaborative Strategy in Corruption Prevention and Enforcement in Indonesia

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Abstract.

Corruption, as an extraordinary crime, cannot be eradicated by a single party alone. Presidential Regulation No. 54 of 2018 concerning the National Strategy for Prevention of Corruption (Stranas-PK), is an integrated effort by the government to combat corruption in Indonesia. This study is descriptive, using literature to determine how the implementation of Stranas-PK is viewed from the perspective of collaborative governance, using the theory proposed by Emerson & Nabatchi (2015). The results of the analysis show that the implementation of the National Strategy-PK has begun to demonstrate the existence of collaborative governance in some action implementations. However, based on the National Secretariat-PK report and findings from several studies, several obstacles that need to be addressed have been identified. These include: (1) The adjustment of the legal framework, (2) The fulfillment of quality and capacity of resources, (3) The establishment of a model for civil society participation, (4) Increased involvement of non-government actors, (5) Enhanced engagement of K/L/PD (ministries, institutions, and regional governments), and (6) The measurement of the impact of implementation.

Keywords: anti-corruption, collaborative governance, local government information system, national anti-corruption strategy, corruption prevention

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1. Introduction

Corruption has been agreed upon by the international community as an extraordinary crime that has a systemic impact on the lives of the wider community. Corruption is one of the "wicked problems" faced by many countries regarding social problems that are complex, complicated and rooted in the political, cultural and environmental arenas [1]. The United Nations declared a movement against corruption through the United Nations Convention against Corruption (UNCAC) in December 2003 in Mexico [2]. Indonesia became one of the countries that declared its commitment to ratify UNCAC (Law of the Republic of Indonesia Number 7 of 2006 concerning Ratification of the United Nations Convention Against Corruption, 2003.

Furthermore, the party to the Convention must carry out a series of provisions in carrying out efforts to fight corruption, both in terms of prevention and prosecution, and

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are committed to eradicating corruption through the establishment of the Anti Corruption Agency (ACA) as the spearhead of eradicating corruption in member countries. In Indonesia, komisi pemberantasan korupsi (KPK) was established.

In Indonesia, corruption still seems to be a serious issue that is difficult for the government to anticipate. Based on data from the Corruption Perception Index (Corruption Perception Index / CPI) for 2022, Indonesia received a score of 34, with a rating of 110 out of 180 countries (Figure 1). This score fell by four points from the previous year and was Indonesia's lowest since 2015. The decline in Indonesia's CPI score shows that we still need to make improvements to the law enforcement of corruption crimes in this country.



Figure 1: (Data Transparency international 31 January 2023).

The eradication of corruption cannot be borne by only one party or agency. The strategy for taking action against and preventing massive corruption is to use collaborative governance [3] [4].

Indonesia has had a national strategy to eradicate corruption both in President Jokowi's period and even in the previous period, but has not been able to significantly reduce corruption cases. According to the National Development Planning Agency [5], in its evaluation report on the implementation of Stranas-PK for the previous period, coordination with stakeholders, both Central and Regional, did not run optimally. In addition, the concept of eradicating corruption has not been clearly translated into actions and achievement targets, so that the ministry/ministry's programs and action plans Institutions/Local Governments originate from the proposals of each K/L/PD.

Jasper [6] stated that the Stranas-PK actions were not in sync with the corruption eradication program at Ministries/Institutions/Regional Governments and the lack of involvement of civil society in preparing, monitoring, and evaluating the action program.

Based on the background of the problem in the introduction, the research question is "What is the collaborative strategy in preventing and prosecuting corruption in Indonesia?"

2. Theoretical Framework

2.1. Collaborative Strategy in Combating Corruption

In dealing with public problems, it is often not finished by relying only on one party. Within its limitations, the government needs to involve non-governmental organizations, such as the private sector and civil society, which are members of NGO/NGO organizations or other forms. Therefore, joint work (cooperation) at a higher level requires collaboration (collaboration). Collaboration has become an object of research in various sectors and disciplines to solve various problems, such as sociology, psychology, marketing, and management [7].

In the phrase collaborative governance, the word governance, according to Stoker [8] is a decision selection mechanism that involves the system within an organization and is not limited to individual involvement. Governance is also a policy-making process involving government actors, the private sector, and society, from formulation to implementation of policies [9]. One success of government implementation that applies the principles of collaborative governance is determined by the public's trust in the government.

According to Emerson et al. [10], trust is one of the elements of collaborative dynamics in the form of shared motivation in building collaborative governance. Trust can be built through transparency in governance, which manifests through information disclosure.

