IMPLEMENTATION OF THE INTEGRITY ZONE DEVELOPMENT POLICY AT THE CENTRAL STATISTICS AGENCY OF EAST NUSA TENGGARA PROVINCE

Victor Edison Dillak[1], Petrus Kase[2], Nursalam[3]

[1,2,3]Nusa Cendana University, Indonesia

Corresponding author: Victor Edison Dillak

E-mail: victor.dillak@bps.go.id

Abstract:

One agency currently implementing the WBK/WBBM Integrity Zone (ZI) is the Central Statistics Agency (BPS) of East Nusa Tenggara (NTT) Province. However, as of 2024, the 2024 ZI development assessment by the BPS of NTT Province had not yet achieved WBK and WBBM status from the Ministry of Administrative and Bureaucratic Reform. This research employed a descriptive qualitative approach, with data obtained from primary and secondary sources, involving 15 informants. The collected data were then analyzed using data analysis techniques developed by Creswell (2016). The implementation of the Integrity Zone development policy towards a Corruption-Free Area (WBK) and a Clean and Serving Bureaucracy Area (WBBM) at the BPS of NTT Province was analyzed using the policy implementation model developed by Donald Van Meter and Carl E. Van Horn (1975), which states that there are six variables, with the following findings: (a) policy standards and targets are clear and measurable, (b) policy resources are optimal, both human and non-human resources, (c) inter-organizational communication and activity strengthening are supported and coordinated with other agencies, (d) implementing agent characteristics are based on discipline and a sense of ownership of their respective tasks, (e) social, economic, and political conditions support successful policy implementation, (f) implementer disposition supports policy implementation. Supporting factors include: (a) a very solid commitment from the leadership and team (internal), (b) a mature monitoring and evaluation system (internal), (c) a culture of innovation for performance improvement (internal), and (d) high public demand and appreciation (external). While inhibiting factors include: (a) lack of employee understanding regarding the duties of change agents, (b) unequal internet network coverage throughout East Nusa Tenggara, (c) respondent burden (external), and (d) budget dynamics (internal).

Keywords: Implementation, Policy, WBK, WBBM, Performance, Organization

INTRODUCTION

Guidelines for implementing bureaucratic reform in Indonesia are outlined in Presidential Decree Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025, which stipulates that all levels of government, from the central government to the regional governments, must implement an Indonesian spirit in eight areas of change that reflect bureaucratic reform.

The implementation of bureaucratic reform in Indonesia is closely linked to the application of good governance principles, and policy transfer is a crucial aspect of the implementation process (Anggraini, 2020). Furthermore, the Ministry of Administrative and Bureaucratic Reform of the Republic of Indonesia (Kementerian PANRB) has established and implemented regulations for the development of Integrity Zones (ZI) in Indonesian government agencies since 2012 (Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi, 2012).

Improving integrity in Indonesian government agencies is implemented through the development of the ZI towards a Corruption-Free Zone (WBK) and a Clean and Serving Bureaucracy Zone (WBBM) (Ministry of Administrative and Bureaucratic Reform, 2021b). The updated ZI development policy implemented in 2021 represents an alignment of efforts to achieve bureaucratic reform, which has entered its final five-year phase (2020-2025), and the strategy for preventing corruption in Indonesia.

One agency currently implementing the WBK/WBBM (Integrity Zone) is the Central Statistics Agency (BPS) of East Nusa Tenggara (NTT) Province, a working unit of 33 provincial BPS offices in Indonesia.

In 2020, specifically on May 20, 2020, the NTT Province BPS launched the development of an Integrity Zone (ZI) towards a Corruption-Free Area (WBK) and a Clean and Serving Bureaucracy Area (WBBM) (NTT Province BPS, 2020). The development of the ZI is part of law enforcement and bureaucratic reform. Quality services and integrity are expected to be achieved through the development of the ZI.

The Integrity Zone can be defined as a designation awarded to government agencies whose entire human resources are committed to realizing WBK/WBBM through bureaucratic reform. The prevention of corruption and improving the quality of public services are the goals of achieving WBK/WBBM.

If a work unit/region fulfills the ZI pillars, namely, the majority of Change Management, Governance Arrangement, Human Resource Management System Arrangement, Strengthening Performance Accountability, Strengthening Supervision, and Improving the Quality of Public Services, it is awarded the WBK predicate. Meanwhile, WBBM is awarded if the predicate given to a work unit/region fulfills the majority of Change Management, Institutional Strengthening, Governance Strengthening, Strengthening Legislation, Strengthening Human Resource Management Systems, Strengthening Supervision Systems, Strengthening Performance Accountability, and Strengthening the Quality of Public Services. In short, ZI is an inseparable part of bureaucratic reform. ZI can be seen as an effort to award WBK and WBBM predicates to government agencies that successfully establish a management and governance system that can prevent Corruption, Collusion, and Nepotism.

In the development of an Integrity Zone, there are several stages that agencies and work units need to pay attention to before conducting an internal assessment/evaluation and submitting a proposal to the National Assessment Team (TPN) (KemenPANRB, 2021). The first stage is the launch of the Integrity Zone. The launch of the Integrity Zone Development is carried out by government agencies/work units whose leaders and all or most of their employees have signed the Integrity Pact Document. The second stage is the Determination of the Work Unit, and the third stage is the Development of the Work Unit. After the Government Agency has established the work unit, the next step is the development of the Integrity Zone change area.

Furthermore, to ensure that each Integrity Zone work program can run smoothly, the work unit needs to form a work team consisting of officials and employees within the work unit to carry out development in each change area. The fourth stage is monitoring the Development of the Integrity Zone. As work units build their respective Integrity Zones internally, they need to be assisted and monitored by the Internal Assessment Team (TPI).

Therefore, the TPI also plays a role in the development process: (i) Serving as a consultation platform for work units developing Integrity Zones; (ii) Acting as a facilitator in providing assistance and mentoring in the development of Integrity Zones within work units, ensuring that work units

have a shared understanding and perception of the components of Integrity Zone development; (iii) Consulting with the National Assessment Team (TPN) regarding the Integrity Zone development process within work units. In terms of periodic monitoring, the TPI must be able to assess the development of Integrity Zones (ZI) carried out by work units, and the results of these assessments must be compiled into recommendations to agency leaders regarding the work unit's suitability for submission to the Ministry of Administrative and Bureaucratic Reform. (KemenPANRB, 2021)

The East Nusa Tenggara Provincial Statistics Agency (BPS) is committed to continuous change within the framework of implementing bureaucratic reform to achieve the goal of a transparent, accountable bureaucracy free from Corruption, Collusion, and Nepotism (KKN). The bureaucratic reform policy has been implemented through the development of the Integrity Zone (ZI) at the Statistics Indonesia (BPS) of NTT Province since 2021. However, as of 2024, the assessment of the 2024 ZI development at BPS NTT Province has not achieved the WBK and WBBM predicates from the Ministry of Administrative and Bureaucratic Reform (KemenPanRB). Therefore, the researcher wants to conduct an analysis related to the Implementation of the Integrity Zone Development Policy Towards a Corruption-Free Area (WBK) and a Clean and Serving Bureaucracy Area (WBBM) at BPS NTT Province.

Bureaucratic Reform. Bureaucratic reform emerged in response to public demands and became an urgent need to realize clean government and good governance (Haning, 2018). This effort aims to improve government performance through measures that emphasize effectiveness, efficiency, and accountability in every aspect of government services and management (Sedarmayanti, 2018).

The Indonesian government, through Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025, has established a long-term framework for improving the national bureaucracy. This bureaucratic reform is divided into three periods under the National Bureaucratic Reform Roadmap: the 2010-2014, 2015-2019, and 2020-2024 Roadmaps, each with eight areas of change. The eight areas of change are change management (mindset), structuring legislation, organizational restructuring, governance restructuring, structuring the Human Resources (HR) system for civil servants, strengthening performance accountability, strengthening oversight, and improving the quality of public services.

Bureaucratic reform has now entered the third and final phase of the Grand Design for National Bureaucratic Reform. In the final phase of Bureaucratic Reform 2020-2024, Indonesia aims to achieve a world-class bureaucracy characterized by quality public services, increasingly effective and efficient governance, and enhanced civil service capabilities to face global challenges.

Public Policy. Policy and state policy are often referred to as public policy. State policy and government policy actually have the same meaning. Friedrich 1969 in Agustino (2016:16) stated that:

Policy is a series of actions proposed by an individual, group, government, or specific environment, identifying obstacles and opportunities for implementing the proposed policy in order to achieve specific goals.

Another definition of policy is proposed by Nugroho (2006:23), who formulated an understanding of public policy. First, public policy is a policy made by state administrators or public administrators. Therefore, public policy is everything the government does and does not do. Second, public policy is a policy that regulates communal life or public life, not the lives of individuals. Public policy regulates everything within the domain of public administrators. Public policy addresses common problems, or personal or group issues that have become problems for the entire community

in that area. Third, it is considered public policy if the benefits to the indirect users of the product are far greater than those to the direct users.

From these descriptions, public policy is a complex process. However, without intending to diminish this complexity, the author can conclude that public policy is a series of policy processes (decisions and actions) carried out by the government with the aim of resolving problems that arise in society.

Policy Implementation. Implementation concerns various activities directed at program realization. In this case, the administrator determines how to organize, interpret, and implement the selected policies. Organizing means arranging resources, units, and methods to implement the program. This explanation cites Nugroho (2006:158), who states that policy implementation is the means by which a policy achieves its objectives. To implement public policy, there are two options: directly implementing it in the form of programs or through the formulation of derivative policies derived from the public policy. Meanwhile, according to Soenarko (2005:180), in implementing public policy, several requirements must be met and implemented for success. These requirements relate to the implementer's authority, policy content, public legitimacy, and so on.

