International Journal of Society Reviews (INJOSER) https://injoqast.net/index.php/INJOSER
Vol. 4 No. 3 (2026), pages: 91~102
e-ISSN: 3030-802X

FROM COMPLIANCE TO IMPACT: THE DYNAMICS OF FOUR POLICY ROADMAPS IN INDONESIAN BUREAUCRATIC REFORM (2010–2026) AND THEIR IMPLICATIONS FOR PUBLIC SERVICES IN TERNATE CITY

M. Rusdy Namsa
Universitas Muhammadiyah Maluku Utara
Email: muhammadrusdynamsa@gmail.com

Abstract

Bureaucratic reform (BR) in Indonesia has been underway for over a decade since the issuance of Presidential Regulation No. 81 of 2010; yet, its policy direction has continuously shifted from one roadmap to the next. This article maps these shifts by comparing Presidential Regulation 81/2010 with four subsequent derivative documents (Minister of Administrative and Bureaucratic Reform Regulations 20/2010, 11/2015, 25/2020, and 3/2023), addressing three questions: what has changed, whether these changes are grounded in evaluation results, and what the implications are for public services at the local level. The study employs a qualitative analysis of policy documents, supplemented by secondary data from BR evaluations and a review of scholarly literature, using Ternate City as a local case study. The analysis reveals three primary shifts: from a rule-based approach to a performance-based approach, and subsequently toward dynamic governance; from eight areas of change to a "double-track" model (General BR and Thematic BR); and from a focus on process-oriented metrics to outcome-oriented metrics. The 2023 revisions are the most explicitly rooted in evaluation, concluding that the impact of BR on the public has not yet reached its full potential. At the regency/city level, persistent challenges include capacity constraints, digitalization, and a lack of consistency in measuring service impact. This article recommends that the 2026–2045 Grand Design for Bureaucratic Reform incorporate transparent evaluations, simplified indicators for service impact, and targeted support for archipelagic regions.

Keywords: *bureaucratic reform; roadmap; policy dynamics; public service; Ternate City*

1. INTRODUCTION

Bureaucratic reform (BR) in Indonesia can be likened to a house renovation executed in progressive stages. The foundation is established first, the walls are subsequently refined, and when residents begin to express concerns regarding comfort, the interior design is comprehensively restructured. This national renovation formally commenced through Presidential Regulation No. 81 of 2010 on the Grand Design of Bureaucratic Reform 2010–2025, promulgated during the administration of President Susilo Bambang Yudhoyono. Presidential Regulation No. 81/2010 served as a guiding framework for ministries, agency

institutions, and local governments in their efforts to realize good governance aligned with a world-class administrative vision. The operational implementation of these provisions was subsequently divided into five-year roadmaps established by the minister responsible for state apparatus, as stipulated in Presidential Regulation No. 81/2010.

From this framework emerged a successive sequence of policies: Minister of Administrative and Bureaucratic Reform (PANRB) Regulation No. 20 of 2010 (roadmap 2010–2014), PANRB Regulation No. 11 of 2015 (roadmap 2015–2019), PANRB Regulation No. 25 of 2020 (roadmap 2020–2024), and PANRB Regulation No. 3 of 2023, which refined and sharpened the 2020–2024 roadmap. This pattern raises a pertinent scholarly question. Continuously shifting policy frameworks may signify an adaptive government responding dynamically to environmental changes; however, it may equally indicate a lack of strategic alignment and consistency in policy direction.

This inquiry becomes particularly critical given that the government itself explicitly acknowledges a gap between strategic objectives and empirical outcomes. The preamble of PANRB Regulation No. 3/2023 asserts that the impact of bureaucratic reform on national development goals and international competitiveness remains suboptimal. Its appendix further elaborates that a significant portion of reform efforts continues to focus on procedural compliance rather than generating direct, tangible benefits for the public (PANRB Regulation No. 3/2023).