The definition of collaboration revealed by Kramer [11] is a thinking process in which actors and stakeholders see the different dimensions of a problem faced and obtain solutions from these differences. Furthermore, successful collaboration is based on reciprocity or interdependence between stakeholders in terms of resources, knowledge, and finance, which are synergized to solve problems that cannot be solved by one organization/party alone and the existence of a shared belief/common purpose, which is a commitment [12].

A very popular definition by Ansell and Gash [13] states that collaborative governance is as follows:

“A governing arrangement where one or more public agencies directly engage non-state stakeholders in a collective decision making process that is formal, consensus oriented, and deliberative and that aims to make or implement public policy or manage public programs or assets.”

This definition can be formulated into several important keywords: (1) formation of places/entities that become media for public institutions/institutions and the actors in them; (2) participants who are part of the group include participants from non-government actors; (3) participants are directly involved to take part in making and playing a role in decision-making, not only as a place for consultation; (4) forums/forums are formally managed and hold regular and structured meetings; (5) the purpose of the forum is to reach a consensus; and (6) collaboration focuses on public policy.

Emerson et al. [10] argued that collaborative actions must have drivers to facilitate cooperation between parties. Additionally, there is a need for a context system driven by drivers to ensure that the collaboration process runs to form a collaborative dynamic.

The collaborative governance model of Emerson and Nabatchi [14] was developed in 2015. The improvement made was to revise the framework, which was built in a box shape that is identical with rigidity and hierarchical to an oval circle (ellips), as shown in Figure 2.

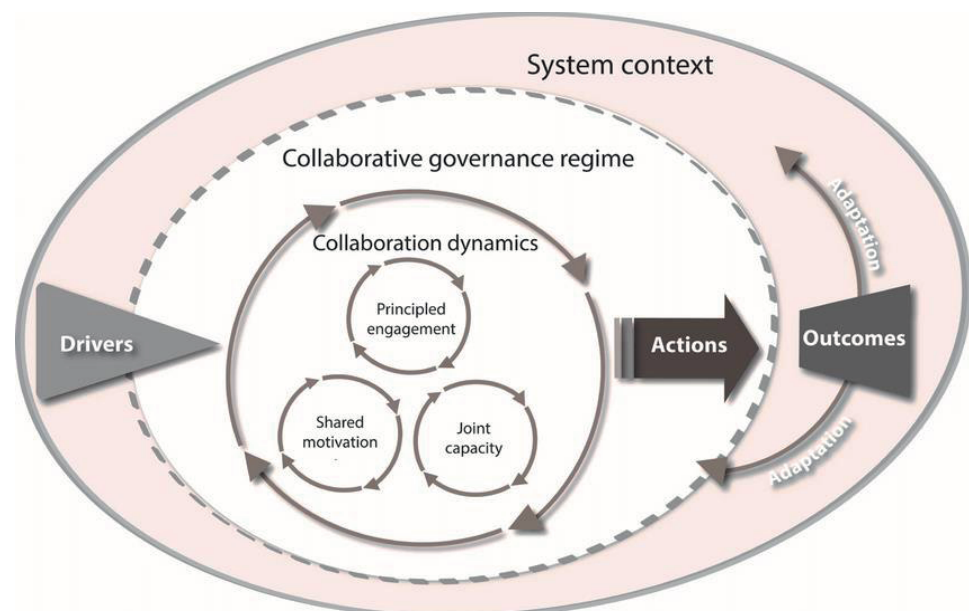


Figure 2: Integrative Collaborative Governance Framework [14].

Based on Figure 2, an integrative framework with collaborative governance has a set of dimensions in which various components and elements work together dynamically, nonlinearly, and iteratively. In particular, the oval shape in the figure illustrates a multi-dimensional field, which includes political dynamics, a policy legal framework, resource conditions, network connectedness, conditions of socio-economic differences, environment, and culture (socio-economy/cultural diversity), learning from past failures/mistakes (prior failure to address issues), and levels of conflicts/trust that influence and are influenced by the Collaborative Governance Regime (CGR).

From the context of this system, four important factors emerge as drivers in the model, described as triangular slices on the left in the form of perceived uncertainty, interdependence, consequential incentives, and leadership. These drivers help to start the CGR, which is represented by a second oval with a dotted line. During and after the formation of CGR, the actors were involved in a collaboration dynamic consisting of three dynamic and interacting components: involvement/principal engagement, shared motivation, and capacity to take joint action/joint capacity. Actors and stakeholders develop common goals, targets, and changes to achieve these goals through a continuous cycle.