The Integrity Zone Development Policy towards a Corruption-Free Area (WBK) and a Clean and Serving Bureaucracy Area (WBBM) at the BPS of NTT Province, according to Van Meter and Carl E. Van Horn (1975:463), is an abstraction or performance of a policy that is essentially carried out to achieve high public policy implementation performance. This model assumes that policy implementation runs linearly from available political decisions, implementers, and public policy performance. According to Van Meter and Van Horn, six variables influence policy implementation, namely:

a. Policy Standards and Targets. The policy standards and targets for developing an Integrity Zone towards a Corruption-Free Area (WBK) and a Clean and Serving Bureaucracy Area (WBBM) at the BPS-Statistics Indonesia (BPS) of NTT Province must be clear and measurable to avoid interpretations that could lead to conflict among implementing agents. Policy standards and targets are needed to guide policy implementation, ensuring alignment with the planned program.

b. Resources. The policy for developing an Integrity Zone towards a Corruption-Free Area (WBK) and a Clean and Serving Bureaucracy Area (WBBM) at the BPS-Statistics Indonesia (BPS) of NTT Province requires support from both human and non-human resources. These resources are essential for the success of any government policy. Human resources are crucial as they act as the driving force and implementer of policy, and capital is needed to ensure smooth policy financing and prevent delays in the policy process. Time is crucial in policy implementation, as it supports policy success. Time resources are a determining factor in the government's planning and implementation of policies.

c. Inter-organizational Communication and Strengthening Activities. The implementation of the Integrity Zone development policy towards a Corruption-Free Area (WBK) and a Clean and Serving Bureaucracy Area (WBBM) at the NTT Provincial Statistics Agency (BPS) requires support and coordination with other agencies to achieve the desired success. It is crucial because the appropriate and suitable characteristics of the implementing agencies or institutions will significantly influence the performance of public policy implementation.

The quality of a policy is influenced by the qualities or characteristics of the policy implementers, including their educational level, competency in their field, work experience, and moral integrity. The components of this model consist of the formal structures of organizations and

the informal attributes of their personnel. Furthermore, attention should be paid to the implementing agency's ties to exhibitions and policy delivery.

d. Characteristics of Implementing Agents. The extent to which interest groups implement the Integrity Zone development policy towards a Corruption-Free Area (WBK) and a Clean and Serving Bureaucracy Area (WBBM) at the NTT Provincial Statistics Agency (BPS) provides support for policy implementation. It includes the characteristics of the participants, whether they support or oppose it, the nature of public opinion within the environment, and whether the political elite supports policy implementation. The characteristics of implementing agents include the bureaucratic structure, norms, and relationship patterns within the bureaucracy implementing the policy (Van Meter and Van Horn, 1975:472).

The attitude of implementers in carrying out their duties and responsibilities as policy implementers must be grounded in discipline. It is necessary because it can influence the success of policy implementation. Each implementing agency/agency must feel ownership of its respective duties based on predetermined policy standards and objectives.

e. Social, Economic, and Political Conditions. Social, economic, and political conditions encompass environmental economic resources that can support the successful implementation of the Integrity Zone development policy towards a Corruption-Free Area (WBK) and a Clean and Serving Bureaucracy Area (WBBM) at the NTT Provincial Statistics Agency (BPS). The impact of economic, social, and political conditions on public policy has been a major focus over the past decade. Van Meter and Van Horn stated: "The extent to which the external environment contributes to the success of established public policies is economic, social, and political."

Economic resource support can contribute to the successful implementation of policies, and within the political environment, the support of political elites is essential for their successful implementation (Van Meter and Van Horn, 1975:471). Changes in economic, social, and political conditions can influence the interpretation of problems and thus influence how programs are implemented. Variations in the political climate influence implementation. Changes in government can result in changes in the implementation of policies without altering the policies themselves.

f. Implementor Disposition. The implementor disposition in implementing the Integrity Zone development policy towards a Corruption-Free Area (WBK) and a Clean and Serving Bureaucracy Area (WBBM) at the NTT Province Statistics Office (BPS), referring to Van Meter and Van Horn (1975:472), encompasses three important aspects:

a) The implementer's response to the policy, which will influence their willingness to implement the policy.
b) Cognition, namely their understanding of the policy.
c) The intensity of the implementer's disposition, namely, the value preferences held by the implementer in implementing the policy.

METHODS

The research method used in this study is descriptive research with a qualitative approach. The informants were selected purposively, with 23 people participating.

The researchers will conduct data collection stages according to Creswell (2016:254-255), namely qualitative observation, qualitative interviews, qualitative document searches, and qualitative audio and visual materials.

The explanation of each data analysis step proposed by Creswell (2016:264-268) regarding the terminology used by researchers is as follows:

1. The researcher begins processing and preparing the data for analysis.
2. The second step is to read the data as a whole.
3. The next step is to begin coding all the data and grouping it into three categories:
   a. Codes related to the main topic that are already widely known to readers in general, based on previous literature and common sense.
   b. Codes that are surprising and unexpected at the beginning of the research.
   c. Codes that are odd and of conceptual interest to the reader.
4. Next, apply the coding process to describe the setting (domain), people (participants), categories, and themes to be analyzed.
5. The next step is for the researcher to describe the aforementioned themes and present them again in a qualitative narrative/report.
6. The final step is interpreting (interpretation in qualitative research) or making sense of the data.

RESULT AND DISCUSSION

Implementation of the Integrity Zone Development Policy Towards a Corruption-Free Area (WBK) and a Clean and Serving Bureaucracy Area (WBBM) at the NTT Provincial Statistics Agency (BPS). The bureaucratic reform policy has been implemented through the development of the Integrity Zone (ZI) at the NTT Provincial Statistics Agency (BPS) since 2021. However, as of 2024, the 2024 ZI development assessment at the NTT Provincial BPS had not yet achieved WBK or WBBM status from the Ministry of Administrative and Bureaucratic Reform.

This policy implementation process represents an abstraction or performance of a policy, essentially undertaken to achieve high public policy implementation performance. This model assumes that policy implementation proceeds linearly from available political decisions, implementers, and public policy performance.

According to Van Meter and Van Horn (1975:472), there are six variables influencing the implementation of the Integrity Zone development policy towards a Corruption-Free Area (WBK) and a Clean and Serving Bureaucracy Area (WBBM) at the NTT Provincial BPS. The research results and discussion are as follows:

1. Policy Standards and Targets. Policy standards and targets must be clear and measurable to avoid interpretations that could lead to conflict among implementing agents. Policy standards and targets are needed to guide policy implementation, ensuring alignment with planned programs (Van Meter and Van Horn, 1975:472).

In the context of the East Nusa Tenggara (NTT) Province Statistics Indonesia (BPS), the policy standards take the form of policy documents on Integrity Zones towards Corruption-Free Areas (WBK) and Clean and Serving Bureaucratic Areas (WBBM) (Policy basis/Nomenclature for WBK and WBBM both centrally and within BPS itself). Regulation of the Minister of Administrative and Bureaucratic Reform (PermenPAN-RB) Number 10 of 2019. This regulation amends PermenPAN-RB Number 52 of 2014 concerning Guidelines for Developing Integrity Zones towards Corruption-Free Areas (WBK) and Clean and Serving Bureaucratic Areas (WBBM) within Government Agencies.

The purpose of the Integrity Zone policy towards a Corruption-Free Area (WBK) and a Clean and Serving Bureaucracy Area (WBBM) at Statistics Indonesia (BPS) is to realize bureaucratic reform in Indonesia. This policy is not merely a formality, but a concrete commitment to creating a clean,

transparent, and responsive government that meets the needs of the public, particularly in the areas of data and statistical services.

To strengthen its commitment to bureaucratic reform and improve the quality of public services, the Central Statistics Agency (BPS) has issued the 2025 Guidelines for Developing Integrity Zones Towards WBK and WBBM. These guidelines serve as a reference for all units and work units within BPS in their efforts to create a clean, accountable, and service-oriented bureaucracy.

The above guidelines are prepared based on the provisions of the Minister of PANRB Regulation Number 90 of 2021, as amended by the Minister of PANRB Regulation Number 5 of 2024. This regulation regulates the development and evaluation of ZI in government agencies, including the mechanisms and stages that must be implemented to obtain the predicate of Corruption-Free Area (WBK) and Clean and Serving Bureaucracy Area (WBBM).

This national policy was then translated and integrated into BPS internal documents through the 2020-2024 BPS Strategic Plan (Renstra). The commitment to bureaucratic reform and good governance is not a separate program, but rather an integral part of the organization's medium-term strategy. The development of the ZI directly supports the achievement of Goal 4 of the Renstra, namely "Strengthening institutional governance and bureaucratic reform." It demonstrates that the ZI is not merely an obligation, but a strategic vehicle for achieving the institution's vision.

BPS NTT Province's formal commitment to developing the ZI began with the Decree on the Launching of the Development of an Integrity Zone in 2020. This document is the initial declaration of BPS NTT Province's commitment to the public and all internal levels.

To ensure effective implementation, BPS NTT Province annually updates and establishes the ZI Working Team through a Decree of the Head of BPS Province, most recently Decree No. 082 of 2025. This decree serves as the legal basis for the team to plan, implement, and evaluate all ZI work programs.

Thus, there is a very clear policy flow from the national mandate in the Ministerial Regulation of Administrative and Bureaucratic Reform (PermenPAN-RB), adopted as a strategic commitment in the Strategic Plan (Renstra), then formalized the commitment through a Decree on the Launching of the Agency, and operationalized through an annual Working Team Decree. It ensures that the implementation of the Integrity Zone (ZI) at the BPS-Statistics Indonesia (BPS) of NTT Province has a solid, measurable, and consistent foundation.