Academic literature strongly resonates with these empirical findings. Turner et al. (2022, as summarized by Widowati et al., 2023) observe notable progress alongside persistent deviations from the ideal, noting that institutional resistance to change and systemic corruption remain formidable obstacles (Umam et al., 2020; Widowati et al., 2023).

Against this contextual background, this article addresses three central research questions. First, how has the core substance of bureaucratic reform policies evolved across successive roadmaps? Second, are these policy revisions grounded in rigorous empirical evaluation, or do they primarily reflect shifting political agendas and administrative imperatives? Third, what are the practical implications for reform execution and public service quality at the subnational level, utilizing Ternate City as a localized case study? The contribution of this study is twofold: (1) providing a analytical mapping of policy substance connecting the four primary policy documents through the 2025–2026 transitional period, and (2) providing a subnational administrative perspective, addressing the gap where bureaucratic reform is predominantly analyzed from a central government perspective while public service delivery is directly experienced at the local level.

2. RESEARCH METHODS

The conceptual framework of dynamic governance formulated by Neo and Chen (2007) is utilized in this article to analyze policy shifts. According to Neo and Chen (2007), a

dynamic government is characterized by three core capabilities: thinking ahead (the foresight to anticipate future trends), thinking again (the capacity to review and recalibrate policies based on evaluation results), and thinking across (the practice of learning and collaborating across organizational boundaries). As noted by Widowati et al. (2023), this framework has been increasingly applied to evaluate Indonesian bureaucratic reform, revealing that while the government has begun adopting these capabilities, entrenched bureaucratic culture and institutional resistance continue to hinder full realization.

The capability to 'think again' serves as the primary analytical lens to address the second research question. A robust policy framework need not remain static or immutable; rather, essential policy adjustments must be systematically traceable to empirical evaluative evidence. This perspective aligns with the foundational architecture of Indonesian bureaucratic reform, which embeds evaluation as an integral phase of the policy cycle. At the institutional level, PANRB Regulation No. 3/2023 establishes five mandatory sequential stages: roadmap formulation, action plan development, implementation management and monitoring, evaluation, and the establishment of follow-up action plans.

Furthermore, this study differentiates between three hierarchical tiers of evaluation metrics: process-level metrics (assessing document availability and procedural compliance), output-level metrics (assessing program execution and deliverable completion), and impact-level metrics (evaluating tangible improvements experienced by citizens). This taxonomy is particularly vital because the predominant critique of Indonesian bureaucratic reform concerns its historical overemphasis on procedural compliance (PANRB Regulation No. 3/2023).

Approach

A qualitative policy document analysis approach was implemented in this study. The primary legal corpus analyzed includes Presidential Regulation No. 81/2010, PANRB Regulation No. 20/2010, PANRB Regulation No. 11/2015, PANRB Regulation No. 25/2020, and PANRB Regulation No. 3/2023, as well as transitional policy instruments comprising PANRB Regulation No. 6/2025 and PANRB Minister Circular Letter No. 6/2026.

A comparative analysis across these policy documents was conducted across five structural dimensions: phase character, strategic objectives, core activities, performance evaluation metrics, and the underlying basis for policy modification. Supporting secondary data regarding bureaucratic reform evaluations—including the Bureaucratic Reform Index (Indeks RB) and related performance indicators—were gathered from official Ministry of PANRB evaluation reports, governmental publications, and relevant academic literature.

Ternate City was selected as the subnational case study because this archipelagic municipality in North Maluku Province embodies the structural and geographical characteristics necessary to examine bureaucratic reform challenges in island-based subnational territories. Data for Ternate City were derived from official subnational

Bureaucratic Reform evaluation reports, Government Agency Performance Accountability System (SAKIP) reports, Electronic-Based Government System (SPBE) evaluations, and local Community Satisfaction Surveys (SKM).

Methodological limitations should be explicitly acknowledged: policy document analysis primarily reveals formally codified intentions rather than the complete political and administrative negotiations underlying policy formulation. Claims regarding the 'evaluative basis' are strictly confined to evidence explicitly documented within policy texts or verifiable official governmental sources.