CGR theory [14] and collaborative governance (CG) [13] are the two most popular CG theories today. Both have several differences, as mentioned by Aptery [15] in his thesis as follows: (1) in terms of participants and collaboration actors, the theory of Emerson and Nabatchi (2015) states that it can occur across organizations, while Ansell and Gash (2007) only the government, who is the initiator and appoints non-government actors directly; (2) from an institutional standpoint, Emerson and Nabatchi [13] argue that the involvement of the parties is long-term and sustainable, while according to Ansell and Gash (2007), institutional nature is only short-term/temporary; and (3) in terms of the pattern of relationships/relationships that are established in the collaboration process according to Emerson and Nabatchi (2015) are horizontal and flexible, while Ansell and Gash (2007) are vertical and formal.

In the implementation of the Stranas-PK, there are conditions and problems that the researchers photographed describing suitability with the components and dimensions of collaborative governance ([13] both in terms of the context system and its drivers including: (1) Strong and solid institutions as a forum for the national strategy for preventing corruption by involving stakeholders across Ministries/Institutions/PDs as well as actors outside the government such as civil society organizations, development partners/donors, the private sector/business actors, SMEs, academics to be involved not only in terms of initial design, but also in the implementation and evaluation stages

even though it has not been fully implemented; (2) There needs to be synchronization of prevention programs across sectors of K/L/PD so that the overlapping which has become an obstacle in the previous national strategy for eradicating corruption can be resolved; (3) The conditions of the participants/collaborative actors in the Stranas-PK action varied greatly both in social, cultural, educational and other terms, for example in one of the actions of strengthening goods/services through electronic procurement. There is involvement of the LKPP, implementing Ministries/Institutions/PD, Ministry of Finance, BUMN/BUMD, Associations, MSMEs, marketplaces, and other business actors with their respective capacities so that they need to complement and share resources owned and trust each other so as not to hinder the ongoing collaborative action on Stranas-PK; (4) drivers and facilitative leadership are needed to not only provide policy direction but also facilitate and resolve various obstacles that occur in the dynamics of collaboration so that they are not hampered in achieving common goals; and the last condition; (5) Able to learn from the previous corruption eradication strategy so that it becomes a reference for improvement/guide for further action.

The above conditions are the background for researchers to choose and use the theory of collaborative governance regime [13] as a tool for analyzing collaborative governance in the implementation of Stranas-PK, with the hope of mapping the current conditions and identifying the driving/inhibiting factors. collaboration to provide recommendations for improving the implementation of the next strategy.

3. Methods

This research is a descriptive study with a qualitative approach and data collection methods through a literature review of various collaborative journals related to corruption prevention, books, previous studies, program implementation reports, regulations, and other secondary data related to the theme of collaborative strategy in the prevention and eradication of corruption. The data obtained were then compiled and processed using discourse analysis to interpret conditions based on indicators of the concept of collaboration in collaborative governance theory [13].

With this literature study, it is hoped that researchers and readers will get an overview of theoretical studies and research results, as well as monitoring from various parties relevant to the existing conditions to overcome these problems, so that it can become a reference in carrying out a national strategy for preventing corruption properly and effectively from a governance perspective. Collaborative management.

The analytical tool used is the collaborative governance theory [13], which states that collaborative action is a cycle that continuously moves and interacts dynamically through the principles of involvement, shared motivation, and capacity for joint action in the context of systems and drivers as movers. Obstacles to implementing cooperation to achieve the ultimate goal of reducing the level of corruption in Indonesia.

4. Results and Discussion

The national strategy for eradicating corruption has been rolling since the era of President Susilo Bambang Yudhoyono (SBY) through the Presidential Regulation of the Republic of Indonesia Number 55 of 2012 concerning the National Strategy for Prevention and Eradication of Long-Term Corruption 2012-2025 and the Medium-Term Year 2012-2014 (2012), known as Stranas-PPK. This policy contains directions and strategies (roadmap), implementation, goals, objectives, and evaluation indicators, as well as how coordination is carried out in both the short and medium terms. The evaluation report [5] as the leading sector of the Stranas-PPK at that time, stated that the main problem with implementing this strategy was the low coordination between relevant stakeholders and the many actions/programs that were not synchronized either at the Central Government or Regional Government levels, so that no program overlap was unavoidable. In addition, there is a lack of civil society involvement in monitoring actions [6].

Furthermore, during the administration of President Joko Widodo (Jokowi), the Stranas-PPK was no longer appropriate, with developments in the need for corruption prevention as well as the synergy and collaboration of stakeholders, namely K/L/PD, the private sector, and civil society, so that more objective and effective efforts and involvement were needed. directly from the anti-corruption agency, namely, the Corruption Eradication Commission (KPK), which is mandated by law to carry out efforts to prevent and take action against corruption. This strategy is outlined in the Presidential Regulation of the Republic of Indonesia Number 54 of 2018, concerning the National Strategy for Prevention of Corruption, which is abbreviated as Stranas-PK.