The author's research found that the policy standards for the development of the Integrity Zone (ZI) policy towards a Corruption-Free Area (WBK) and a Clean and Serving Bureaucracy Area (WBBM) at BPS-Statistics Indonesia (BPS-Statistics Indonesia) are as follows:

1. The realization of a Work Unit with WBK/WBBM predicate, where BPS-Statistics Indonesia (BPS) of East Nusa Tenggara Province meets the leverage and outcome indicators assessed by the National Assessment Team and can earn the WBK (Corruption-Free Area) and WBBM (Clean and Serving Bureaucracy Area) predicate. In 2025, the East Nusa Tenggara (NTT) Provincial Statistics Agency (BPS) received a WBK (Corruption-Free) rating from the Internal Assessment Team (TPI) and is currently in the process of obtaining a WBK (Corruption-Free) rating from the National Assessment Team (TPN).
2. Improved public service quality, with services becoming faster, more transparent, and technology-based. Public satisfaction surveys have shown significant improvement.
3. Strengthening Civil Service Integrity and Ethics, with employees demonstrating a commitment to integrity values, and a decrease in cases of disciplinary violations and bribery.

4. Efficient and effective governance, with more structured and digitized standard operating procedures (SOPs), and more targeted and transparent budget utilization.
5. Replication of good practices, with successful work units serving as role models for other agencies, and public service innovations being adopted across sectors.
6. Improved Performance Accountability, with more measurable and results-based performance reports and regular internal and external evaluations.

Quoting T. B. Smith's statement that once a policy has been created, it must be implemented and the results should be as close as possible to the policymaker's expectations (Nakamura and Smallwood, 1980:2).

However, the author's observations also found several problems in the implementation of this policy. Implementation is often seen as merely a formality to "pass" a predicate, but it does not emphasize the operational aspects to realize the true ideals of bureaucratic reform. Budget uncertainty also becomes an obstacle to providing needed resources, such as adequate facilities and human resource training.

The East Nusa Tenggara (NTT) Statistics Indonesia (BPS) struggled to meet the initial requirements for applying for a WBK (Corruption-Free Zone) audit, such as obtaining an Unqualified Opinion from the Supreme Audit Agency (BPK) and a minimum "CC" rating for Government Agency Performance Accountability (AKIP). The need to make changes to governance, systems, and work processes often presents a challenge in establishing a comprehensive Integrity Zone. The lack of adequate human resources to support integrity strengthening is also a barrier.

Hogwood and Gunn, in Wahab (1997:61), state that unsuccessful implementation occurs when a particular policy has been implemented according to plan, but due to unfavorable external conditions, the policy fails to achieve the desired impact or outcome. The following factors usually influence it:
1. Poor execution
2. The policy itself is inherently bad. The policy was inherently bad from the outset, meaning it was formulated carelessly, lacked adequate information, lacked erroneous reasoning, or was based on unrealistic assumptions and expectations.
3. The policy itself is bad luck.

Based on Hogwood and Gunn's statement in Wahab (1997:61) and in conjunction with the results of this study, it can be concluded that the policy is good but still lacking in its implementation (bad execution). It is because there are still several problems in its implementation, such as inadequate information, incorrect reasoning, or unrealistic assumptions and expectations.

2. Resources. Policies need to be supported by resources, both human and non-human. These policy resources are essential for the success of any government policy. Human resources are crucial because they act as the driving force and implementer of policies (Van Meter and Van Horn, 1975:472).

Based on a document review conducted by the author, it is known that in terms of quality, all 85 employees involved have been able to consistently implement the Corruption-Free Area (WBK) and Clean and Serving Bureaucratic Area (WBBM) policies since their launch in 2020.

The results of the document review of the list of BPS NTT Province employees involved in the implementation of the WBK and WBBM policies are outlined in the table below:

Table 1. List of BPS NTT Province Employees Involved in the Implementation of the WBK and WBBM Policies

No.	Position	Amount
1.	Person responsible	1 person (Head of BPS NTT Province)
2.	Chairman	1 person (Middle Expert Functional Official)
3.	Secretariat	1 coordinator, 11 members
4.	Change Management Field	1 coordinator, 11 members
5.	Management Field	1 coordinator, 9 members
6.	Human Resources Management Division	1 coordinator, 12 members
7.	Accountability Field	1 coordinator, 9 members
8.	Supervision Field	1 coordinator, 14 members
9.	Public Service Sector	1 coordinator, 10 members

Source: Results of document search of the Head of BPS NTT Province Number 069 of 2025 concerning "First Amendment to the Decree of the Head of BPS NTT Province Number 12 of 2025 concerning the Structure and Work Team for Reform and Development of the Integrity Zone of BPS NTT Province, 2025

Adequate resources for policy implementation do not necessarily guarantee success if implementers fail to utilize them optimally. In line with this, Edward III, as cited in Widodo (2010:96), states that frequent failures in policy implementation are caused by inadequate, incompetent, or inadequate staff (human resources).

Increasing the number of staff and implementers alone is not sufficient; they must be competent to implement the policy or carry out the tasks required by the policy. However, the NTT Province Statistics Agency (BPS) has demonstrated that the implementation of the Integrity Zone Development program has been supported by adequate human resources, both in terms of quality and quantity. According to Van Meter and Van Horn (1975:472), capital is necessary for the smooth financing of policies to avoid hindering the Corruption-Free Zone (WBK) and Clean and Serving Bureaucratic Zone (WBBM) policy processes at the NTT Provincial Statistics Agency (BPS). Based on this statement, the author interviewed Demarce Sabuna, SST., SE., M.Si., Head of the Integrity Zone Team. The interview results are as follows:

The Integrity Zone (ZI) development policy does not have a single, separate budget line. Instead, its funding is embedded within the two main programs we implement, in accordance with existing planning and budget documents. This approach ensures that ZI is not an isolated "project," but rather an integral part of all our activities.

The author's document search revealed that the funding for the smooth operation of the ZI program comes from two major programs, as outlined in the 2025 Performance Agreement (PK) (Review 1):

1. Management Support Program. It is the primary funding source for most ZI activities. This program has a budget allocation of IDR 18,128,978,000 for 2025. Funds from this program are used to finance activities that directly support the six ZI change areas, such as:

a. Change Management: ZI team meetings, workshops for Change Agents, and work culture internalization activities such as Harmonis-Fest.

b. HR Management System Restructuring: Employee training and competency development.

c. Strengthening Accountability and Oversight: Monitoring and evaluation activities, and strengthening the internal control system.

2. Statistical Information Provision and Services Program (PPIS). This program has a budget allocation of IDR 5,825,799,000 for 2025. A portion of these funds supports the Public Service Quality

Improvement pillar. For example, costs for developing digital service innovations, website maintenance, and upgrading facilities in the Integrated Statistics Service (PST) room are sourced from this program.

With this integrated funding model, the policy process is not hampered. The total budget for the East Nusa Tenggara (NTT) Provincial Statistics Agency (BPS) for 2025 is IDR 23,954,777,000. This figure is adequate to carry out all duties and functions, including the implementation of the ZI.

The success in achieving performance targets in 2024, as reported in the 2024 Performance Report, along with the very high ZI evaluation score of 97.26, demonstrates that this integrated funding model is effective and capable of supporting the smooth implementation of ZI policies without significant obstacles.

The success of policy implementation depends heavily on the ability to utilize available policy resources to facilitate ZI implementation activities at the NTT Provincial Statistics Office (BPS). Financial resources are a crucial factor in the success of policy implementation. A lack of or limited funding or incentives for policy implementation is a major contributor to policy failure (Van Meter and Van Horn, 1974:465).

Concurring with Van Meter and Van Horn, Goggin et al. (1990:31) stated that one of the criteria for measuring the success of policy implementation is the amount of funding allocated, with the assumption that the greater the amount of funding allocated, the more seriously the policy is implemented.

In terms of time, the author's observations found that the ZI program is planned in a planned manner, with all activities tied to a clear timeline. The 2024 ZI Development Work Plan contains a detailed matrix containing target completion dates for each action plan within each pillar.

Monitoring is also conducted periodically. The NTT Provincial Statistics Agency (BPS) conducts monitoring and evaluation on a semi-annual basis, where we review the progress of each pillar against the established schedule. Any delays are immediately discussed in a follow-up meeting to find solutions.

These three resources are an inseparable unit. Adequate numbers of qualified human resources are the primary implementers. An adequate budget provides the tools for the work, and structured time management ensures that human resources work efficiently to achieve goals on time. These three factors are determining factors in the success of ZI implementation at the NTT Provincial Statistics Agency (BPS).

3. Interorganizational Communication and Activity Strengthening. In many cases, program implementation sometimes requires support and coordination with other agencies to achieve the desired success. It is crucial because the performance of public policy implementation is greatly influenced by the appropriate and suitable characteristics of the implementing agencies or institutions (Goggin et al., 1990:31).

The quality of a policy is influenced by the qualities or characteristics of the policy implementers, including their educational level, competency in their field, work experience, and moral integrity. The components of this model consist of the formal structures of organizations and the informal attributes of their personnel. Furthermore, attention should be paid to the implementing agency's ties to the public and the policy's delivery (Van Meter and Van Horn, 1974:465). In line with the statements of Van Meter and Van Horn (1975:466) and Quade (1984:310), Edward III (1984:9-10) stated that program communication can only be implemented effectively if it is clear to the implementers.

Supporting these interview results and theory, the author's observations also found that coordination is key to the successful implementation of the Integrity Zone, as this program cannot operate in a vacuum. The NTT Provincial Statistics Agency (BPS) established and maintained a strong three-way coordination flow: upward (to the Central BPS), downward (to the Regency/City BPS), and horizontal (outside the organization).

1. Upward Vertical Coordination (with BPS). BPS NTT Province's coordination with BPS Central is strategic and accountable, ensuring that all our actions are aligned with national directives and are accountable.

a. Strategic Alignment. All BPS NTT Province ZI programs refer to the 2020-2024 BPS RI Strategic Plan. BPS NTT Province's planning documents, such as the BPS NTT Province Strategic Plan, are directly derived from this central policy. It ensures our goals align with BPS's overall national vision.

b. Formal Reporting and Accountability. BPS NTT Province's performance is directly accountable to the central leadership. It is clearly reflected in the annual Performance Agreement (PK) document, where I, as the Head of BPS Province (First Party), sign a commitment to achieving targets with the BPS Principal Secretary (Second Party).

c. Evaluation Mechanism. BPS NTT Province is routinely evaluated by the Internal Assessment Team (TPI) from BPS Central. The Evaluation Results Report (LHE) they published provided valuable feedback for the NTT Province BPS to make continuous improvements.

