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*(¹ Regional Office of The National Land Agency East Kalimantan Province)
(² National Land Institute (STPN))
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(¹ Department of Publik Administration, Universitas Pendidikan Nasional Bali, Indonesia)
(² Department of Information Technology, Murdoch University, Australia)
(³ Department of Publik Administration, Universitas Pendidikan Nasional Bali, Indonesia)

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(² Governmental Studies Program, Universitas Indo Global Mandiri, Indonesia)
(³ Ural Institute of Humanities, Ural Federal University, Russia Federation)

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Hendra Gunawan¹, Wiwi Widiastuti¹, Riska Sarofah¹, Vidia Lestari²

(¹ Department of Political Science, Universitas Siliwangi, Indonesia)
(² Department Public Administration, Social Science Faculty, Incheon National University, South Korea)

Reform and Reformulation of Public Policy in Indonesia: What is Required?

Ni Wayan Widhiasthini^{1*}, Made Srinitha Millinia Utami², Nyoman Sri Subawa³

¹ Department of Publik Administration, Universitas Pendidikan Nasional Bali, Indonesia

² Department of Information Technology, Murdoch University, Australia

³ Department of Publik Administration, Universitas Pendidikan Nasional Bali, Indonesia

* Email Correspondence: widhiasthini74@undiknas.ac.id

ABSTRACT

Public policy reform in Indonesia has emerged as a critical area of study over the past few decades, necessitating a comprehensive examination of its underlying instruments and models. This research aims to identify essential components and develop strategic frameworks for the effective reform and reformulation of public policy within the Indonesian government. Through an extensive thematic analysis of previous policy reforms, this study highlights recurring themes and successful patterns that inform best practices. Findings underscore the urgent need for reforms in the public service and agribusiness sectors, as well as the broader governance framework, to enhance policy effectiveness and societal outcomes. While political stability remains a vital prerequisite for successful public policy implementation, it is insufficient in isolation. The integration of Multi-Level Governance (MLG), active stakeholder engagement in policy development, and the incorporation of technological advancements are pivotal for facilitating meaningful reforms. Furthermore, political and governance reforms are essential to address emerging challenges. The adoption of data and system analytics within government agencies has shown promise in enhancing policy initiatives; however, it raises critical concerns about privacy and accountability. In the context of Indonesia's dynamic and diverse landscape, this research advocates for a strategic dissemination of substantial data to various stakeholders to foster informed decision-making and effective public policy reform.

Keywords: Public policy, multi-level governance, policy reform and formulation, Indonesia

ABSTRAK

Reformasi kebijakan publik di Indonesia telah muncul sebagai area studi yang kritis selama beberapa dekade terakhir, yang memerlukan pemeriksaan menyeluruh terhadap instrumen dan model yang mendasarinya. Penelitian ini bertujuan untuk mengidentifikasi komponen penting dan mengembangkan kerangka strategis untuk reformasi dan reformulasi kebijakan publik yang efektif dalam pemerintahan Indonesia. Melalui analisis tematik yang komprehensif terhadap reformasi kebijakan sebelumnya, penelitian ini menyoroti tema-tema yang berulang dan pola sukses yang dapat menginformasikan praktik terbaik. Temuan menunjukkan kebutuhan mendesak akan reformasi di sektor pelayanan publik dan agribisnis, serta kerangka tata kelola yang lebih luas, untuk meningkatkan efektivitas kebijakan dan hasil sosial. Meskipun stabilitas politik tetap menjadi prasyarat vital untuk pelaksanaan kebijakan publik yang sukses, hal ini tidak cukup jika berdiri sendiri. Integrasi Multi Level Governance (MLG), keterlibatan aktif pemangku kepentingan dalam pengembangan kebijakan, dan penggabungan kemajuan teknologi merupakan hal yang penting untuk memfasilitasi reformasi yang bermakna. Selain itu, reformasi politik dan tata kelola diperlukan untuk mengatasi tantangan yang muncul. Adopsi data dan analitik sistem dalam lembaga pemerintah menunjukkan janji dalam meningkatkan inisiatif kebijakan; namun, ini menimbulkan kekhawatiran kritis mengenai privasi dan akuntabilitas. Dalam konteks lanskap Indonesia yang dinamis dan beragam, penelitian ini menganjurkan untuk penyebaran data substansial secara strategis kepada berbagai pemangku

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kepentingan guna mendorong pengambilan keputusan yang terinformasi dan reformasi kebijakan publik yang efektif.

Kata Kunci: Kebijakan publik, tata kelola pemerintahan multi-tingkat, reformasi dan perumusan kebijakan, Indonesia.