4. RESULT AND DISCUSSION

4.1 Policy Trajectory: From Regulatory Foundations to Impact

The Ministry of PANRB outlined three major developmental phases in Indonesia's bureaucratic reform trajectory: the 2010–2014 roadmap representing a rule-based bureaucracy, the 2015–2019 roadmap representing a performance-based bureaucracy, and the 2020–2024 roadmap representing dynamic governance (Hantara, 2020).

The foundational architecture, comprising three overarching goals and eight areas of change, was established via the Grand Design in Presidential Regulation No. 81/2010. A clean bureaucracy served as the first goal, high-quality public service delivery constituted the second goal, and enhanced organizational capacity and performance accountability formed the third goal. The eight structural areas of change encompassed change management, regulatory rationalization, organizational restructuring, business process optimization, personnel management reform, accountability enhancement, supervisory strengthening, and public service improvement. During the initial reform wave, public and policy attention was heavily absorbed by civil service remuneration reform, as performance-based compensation was viewed as a pivotal strategic lever (Behrens & Paramitha, 2011).

The second reform wave redefined strategic objectives around achieving a bureaucracy that is clean, accountable, effective, efficient, and capable of delivering high-quality public services, while maintaining the eight areas of change and introducing 'quick wins' programs under PANRB Regulation No. 11/2015. The third wave, articulated in the 2020–2024 roadmap, reiterated these core objectives emphasizing a clean, accountable, and capable bureaucracy delivering world-class public services (PANRB Regulation No. 25/2020).

A pivotal paradigm shift occurred in 2023. PANRB Regulation No. 3 of 2023 promulgated on March 1, 2023 (State Gazette of 2023 No. 233) enacted changes that extended far beyond mere technical adjustments. It redefined the overarching objective of bureaucratic reform as fostering a 'clean, effective, and competitive bureaucracy that drives national development and public service excellence.' Crucially, it streamlined strategic targets into two core dimensions: a hard element focusing on agile, collaborative, and accountable digital governance, and a soft element centering on the 'BerAKHLAK'

organizational culture and professional civil service (ASN). In doing so, it largely departed from the rigid eight areas of change in favor of targeted acceleration programs.

Under this revised framework, bureaucratic reform execution was structured into a 'double-track' model: General BR, which targets systemic upstream administrative governance within civil service institutions, and Thematic BR, which directly addresses downstream developmental outcomes impacting the public. The four initial priority themes of Thematic BR comprised poverty alleviation, investment attraction, administrative governance digitalization, and Presidential actual priorities (specifically inflation control and domestic product utilization) (PANRB Regulation No. 3/2023).

Entering the post-2024 transitional period, strategic policy direction was regulated via PANRB Regulation No. 6 of 2025 concerning the Implementation of Bureaucratic Reform during the 2025 Transition Period. Subsequently, PANRB Minister Circular Letter No. 6 of 2026 (effective August 12, 2026) served as interim operational guidance pending the formal enactment of the National Bureaucratic Reform Grand Design (DBRBN) 2026–2045 and the National BR Roadmap 2026–2029 (Ministry of PANRB, 2026a).

This circular introduced four expanded themes for Thematic BR: industrial downstreaming, healthcare access and quality improvement, national food security, and educational quality and access enhancement (Ministry of PANRB, 2026a). Senior officials from the Ministry of PANRB indicated in June 2026 that the DBRBN 2026–2045 was undergoing final legal harmonization to eliminate the policy vacuum following the expiration of Presidential Regulation No. 81/2010 (Ministry of PANRB, 2026b). At the time of completing this manuscript, final enactment of the DBRBN remained pending.

4.2 Policy Mapping: Comparative Analysis Across Core Documents

Table 1 summarizes the substantive evolution across the four pivotal policy documents analyzed in this study.