2. Downward Vertical Coordination (with Regency/City BPS). It is the area where the NTT Provincial BPS is most active and innovative. The NTT Provincial BPS not only issues orders but also provides structured coaching and mentoring to the 22 Regency/City BPSs in the East Nusa Tenggara region.

a. Socialization and Briefing. The NTT Provincial BPS regularly holds activities to align perceptions and strategies, such as the Change Ambassador Workshop involving representatives from all regencies/cities.

b. "E-Reform" Application Innovation. To ensure effectiveness, the NTT Provincial BPS has developed an online monitoring system called E-Reform. Through this platform, we can monitor the progress of fulfilling supporting evidence for the Financial Statements (LKE) from each regency/city in real time, provide improvement notes, and share guidance materials. It shifts the coordination pattern from sporadic to systematic and sustainable.

3. Horizontal Coordination (with External Parties).

a. Coordination with Regional Governments (OPD). As the Statistical Data Supervisor, BPS-Statistics Indonesia (BPS-NTT) maintains a close working relationship with OPDs. We utilize official forums such as the Sectoral Statistics Supervisory Forum to not only discuss data but also to promote our commitment to building an Integrity Zone. Our innovative program, SADUR (Say to the Outside World), is specifically designed for this purpose.

b. Listening to the Public. BPS-NTT proactively solicits public input through the annual Data Needs Survey (SKD). The results of this survey, particularly the Consumer Satisfaction Index (IKK) and the Anti-Corruption Perception Index (IPAK), serve as crucial evaluation materials for us to determine the extent to which the public perceives the positive impact of our reforms.

According to Quade (1984:310), inter-organizational communication in implementing the Integrity Zone development policy towards a Corruption-Free Area (WBK) and a Clean and Serving Bureaucracy Area (WBBM) at the NTT Province Statistics Agency (BPS) will be ideal if there is

interaction and reaction from implementing organizations, target groups, and environmental factors that result in pressure and are followed by bargaining or transactions. These transactions generate feedback that policymakers can use as input for formulating subsequent policies.

In terms of the qualities or characteristics of the actors implementing the Integrity Zone development policy towards a Corruption-Free Area (WBK) and a Clean and Serving Bureaucracy Area (WBBM) at the NTT Province Statistics Agency, these qualities include educational level, competency in their field, work experience, and moral integrity.

Van Meter and Van Horn (1975:466) stated that knowledge of what they will do can only be achieved if communication is good, so that every policy decision and implementation regulation must be transmitted (or communicated) to the appropriate personnel. Furthermore, the communicated policy must be precise, accurate, and consistent. Communication (or the transmission of information) is necessary so that decision-makers and implementers will be more consistent in implementing each policy to be implemented.

Observations and document searches also support the findings of interviews and theoretical analysis, which demonstrate that the formal quality of BPS NTT Province's human resources is highly qualified. The majority of employees are university graduates, providing a strong knowledge base.

According to the 2024 BPS NTT Province Performance Report, more than 88% of BPS NTT Province employees hold a Diploma IV (Diploma IV) or higher education level, as follows: Doctoral (2.25%), Master's (21.35%), Bachelor's (26.97%), and Diploma IV (38.20%).

The ZI team leaders and coordinators are also highly qualified, with Master of Science (S2) degrees, and many other pillar coordinators also hold Master's degrees. It ensures that planning and implementation strategies are based on sound conceptual understanding.

The formal education of ZI human resources at BPS NTT Province is supported by technical competence and extensive experience in statistics and government management. Most BPS NTT Province team members are expert functional officials such as Associate Expert Statisticians, Junior Expert Computer Technicians, and others. It demonstrates their professionalism in their respective fields.

The ZI team is also comprised of a mix of experienced senior staff and innovative young employees. The Head, Matamira Bangngu Kale, for example, has over 33 years of service, while I have over 31 years. This experience is invaluable in navigating bureaucratic challenges.

This competence is not just on paper. The 2024 Performance Report notes various awards from external sources (such as the Ministry of Finance) and internally at BPS. Furthermore, the creation of 14 innovations, such as the SERASI, JSTAR, and NARASI applications, is concrete evidence of the team's competence in creating solutions to improve performance and public services.

In terms of moral integrity, the results of the Data Needs Survey consistently show a very high Anti-Corruption Perception Index (IPAK). In 2024, the IPAK score for BPS NTT Province was 97.74, and in the second quarter of 2025, it reached 98.75. These figures demonstrate that the public we serve directly experiences that our services are clean and free from corrupt practices.

BPS NTT Province routinely internalizes the core values of ASN BerAKHLAK through various programs such as KEY (Knowledge Empowers You) during Monday roll calls and Harmonis-Fest. It is our effort to ensure integrity is part of our daily work culture.

The NTT Province BPS also creates an environment that visually and firmly rejects corruption, for example, by installing "Reject Gratuities" stickers and banners in all offices and service areas.

4. Characteristics of Implementing Agents. The extent to which interest groups implementing the policy provide support for its implementation. It includes the characteristics of the participants, whether they support or oppose it, the nature of public opinion within the environment, and whether the political elite supports policy implementation.

The characteristics of implementing agents encompass the bureaucratic structure, norms, and relationship patterns that exist within the bureaucracy implementing the policy (Van Meter and Van Horn, 1975:472). The attitude of implementers in carrying out their duties and responsibilities as policy implementers must be grounded in discipline. It is because it can influence the success of policy implementation. Each implementing agency/institution must feel ownership of its respective duties based on predetermined policy standards and objectives.

The author's observations also support the interview findings, which revealed that the hierarchical level of oversight of decisions and processes at the NTT Provincial Statistics Agency (BPS) regarding the development of the Integrity Zone is designed to be strict, structured, and multi-layered. BPS NTT Provincial ensures that no sub-unit operates independently without direction, while still providing room for innovation.

1. First Layer: Supervision from BPS Pusat to BPS Provinsi. BPS Provinsi is a sub-unit of BPS RI. Therefore, the highest level of supervision comes from the central government, with the following details:

a. Formal Performance Contract. Every year, the Head of BPS NTT Province signs a Performance Agreement (PK) with the Principal Secretary of BPS. This document contains the performance targets we must achieve, including those related to the ZI. It is the highest form of oversight and accountability.

b. Evaluation by the Internal Assessment Team (TPI). BPS Pusat has a TPI that independently evaluates the implementation of ZI across all work units. The Evaluation Results Report (LHE) they publish provides an assessment and notes on improvements that we must follow up on. It is a form of audit and quality oversight from a higher hierarchy.

2. Second Layer: Internal Supervision at the BPS Provincial Level. Within the provincial office itself, the Head of BPS, as the Person in Charge and Head of the ZI Team, closely supervises the pillar teams.

a. Clear Leadership Directions. In meetings, the leadership provides specific directions. For example, in the minutes of the ZI evaluation meeting on February 23, 2024, the Head instructed that "work plans must be specific and have clear outcomes." It is a form of direct supervision of the planning process at the sub-unit (pillar team) level.

b. Routine Monitoring and Evaluation. BPS NTT Province routinely holds Monitoring and Evaluation (Monev) meetings every semester. In these meetings, the progress of each pillar is reviewed. If any performance is low, we immediately intervene. For example, in the minutes of the April 5, 2024, meeting, it was noted that "the supervisory area coordinator was asked to identify problems" because progress was deemed slow.

c. Centralized Reporting System. Progress on each pillar is monitored in real time via an online spreadsheet, allowing management to view progress and any challenges at any time.

3. Third Layer: Supervision from the Province to the Regency/City BPS. The NTT Provincial BPS also acts as a hierarchy for the 22 Regency/City BPSs in the NTT region. We ensure that the ZI policy is implemented uniformly and with high quality throughout the region.

"E-Reform" Guidance and Monitoring System. It is the main innovation of the NTT Provincial BPS for supervision. The NTT Provincial BPS has developed the E-Reform application as a platform for Regency/City BPSs to upload supporting evidence for their ZI. Through this application, the provincial team can directly verify, provide feedback, and efficiently monitor the progress of each work unit. It is a systematic, technology-based form of supervision.

The supervision of the NTT Provincial BPS is not simply a matter of waiting for reports, but rather an active, interventionist, and data-driven process. The leadership hierarchy ensures that all sub-units, both pillar teams at the province and work units at the district/city levels, operate according to established work plans and targets, ensuring that policy implementation is cohesive and controlled.

The staff implementing the Integrity Policy towards a Corruption-Free Area (WBK) and a Clean and Serving Bureaucracy Area (WBBM) at the BPS-Statistics Indonesia (BPS) of East Nusa Tenggara Province was also found to be positive, based on the author's interviews.

The author's document search, based on the Decree (SK) of the 2025 ZI Working Team, revealed that the ZI team at BPS-Statistics Indonesia (BPS) consists of 78 members. Considering the BPS-Statistics Indonesia (BPS) personnel data, which totals approximately 87 organic employees, it can be concluded that nearly all core BPS-Statistics Indonesia (BPS) employees are directly involved in the ZI Development Team.

The strategic rationale behind the team's size is as follows:

a. Creating a Sense of Shared Ownership. By involving almost everyone, the ZI program is no longer seen as a "project for a few" or an "extra task." It becomes a collective responsibility. Every individual and function feels a stake in the program's success, thus minimizing resistance and building strong commitment from the bottom up.

b. Equitable Workload Distribution. ZI development encompasses six broad and detailed areas of change. With a large team, the workload of completing hundreds of supporting documents, implementing innovations, and monitoring can be distributed evenly. It ensures that ZI tasks do not interfere with employees' primary work of producing quality statistical data.

c. Ensuring Representation and Implementation Across All Functions. ZI team members come from all existing functions, from Social Statistics, Production, Distribution, Regional Accounting, and the General Section. It is crucial to ensure that any changes to business processes, SOPs, or work culture we design are truly relevant and applicable across the organization, not just to one specific area.