INTRODUCTION

Indonesia has a long history of making public policy changes, but many of these changes have failed to address critical issues. Nonetheless, the Indonesian government continues implementing new public policies to address existing problems. In addition, the Indonesian government has attempted to involve the private sector in implementing these policies to make them more effective. They have also attempted to address the underlying issues of these problems through programs that improve education, health, and economic development. So far, there have been some results, but the government remains committed to finding long-term solutions that benefit the people of Indonesia.

Public policy reform and reformulation are crucial in Indonesia as public policies can improve the lives of millions of people and drive economic growth (Ukhtiyani & Indartono, 2020). One example of successful public policy reform and change in Indonesia is the healthcare reform carried out in 2014 to increase the poor's access to healthcare and improve the overall quality of the healthcare system. As a result, this reform has resulted in a significant increase in healthcare coverage and a reduction in out-of-pocket costs for low-income people, ultimately lowering the amount of out-of-pocket costs they pay.

Corruption, lack of political will, and poor implementation are various causes of failed public policy reforms in Indonesia (Kamaruddin & Afandi, 2024). To address these issues, policymakers should create and implement effective anti-corruption laws, increase political commitment and accountability, and invest in training and capacity building of public officials. They should also pay attention to these matters and increase transparency and public participation in decision-making. They should also encourage a culture of integrity and ethical behavior among public officials (Anggono & Wahanisa, 2022).

Despite the current knowledge, we still do not understand how best to reform and reformulate Indonesia's public policies. One reason for this lack of understanding is Indonesia's complex and dynamic political landscape, making it difficult to predict how policy reforms will be implemented. In addition, levels of government and stakeholders often do not communicate and cooperate, leading to conflicting policies and inefficient use of resources. To address these issues, it is essential to conduct in-depth research and analysis to determine the most efficient methods for policy reform and to engage stakeholders at all levels honestly and openly. This can help ensure that policy reform is done correctly and positively impacts Indonesian society (Saleh et al., 2021).

Public policy reform is increasingly influenced by global networks and international perspectives, as evidenced by the growing interconnectedness of policy-making processes across nations. The development of reform agendas and the facilitation of policy transmission are significantly influenced by the global network of nearly 100 organizations that specialize in public administration and governance (Pal & Ireland, 2009). Through this network's influence, the importance of integrating international best practices into the implementation of reforms is underscored. It is intriguing that the ideal of egalitarian cooperation and the reality of one party reforming the other in international policy partnerships are in tension, despite the significance of international perspectives. This emphasizes the challenge of translating concepts and models across a variety of cultural contexts (Coleman, 2009).

Additionally, the field of global environmental policy has become increasingly fragmented and diverse, necessitating a more comprehensive, process-oriented explanatory framework, such as transnational neopluralism, to understand the complex dynamics of policy (Kütting & Cerny, 2015). A more comprehensive array of international perspectives can be incorporated into public policy reform through the use of a variety of methods. Initially, the integration of an international perspective into undergraduate public policy courses and curricula can help future policymakers develop a more global perspective (Cassell, 2007). Secondly, the examination of effective governance models in higher education institutions worldwide can provide valuable insights to improve governance in specific contexts, as demonstrated by the example of Legal Entity State Universities in Indonesia (Siregar & Putra, 2024).

An analysis of coastal legislative and policy reforms in countries such as Australia can facilitate the integration of systems perspectives and cross-boundary management strategies in environmental policy (Harvey & Clarke, 2019). By implementing these diverse international perspectives and best practices, policymakers can develop more innovative and effective strategies for public policy reform.

This research aims to find the critical components that contribute to the success of public policy reform in Indonesia and develop strategies for reform and reformulation. To achieve this objective, a thorough analysis of past policy reforms in Indonesia will be conducted, focusing on finding common themes and patterns that emerge from successful reforms. This analysis serves as a basis for developing strategies that can be applied to future policy reforms in Indonesia, ensuring that reforms are effective, sustainable, and positively impact society (Widhiasthini et al., 2024).

The question is, what are the key components that play an essential role in successful public policy reform in Indonesia, and what approaches can be used to effectively reform and reformulate public policy? Factors such as government commitment, stakeholder engagement, and effective communication tactics are essential to answer these questions

thoroughly. In addition, policy reform should be tailored to Indonesia's specific context, considering cultural and economic aspects. Successful techniques for policy reform include using an evidence-based policy development approach, involving relevant stakeholders in the decision-making process, and conducting thorough research and analysis. Successful policy reform in Indonesia can be achieved by incorporating these components into the reform process. Engaging stakeholders and forming coalitions is crucial to ensure the reform process is inclusive and sustainable.