In more detail, Stranas-PK is a national policy direction that contains the focus and target of preventing corruption, which is a reference for Ministries/Institutions/Regional Governments (K/L/PD) and other relevant stakeholders in carrying out actions to prevent corruption in Indonesia that are focused, measurable, and have an impact. To provide an understanding of the national strategy for preventing corruption, more detail is provided in Table 1.

TABLE 1: Details of the Policy on the National Strategy for Corruption Prevention (Stranas-PK) (National Strategy for Prevention of Corruption (Stranas PK), 2021a).

Reign Period	President Joko Widodo through Presidential Regulation 54 Year] 2018 concerning Stranas-PK
Focus	1. Licensing and trade administration 2. State finances 3. Law enforcement and bureaucratic reform
	Described through activities/programs, namely PK actions every two years through the SKB
Action and Sub-Action	Year 2019-2020: 3 Focus on 11 Actions and 27 action plans Year 2021-2022:3 Focus on 12 Actions Year 2023-2024:3 Focus on 15 Actions
Institutional	Implementation of Stranas PK is jointly managed by the National Corruption Prevention Team (Timnas PK), namely: Ministry of National Development Planning/Bappenas, Kemdagri, KemPAN-RB, KSP, KPK The National-PK team is assisted by an Echelon I steering team in each K/L while operations are carried out at the National Secretariat for Corruption Prevention (Setnas PK) based at the KPK Komposisi Setnas PK: 1 Koordinator harian, 15 tenaga ahli, 28 tim teknis yang mewakili 5 (lima) anggota Timnas-PK dan 4 (empat) tenaga administrasi Reporting every 3 (three) months
Assistance goals/targets	Year 2019-2020: 52 KL and 542 Local Governments Year 2021-2022: 46 Institutional Ministries, 34 Provinces and 42 Regencies/Cities Year 2023-2024: 46 Institutional Ministries, 34 Provinces and 42 Regencies/Cities
Monev	Monev is carried out by the National Secretariat-PK in stages by utilizing a monitoring system through the following platforms: (https://jaga.id/jendela-pencegahan/stranas?vnk=c3bb24c1), Monitoring lapangan untuk verifikasi serta evaluasi outcome dan impact Involvement of CSOs and development partners based on competency and experience axiom indicators

Based on Table 1, Stranas-PK in the current period differs from the previous strategy. Previously, the coordinator of the Stranas-PPK was the Ministry of PPN-Bappenas, which simultaneously consisted of 5 (five) state institutions: the Ministry of Administrative and Bureaucratic Reform, the Ministry of Home Affairs, the Ministry of National Development Planning (PPN/Bappenas), and the Presidential Staff Office (KSP) and the Corruption Eradication Commission (KPK). Based on the statement of the Deputy for Prevention of the Corruption Eradication Committee, who serves as one of the National Team-PK, the involvement of the five institutions is not without reason but has their respective strategic roles: (1) The Ministry of Administrative and Bureaucratic Reform as the manager of Human Resources (HR) for public institutions/agencies; (2) Kemdagri as a regional government supervisor; (3) The Ministry of National Development Planning/Bappenas

has a role in planning strategic programs and budgets, including inter-agency program synchronization; (4) KSP as an extension of the line of communication to the President and KPK has a role in determining the plan design content action on an integrated anti-corruption program as well as setting targets and goals in the Stranas-PK. The structure of Stranas-PK is shown in Fig. 3.