The author can state that the current team size has proven effective. It is evidenced by the achievement of performance that has met and even exceeded all performance targets related to the ZI by 2024, as recorded in the 2024 Performance Report. The Internal Assessment Team's evaluation score of 97.26 also demonstrates the effectiveness of policy implementation.

If the ZI team is too small, the organization will not have the capacity to implement such a comprehensive and detailed action plan across six areas of change simultaneously. Conversely, if it is too large and unstructured, inefficiencies and overlaps will occur. Therefore, the current team composition is the ideal size for the conditions of the NTT Province BPS, allowing us to move massively while remaining well-coordinated.

The author believes that the size of the staff or team implementing the ZI policy at the NTT Province BPS is very appropriate and proportional, neither too large nor too small. This team size is a strategic choice made to ensure effective and equitable implementation.

5. Social, Economic, and Political Conditions. Social, economic, and political conditions encompass the economic resources of the environment that can support successful policy implementation. The impact of economic, social, and political conditions on public policy has been a major focus of attention over the past decade.

Van Meter and Van Horn identified the extent to which the external environment contributes to the success of established public policies. These external environments are economic, social, and political. Economic resource support can contribute to successful policy implementation, and within the political environment, the support of political elites is crucial for successful policy implementation (Van Meter and Van Horn, 1975:471).

Changes in economic, social, and political conditions can influence the interpretation of problems and thus influence program implementation. Variations in the political climate can impact implementation. Changes in government can lead to changes in the implementation of policies without altering the policies themselves.

Based on the author's observations, it is known that from an economic perspective, there is a demand for quality data from regional development. The rapidly developing economic conditions of East Nusa Tenggara Province are a key driver. The Provincial Government has a vision of "NTT Rising Towards a Prosperous Society", which focuses on leading sectors such as tourism ("gold economy"), fisheries ("blue economy"), and agriculture and animal husbandry ("green economy").

To plan, monitor, and evaluate these development programs, local governments and investors desperately need accurate, reliable, and consistent statistical data. They cannot make strategic decisions based on data of questionable quality.

Consequently, these economic demands directly create demand for products from clean and professional institutions. The success of the ZI program provides stakeholders with assurance that the data we produce can be relied upon as a basis for regional economic policymaking. Therefore, the economic needs of the environment serve as both justification and motivation for us to improve.

In terms of social conditions, there is high public appreciation and trust. The primary users of BPS NTT Province data are government officials (civil servants) and academics (lecturers, students). This segment of society is educated and has high expectations for the quality and integrity of services.

This public trust and appreciation are clearly measured in the results of our Data Needs Survey (SKD). Our Consumer Satisfaction Index (CCI) score of 97.20 and Anti-Corruption Perception Index (IPAK) of 98.75 (data from the second quarter of 2025) are clear evidence that the public supports and recognizes our efforts.

The impact of this strong social support provides us with "social capital," or the legitimacy to continue our reform program. When the public trusts and is satisfied, resistance to change is minimized, and the implementation team's enthusiasm for delivering its best is heightened.

Politically, the East Nusa Tenggara (NTT) Provincial Statistics Agency (BPS) receives full support from both the central and regional governments through national mandates, such as the One Data Indonesia (Presidential Decree No. 39 of 2019), which has politically strengthened BPS's role as the Statistical Data Supervisor. This mandate grants BPS NTT Province greater authority and responsibility to ensure data governance with integrity across all sectors.

Collaborative partnerships with local governments are evident. It is evident in the high percentage of Regional Apparatus Organizations (OPD) using BPS NTT Province data for planning (100% by 2024) and their active participation in our Sectoral Statistics Development activities.

This political support has created a stable and synergistic working environment, where our efforts to build the Integrity Zone (ZI) are seen as part of a joint effort to advance the region, not merely as a BPS agenda.

In short, the economic demand for quality data, the social appreciation for clean services, and the political support from the government create an ecosystem that not only accepts but also encourages and demands the successful implementation of the Integrity Zone. This finding strengthens the statement from Van Meter and Van Horn, where Korten (1988), in Tarigan (2000:19), is of the opinion that a program will be successful if it meets the criteria of suitability between the program and the beneficiaries.

6. Implementor Disposition. Implementers may fail to implement the Integrity Zone policy toward a Corruption-Free Zone (WBK) and a Clean and Serving Bureaucracy Zone (WBBM) at the East Nusa Tenggara (NTT) BPS-Statistics Indonesia (BPS-Statistics Indonesia) because they reject the policy's stated objectives (Van Meter and Van Horn, 1975:473). Conversely, widespread and deep acceptance of the policy's standards and objectives among those responsible for implementing the policy represents a significant potential for successful implementation (Kaufman in Van Meter and Van Horn, 1975:473).

The author's observations support the interview findings, where the Head of the East Nusa Tenggara BPS-Statistics Indonesia not only provided direction but also demonstrated real commitment through direct involvement. He actively led ZI meetings, provided strategic direction, and even participated in activities to internalize the work culture, such as Harmonis-Fest.

When leaders demonstrate such strong commitment, it sends a clear message to all levels that ZI is a top priority. It directly increases the willingness and seriousness of the entire team to implement the policy.

Observations also revealed an overwhelming response from employees appointed as Agents of Change. They did not view this as an additional task, but rather as an opportunity to contribute.

Employees independently designed and executed various innovative programs such as KEY (Knowledge Empowers You), SADUR (Say to the Outside World), and SKI (Sharing Knowledge Innovation), all of which were detailed in the 2024 Agents of Change Annual Report.

These initiatives, which came from "below the fold," demonstrated a strong sense of ownership of the policy. Their willingness to go the extra mile and think creatively spread to other employees and created positive momentum for change throughout the organization. Support from the entire staff was also palpable. Despite initial challenges, their response to the change efforts was very positive.

Employee participation in activities such as Harmonis-Fest was very high, demonstrating enthusiasm for building a new work culture. The monitoring and evaluation report at the NTT Provincial Statistics Agency (BPS) noted a "lack of understanding" among employees. However, their response to the subsequent intensified socialization and internalization programs was very positive. Employees demonstrate a willingness to learn and adapt.

When all staff participate, the implementation burden feels lighter, and enthusiasm is fostered collectively. This supportive work environment strengthens individuals' willingness to continue contributing because they feel part of a larger change movement.

Overall, this positive response from all levels of implementation transformed the ZI policy from a mere administrative obligation into a dynamic internal movement. The strong commitment of all employees, fostered by the leadership's exemplary behavior and the creativity of Change

Agents, was a key factor in our success in exceeding many performance targets in developing the Integrity Zone.

Implementers' understanding of the ZI policy is something that is built gradually, systematically, and sustainably. The NTT Provincial Statistics Agency (BPS) recognizes that a complex policy like ZI will not be effective if those implementing it do not truly understand "what" needs to be done and "why" it is important. Therefore, leadership not only provides instructions but actively builds understanding through several key strategies:

1. Early Identification and Acknowledgement of Challenges. Frankly, understanding does not come automatically. In the 2024 Semester I Monitoring and Evaluation Report, one of the obstacles identified was "a lack of employee understanding regarding the duties of change agents." This recognition served as a starting point for designing more targeted interventions to improve understanding at all levels.

2. Formal and Structured Briefing. To ensure that the driving forces have a deep understanding, the NTT Provincial Statistics Agency (BPS) held a formal and technical briefing session through a workshop for all Change Agents from the Provincial and Regency/City BPS offices on March 8, 2024. In this workshop, leaders not only explained their roles but also technically analyzed the Evaluation Worksheet (LKE), how the E-Reform application works, and developed a work program. It ensured that those spearheading the work had a strong understanding of the technical and strategic aspects of the policy.

Understanding cannot be built simply through a single workshop. BPS NTT Provincial Statistics Agency (BPS) made it part of our work routine. The KEY (Knowledge Empowers You) program served as our primary mechanism. Every Monday morning assembly, each team takes turns delivering a brief presentation related to the BerAKHLAK values and the progress of ZI development. This repetition method has proven highly effective in slowly but surely instilling understanding among all employees.

Learning through practice and sharing (SKI) is fostered through the Innovation Knowledge Sharing Program (SKI). When an employee presents their innovation, such as the "JSTAR" or "SERASI" applications, to their colleagues, they not only showcase their work but also demonstrate a deep understanding of the problem they are trying to solve and how it supports ZI's goals.

The SADUR (Greeting the Outside World) program is also a key indicator of success. When teams explain ZI development to partners in the local government, they are required to truly master the material. This "teaching" process effectively reinforces their own understanding.

In short, these approaches are useful for building cognition, not simply "telling," but "building understanding" through formal training, regular internalization, and hands-on practice. This deep understanding is what makes implementers not merely objects of policy, but subjects capable of improvising, innovating, and ultimately, ensuring the policy's successful implementation on the ground (Heykal et al., 2024).

In terms of the intensity of disposition or willingness of implementers at the NTT Province BPS, the implementation is very high, and their value preferences are very clear: we act not out of obligation, but because we believe in the values behind the Integrity Zone itself. We standardize this value preference on the core value of ASN, namely BerAKHLAK.

Value Preferences Based on "BerAKHLAK". All of BPS NTT Province's work culture change programs are explicitly designed to internalize the core values of ASN BerAKHLAK. It demonstrates that employee value preferences are not abstract, but rather structured and aligned with the work ethic of the National Civil Service.

BPS NTT Province's 2024 Work Culture Development Report specifically details how each ZI program is designed to strengthen values such as Harmonious, Collaborative, Accountable, and Adaptive.