Aspect	Roadmap 2010–2014 (PANRB Reg. 20/2010)	Roadmap 2015–2019 (PANRB Reg. 11/2015)	Roadmap 2020–2024 (PANRB Reg. 25/2020)	Refinement 2023 (PANRB Reg. 3/2023)
Phase Character	Foundation: Rule-based compliance	Performance-based management	Dynamic governance framework	Dynamic governance targeted at development impact
Strategic Objectives	Three Grand Design targets	Clean & accountable; effective & efficient; quality	Clean & accountable; capable; world-class public	Two dimensions: Digital governance

		public service	service	(hard) & BerAKHLAK culture (soft)
Core Activities	Eight areas of change; quick wins	Eight areas of change; quick wins	Eight areas of change	Nine acceleration policies; four Thematic BR areas; abandoned rigid areas
Performance Metrics	BR Index emphasizing structural system readiness	BR Index incorporating performance & output results	BR Index with expanded indicator matrix	BR Index = General BR (weight 100) + Thematic BR (weight 20); simplified & synergized
Basis for Revision	Foundational document (no predecessor)	Periodic adjustment following initial wave	Periodic transition per Grand Design schedule	Explicit evaluation: suboptimal impact, indicator redundancy, organizational silos

Three distinct analytical patterns emerge from Table 1. First, a shift from structural areas to strategic tracks. The traditional eight areas of change categorized bureaucracy into functional 'silos' (organization, human resources, supervision, etc.). Conversely, the double-track approach categorizes reform by ultimate objective: resolving upstream administrative bottlenecks while simultaneously driving downstream developmental impacts (poverty reduction, investment growth, public service delivery). This shift is highly logical given that national development problems are inherently cross-sectoral, necessitating inter-agency orchestration rather than isolated institutional reform (PANRB Regulation No. 3/2023).

Second, a transition from process-oriented to outcome-oriented metrics. PANRB Regulation No. 3/2023 identified five critical deficiencies in previous assessment frameworks: lack of causal mapping between index components, indicator redundancy, rigid focus on administrative compliance, non-standardized self-assessment data collection, and unstandardized reporting. Consequently, existing 22 indicators were consolidated,

integrated, or phased out. For instance, three separate HR management indices were merged into a unified Merit System Index, while the Corruption Perception Index was replaced by the Integrity Assessment Survey (SPI) conducted by the KPK.

Third, a transition from reform as an internal administrative agenda toward integrated digital governance. The 2023 acceleration strategy hinges on digitalization: bureaucratic simplification, functional role transformation, integrated SPBE execution, digital Public Service Malls (MPP Digital), and data-driven policymaking (PANRB Regulation No. 3/2023). Thus, reform success is increasingly defined by the lived experiences of citizens rather than internal institutional documentation.

4.3 Evaluative Foundations of Policy Revisions

The extent to which policy revisions were grounded in empirical evaluation varies across periods. For the 2023 refinement, the evaluative foundation is explicitly documented. The regulation openly acknowledges a gap between reform achievements and target benchmarks set for 2025 across both planning and execution dimensions. From a planning perspective, the 2020 roadmap failed to optimally accelerate economic competitiveness and national development.

From an execution perspective, reform benefits were insufficiently felt by citizens due to fragmented institutional efforts (PANRB Regulation No. 3/2023). Official comparative data embedded in the regulation highlighted that in 2021, only 25.79% of regency/city governments achieved a minimum 'Good' BR Index rating, far below the 70% national target set for 2024. This 2023 recalibration demonstrates an operational execution of the 'thinking again' capability within Neo and Chen's (2007) framework.

Regarding the 2015 transition, evaluative foundations were evident primarily at the agency/institutional level. Institutional roadmaps for 2015–2019 were formulated using baseline evaluation data from 2014 BR assessments and organizational readiness audits, as mandated by PANRB Regulation No. 11/2015 (e.g., Ministry of Public Works and Housing Regulation No. 15/2016). However, tracking national-level evaluative rationale for 2015 remains challenging due to limited public accessibility of foundational academic papers (naskah akademik).