RESEARCH METHOD

This research uses exploratory qualitative methods. The aim was to gain a comprehensive understanding of the phenomenon under investigation to obtain comprehensive and detailed data. This method allows for a more contextual analysis of the data, which can help reveal the researchers' underlying meanings and experiences. In addition, using an exploratory qualitative research design, researchers can maintain flexibility and adaptability throughout the research process.

Data is obtained through analyzing documents, such as reports, research papers, and journals, to identify relevant information. From the data, efforts will be made to identify information before making decisions. Data were analyzed using thematic analysis and presented in a narrative format. The researcher felt thematic analysis was suitable for systematic examination of the data. The study's results are presented narratively, allowing for in-depth and significant interpretation.

RESULTS AND DISCUSSION

Previous Studies on Public Policy Reformulation and Reform in Indonesia

Research on public policy reform and reformulation in Indonesia has addressed various aspects of governance and sectoral policies. Wahyurudhanto (2020) examined the evolution and change of good governance in the context of New Public Management in Indonesia. He emphasized that the performance of government human resources should be improved, community participation in policymaking, and accountability of public sector administration. Ayu Astuti (2022) investigated public service reform, particularly the Public Service Complaint Management Policy, as well as hybrid organizational forms, decision-making theories, and bureaucratic reform policy patterns to improve the quality of public services. Lasaksi (2024) looked at how government policies correlate with agribusiness development and found a significant positive correlation between agribusiness performance indicators and policy effectiveness, emphasizing how important the policy framework is to support industrial growth and rural development.

The study underscores the importance of reform within the overall governance framework and specific sectors such as public service and agribusiness. Consistent themes of the need to improve performance, accountability, and community involvement in policy reforms were found in this study. In addition, it emphasizes how difficult the decision-making process is in public service reform and how government policies support sectoral development (Astuti, 2022; Lasaksi, 2024; Wahyurudhanto, 2020).

The Facts about Public Policy Reform and Reformulation in Indonesia

In Indonesia, public policy reform requires bureaucratic reform to address issues such as stagnation, inefficiency, and corruption in government enterprises. This is indicated by the need to improve public management and service delivery due to low public trust and numerous service user complaints (Anindito, 2018). In addition, many variables affect the implementation of public policies. These include the size and objectives of the policy, resources, the nature of the implementing agent, and the socio-political environment (Sutmasa, 2021).

When policy implementation issues are considered, contradictions and exciting facts emerge. For example, implementing the BPJS-Kesehatan policy shows some problems with the management authority. In addition, the capitation system and database centralization require changes (Pradana, 2016). In addition, there is no agreement on a universal policy implementation model suitable for all development programs (Akib, 2012), and leadership commitment has been suggested as an essential component for effective policy implementation (Hardiyansyah & Effendi, 2014).

Bureaucratic reform, legal policy models, e-government implementation, and interpretation of public policy in a legal context are some of the various phases of Indonesia's public policy reform. Considered an essential step towards sustainable economic growth, bureaucratic reform emphasizes institutional structuring, management, human resources, accountability, and increasing public participation and transparency (Ibrahim et al., 2023). In addition, there are ongoing legal policy reforms, particularly concerning managing government investment in infrastructure. It is expected that the establishment of specialized legal entities and the reorganization of authority will help improve governance (Darmawan, 2016). The perception that e-government can improve the quality of public services leads to contradictions. E-government is an important policy that transforms public service delivery, but its success depends on sufficient funding, political will, and changes in the work culture of public officials (Aritonang, 2017; Kurhayadi, 2019).

In addition, although stricter methods are used in the UK and the US, interpretations of the public policy defense in enforcing foreign arbitral awards suggest that it applies broadly and uncertainly in Indonesia (Ewangga, 2022; Radjagukguk, 2011). This broad

interpretation may hinder the enforcement of international arbitral awards, which may impact Indonesia's investment environment (Rukmono et al., 2023). Indonesia has undertaken public policy reforms through various channels, including implementing e-government systems and bureaucratic and legal reforms. However, to ensure successful implementation, several barriers must be overcome, such as the need for consistent political support, financial investment, and changes in the work culture of the public service. In addition, the interpretation of public policies in the legal context may require refinement to align with international standards and create a better environment for arbitration and foreign investment (Aritonang, 2017; Darmawan, 2016; Ewangga, 2022; Ibrahim et al., 2023; Kurhayadi, 2019; Radjagukguk, 2011; Rukmono et al., 2023).