The Harmonis-Fest program, for example, directly aims to strengthen the values of "Harmonious" and "Collaborative." The KEY (Knowledge Empowers You) program also routinely discusses each BerAKHLAK value weekly. It demonstrates that BPS NTT Province's willingness to change is based on a clear framework of professional values, not merely personal sentiment.

Instead of waiting for instructions, it proactively designs and implements dozens of innovative programs. The 2024 Agen Perubahan Annual Report is a clear demonstration of this intensity, reporting on the implementation of programs such as SADUR, STATSTORY, and SKI, which they themselves initiated from scratch.

The SADUR (Sapa Dunia Luar) program, in which employees socialize ZI to external partners, demonstrates an intensity that transcends the organization's internal boundaries. It stems from a strong belief that what we do has value and needs to be shared. This high level of intensity transforms the role of employees from mere "policy implementers" to "policy owners and drivers."

The intensity of our disposition is also evident in our consistency and persistence in implementing small but consistent programs, such as KEY at every Monday roll call and QOM (Quote of Monday) in the weekly WhatsApp group, demonstrating that the spirit of change is maintained. It is a marathon, not a sprint, and consistency is key.

The willingness of the NTT Provincial Statistics Agency (BPS) to routinely conduct monitoring and evaluation every semester, identify shortcomings, and discuss them in follow-up meetings demonstrates a strong disposition for continuous improvement, rather than simply being satisfied with short-term achievements.

So, the intensity of employee disposition at the NTT Provincial Statistics Agency (BPS) is very high. Value preferences are clearly rooted in the professional values of ASN BerAKHLAK (Integrated Civil Servants). The NTT Provincial Statistics Agency's willingness to implement this policy is driven not only by compliance but by a collective belief that ZI is the best path to making the NTT Provincial Statistics Agency a more professional, accountable, and service-oriented institution.

Factors Inhibiting the Implementation of the Integrity Zone Development Policy Towards a Corruption-Free Area (WBK) and a Clean and Serving Bureaucracy Area (WBBM) at the NTT Province Statistics Office. Based on the research and discussion, several factors were identified that support and inhibit the implementation of the Integrity Zone development policy towards a Corruption-Free Area (WBK) and a Clean and Serving Bureaucracy Area (WBBM), as detailed below:

Supporting Factors.

1. Strong Leadership and Team Commitment (Internal). It is the primary supporting factor for the development of the ZI at the BPS-Statistics Indonesia (BPS-Statistics Indonesia) of East Nusa Tenggara (NTT) Province. The leadership not only provides direction but also actively acts as a role model in every activity. Supported by a solid ZI Working Team of 78 members and proactive and innovative Agents of Change, BPS-Statistics Indonesia (NTT) Province has successfully created a massive change movement.

2. Mature Monitoring and Evaluation System (Internal). BPS-Statistics Indonesia (NTT) Province has established a robust Plan-Do-Check-Act cycle. Each Annual Work Plan is monitored in real time through an online monitoring system and formally evaluated every semester. The results

of these evaluations are immediately followed up on in special meetings, ensuring that any obstacles can be addressed promptly.

3. Culture of Innovation for Performance Improvement (Internal). The numerous innovations created by BPS-Statistics Indonesia (NTT) Province employees, such as the SERASI application, E-Reform, and JSTAR, demonstrate a work culture that supports continuous improvement. These innovations directly improve the efficiency and quality of services provided by the NTT Provincial Statistics Agency (BPS).

4. High Public Demand and Appreciation (External). External conditions strongly support the NTT Provincial Statistics Agency (BPS). The local government's demand for quality data in the context of the "NTT Rising Towards a Prosperous Society" development program serves as motivation. Furthermore, public appreciation, reflected in the very high IKK (97.20) and IPAK (98.75) scores, provides energy and legitimacy for continued improvement.

Inhibiting Factors.

1. Lack of Employee Understanding of the Duties of Change Agents. Initial Understanding Needs Continuous Improvement (Internal) Early in the implementation process, we identified a "lack of employee understanding of the duties of change agents." Although we have addressed this challenge through intensive outreach, maintaining a consistent level of understanding across all employees, including those in 22 districts/cities, is an ongoing effort.

2. Unequal Internet Network Coverage Across East Nusa Tenggara. Infrastructure Limitations in Several Regions (External) As stated in our Strategic Plan, one of the challenges is "unequal internet network coverage across East Nusa Tenggara." It sometimes hinders the implementation of digital-based innovations, particularly in coordination with several district/city BPS offices in remote areas.

3. Respondent Burden (External). Respondent Burden (External) As a survey institution, we consistently face the challenge of respondents' reluctance to participate in surveys. It has the potential to impact data quality, which is a key component of the ZI assessment. Therefore, we continue to innovate our approach to respondents to maintain the quality of the BPS NTT Province data.

4. Budget Dynamics (Internal). Budget Dynamics (Internal) As seen in the 2024 Performance Report, the BPS NTT Province budget underwent 15 revisions within a year, including refocusing or blocking. Although the Budget Dynamics (Internal) managed it well and still achieved targets, this dynamic requires a high degree of flexibility and adaptation in activity planning.

CONCLUSION

1. The implementation of the Integrity Zone development policy towards a Corruption-Free Area (WBK) and a Clean and Serving Bureaucracy Area (WBBM) at the BPS-Statistics Indonesia (BPS) of East Nusa Tenggara Province was analyzed using the policy implementation model by Donald Van Meter and Carl E. Van Horn (1975), which states that there are six variables influencing implementation, namely:
   a. The standards and targets of the Integrity Zone development policy towards a Corruption-Free Area (WBK) and a Clean and Serving Bureaucracy Area (WBBM) at the BPS-Statistics Indonesia (BPS) of East Nusa Tenggara Province are clear and measurable, thus preventing interpretations that could lead to conflict among implementation agents.

b. The resources for the Integrity Zone development policy towards a Corruption-Free Area (WBK) and a Clean and Serving Bureaucracy Area (WBBM) at the BPS-Statistics Indonesia (BPS) of East Nusa Tenggara Province have been optimally supported, both in terms of human and non-human resources.

c. Inter-organizational communication and strengthening activities are supported and coordinated with other agencies to achieve successful implementation of the Integrity Zone development policy towards a Corruption-Free Area (WBK) and a Clean and Serving Bureaucracy Area (WBBM) at the BPS-Statistics Indonesia (BPS-Statistics Indonesia) Province of NTT.

d. The characteristics of implementing agents in carrying out their duties and responsibilities as implementers of the Integrity Zone development policy towards a Corruption-Free Area (WBK) and a Clean and Serving Bureaucracy Area (WBBM) at the BPS-Statistics Indonesia (BPS-Statistics Indonesia) Province of NTT are grounded in discipline and a sense of ownership of their respective duties, based on predetermined policy standards and targets.

e. Social, economic, and political conditions, supported by economic resources, can support successful policy implementation, and the support of the political elite in supporting the successful implementation of the Integrity Zone development policy towards a Corruption-Free Area (WBK) and a Clean and Serving Bureaucracy Area (WBBM) at the BPS-Statistics Indonesia (BPS-Statistics Indonesia) Province of NTT.

f. The Implementer's Disposition supports the implementation of the Integrity Zone development policy towards a Corruption-Free Area (WBK) and a Clean and Serving Bureaucracy Area (WBBM) at the NTT Provincial Statistics Agency (BPS).

2. Supporting and inhibiting factors for the implementation of the Integrity Zone development policy towards a Corruption-Free Area (WBK) and a Clean and Serving Bureaucracy Area (WBBM) at the NTT Provincial Statistics Agency (BPS) are as follows:

a. Supporting Factors
- Strong Leadership and Team Commitment (Internal)
- Mature Monitoring and Evaluation System (Internal)
- Culture of Innovation for Performance Improvement (Internal)
- High Public Demand and Appreciation (External)

b. Inhibiting Factors
- Lack of Employee Understanding of the Duties of Change Agents
- Unequal Internet Network Coverage Across East Nusa Tenggara
- Respondent Burden (External)
- Budget Dynamics (Internal)

REFERENCES

Ahmad, M. (2025). Implementasi Pembangunan Zona Integritas pada Rumah Tahanan Negara Kelas IIB Praya: Studi Kasus pada Perubahan Budaya Kerja Pegawai. *Indonesian Journal of Humanities and Social Sciences, 5*(4), 2187-2200. https://doi.org/10.33367/ijhass.v5i4.6576

Agustino, L. (2016). *Dasar-Dasar Kebijakan Publik.* Bandung: Alfabeta.

Aksom, H., & Vakulenko, V. (2024). Revisiting the scope and suggesting novel domains of institutional theory in public administration research. *Teaching Public Administration, 42*(2), 230–250. https://doi.org/10.1177/0144739423 1191935

Aliushyna, N., Boiko, O., Hzhybovska, T., & Rak, Y. (2022). Professionalisation of Public Servants in the Context of Implementing Public Administration Reforms. *Public Policy and Administration, 21*(5), 618– 628. https://doi.org/10.13165/VPA22-21-5-08

Anderson, J. (1979). *Public Policy Making.* New York: Holt, Rinehart and Winston.

Anderson, J. E. (1984). *Public Policy Making. ed.3.* New York: Holt, Rinehart and Winston.

Anggara, D., & Pramono, S. (2025). Implementasi Pembangunan Zona Integritas Wilayah Bebas dari Korupsi (WBK) di Kantor Bersama Samsat Surabaya Barat. *Soetomo Magister Ilmu Administrasi, 2*(2), 393 - 404. Retrieved from https://ejournal.unitomo.ac.id/index.php/smia/article/view/9305

Anggraini, W. (2020). Good Governance, International Organizations and Policy Transfer: Case of Indonesian Bureaucratic Reform Policy. *Jurnal Administrasi dan Kebijakan Publik, 26*(May), 33– 46. https://jurnal.ugm.ac.id/jkap/article/view/68703/33863

Atmosudirjo, P. (1997). *Dasar-dasar Administrasi.* Cetakan X. Jakarta: Ghalia Indonesia.