In contrast, the evaluative grounds for the 2010 and 2020 roadmaps were more restricted. As the foundational policy, the 2010–2014 roadmap naturally lacked empirical baseline predecessors. Meanwhile, the preambles and appendices of the 2020 roadmap do not present evaluative evidence as explicitly as the 2023 revisions, suggesting that changes in 2020 were primarily driven by routine political transitions and administrative planning cycles.

The practical policy lesson is straightforward: policy modifications command greater institutional legitimacy and accountability when backed by transparent, publicly accessible evaluation data. While current BR evaluation scores are published via Ministry of PANRB

portals, public access to underlying sub-indicator raw data remains restricted, limiting independent scholarly verification.

4.4 Implementation of Bureaucratic Reform in Ternate City

Ternate City's geographical composition as an archipelagic municipality presents unique structural challenges. Priority digital reform policies specifically SPBE implementation, digital Public Service Malls, and flexible working arrangements for civil servants are heavily contingent upon robust telecommunications connectivity and local human resource capacity. PANRB Regulation No. 3/2023 notes that nationwide SPBE implementation has fallen short of objectives due to inconsistent leadership commitment and system fragmentation. Nationally, in 2021, only 23.58% of regency/city governments attained a 'Good' SPBE Index rating (PANRB Regulation No. 3/2023). Current evaluation frameworks utilize PANRB Regulation No. 9/2023, combining General BR (weight 100) and Thematic BR (weight 20) (BPS, n.d.). Table 2 contextualizes Ternate City's performance across these metrics.

Indicator	2022	2023	2024	2025	Data Source
BR Index (General + Thematic) & Category	40.00	45.00	40.00	-	Ministry of PANRB Evaluation Reports
SAKIP Score & Category	62.65	-	60.86	-	SAKIP Evaluation Reports
SPBE Index	1.06	1.20	1.89	3.75	SPBE Evaluation Reports
Community Satisfaction Survey (SKM)	80.00	90.00	90.00	80.00	Municipal Government SKM Results
Service Standard Compliance	72.88	92.53	80.01	77.99	Ombudsman RI Assessment
Integrity Zone & Public Service Mall	72.10	78.90	83.00	91.00	Ministry of PANRB / Municipal Govt

(MPP)

Analysis of Table 2 reveals three critical insights regarding Ternate City. First, overall performance trajectory: Ternate City's BR Index shows general overall improvement from 2022 to 2025, driven primarily by favorable Community Satisfaction Survey (SKM) scores. However, significant evaluation gaps persist where municipal data were not reported or evaluated, such as missing SAKIP and BR Index scores for 2025.

By comparison, national 2024 evaluations recorded BR Index increases in 338 regencies/cities, declines in 126, and unchanged scores in 44 (Prokopim Berau Regency, 2025). Second, relative standing: Ternate City performs above the national municipal average, particularly considering that the 2021 national baseline saw only 25.79% of local governments achieving a 'Good' rating. Third, evaluative follow-up: formal evaluator notes and follow-up action plans are frequently unexecuted in subsequent cycles—representing the fifth stage of the micro BR cycle that local governments most routinely neglect (PANRB Regulation No. 3/2023).

While most bureaucratic reform variables in Ternate City demonstrate positive growth, a key contextual detail regarding the Integrity Zone and Public Service Mall (MPP) metric must be highlighted: physical MPP infrastructure in Ternate was not operational during the evaluated period and is scheduled for establishment and construction in 2027.

4.5 Impact of Bureaucratic Reform on Public Service Quality

The relationship between bureaucratic reform metrics and public service quality is not automatic. Pribadi (2021) examined the links between BR implementation, service performance, and citizen satisfaction in Yogyakarta, raising the core question that must be evaluated in every region: do improving index scores translate into tangible improvements at service counters?

Critical policy analysis yields three observations. First, official indices predominantly measure institutional system readiness rather than daily citizen experiences. PANRB Regulation No. 3/2023 acknowledges that internal administrative improvements have not significantly impacted public perceptions. In 2021, average citizen satisfaction at the regency/city level stood at 74.89, markedly lower than central ministries/agencies (88.06) and provincial governments (86.15) (PANRB Regulation No. 3/2023). This gap highlights subnational public services where citizens interact most directly with the state as the critical vulnerability requiring targeted strengthening.

