

## Collaborative Governance in Supporting the Anti-Corruption Village Program Through ETIKA (Anti-Gratification Showcase) in Kauman Village, Bojonegoro

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### ABSTRACT

The practice of gratification at the village level remains a serious problem because it is often considered part of social customs in public services, making it challenging to eradicate. This study aims to understand how the implementation of Collaborative Governance supports the Anti-Corruption Village Program through the ETIKA (Anti-Gratification Showcase) innovation in Kauman Village, Bojonegoro Regency. This study uses a descriptive qualitative approach, drawing on the Collaborative Governance theory of Ansell and Gash (2008), which covers four main aspects: initial conditions, institutional Design, facilitative leadership, and collaboration processes. Data collection was conducted through in-depth interviews, participatory observation, and documentation, using a purposive sampling technique that included the village government, the Inspectorate, schools, the Village Consultative Body (BPD), the Media, and the community. The results of the study indicate that the implementation of Collaborative Governance through the ETIKA innovation is effective, as seen from increased transparency, accountability, and community participation in preventing gratification. However, challenges persist due to limited understanding among some communities of the dangers of gratification and its reporting mechanisms. ETIKA's innovation has been proven to strengthen the culture of integrity and collaboration among stakeholders towards clean, integrated village governance.

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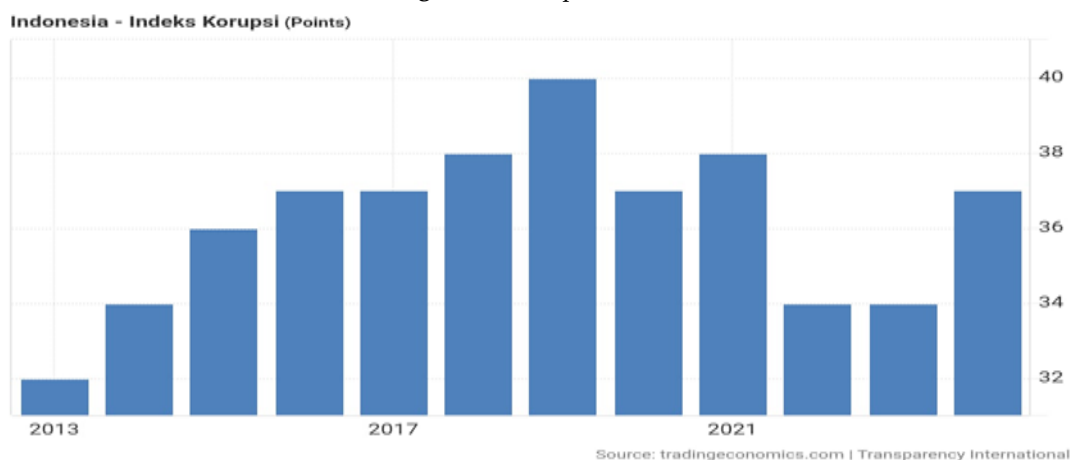
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## 1. INTRODUCTION

The Corruption Perceptions Index (CPI) across countries shows that corruption remains a significant obstacle to achieving clean, transparent governance (Transparency International, 2023). Indonesia scored 37 points out of 100 on Transparency International's 2024 Corruption Perceptions Index. Indonesia's corruption index averaged 28.37 points from 1995 to 2024, reaching an all-time high of 40.00 points in 2019 and a low of 17.00 points in 1999 (Trading Economics, 2025).