Barabashev, A., & Klimenko, A. (2023). Administrative And Civil Service Reforms in Russia: Recent Trends at the Time of Turbulence. *Public Administration Issues, 6*, 44–61. https://doi.org/10.17323/1999-5431- 2023-0-6-44-61

Barzelay, M. (1992). *Breaking Through Bureaucracy: A New Vision for Managing in Government.* California: University of California Press.

Biahimo, J., Mustapa Wantu, S., Aneta, Y., & Sulila, I. (2025). Transformasi Zona Integritas Menuju Birokrasi Bebas Korupsi: Tinjauan Kebijakan dan Strategi Implementasi di Pemerintah Provinsi Gorontalo. *Jurnal ISO: Jurnal Ilmu Sosial, Politik Dan Humaniora, 5*(1), 14. https://doi.org/10.53697/iso.v5i1.2288

Bromley, D. W. (1989). *Economic Interest and Institutions: The Conceptual Foundations of Public Policy. New* York: Basil Blackwell Ltd.

Broomfield, H., & Reutter, L. (2022). In search of the citizen in the datafication of public administration. *Big Data and Society, 9*(1). https://doi.org/10.1177/2053951722/1089302

Burns, A. F., Rajabifard, A., & Shojaei, D. (2023). Undertaking land administration reform: Is there a better way? Land Use Policy, 132. https://doi.org/10.1016/j.landusepol. 2023.106824

Cahlikova, T., & Mabillard, V. (2020). Open Data and Transparency: Opportunities and Challenges in the Swiss Context. *Public Performance and Management Review, 43*(3), 662–686. https://doi.org/10.1080/15309576.20 19.1657914

Campomori, F., & Casula, M. (2022). Institutionalizing innovation in welfare local services through co-production: toward a Neo-Weberian State? *Rivista Italiana Di Scienza Politica, 52(*3), 313– 327. https://doi.org/10.1017/ipo.2021.43

Carroll, D. A., & Yeo, J. (2024). What Can Reform Street-Level Bureaucrats' Unwarranted Discretionary Behaviors? Principles? Principals? Or Both? *American Review of Public Administration, 54*(3), 242–254. https://doi.org/10.1177/02750740231213093

Castañeda-Rodríguez, V. M., & Leon-Silva, J. M. (2024). Transparency and its drivers. A study of the Colombian experience (2012-2016). *Revista de Administracao Publica, 58*(1). https://doi.org/10.1590/0034-761220230027x

Castelo, S. L., & Gomes, C. F. (2024). The role of performance measurement and management systems in changing public organizations: An exploratory study. *Public Money and Management, 44*(5), 399–406. https://doi.org/10.1080/09540962.20 23.2204400

Cendrowicz, D., & Raszewska-Skałecka, R. (2023). Reforms of the administration of provision – selected directions of change and development in the sphere of public education and social welfare. *Studia Iuridica Toruniensia, 32*(1), 13– 32. https://doi.org/10.12775/SIT.2023.001

Chun, Z., Fuchong, L., & Xiaojun, W. (2023). Does Administrative Reform Improve the Business Environment in China? A Mixed-Method Analysis Based on Administrative Burden Theory. *Transylvanian Review of Administrative Sciences, 2023*(70), 28–44. https://doi.org/10.24193/tras.70E.2

Considine, M. (1994). Public Policy: A Critical Approach. South Melbourne: Macmillan Education.

Creswell, J. W. (2016). *Research Design Pendekatan Kualitatif, Kuantitatif, dan. Mixed.* Yogyakarta: Pustaka Pelajar.

Danar, O. R., Kusumasari, B., & Muluk, M. R. K. (2020). From phenomena to implementation: Lessons and challenges of administrative reforms in Indonesia. *Public Administration Issues, 6*, 33–50. https://doi.org/10.17323/1999-5431- 2020-0-6-33-50

Daniel, W. T., & Hurka, S. (2024). Unpacking the European Commission: Cabinet Composition and EU Policy-Making. *Journal of Common Market Studies*. https://doi.org/10.1111/jcms.13678

Dattero, A. (2024). Rationalization, privatization and sustainability: debates and reforms involving management of the Lombard forests in the 18th century. *Historia Agraria, 92,* 7–33. https://doi.org/10.26882/histagrar.09 2e05

Daraba, D. (2019). *Reformasi birokrasi & pelayanan publik.* Yogyakarta: Leisyah.

Demmke, C. (2020). Public administration reform over time – did change lead to a more effective integrity management? *Central European Public Administration Review, 18*(2), 7–27. https://doi.org/10.17573/cepar.2020.2.01

Deviyanti, D., & Bintoro, K. (2021). Analisis Penerapan Good Corporate Governance (GCG) Melalui Reformasi Birokrasi Menuju Wilayah Bebas Korupsi dan Wilayah Birokrasi Bersih dan Melayani (WBK/WBBM). *Syntax Literate; Jurnal Ilmiah Indonesia, 6*(6), 2679–2688.

Dimock, M. E., & Dimock, G. O. (1996). *Administrasi Negara.* Diterjemahkan oleh Husni Thamrin Pane. Cetakan Kelima. Jakarta: Rineka Cipta.

Dunn, W. N. (1994). *Public Policy Analysis: An Introduction*. New Jersey: Pearson.

Dunn, W. N. (2003). *Pengantar Analisis Kebijakan Publik.* Edisi Kedua. (Penerjemah: Samodra Wibawa dkk). Yogyakarta: Gadjah Mada University Press.

Dye, T. R. (2005). *Understanding Public Policy.* New Jersey: Pearson Education Inc.

Dwyer, J., Tenbensel, T., Lavoie, J., Martini, A., Brown, C., Devitt, J., Myott, P., Tilton, E., & Boulton, A. (2020). Public administration reform for Aboriginal affairs: An institutionalist analysis. *Australian Journal of Public Administration, 79*(4), 550–566. https://doi.org/10.1111/1467-8500.12422

Edward, G. C. (1980). Implementing Public Policy. Washington DC: Congressional Quarterly Press.

Eyestone, R. (1971). The Threads of Policy: A Study in Policy Leadership. Indianapolis: Bobbs-Merrill.

Fejzullahu, A., & Belegu, B. (2022). The Challenges of Public Administration Reforms in Kosovo in the Context of Eurointegration Process. *Journal of Liberty and International Affairs, 8*(1), 292–307. https://doi.org/10.47305/JLIA2281292f

Goldfinch, S., & Halligan, J. (2024). Reform, hybridization, and revival: the status of new public management in Australia and New Zealand. *Public Management Review, 26*(9), 2542–2560. https://doi.org/10.1080/14719037.2024.2329770

Gómez Muñoz, C. F., & Moreno Romero, A. (2024). Progressing toward Teal Organizations: An Assessment of Organizational Innovation in the Spanish Public Administrations. *Sustainability (Switzerland), 16*(11). https://doi.org/10.3390/su16114806

Goggin, M. L. (1990). Implementation, Theory and Practice: Toward a Third Generation. Scott, Foresmann and Company: USA.

Greve, C., Ejersbo, N., Lægreid, P., & Rykkja, L. H. (2020). Unpacking Nordic Administrative Reforms: Agile and Adaptive Governments. *International Journal of Public Administration, 43*(8), 697–710. https://doi.org/10.1080/01900692.20 19.1645688

Grindle, M. S. (1980). *Politics and Policy Implementation in The Third World.* New Jersey: Princeton University Press.

Hanafi, A. S., & Harsono, M. (2020). Pelaksanaan Reformasi Birokrasi dengan Pembangunan Zona Integritas pada Kementerian Perindustrian. *JUKAP (Jurnal Informasi dan Komunikasi Administrasi Perkantoran), vol. 4*, No.1.

Hapsari, J. (2019). Impementasi Pembangunan Zona Integritas Menuju Wilayah Bebas dari Korupsi dan Wilayah Birokrasi Bersih dan Melayani di BBWS Pemali Juana Semarang. DIALOGUE, *Jurnal Ilmu Administrasi Publik, Vol. 1*, No. 1.

Handayaningrat, S. (1995). *Pengantar Studi Ilmu Administrasi dan Manajemen.* Jakarta: PT. Toko Gunung Agung.

Henry, N. (1988). *Administrasi Negara dan Maaslah-masalah Kenegaraan.* Jakarta: Rajawali Pers.

Heykal, M., Prasetya, S., & Harsanti, P. S. (2024). Pengaruh Kualitas Pelayanan terhadap Kepuasan Pelanggan pada Jasa Wisata (Open Trip) CV Tidung Island. *Jurnal Ekonomi Manajemen Akuntansi, 30*(1), 250-265. https://doi.org/10.59725/ema.v30i1.226

Hill, M., & Hupe, P. (2002). *Implementing Public Policy: Governance in Theory and Practice.* London: Sage Publications.

Ingrams, A. (2020). Administrative Reform and the Quest for Openness: A Popperian Review of Open Government. *Administration and Society, 52*(2), 319–340. https://doi.org/10.1177/0095399719/875460

Islamy, I. (2001). *Prinsip-prinsip Perumusan Kebijakan Negara.* Cetakan X, Jakarta: Bumi Aksara.

Jing, Y., & Zhang, Z. (2023). Continuity Versus Change: Evolving Trajectories of Chinese Public Administration. *Public Administration Issues, 6*, 70–83. https://doi.org/10.17323/1999-5431-2023-0-6-70-83

Jung, H. (2024). City-County Mergers in South Korea: Assessing Effects on Public Employment Size And Citizen Satisfaction. *Transylvanian Review of Administrative Sciences, 2024*(72), 57–77. https://doi.org/10.24193/tras.72E.4

Kadir, A. (2020). *Administrasi Publik Dalam Ruang Lingkup Kebijakan Publik.* Medan: CV. Dharma Persada Dharmasyara.