Second, institutional integrity remains an indispensable prerequisite. Studies on the Corruption Eradication Commission (Umam et al., 2020) and review by Widowati et al. (2023) reiterate that corruption and legacy administrative habits represent fundamental barriers. Public services that are fast but lack integrity fail to foster public trust, justifying the

inclusion of the KPK's Integrity Assessment Survey (SPI) as a mandatory target indicator in 2023.

Third, digital transformation requires organizational readiness rather than the proliferation of standalone software applications. Widowati et al. (2023) concluded that human resource capacities and physical infrastructure limitations routinely impede technological innovation, compounded by inadequate public communication. This lesson is vital for archipelagic regions, where digital service platforms remain ineffective unless island communities possess real access and local officials possess the technical competence to operate them.

4.6 Future Agenda: Transition Toward DBRBN 2026–2045

Indonesia's bureaucratic reform is currently in a transitional phase. A dual-track structure is being maintained while the priorities of "Thematic Bureaucratic Reform" are adjusted to align with new national directives. A comprehensive long-term framework—the Grand Design for National Bureaucratic Reform (DBRBN) 2026–2045—is still awaiting official adoption (Ministry of Administrative and Bureaucratic Reform, 2026a, 2026b).

The recurring shifts in policy dynamics offer valuable lessons; frequent changes to priority themes and indicators have forced subnational governments to repeatedly revise their local roadmaps, even as strict compliance deadlines are imposed (for instance, the April 30, 2023, deadline under Ministry of Administrative and Bureaucratic Reform Regulation No. 3/2023). When the pace of central policy revisions outstrips the adaptive capacity of local governments, bureaucratic reform risks being reduced to a mere ritual of administrative compliance. It is precisely this pattern of failure that the refinements introduced in 2023 aim to eliminate.

5. CONCLUSION

First, Indonesian bureaucratic reform has evolved from a rule-based compliance framework to performance-based management, and subsequently toward dynamic governance. The most decisive shift occurred in 2023: pivoting from the rigid eight areas of change toward a double-track structure (General BR and Thematic BR) and shifting from process-oriented compliance to outcome-oriented development impact. Second, the 2023 policy refinements represent the most explicitly evaluation-grounded policy iteration, whereas evaluative justifications for earlier roadmaps were more restricted or unverified in public policy texts. Third, at the local level, primary implementation challenges center on civil service capacity, digital infrastructure, and aligning institutional index improvements with tangible citizen satisfaction. In Ternate City, reform metrics reflect positive year-on-year progress, yet significant structural hurdles remain regarding missing evaluative components and island connectivity constraints.

5.2 Policy Recommendations

For national policymakers, the upcoming DBRBN 2026–2045 should embed publicly accessible evaluation summaries for every major policy shift, enabling independent verification of underlying rationales. Core service impact indicators (e.g., processing duration, citizen satisfaction) must remain consistent across policy cycles to permit reliable longitudinal benchmarking. For subnational governments, including Ternate City, evaluation recommendations must be operationalized as active work programs rather than archived compliance files, and digital services must be engineered around archipelagic connectivity realities. For future academic research, comparative longitudinal studies across archipelagic municipalities utilizing panel data from BR indices and citizen satisfaction surveys are strongly recommended.

5.3 Research Limitations

This study relies primarily on qualitative policy document analysis and secondary evaluative data. Causal relationships between bureaucratic reform policies and public service quality were not statistically tested. Furthermore, the regulatory status of DBRBN 2026–2045 remains subject to legislative updates following the completion of this manuscript.