STRUCTURE AND DUTIES OF STRANAS-PK

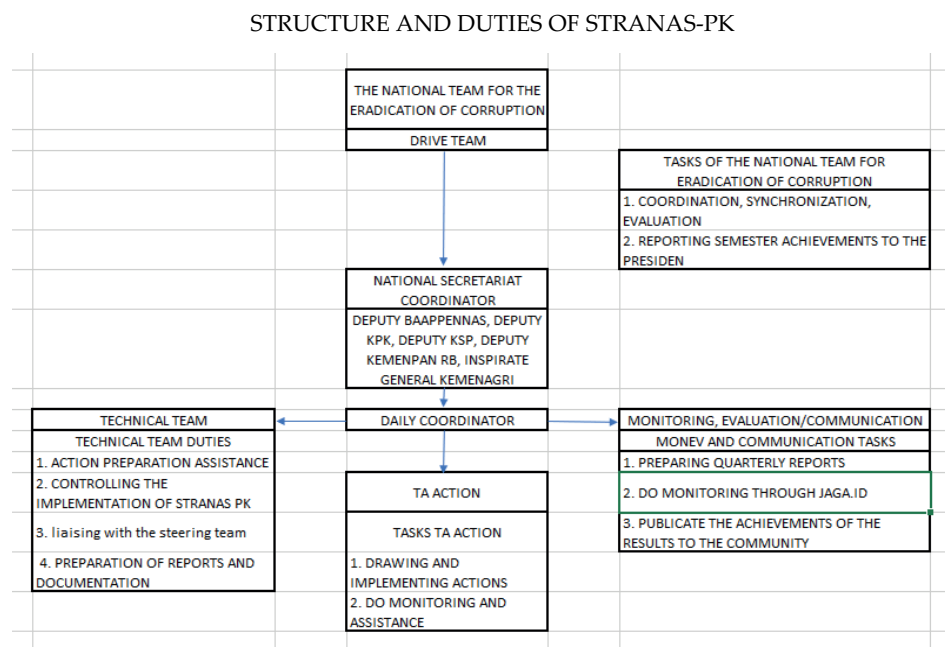


Figure 3: Stranas-PK structure.

The National Corruption Prevention Team (Timnas PK) organized the National Strategy for PK. The PK National Team consists of ministers who carry out government affairs in the field of national development planning, ministers who carry out government affairs in the domestic sector, ministers who carry out government affairs in the field of state apparatus, heads of non-structural institutions that provide support to the President and Vice President in carrying out control of national priority programs and management of strategic issues, and leadership elements of the Corruption Eradication Commission. The PK National Team has the authority to formulate policy steps to resolve problems and obstacles in the implementation of PK Action. In carrying out its authority, the PK National Team coordinates with the ministries, agencies, local governments, and other relevant stakeholders. The implementation of the duties and powers of the National Team PK did not reduce the authority and independence of the implementation of

the duties and functions of the Corruption Eradication Commission in accordance with statutory provisions.

The PK National Team performs the following tasks:

1. Coordinate, synchronize, monitor, and evaluate the implementation of Nastra PK in ministries, agencies, local governments, and other stakeholders.
2. submit reports on the achievements of the implementation of the National Strategy for PK in ministries, agencies, regional governments and other relevant stakeholders to the President; And
3. publish achievement reports on PK Action implementation to the public. Tim

The current Stranas-PK regime focuses on 3 (three) main sectors stipulated in the Stranas-PK Presidential Regulation and detailed through a Joint Decree (SKB) stipulated every 2 (two) years. The focus is on (1) licensing and trading administration, (2) state finances, and (3) bureaucratic reforms and law enforcement. Each of these focuses has output-based actions/sub-actions according to the indicators set for K/L/PD targets to be implemented and reported periodically to the National Secretariat-PK and then every semester to the President by the National Team-PK.

Quoting from the presentation delivered by Timnas-PK in February 2023 in the form of a graphical image of the achievements of the 2021-2022 Stranas-PK actions, which stated that, in general, based on the categorization of achievement levels at the output level, it can be concluded that 3 actions are at an achievement level above 80 %, 4 actions the achievement ranges from 60-79%, and 5 actions are at the achievement level of 40% -59%. The following is a breakdown of actions based on the level of achievement:

1. Achievement rate above 80%: (1) Improved integration of export-import data on food and health commodities (93.8%); (2) Improvement of state revenue management on Non-Tax State Revenue (PNBP) and Excise (86.7%); (3) Reducing bureaucracy and improving services in the port area (90.8%)
2. Achievement rates between 60%-79%: (1) Accelerating the integration of electronic-based planning and budgeting (63.9%); (2) Strengthening the implementation of goods/services procurement and electronic-based payments (72.2%); (3) Utilization of integrated NIK data for the effectiveness and efficiency of sectoral policies (66.1%); (4) Strengthening the integrated criminal case handling system (SPPT-TI) (71.1%)

3. Achievement rate of 40% -59%: (1) Accelerating the certainty of natural resource licensing through the implementation of the one map policy: piloting in 5 Provinces (Riau, Central Kalimantan, East Kalimantan, West Sulawesi, Papua) (46.6%); (2) Utilization of Beneficial Ownership (BO) data for handling cases, permits, and procurement of goods/services (50.5%); (3) Strengthening the Government's Internal Supervisory Apparatus (58.8%); (4) Accelerating the development of electronic-based government systems (54.8%); (5) Strengthening the integrated criminal case handling system (SPPT-TI) (57.2%)

In addition to these records, the 2021-2022 TW VIII period. In Stranas-PK, there are also a number of notes in the form of obstacles encountered in the implementation of action-PK in each focus, namely:

1. The determination of forest areas requires caution, because many of the areas targeted for designation are lands that have been used by the local community for generations. In addition, there are problems related to incomplete boundary data and documents. Caution is necessary to avoid conflicts with the local community.
2. The process of analyzing, compiling, and integrating ILOK/IUP data cannot be carried out in its entirety because the data at the Regional Government regarding Decision Letters, Attachments, and Shapefiles are either unavailable or incomplete. In addition, the ILOK and IUP data collection activities in these regions were constrained by human resource problems. Many local governments still lack GIS (geographical information system) technical personnel
3. Attempts have been made to overcome these obstacles; for example, with regard to HR issues, the Papua and Riau regional governments collaborate with the World Resource Institute (WRI) in order to speed up data collection and compilation. Regarding the availability of data, efforts have been made to do so through HGU; however, unfortunately, HGU is considered confidential data. In addition, data collection was conducted by the company, although the data contribution was not significant.

Monitoring and evaluation of the implementation of the Stranas-PK is not only carried out by the National Secretariat-PK but also by NGOs/NGOs as civil society organizations. Based on the results of the Stranas-PK independent monitoring report for the 2021-2022 period by TII (Transparency International Indonesia) as a representative of civil society organizations that participated in monitoring the achievements of the action by taking sampling in 4 (four) Regional Governments, namely Makassar City, Malang

City, Semarang City, and Pekanbaru, corruption is most prone to occur in the focus on licensing and trade administration so that it is necessary to increase supervision on this focus, then the most significant community participation is in law enforcement and bureaucratic reform, even though access and involvement of the community is still not optimal; finally, the impact felt by new communities on law enforcement and bureaucratic reform, while the impact on other focuses has yet to be felt.

Community participation in Stranas-PK is a form of community participation at every stage, starting with preparation, implementation, monitoring, and evaluation. This is stated in Article 9 paragraph (1-3) of the Presidential Regulation of the Republic of Indonesia Number 54 of 2018 concerning the National Strategy for the Prevention of Corruption, 2018), which reads: '(1) in the implementation of the Stranas-PK, the National Team PK involves the participation of other stakeholders. (2) The involvement of the role and other interests referred to in paragraph (1) can start from the stages of preparation, implementation, monitoring, evaluation, and reporting of Stranas-PK. (3) The procedure for involving other stakeholders as referred to in paragraph (1) shall be regulated by the National Corruption Prevention Team.'

At the beginning of the 2018 Stranas-PK implementation period, TII, together with 11 CSOs, went through a series of cross-stakeholder discussions at both the central and regional levels to gather experience, substance, and lessons learned from the management of the National Strategy-PPK during the previous government period. This was carried out as a follow-up to the findings on the low involvement of civil society in the regions and the lack of socialization of the Stranas-PK program. In addition, it also provides input regarding the draft national action on corruption prevention (ANPK), which is supported by development partners AIPJ2 (Australia Indonesia Partnership for Justice 2) in the form of Stranas-PK working papers that record input in the form of (a) socialization of the existence of Stranas-PK at the national level regions related to priority programs/actions, especially for regional governments, regional civil society organizations, business/private sector, and DPRD members; (b) an urgent need to develop a model for involving stakeholders in the management of Stranas-PK and its action programs at both the central and regional levels; (c) the need for success indicators and road maps as directions and priorities according to the focus of action that has been determined; and (d) a strategic issue/sector-based partnership model in the form of an equal communication forum to expand the contribution of various parties who provide input for achieving targets .

This condition is entering the second year of the implementation of Stranas-PK, which was reappointed in research (Yansyah, 2021), with the result that there have not been

many changes while simultaneously providing input in the form of the need for the National Team-PK to compile guidelines for community involvement in the Stranas-PK and ensure that Ministries/Institutions/PDs open up space for participation in the implementation of Stranas-PK as mandated by the Presidential Decree. Suyatmiko et al. (2021) also stated that the role of civil society organizations in being part of the Stranas-PK action was still quite low, especially at the local government level. In line with the two opinions above, one of the prevention measures of corruption requires community participation from planning to implementation, which is explained in detail by Zakariya (2020), who examines community participation in preventing corruption in village funds through easy access to program information to the community, raising awareness of community participation in deliberation/regular meetings, opening the widest possible access to government communications with the public, and utilizing existing social organizations and deliberative institutions.

Wanna [16] mentions that government and public policy developments today recognize the importance of collaboration. This understanding implies that public policy from design to evaluation in the government sector (public sector) depends on a number of other actors outside the government itself, especially in providing effective services to its people. This is in line with the current strategy implemented by Stranas-PK, which involves non-government stakeholders, namely practitioners, experts, academics, donors/development partners, and civil society organizations, from the design through to the monitoring and evaluation stages of the Ministries/Institutions/PDs that become the targets.