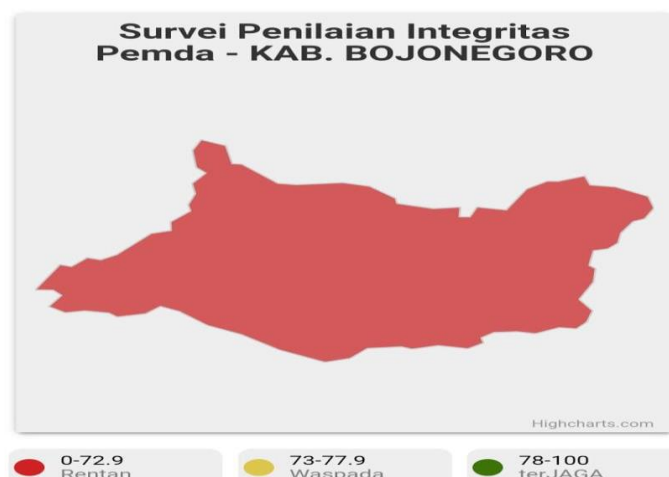
**Figure 1: Corruption Index**

Source: Trading Economics 2025

Corruption is an unlawful act carried out by individuals or groups that exploits the power they hold to gain profit (Kenneth, 2024). Lord Acton, a 19th-century English jurist, stated that “power tends to corrupt, and absolute power corrupts absolutely.” This demonstrates that irresponsible parties can abuse excessive power. Essentially, those who hold power without integrity and adequate oversight are highly susceptible to malfeasance. Therefore, it is crucial to have a comprehensive oversight system to reduce the risk of misuse of State funds (Zulfa et al., 2022).

From a legal perspective, the definition of corruption is set out in Article 13 of Law No. 31 of 1999, as amended by Law No. 20 of 2021, concerning “Eradication of Criminal Acts of Corruption”. These articles also explain that acts can be subject to criminal sanctions for corruption. The 30 forms/types of criminal acts of corruption can be grouped as follows: (1) State financial losses, (2) Bribery, (3) Embezzlement in office, (4) Extortion, (5) Fraudulent acts, (6) Conflict of interest in procurement, and (7) Gratuities. This law established an independent institution, the Corruption Eradication Commission, to eradicate corruption. As recorded by the KPK in December 2021, this institution saved the State 46.5 trillion rupiah in funds and identified 139 suspects in corruption cases. -

Corruption not only causes financial losses for the State but also hinders economic development, erodes public trust in government institutions, and exacerbates social inequality (Rizky Artha et al., 2025). Based on the results of a 2024 survey, the Bojonegoro government is in the red zone, vulnerable to corruption.

**Figure 2: Regional Government Integrity Assessment Survey - Bojonegoro Regency**

Source: I News Bojonegoro, 2025

Based on the image above, the Bojonegoro Regency Government ranks 21st out of 39 regencies/cities in East Java, with a score of 72.86 in the 2024 SPI Survey. The higher the score, the better the corruption prevention practices. The survey explains that a score of 0-72.9 is in the red zone, 72-77.9 is in the yellow zone, and 78-100 is in the green zone (Mahdi, 2025).

In 2025, the Corruption Eradication Committee (KPK) investigated eight corruption cases involving village heads in Bojonegoro City (Rofiq, 2025). Therefore, the Anti-Corruption Village program was initiated to systematically prevent corruption within the village by involving various parties through a Collaborative Governance approach. This approach uses the theory of Collaborative Governance as outlined by Ansell & Gash. These include: Initial Conditions, Institutional Design, Facilitative Leadership, and Collaborative Processes, such as Face-to-Face Dialogue, Trust Building, Commitment to the Process, and Shared Understanding. This approach is essential for strengthening oversight, improving the quality of public services, and community participation in implementing integrity in village governance (Dila Novita, 2024). In addition to developing integrity, Kauman Village also conducted a self-assessment, achieving a high score of 93. This assessment covered strengthening governance and oversight, improving public service quality, enhancing citizen participation, and applying local wisdom. This demonstrates that collaborative governance is effective in preventing corruption.

Before the ETIKA (Anti-Gratification Showcase) innovation, the Kauman village government used the Whistleblowing method as an online-based complaint tool for gratification acts. However, there was still a problem: a lack of public understanding of the complaint system. This village developed the ETIKA (Anti-Gratification Showcase) innovation as a form of commitment to building transparency and accountability in village government. This ETIKA concept allows residents who want to give something to do so without facilitating or expediting their service by placing the gift in a display case that will be monitored and reported to the Corruption Eradication Commission (KPK) through the Gratification Control Unit (UPG) of the Bojonegoro Regency Government. In this way, the practice of gratification can be prevented, the integrity of village government maintained, and the spirit of “from residents to residents” in village administrative services encouraged (Pemerintah Kabupaten Bojonegoro, 2024).