Indonesia is seeing progress in public policy reforms focusing on bureaucratic reform and improving public services. However, these reforms will face many challenges. These include management independence, inter-departmental cooperation, and the need to understand the elements that influence policy implementation thoroughly. Therefore, public policy reform is a complex process that requires continuous evaluation and adjustment to ensure success. It is imperative to reformulate public policy that can be effectively implemented in Indonesia. These should be integrated with the basic principles of the welfare state and Pancasila, ensuring the policies are innovative within the legal framework (Rompis et al., 2023). In addition, bureaucratic reform and improving the quality of public services require the implementation of good governance, such as community participation and transparency (Ayu Astuti, 2022). For example, policies should involve community engagement, cross-sectoral efforts, and regular monitoring to address stunting to ensure they are effective (Yusnita et al., 2024).

Multiple tools capacity is developed, and the technology now-man has been taken reform successfully; for example, supervision of improving the quality of human resources and information technology can significantly increase transparency and accountability of village financial management in East Praya Sub-district, Central Lombok Regency (Jannah et al., 2018).

In Uganda, the Community-led HIV/AIDS Initiative is an example of how community-based 'bottom-up accountability' can more effectively hold public services accountable to the local population (Awio et al. 2007). Similarly, the Ibarapa East Local Government, Nigeria, has installed an Internal Control System (ICS) to promote transparency in financial accountabilities, effective management of resources, and prevention of fund misapplication (Bolaji, 2024). These cases highlight the importance of adaptation to local circumstances, utilization of technology, building human capacity, and community involvement for improving public sector accountability and performance.

Even though choice and good governance are highly regarded, there is also a need for legal policy models for more efficient government investment management; this suggests

that the legal framework must be changed to improve governance (Darmawan, 2016). In addition, the success of public management reforms depends on each country's unique opportunities, strategies, and tactics, which means reforms must be contextually tailored (Schick, 2003). In other words, reformulating public policy in Indonesia requires balancing innovation and legal barriers, integrating sound governance principles, and a plan that fits the situation. Public investment management is an example of this method, where specialized legal entities can improve welfare and governance (Darmawan, 2016). In addition, these principles can be applied in addressing public health issues such as stunting through integrated participatory policies (Yusnita et al., 2024).

Nonetheless, more concrete steps must be taken to increase public services and reform the administration. One of these proposed operational-related measures is optimizing the bureaucracy process to make it lean, professional, and responsive, as Rahmi and Wijaya (2022) suggested. Moreover, establishing ULTs in universities has shown to be a service model that can improve service quality by combining and digitalizing units between units (Fitria, et al., 2023). Indonesia should also advance bureaucratic accountability and capacity as much as possible to form effective bureaucratic reform, which could significantly impact public service improvement. Way luckily for us, there are merit-based recruitment systems in place, and we also rely on stored work standards with rewards and penalties, assets, if need be, which both the state legislative assembly and the regional heads should support. Consequently, it supports responsive and pro-service character in public services through administrative systems and information technology (Angkasah et al., 2017).

Successful public policy reform and Indonesia's political stability. Political stability is necessary for effective public policy implementation as it provides an ideal policy development and implementation environment. The absence of violence, predictability of governance, and consistency of legal and administrative processes essential for public policy implementation are all indicators of political stability (Ritahi & Echaoui, 2024). Entrepreneurship and investment are attractive when politics are stable. These are critical components of economic growth and the success of public policies to improve economic performance (Kostakis, 2014; Ritahi & Echaoui, 2024).

Although political stability generally helps policy implementation, the relationship between political factors and public policy is complex. For example, nationalism can influence public policy, especially social policy, and create pressure for decentralization, affecting policy compatibility with ethnic differences (Béland & Lecours, 2005). In addition, public sector unions can influence policies in various ways, impacting public employment and government spending (Crowley & Beaulier, 2014). Therefore, political stability is essential for implementing sound public policy as it ensures stable conditions for policy planning and implementation; this is crucial for economic growth and the effective

operation of government services. However, the relationship between public policy and political stability can be complex as many political forces and societal dynamics influence policy outcomes.

Therefore, policymakers should consider these elements when they create and implement policies that can withstand political change and achieve goals (Béland & Lecours, 2005; Crowley & Beaulier, 2014; Kostakis, 2014; Ritahi & Echaoui, 2024). Political stability can boost economic growth and investor confidence, which is critical to effective public policy implementation (Labib & Adi Lila, 2023). However, political stability is not the only way to properly implement public policies. Policy effectiveness can be hampered by issues such as lack of law enforcement, bureaucratic inefficiency, and the complexity of climate change mitigation and environmental management. This can happen regardless of political stability (Alicia, 2024; Petrich & Smith-Sanclare, 2021; Sarjito, 2023).

