



IIAS2026 CONFERENCE

Seoul, South Korea

November 17-20

Growth for Society: Collaborative
Governance, Social Innovation, and Public Value



iias-iisa.org/iias-2026-conference/

Public Administration and Governance in Indonesia: Comparative insights on strategic governance of Southeast Asia's largest democracy

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Alignment with the conference theme

This panel speaks most directly to the conference theme of Comparative Policies and Projects, while bridging into Social Innovation and The Internal-External Interface. It contributes a developing-democracy perspective grounded in more than two decades of administrative reform in Southeast Asia's largest democracy and the world's largest Muslim-majority country and engages directly with classical public administration themes that the call for contributions invites participants to reconsider in light of contemporary challenges.

Introduction and rationale

Over the past quarter century, Indonesia's public administration has undergone successive waves of transformation: the redrawing of authority and fiscal relations between levels of government following the 1999 decentralisation, followed by series of rebalancing attempts in the last decade; comprehensive institutional and personnel reform under the banner of *reformasi birokrasi* (bureaucratic reform), combining New Public Management, neo-Weberian, and New Public Governance elements; and the accelerated digital transformation of public services and governance. These developments unfold within a multilevel system spanning more than 500 local governments and 80,000 villages, placing Indonesia among the most administratively complex states in the Global South.

This panel brings together scholars working on Indonesian public administration and governance, with the aim of placing this case in structured dialogue with the IIAS 2026 themes. Contemporary Indonesian public administration, including its spanning



multilevel governance; the governance of resources, tasks, and services; modernisation processes; and the management of public policies, offers a distinctive comparator for engaging global discourse on collaborative governance, social innovation, and public value. The panel is open to additional contributions from scholars whose work speaks to these themes.

The panel addresses three interlocking questions. (1) How does a developmental democracy in the Global South orchestrate collaborative governance within its multi-level settings to deliver public services and produce public value? (2) What breakthroughs have emerged from Indonesia's reform trajectory, and what institutional conditions have enabled or constrained their scaling and diffusion? (3) How do domestic administrative traditions, decentralisation, participatory institutions, and public trust dynamics mediate Indonesia's positioning amid shifting global interdependencies, and what lessons does this offer for comparative public administration?

Panel format

Each session of the panel consists of three to four presenters. A session comprises 10-minute paper presentations for each presenter, followed by a 10-minute response from the discussant and a 15- to 20-minute moderated discussion with the audience. The chair opens with a brief framing of Indonesia's reform trajectory and the analytic logic linking the papers to the conference themes and closes with a synthesis identifying comparative implications for public administration scholarship and policy practice.

Speakers and Presentations

The presenters listed below are confirmed to take part in the panel and have expressed their interest in attending the Seoul conference. The panel remains open to additional contributions from scholars working on related themes, up to the conference's submission deadline.

- Prof. Dr. Eko Prasajo (Universitas Indonesia), "Administrative Reforms in Indonesia: From approaches to practices": This paper examines Indonesia's reformasi birokrasi as an assemblage of New Public Management, neo-Weberian, and New Public Governance approaches layered into a single national reform trajectory. It traces the approaches, strategies, and structural challenges of more than two decades of administrative reform, and asks what a hybrid,



path-dependent reform path reveals about administrative learning, the limits of imported reform templates, and the institutional preconditions for collaborative governance and public-value creation in a developing democracy context.

- Dr. Defny Holidin (Universitas Indonesia), “Non-Western Public Administration in Practice: In Search of the Indonesian Public Administration”: Following the Non-Western Public Administration (NWPAs) agenda, this paper asks whether Indonesian public administration constitutes a distinctive paradigm in its own right. Indonesia's PA sits at the intersection of colonial administrative legacies, Islamic values rooted in a majority-Muslim society, and assimilated Confucian traditions, while indigenous cooperative institutions have long practised culturally-embedded co-production and self-governance. The paper traces how these practices have survived modernisation, nation-building, regime change, and successive waves of donor-supported reform, and asks what they imply for global debates on collaborative governance and public value — particularly for theorising forms of state–society collaboration that pre-date and complicate the Western canon.
- Desy Hariyati, “Democracy, Participation, and Public Trust: Citizen Engagement in Indonesia’s Public Administration”: This paper examines the fluctuating relationship between Indonesian society and the state through the lens of citizen participation in public policy. It analyses the two-sided dynamic of public trust — citizens’ trust in the government and the government’s trust in citizens — as a foundation for collaborative governance and public-value creation. Drawing on Indonesia’s two-decade democratic trajectory, the paper identifies the institutional conditions that strengthen or weaken participatory governance, and considers what these dynamics suggest for the role of public administration in sustaining democratic legitimacy under conditions of political volatility.
- Zuliansyah Putra Zulkarnain, “Performance Management, Accountability, and Transparency in Indonesia’s Public Administration”: This paper examines how the democratic governance principles of accountability and transparency have been operationalised — with their modifications and deviations — across Indonesia’s reform era. It focuses on the dynamics of performance accountability, with particular attention to the government performance accountability system (SAKIP), and traces the unintended consequences, gaming behaviours, and ritualisation that performance regimes can produce. The



paper draws comparative implications for how public-value creation can be reconciled with managerial accountability in developing administrative states.

A long-standing scholar of public management reform, strategic governance, and public-sector innovation; the discussant will engage the papers in comparative perspective. Drawing on his extensive comparative scholarship across European and Asian administrative traditions, he will identify cross-cutting themes, points of tension, and questions for dialogue with participants from other administrative traditions.

Endorsements

- Asian Group for Public Administration (AGPA)
- The Ministry of Administrative and Bureaucratic Reform (Kemen PANRB) of the Republic of Indonesia
- Indonesia Association for Public Administration (IAPA)
- Universitas Indonesia Center for Study of Governance and Administrative Reform (UI-CSGAR)
- Faculty of Administrative Sciences Universitas Indonesia (FIA UI)



Practicalities

Key Links

- Conference website: <https://www.iias-iisa.org/iias-2026-conference/>
- Submission system: <https://www.conftool.org/iias2026/>
- Contact: iias-conference@iias-iisa.org

Important Dates

- Abstract / Panel submission deadline: **30 August 2026**
- Notification of acceptance and opening of registration: **30 August 2026**
- Full paper submission and registration deadline: **4 October 2026**

Submission Guidelines

- Unless otherwise specified in the track call, abstracts are limited to **500 words**. They should clearly outline the research question, theoretical framework, methodology, main findings (or expected findings), and implications.
- Accepted abstracts are expected to be developed into full papers.
- **Panels** are session proposals submitted under the main conference theme. A panel proposal includes a title, abstract, proposed chairperson(s), and a list of expected presentations. Panels are not required to produce full papers.

Evaluation

Proposals (papers and panels) are evaluated by the chair(s) (or co-chairs) of the track to which they are submitted. Evaluation criteria include:

- Academic quality and rigour
- Relevance to the track theme and overall conference theme
- Thematic fit and originality
- Clarity and quality of presentation

Paper Requirements

- Maximum length: **6,000 words** (all inclusive, including references).
- Structure: abstract, introduction, main body (developing the research question, theoretical framework, methodology, findings, and implications), conclusion, and references.