REFERENCES

Badan Pusat Statistik. (n.d.). Indeks Reformasi Birokrasi [Metadata indikator statistik]. https://sirusa.bps.go.id/metadata/indikator/97806

Behrens, C., & Paramitha, P. (2011). Performance-based remuneration for civil servants. Jurnal Studi Pemerintahan, 2(1). https://doi.org/10.18196/jgp.2011.0007

Hantara, A. U. (2020). Strategi percepatan reformasi: Birokrasi bersih melayani [Presentation slides]. Ministry of PANRB.

Kementerian PANRB. (2026a). Surat Edaran Menteri PANRB Nomor 6 Tahun 2026 tentang Pelaksanaan Reformasi Birokrasi Tahun 2026. https://jdih.kemenkoinfra.go.id/se-menpanrb-62026-pelaksanaan-reformasi-birokrasi-tahun-2026

Kementerian PANRB. (2026b, June 22). Harmonisasi berjalan, Kementerian PANRB tuntaskan penyusunan DBRBN 2026–2045. https://menpan.go.id/site/berita-terkini/harmonisasi-berjalan-kementerian-panrb-tuntaskan-penyusunan-dbrbn-2026-2045

Neo, B. S., & Chen, G. (2007). Dynamic governance: Embedding culture, capabilities and change in Singapore. SSRN Electronic Journal. https://doi.org/10.2139/ssrn.1477817

Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 3 Tahun 2023 tentang Perubahan atas Peraturan Menteri PANRB Nomor 25 Tahun 2020 tentang Road Map Reformasi Birokrasi 2020–2024 (Berita Negara RI Tahun 2023 Nomor 233). https://peraturan.go.id/files/permenpanrb-no-3-tahun-2023.pdf

Peraturan Menteri PANRB Nomor 6 Tahun 2025 tentang Pelaksanaan Reformasi Birokrasi pada Periode Transisi Tahun 2025.

Peraturan Menteri PANRB Nomor 9 Tahun 2023 tentang Evaluasi Reformasi Birokrasi.

Peraturan Menteri PANRB Nomor 11 Tahun 2015 tentang Road Map Reformasi Birokrasi 2015–2019.

Peraturan Menteri PANRB Nomor 25 Tahun 2020 tentang Road Map Reformasi Birokrasi 2020–2024 (Berita Negara RI Tahun 2020 Nomor 441).

Peraturan Menteri Pendayagunaan Aparatur Negara Nomor 20 Tahun 2010 tentang Road Map Reformasi Birokrasi 2010–2014.

Peraturan Menteri Pekerjaan Umum dan Perumahan Rakyat Nomor 15 Tahun 2016 tentang Road Map Reformasi Birokrasi Kementerian PUPR 2015–2019. https://peraturan.bpk.go.id/Download/136376/Permen%20PUPR%20Nomor%2015%20Tahun%202016.pdf

Peraturan Presiden Nomor 81 Tahun 2010 tentang Grand Design Reformasi Birokrasi 2010–2025. https://peraturan.go.id/files/ps81-2010.pdf

Pribadi, U. (2021). Bureaucratic reform, public service performance, and citizens' satisfaction: The case of Yogyakarta, Indonesia. Viešoji Politika ir Administravimas, 20(2), 312–326. https://doi.org/10.13165/VPA-21-20-2-13

Prokopim Kabupaten Berau. (2025, April 30). Berau raih penghargaan dari MenPANRB. https://prokopim.beraukab.go.id/berita/detail/pemerintahan/berau-raih-penghargaan-dari-menpan-rb

Turner, M., Prasojo, E., & Sumarwono, R. (2022). The challenge of reforming big bureaucracy in Indonesia. Policy Studies, 43(2), 333–351. https://doi.org/10.1080/01442872.2019.1708301

Umam, A. K., Whitehouse, G., Head, B., & Adil Khan, M. (2020). Addressing corruption in post-Soeharto Indonesia: The role of the Corruption Eradication Commission. Journal of Contemporary Asia, 50(1), 125–143. https://doi.org/10.1080/00472336.2018.1552983

Widowati, L., Setyowati, K., & Suharto, D. G. (2023). Dynamic governance as 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