Interestingly, while political stability can improve economic development and investment climate, economic conditions also affect political stability, leading to a positive relationship (Labib & Lila, 2023; Taghiyev, 2023). In addition, the implementation of e-government initiatives and the protection of rights, such as the rights of stateless children, show that other components must accompany political stability to achieve policy effectiveness. Technological advancements, legal frameworks, and human rights considerations are examples of other factors (Farida & Lestari, 2021; Samad et al., 2023; Wijaya, 2023). In summary, while political stability is critical to successfully implementing public policy in Indonesia, it is not enough. Overcoming bureaucratic challenges, ensuring the rule of law, and taking into account various issues, such as human rights and environmental sustainability, are essential for effective public policy implementation (Alicia, 2024; Farida & Lestari, 2021; Petrich & Smith-Sanclare, 2021; Samad et al., 2023; Sarjito, 2023).

As a result, to implement effective public policies in Indonesia, political stability must be incorporated into a comprehensive approach (Labib & Lila, 2023; Taghiyev, 2023). Attention to several essential components is crucial for implementing public policies properly. These include building institutions that ensure accountability, transparency, and predictability in policymaking (Ahrens, 2002) and the government's commitment to providing the necessary resources and effectiveness of the public bureaucracy (Quah, 2016). As digital technology can improve the efficiency of public administration, the role of digital technology in improving public policy implementation mechanisms is also essential (Nepomnyashchyy, 2022). In addition, as stated by Juknevičienė (2019), the national innovation system's goals, priorities, and strategies for implementing such policies contribute to the system's success (Widhiasthini et al., 2023).

Interestingly, some studies emphasize the importance of strategic institutions and interactions between administrative levels (Ahlers & Schubert, 2014), while other studies

emphasize the role of the political environment and committed public officials in implementing specific policies, such as seismic safety (Wyner, 1984). Strategies to address policy and practice discrepancies include integrated information systems, adaptive management approaches, and participatory policy development (Swint et al., 2024). In summary, effective public policy implementation is multifaceted and varies depending on the situation. Examples from different countries have demonstrated this difficulty. Singapore and Malaysia have shown that they are successful due to their supportive policy context and the performance of their companies (Quah, 2016).

Digitalization has been successfully incorporated into public policy processes in several European countries, including the Czech Republic, Estonia, Latvia, and Lithuania (Nepomnyashchyy, 2022). Despite these efforts, Lithuania faces difficulties achieving its innovation policy goals (Jukneviene, 2019). Local implementing strategic institutions in China have been associated with effective policy implementation beyond institutional boundaries (Ahlers & Schubert, 2014). The Nordic countries show examples of effective public policies in various fields. This success is related to time, program, process, politics, and time factors (De La Porte et al., 2022). Robust policy design, stakeholder engagement, institutional and contextual considerations, and strategic implementation are critical (Kotnik et al., 2020; Selepe, 2023).

What is Necessary to Enhance the Efficacy of Public Policy Reforms and Reformulation in Indonesia?

Several important issues must be addressed to improve the effectiveness of public policy reform and reformulation in Indonesia. First, the suboptimal performance of the Government Investment Unit indicates that government investment management requires optimization. To achieve the goal of government investment management, it is recommended that legal reforms be conducted, such as establishing a unique legal entity and reorganizing the authority between operators, regulators, and supervisors (Darmawan, 2016). Adopting multilevel governance, also known as multilevel governance or MLG, can also be beneficial. MLG shows that the Indonesian government's multilevel structure provides opportunities to improve its policy effectiveness rather than being a hindrance. Please pay attention to the network of actors involved, the coordination between them, and the inclusion of non-government actors in policy stages for MLG to serve as an analytical framework (Andriyana & Jowono, 2022).

Interestingly, domestic responses to natural disasters have influenced disaster policy reform in Indonesia more than global governance initiatives. This shows the importance of local and international disaster reduction actors and institutions in policymaking (Lassa, 2013). In addition, the success of transgender individuals in the election of public officials suggests the possibility of public policy reform driven by changes in societal norms and

the establishment of strategic relationships and communication between organizations and institutions (Ratnawati, 2022). The progress in e-government during President Jokowi's administration shows that people need to understand the policy steps and challenges faced when implementing better technology-based public services (Hendri Wijaya, 2023).