The collaboration between government and non-government actors is expected to be able to accelerate the implementation of PK actions, have a direct impact on the community, and encourage the parties to achieve the objectives of the Stranas-PK itself, namely: (1) provide direction on strategic efforts that need to be carried out by Ministries/Institutions/ PD and other stakeholders to prevent corruption; (2) encourage an outcome- and impact-oriented corruption prevention program as well as measurable achievements; and (3) strengthen cross-corruption prevention program synergies with various government policies at the central and regional levels, including strategic policies by the KPK.

The third phase of the 2023-2024 Stranas-PK begins with a kick-off meeting between the National Team-PK and all ministries/institutions/PDs that are targeted and are responsible for implementing the action. Various improvements and refinements of actions, starting from sharpening actions and targets in the three main focuses, were carried out. According to the Deputy for Prevention as a steering committee, the

involvement of NGOs/NGOs/development partners in the second period of the Stranas-PK action according to the Presidential Decree on Stranas-PK is in accordance with the fields, competencies, and needs to accelerate the implementation of the action according to the Presidential Decree on Stranas-PK. The non-governmental actors involved are shown in Figure 4.



(National Strategy-PK, 2021)

Figure 4: The National Team and Non-Government Actors Involved in the Collaborative Pattern.

The details of the PK actions set by the Stranas-PK Team in the second period of 2023-2024 are the results of discussions that generate consensus and evaluation of the achievements of the previous period’s actions, with the hope that sharpening these actions will be able to encourage the achievement of objectives in an effective, measurable, and impactful manner (National Strategy Prevention of Corruption (National Strategy PK), 2021b). The sharpening of the second-period PK Stranas action plan on the results of the first-period implementation review is shown in Figure 7, 8, and 9.

Collaboration strategy in the prevention and prosecution of corruption



Figure 5: Focus on Licensing and Trading Administration and Action-PK.



Figure 6: Focus on Licensing and Trading Administration and Action-PK.



Figure 7: Law Enforcement and Bureaucratic Reform and PK-Action.

The sharpening of the second-period PK Stranas action plan on the results of the first period’s implementation review can be seen in Figure 7, 8, and 9. Based on the formulation of the dimensions and components developed by Emerson and Nabatchi [14] in the form of a collaborative governance analysis framework used as an analytical knife, the following results were obtained:

4.1. System Context

Existing political dynamics will have a significant influence on efforts to eradicate corruption in Indonesia, as can be seen from various programs for each period of government in power. Furthermore, in the legal policy framework dimension, institutional clarity and legal umbrella for the activities of the parties involved and responsible for the ongoing

action of the Stranas-PK have also become factors driving the success of eradicating corruption through the Stranas-PK. The existence of ambiguity in the legal umbrella and excessive discretion opens up opportunities for administrative errors, extortion, and bribery, which results in high cost inefficiencies for business actors. Therefore, effective collaboration between public sector stakeholders, communities/NGOs, the private sector, and law enforcement officials is needed to improve government regulations, enforce the code of conduct, increase supervision, and simplify the process of public services and law enforcement.

Resource conditions and competency issues trigger the need for the public sector to collaborate with non-government parties, such as civil society organizations, the private sector, associations, and academics, to share resources and work together to reach a consensus. Networks and communication are factors that contribute to the success or failure of efforts to eradicate corruption through Stranas PK. In the TII's independent report on the Stranas-PK action for the first period (2020), it was found that outreach to local governments was still low, so that local communities were not actively involved in the Stranas-PK (Network connectedness) program.

Collaboration involves more than one government and non-governmental actor. Figure 6 shows that the breadth of coverage and derivative sectors of each focus and the parties involved with various socio-economic and cultural differences are challenges that need to be managed so that they do not become obstacles to ongoing collaboration (socio-economic/cultural health and diversity). Things that appear in this dimension, such as the integration of spatial data and differences in resources and competencies, have contributed to slowing the implementation of these actions.

Furthermore, the national anti-corruption strategy that had been initiated since the administration of President SBY grew the seeds of resistance against the social dangers of corruption. At each stage, we must evaluate and learn from past mistakes so that we can provide more focused guidance and not repeat mistakes in the previous period (prior failure to address the issue). Finally, the various factors that can strengthen or encourage collaboration between the actors mentioned earlier affect the level of conflict/truth among the collaboration participants. The higher the trust of the actors, the lower the obstacles/obstacles faced.

4.2. Drivers

In addition to the need for a collaboration foundation in the form of a context system that needs to be built to initiate and oversee the running of collaboration, there are "drivers"

or referred to as factors driving the success of collaboration. Emerson and Nabatchi [14] derive 4 (four) dimensions of drivers, the first of which is a condition of uncertainty that must be solved together by synergizing and sharing risks in overcoming corruption in Indonesia. The unpredictable Covid-19 pandemic has also caused uncertainty that has hampered the implementation of actions, especially those that require verification and field visits, such as the determination of forest areas and land conflicts, which are the focus of licensing and trade administration actions.