Kasim, M. (1994). *Analisis Kebijakan Negara.* Jakarta: Erlangga.

Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi. (2012). Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 60 Tahun 2012 tentang Pedoman Pembangunan Zona Integritas Menuju Wilayah Bebas Dari Korupsi dan Wilayah Birokrasi Bersih dan Melayani di Lingkungan Kementerian/Lembaga dan Pemerintahan

Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi. (2017). Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Republik Indonesia Nomor 17 Tahun 2017 tentang Pedoman Penilaian Kinerja Unit Penyelenggara Pelayanan Publik. Kemenpan RB, 61. https://jdih.menpan.go.id/data_puu/final 17.pdf

Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi. (2021a). [LIVE] Penyampaian Hasil Evaluasi dan Penghargaan Pelayanan Publik di Lingkup K/L/D Tahun 2021. In Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi. menpan.go.id. https://www.youtube.com/watch?v=x0fv3So5Rkc

Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi. (2021b). Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 90 Tahun 2021 tentang Pembangunan dan Evaluasi Zona Integritas Menuju Wilayah Bebas dari Korupsi dan Wilayah Birokrasi Bersih dan Melayani di Instansi Pemerintah.

Kim, P. S. (2022). A behavioral approach to administrative reform: a case study of promoting proactive administration in South Korea. *Public Administration and Policy, 25*(3), 310–322. https://doi.org/10.1108/PAP-08- 2022-0093

Kormych, L., Krasnopolska, T., & Kormych, A. (2024). Public Image of Ukrainian Customs: Trying to Lead a Camel through the Eye of a Needle. *Lex Portus, 10*(1), 30–40. https://doi.org/10.26886/2524- 101X.10.1.2024.2

Kuhlmann, S., & Heuberger, M. (2023). Digital transformation going local: implementation, impacts and constraints from a German perspective. *Public Money and Management, 43*(2), 147–155. https://doi.org/10.1080/09540962.20 21.1939584

Lægreid, P., & Rykkja, L. H. (2020). Nordic administrative collaboration: Scope, predictors and effects on policy design and administrative reform measures. *Politics and Governance, 8*(4), 21–32. https://doi.org/10.17645/pag.v8i4.3281

Makhdum, H., Subagja, I. K., & Hakim, A. (2024). Strategi Penguatan Budaya Kerja BerAKHLAK Melalui Pembangunan Zona Integritas. *Jurnal Administrasi Politik Dan Sosial, 5*(3), 274-281. https://doi.org/10.46730/japs.v5i3.186

Mardiana, S., & Tarigan, D. H. (2024). Implementasi Manajemen Perubahan Dalam Pembangunan Zona Integritas Wilayah Bebas Dari Korupsi (ZIWBK) di KPP PMB: Implementasi Manajemen Perubahan Dalam Pembangunan Zona Integritas Wilayah Bebas Dari Korupsi (ZIWBK) di KPP PMB. *Jurnal Ekonomi, Bisnis Dan Manajemen, 3*(3), 199–215. https://doi.org/10.58192/ebismen.v3i3.2518

Melo, A. I., & Mota, L. F. (2020). Public sector reform and the state of performance management in Portugal: Is there a gap between performance measurement and its use? *International Journal of Public Sector Management, 33*(6–7), 613–627. https://doi.org/10.1108/IJPSM-12- 2019-0325

Mingo, R. (2023). The marginality trap. Deconstructing the administrative framework for a reform of local governance: The case of Calabria between top-down and bottom-up dynamics. *Regional Science Policy and Practice, 15*(7), 1458–1476. https://doi.org/10.1111/rsp3.12672

Myo Maung, A. (2020). Journal of Current Southeast Asian Affairs Administrative Reform in the Myanmar Police Force: Decision-Making and Community-Based Policing. *In Journal of Current Southeast Asian Affairs (Vol. 39*, Issue 3).

Nasir, M. (2005). *Metode Penelitian.* Jakarta: Ghalia Indonesia.

Ndraha, T. (2003). *Kybernologi.* Jakarta: PT. Rineka Cipta.

Nigro, F. A., & Nigro, L. G. (1998). *Modern Public Administration (terjemahan).* New York; Herper and Row Publisher.

Nugroho, D. R. (2004). *Kebijakan Publik, Formulasi, Implementasi, dan Evaluasi.* Jakarta: Gramedia.

O'Connor, K., Lasslett, K., Bunyan, S., & Duffy, D. (2023). What the public wants and how it is best served: forensic scientists' perceptions of the drivers of public value creation. *International Review of Administrative Sciences,* *89*(4), 1046–1061. https://doi.org/10.1177/00208523221100916

Ongaro, E. (2024). The long and winding road towards the EU policy of support to Member States public administration reform: History (2000–2021) and prospects. *Public Policy and Administration, 39*(1), 3–26. https://doi.org/10.1177/0952076722/1117689

Parson, W. (1995). Public Policy. An Introduction to The Theory and Practice of Policy Analysis. Cheltenham: Edward Elgar.

Ripley, R. B., & Franklin, G. A. (1986). *Policy Implementation and Bureaucracy.* Chicago: The Dorsey Press.

Profiroiu, A. G., Negoiţă, I. C., Costea, V. A., & Pîrvu, C. (2024). Constitutional Court Jurisprudence and Its Role in Shaping Public Administration Reform in Romania. *Transylvanian Review of Administrative Sciences, 2024*(72), 121– 136. https://doi.org/10.24193/tras.72E.7

Przybyła, K., Hełdak, M., Kachniarz, M., Ramsey, D., Kulczyk-Dynowska, A., & Szara, K. (2024). The Central Functions of Cities in Poland in Light of Administrative Reform. *Sustainability (Switzerland), 16*(18). https://doi.org/10.3390/su16188097

Pukhkal, O., Karlova, V., Reiterovych, I., Sytnyk, S., & Tyutyunnik, I. (2020). Decentralization as a Basis for Modernisation of Public Administration: European Experience for Ukraine. *In International Journal of Criminology and Sociology (Vol. 9)*

Rahmat, B. (2022). Pembaharuan Organisasi Sektor Publik dalam Perspektif Pemerintahan Daerah. *Jurnal Pendidikan Dan Konseling (JPDK), 4*(5), 8390– 8395.

Sabatier, P. A. (1986). Top-down and Bottom-up Approaches to Implementation Research. USA: Cambridge University Press.

Salem, K. N. (2023). Egypt Government Excellence Award: Whose Perspective Is Being Assessed? *Public Administration Issues, 6,* 101– 121. https://doi.org/10.17323/1999- 5431-2023-0-6-101-121.

Silalahi, U. (1992). *Studi Tentang Ilmu Administrasi: Konsep Teori dan Dimensi.* Bandung: CV. Sinar Baru.

Soenarko. (2003). *Public Policy: Pengertian Pokok Untuk Memahami dan Analisa Kebijaksanaan Pemerintah.* Cetakan Kedua. Surabaya. Airlangga University Press.

Sudarsono, F. (1994). *Penelitian Evaluasi.* Yogyakarta: Lembaga. Penelitian IKIP Yogyakarta.

Sugiyono. (2012). *Metode Penelitian Kuantitatif Kualitatif dan R&B.* Bandung: Alfabeta.

Suradinata, E. (1994). *Kebijaksanaan Pembangunan dan Pelaksanaan Otonomi Daerah, (Perkembangan Teoridan Penerapan).* Bandung: CV. Ramadhan.

Taufiqurakhman. (2014). *Kebijakan Publik (Pendelegasian Tanggungjawab Negara Kepada Presiden Selaku Penyelenggara Pemerintahan).* Jakarta: Fakultas Ilmu Sosial dan Ilmu Politik Universitas Moestopo Beragama (Pers)

Tian, Y., & Wang, Q. (2024). Priority Setting and Resource Allocation in Coastal Local Government Marine Regulatory Reform: Application of Machine Learning in Resource Optimization. *Water (Switzerland), 16*(11). https://doi.org/10.3390/w16111544

van der Heijden, M. (2024). What Does This Button Do? Departmental Restructurings, Information Processing, and Administrative Errors. *International Journal of Public Administration, 47*(6), 385–396. https://doi.org/10.1080/01900692.20 22.2123503

Van Meter, D., & Van Horn C. E. (1975). "The Policy Implementation Process: A Conceptual Framework." *Administration & Society 6*(4): 445-488.

Wahab, A. S. (2015). *Analisis Kebijaksanaan: dari Formulasi ke Implementasi. Kebijaksanaan Negara.* Jakarta. Sinar Grafika

Wegrich, K. (2021). Is the turtle still plodding along? Public management reform in Germany. *Public Management Review, 23*(8), 1107–1116. https://doi.org/10.1080/14719037.20 20.1771011

Widowati, L., Setyowati, K., & Suharto, D. G. (2023). Dynamic Governance as a Perspective in Indonesian Bureaucracy Reform: Qualitative Analysis of Indonesian Bureaucracy Reform Based on Dynamic Governance. *Jurnal Bina Praja, 15*(2), 403–415. https://doi.org/10.21787/jbp.15.2023. 403-415

Wilujeng, D. S., & Lhaksmi, O. P. (2020). Evaluasi Penerapan Zona Integritas Menuju Wilayah Bebas dari Korupsi dan WIlayah Birokraasi Bersih Melayani (Studi Pembangunan Zona Integritas Rumah Sakit Jiwa Prof. Dr. Soerojo Magelang*). Journal of Economic, Management, Accounting and Technology (JEMATech), Vol. 3*, No. 2.

Winasta, K. Y. K., & Maradona, A. F. (2023). Dinamika Merger Institusi Pemerintah Dalam Perspektif Sistem Administrasi Publik. *Media Bina Ilmiah, 17*(7), 1613– 1622.

Zankina, E. (2020). Public Administration Reform in Bulgaria: Top-down and Externally-driven Approach. *Central European Public Administration Review, 18*(1), 89–124. https://doi.org/10.17573/cepar.2020.1.05