Another advantage the Indonesian government feels from e-government is to aid its performance. The role of G2B and G2C services in corruption reduction was also evidenced by Purnamasari et al. (2022), especially in Indonesia. This means greater transparency and information flows via digital platforms could help prevent corruption. Regarding global trends, one significant result reported by Kamaruddin and Afandi (2024) observed that the Indonesian government has applied anti-corruption policies in public procurement, beneficial ownership, and election.

Although Indonesia's corruption index is still quite low, the latter policies show government commitment to measures that can lead to corruption detection. The Managing Control Center (MCP) for Prevention of KPK, which has 8 focal areas, has been likewise influenced. Astuti et al. (2023) prove that corruption complaints can be prevented through some areas, namely the implementation and supervision of the Government Internal Audit Agency (APIP), procurement of goods and services, as well as in planning and budgeting. This means that crooked performances can be recognized prematurely by systematic prevention attempts.

The effort to eliminate corruption in Indonesia still takes time, even though many programs have been implemented (Adesoji & Rotimi, 2009). Therefore, for that stage, Indonesia must continue its efforts to set up a clean, corruption-free, and virtuous government (Alfin et al., 2019; Sunaryo & Nur, 2022).

Legal and governance reforms, strategic use of MLG, multi-stakeholder engagement in policy making, and utilization of technological advances and social change can enable reform and reformulation of public policies in Indonesia. A National Adaptation Plan should be created to address climate change, and these steps should be taken concurrently (Rokhani et al., 2021). In addition, handling the Rohingya refugee crisis shows that responsive and adaptive policies must be considered with security and humanitarian obligations in mind (Sari, 2018). This method can help improve and reformulate Indonesia's public policies (Andriyana & Jowono, 2022; Darmawan, 2016; Lassa, 2013; Ratnawati, 2022; Rokhani et al., 2021; Sari, 2018; Wijaya, 2023).

At least several mechanisms can be utilized to domesticate Multi-Level Governance (MLG) into the Indonesian political landscape. Firstly, MLG can work as a policy analysis instrument to facilitate the realization of policies in Indonesia. This involves the network of groups in place, such as state-to-state actors involved, coordination among actors, and presentation of non-state actors through each stage (Andriyana & Jowono, 2022). Given that Indonesia is a unitary state with a stratified government structure, it is interesting to

consider the attempts by the Indonesian government, which faces challenges in working together as a single force to formulate effective policies partly due to its decentralized nature.

Simply put, Indonesia faces many challenges in the implementation of MLG. Major obstacles in policy support for renewable energy stem from ignorance of national intentions at the subnational level and vice versa, insufficient local capacity, and poor community involvement in the formulation process (Marquardt 2014ra). In addition to these arguments, sustainability can be undermined by imbalances of power between actors along industrial value chains, as illustrated in a case study on the furniture industry (Purnomo et al., 2016). These challenges can be overcome by strengthening the bargaining position of smallholder producers and maintaining local government institutions (Purnomo et al. 2016).

Many stakeholders' participation, private sector support, and revolutionary collaboration and coordination among international governments are necessary (Nahrudin et al., 2023). It is also important to consider the context and avoid normalized models that assign a standard structure without considering regional diversity (cited in Dupuits, 2017). With these modifications, MLG has the potential to be developed as a successful mechanism for supporting improvements in policy implementation and governance in Indonesia.

Public Participation and Policy Development

A democratic public policy that defines its goals and principles should involve people throughout society to participate in decision-making and problem-solving, determine what problems are likely to occur, and identify them. Policies made and set by many officials and bureaucrats, including parliament, will be challenging to implement. Public policy has become a public economic commodity since the beginning of decentralization policy, so a democratic decision-making process is necessary (Arnold, 2014). Policies should be made with public participation as they become public investment and consumption. Deliberation in decision-making and decision-making processes and public participation in policymaking can be built through various basic needs of a highly decentralized society.

As public policy in a democratic society significantly impacts problem-solving or decision-making through inclusive processes, the relationship between the public and civil society in public policymaking continues (Desai, 2014). Even the social contracts that bind an increasingly complex multicultural society must adjust to new problem-solving methods when making public policy. It is increasingly clear that kinship relations involve different aspects of society. The family is used as a reference to understand the kinship relationship between the state and society. The ever-evolving character of policies that only serve a select few within the government will further distance the bureaucracy

from understanding what is going on and which types of policies are most effective for fulfilling the interests of society (Sarjito, 2024; Mardiyanta, 2013).