The second driver is the existence of consequential incentives in the form of both material and non-material rewards obtained by the parties to motivate the implementation of the Stranas-PK action, which will certainly increase enthusiasm for cooperation, as can be seen in the implementation of the action of procuring goods/services through e-catalogs. For the government, the use of e-catalogs increases transparency and accountability, and service providers also have the opportunity to increase market share and access to procurement of government goods/services, ease registration and transactions, and are able to compete more healthily so that service recipients will also feel the impact of increasing the quality of goods/services received.

The third dimension of drivers is the dependency (interdependence) of the parties due to gaps in technology, resource competence, data, etc., which require the National Strategy-PK to embrace various parties to participate in solving corruption problems together. An example of this condition can be seen in the implementation of the NIK (population registration number) utilization action for social assistance beneficiary data sourced from DTKS (social welfare integrated data) for the distribution of aid that is more transparent, fair and on target. Without direct community involvement, independent data updating cannot be performed properly. The village/Kelurahan government and the community in the smallest unit must participate in carrying out social control over the proposed DTKS in their respective areas based on population data to anticipate fraud and overcome limited verifier resources at the Regional Government level.

The last and most decisive dimension for the functioning of collaborative governance, as in the independent NGO reports and the National Secretariat report is leadership as a central role holder (leadership). According to Abubakar et al. [3], in the national context (massive), KPK is expected to be the vanguard and initiator who is able to encourage collaborative governance to work, while at the regional level, the leadership and commitment of regional heads dominate whether or not collaborative governance is running.

4.3. Collaborative Dynamics

From the identification and analysis of the system context and drivers mentioned above, the dynamics of collaboration can move dynamically on an ongoing basis through principle engagement or the involvement of actors in carrying out their respective roles, starting from identification of initial information, explanation of each action, deliberation, and the discussion that went through included an agreement on the target/achievements of the action, resulting in an agreement between the parties. Increasing the involvement of community and non-government actors must also be opened as widely as possible through adequate and responsive public complaint channels and transparent and accountable assessment of action achievements. The involvement aspect raises trust and mutual understanding, which forms a commitment to collaborate (share motivation). The next dynamic in collaborative dynamics is the capacity of each actor/stakeholder (capacity for joint action) to work together to provide the resources and capabilities they have to carry out the action in a facilitative leadership command that ensures collaboration runs by suppressing the occurrence of frictions or conflicts and ensuring the running of collaborative governance.

5. Conclusion

Based on an analysis of the discussion on the implementation of the Corruption Prevention Strategy (Stranas-PK) from the perspective of collaborative governance, it can be concluded that collaborative governance has begun to appear to be applied in some stages of designing, implementing, and monitoring evaluation, especially in the system context in the form of political dynamics, namely the existence of political alignments to take national joint action in an effort to eradicate corruption and a policy legal framework through Presidential Regulation 54 of 2018 concerning Stranas-PK and lessons from previous strategies to anticipate future challenges (prior failure to address issues), which are part of the initial conditions for collaborative governance to run.

Furthermore, the aforementioned conditions are accelerated by collaborative actors (drivers) to create collaborative dynamics. Based on the evaluation of the first period of Stranas-PK by the National Secretariat-PK for 2021-2022, NGOs/NGOs/development partners act as independent supervisors, and the results of existing research still found conditions that were inhibiting factors for the implementation of the first 2 (two) years of Stranas-PK, including (1) the model and involvement of civil society and civil society

organizations is not clear; (2) derivative regulations in several actions are not yet complete at the technical level; (3) Weak K/L/PD coordination, including program integration within it; and (4) the real impact that has not been felt by the community in most of the actions.

From these conclusions, it is necessary to make efforts to improve the dimensions of the collaborative governance component [14] namely: (1) adjustment of the legal framework/regulations/executing regulations that underlie the implementation of several Stranas-PK actions; (2) fulfillment of the quality and capacity of human resources, budget adequacy, and infrastructure of the actors supporting the action; (3) increasing the involvement of non-government actors to increase trust between actors not only at the central level but also at the local government level through regular meetings to discuss achievements and obstacles to action; (4) encouraging the establishment of civil society participation models and communication channels to increase awareness; (5) increasing the involvement of ministries/institutions/PD in several action achievements, especially for low achievements through the commitment of the highest leadership; and (6) measuring the impact of implementing Stranas-PK actions in a sustainable manner.

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