Almost all aspects of human life are affected by public policies and regulations. Almost every decision or action requires public input or decision-making, from the legal system to social protection and pension schemes, school and health governance, and how investment and development programs are implemented at the international level (Thomas, 2017). Over the centuries, various approaches to involving people in governance have been tried, with mixed and sometimes significant results. In some situations, the idea that governance is a participatory act involving everyone affected by decisions has almost ceased (Usmany, 2024).

There are many options for reformulating policies. Public leadership can improve existing policies' efficiency by revitalizing and transforming them. They can also choose to initiate new policy frameworks and discontinue them. Combining past, present, and future elements requires a number of levels of formulation, alignment, and control, as shown below (Arango et al., 2022). Participation and inclusion are requirements for citizen participation in public policy remaking. In this process, various forums can be used to talk, speak, and evaluate outcomes; these mainly include panel discussions, broad-based citizen forums, outcome-sharing conferences, and input from online libraries. It has been proposed that such a detailed process is essential to the policy formulation. The process should be participatory and inclusive, involving all interested and affected parties, such as politicians, academics, the global community, and policymakers. Future policy concepts will be shaped at this level.

Technology Strategy for Policy Reform

No one knows when digital technology will bring about transformative reforms. However, with the advent of the digital age, policies are changing outcomes and processes. Digital technology has led to data-driven policies. Analysis of available data, often in real-time, now informs policies previously drawn from expert-based approaches or best evidence analysis. This is because the amount of data generated by digital technologies is more significant and faster than the ability of the human mind to process new data manually. For example, the UK government collected data on the language used about flu and cold cases on social media and the frequency of searches for cold remedies on the internet to make early policies about it (Letter, 2023; Leightley et al., 2020). This is why every policy leader is reconsidering and considering how close the digital wave will enter or has entered the policies in their jurisdiction.

With the help of these digital tools, transparent administration is now easily accessible. The government can view events in real time, record past events with better record keeping, and predict future events through sophisticated data analysis. These tools enable the

government in Indonesia to reduce the tax gap, which currently stands at around a quarter of the acceptable tax value. They can also fill the gap between compensation received and the number of natural resources extracted and reduce errors in the collection and distribution of social assistance (Eka, 2019; Kochanova et al., 2018). This is an alternative way of reform. The focus is choosing the best government bureaucracy, civil servants, and public policies because only a good government can benefit everyone.

In the last ten years, there has been a massive increase in the application of digital technologies to complement traditional policy reform processes and outcomes. This has increased since the COVID-19 pandemic, when digital interventions became a more popular option with fewer contacts (Chukwudi et al., 2024). Proponents of digital policies claim that applying technologies such as data analytics and systems across government agencies allows for more precise targeting of policy reform initiatives, but questions of privacy and accountability arise. Data has become an infinite resource for companies and governments due to an increasing focus on providing products and services digitally (Mittal, 2020; Fauzi & Setiawan, 2019). Data collection is the foundation of a business, resulting in new operations and management systems. In addition, data is used as raw material for research and analysis, which creates new solutions.

People are advised to use smartphones for mobility and socialization purposes. Smartphones, as mobile devices, play an essential role in deploying new technology-based services, such as payment apps, shopping, etc. Developing a digitally enabled ecosystem makes it easier for companies to use data-driven analysis to identify complex relationships. Combined with the rapid digital era, Indonesia's vast and diverse environment makes optimizing limited resources when creating innovative policy models imperative. In an ecosystem of digital technologies, policies are implemented to assess behavioral patterns and interests and create consumer-centric policies or public services to create a balanced welfare state. Therefore, not only does it reduce opportunities for the programmatic poor by not taking advantage of digital services, but also because digitalization and data use optimize and help the absolute poor who need better public services (Papaioannou, 2018; Woolley et al., 2021).

Technology and digitization are affecting the public policy process worldwide—in Indonesia and Europe as well. Digital transformation is a key factor in increasing the competitiveness of the EU, from creating public policies to increasing member states' access to digital services to the financial resources invested in digitalization (Tislenko, 2023). Indonesia has implemented e-government systems and Electronic-Based Government Systems (SPBE) through innovation-oriented missions (Manjali, 2023) and has accelerated its proactive measures for digital transformation.

Moreover, COVID-19 has also driven the need for rapid digital transformation within the public sector. Croatia has launched several productive initiatives in digitalization

and e-government to make public administration and services more effective, transparent, and inclusive than the EU (Boban & Klaric, 2021). This proves digitalization is needed and demonstrates just how much the public sector cannot be efficient if it is not digitized.

For Indonesia, digitalization in public policy might be centered on improving the effectiveness of public services. Research by Syamsiar (2023) shows that Indonesia – considering digitalization – has substantially improved the quality and responsiveness of its public services. It is, however, that they remain, with the most emphasis on e-government implementation. In this economic field, Indonesia is expected to learn from European experts about financing digitalization and create policies to bridge the digital gap. In addition, technological advancement is essential to be consistent with the nation's principles by entering the value of Pancasila in a digitalization process (Daffana, 2024).

We are brought into the global context in Beijing, Brussels, and Ottawa, United States, considering international perspectives and best practices in public policy reform. Reports and publications of international organizations often result from research and analysis of trends in public policy reform. In academic literature, case studies of a country or region are often cited. As a result, a wealth of data shows differences, similarities, crossovers, and parallels between countries. International insights and experiences are discussed in this section. International public policy practice is not the focus of this research. However, there is no doubt that reform processes and outcomes in other countries offer exciting perspectives to reflect on issues in Indonesia.

Let us see an international view of public policy reform. Hong Kong's chief executive visited Australia to study public innovation and management (Dollery & Drew, 2017). To study 21st-century innovation from the point of view of "corporatist" planning at national and international levels, the OECD announced its Public Management Service and an alliance for reform consisting of business, state, and church (Hajer & Chen, 2024). Japan is "trying hard to move to a direct grant approach and program budget." Australia also has a Labor government. Shadow science minister and policy advisor to Prime Minister Kim Carr stated that the Howard government's initiatives in science, research, and innovation were "not Keynesian." In its plan for Australia's future, Labor cut the additional payroll tax for small and medium-sized businesses by almost \$2 billion (Hollander, 2008; Alunaza et al., 2018).

CONCLUSION

Indonesia's history of public policy reform is long, but many have failed to overcome their obstacles. The government continues implementing new public policies and engaging the private sector to improve education, health, and economic development. However, despite different outcomes, the government remains committed to finding solutions that last and benefit all Indonesians. In Indonesia, public policy reform and reformulation are

critical as they can improve the lives of millions of people and drive economic growth. The healthcare reform in 2014 was one such successful reform that aimed to increase the poor's access to healthcare and improve the overall quality of the healthcare system. Indonesia's public policy reforms fail due to corruption, lack of political will, and inadequate implementation. Policymakers should create and implement anti-corruption laws, increase political commitment and accountability, invest in the training and capacity of public officials, increase transparency and public participation in decision-making, and encourage a culture of ethics and integrity among public officials.

It is essential to conduct in-depth research and analysis, engage stakeholders at all levels openly and inclusively, and use an evidence-based policy development approach if we are to reform and reformulate public policy in Indonesia successfully. To succeed, you must balance innovation with legal barriers, use strategies that fit the situation, and incorporate Good Governance principles. Political stability is essential for effective public policy implementation in Indonesia as it provides a favorable policy planning and implementation environment. When politics is stable, investment will be attracted, and entrepreneurship will increase. These are critical components of economic growth and the success of public policies to improve economic performance. Essential factors such as accountability, transparency, predictability in policymaking, government commitment to allocate resources, and the effectiveness of the public bureaucracy are necessary for effective public policy implementation. Digital technology has the potential to increase the efficiency of public administration and improve the way governments implement policies.

To improve the efficiency of public policy reform in Indonesia, it is necessary to optimize government investment management, establish sui generis legal entities, rearrange the authority between operators, regulators, and supervisors, and implement Multilevel Governance (MLG). The success of transgender individuals in the election of public officials demonstrates the potential for public policy reform driven by changing societal norms and strategic relationships and communication between organizations and institutions. In addition, measures to address climate change, such as the National Adaptation Plan and handling the Rohingya refugee crisis, should be undertaken concurrently. Public participation in policymaking is crucial as it involves people's basic needs everywhere. For effective policy reformulation, active and inclusive public participation is essential. Policy reformulation can be revitalized, or new frameworks can be created. Digital technologies have enabled data-driven policies, which make transparent administration more accessible and allow governments to track events in real-time. Digital tools can reduce the tax gap, fill the gap between compensation received and natural resources extracted, and reduce errors in collecting and distributing social assistance in Indonesia.

Traditional policy reform processes and outcomes are being complemented by digital technologies, which the COVID-19 pandemic has accelerated. Data and systems analytics conducted across government agencies have driven improved policy reform efforts, raising questions about privacy and accountability. A greater emphasis on digitally delivering products and services has made data an infinite resource for governments and companies. Combined with the rapid digital age, Indonesia's vast and diverse environment necessitates providing large amounts of data to large target groups. This makes it possible to optimize limited resources when creating innovative policy models.

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