Through synergy among the Kauman Village Government, the Corruption Eradication Commission (KPK) (District Government Unit), the Regional Inspectorate, and other stakeholders, the implementation of Collaborative Governance has proven to strengthen corruption-prevention efforts by involving oversight and active community participation. This is an innovative and transparent implementation of village governance as part of a national program that also supports the Sustainable Development Goals (SDGs) related to integrity and social justice (Rizky Artha et al., 2025).

Several previous studies have examined how corruption is handled in villages across various contexts. (Taufiq & Lukito, 2025 ;Suharnanik et al., 2023;Sumaryati, 2025) However, few researchers have examined anti-corruption villages linked to collaborative governance through the lens of innovation. Researchers conducted a collaborative governance analysis to assess the extent to which the anti-corruption village program leverages ETIKA innovation to prevent and overcome corruption in the village. In previous research examining whistleblowing as a web-based complaint system, the study found that cooperation with UPG has been optimal. However, there are still obstacles in the community's lack of understanding of the whistleblowing system as a place to report online-based gratification actions. It is recommended to create innovations to support the anti-corruption village program (Taufiq & Lukito, 2025). Meanwhile, building an anti-corruption village in Seduro Village requires active community involvement and an understanding of the importance of following up on corruption (Suharnanik et al., 2023). In addition, research on optimizing the sustainability of the anti-corruption village program yielded results that the implemented program adheres firmly to the regional regulations, gubernatorial regulations, and district head regulations by using a strict monitoring system, using fingerprints as an effort to realize a sustainable anti-corruption village program and create a clean and accountable environment (Sumaryati, 2025).

The novelty of this research lies in the implementation of the ETIKA innovation in a village context, the integration of collaborative governance methods, a qualitative approach, and a focus on realizing anti-corruption villages. With this novelty, the researcher hopes to contribute to the development of theory to promote clean, accountable village governance.

Collaborative governance is an approach to public management that emphasizes collaboration among government, non-governmental organizations, and civil society in decision-making. According to Ansell & Gash (2008), this approach enables the creation of more innovative and sustainable solutions by increasing participation and trust between parties. In village programs, the urgency of collaborative governance lies in its ability to integrate local perspectives, making anti-corruption village programs more inclusive and effective. The application of collaborative governance principles can increase transparency, reduce inequality, and ensure the sustainability of village programs.

ETIKA (Anti-Gratification Showcase) is an innovation developed by the Kauman Village Government, Bojonegoro Regency, East Java. This innovation aims to combat the practice of gratification (the giving of illegal gifts or rewards) at the village government level. ETIKA is an abbreviation for Anti-Gratification Showcase, a concrete form of transparency and corruption-prevention efforts. This innovation was introduced around 2018 and has become a leading example of good governance in Indonesia, earning national recognition. With a transparent and participatory approach, ETIKA not only combats gratification but also strengthens ethical values and integrity in government.

In this study, the researcher explores government collaboration in supporting the anti-corruption village program through an innovation called ETIKA (Anti-Gratification Showcase) in Kauman Village, Bojonegoro Regency. The research problem is: How does Collaborative Governance support the anti-corruption village program through ETIKA (Anti-Gratification Showcase) in Kauman Village, Bojonegoro Regency? The purpose of this study is to analyze Collaborative Governance in supporting the anti-corruption village program through ethical innovation in Kauman Village, Bojonegoro Regency.

## 2. METHOD

This study employs a qualitative descriptive approach to explore in depth the collaborative governance process supporting the implementation of the Anti-Corruption Village Program through ETIKA (Anti-Gratification Showcase) in Kauman Village, Bojonegoro Regency. The qualitative approach was chosen because the study focuses on social dynamics, interaction patterns, and the meanings formed through intersectoral collaborations among village governments, communities, and supervisory institutions. Qualitative research offers researchers the opportunity to understand social phenomena holistically through in-depth data collection from a participatory perspective (Creswell et al., 2007).

The primary focus of this research is to examine the forms, mechanisms, and levels of effectiveness of collaboration among actors in implementing village governance with integrity through the ETIKA program, and to identify factors that influence this implementation, both supporting and inhibiting it. This study analyzes collaborative governance practices based on the concept of (Ansell & Gash, 2008), in the use of Collaborative Governance theory, there are indicators in the form of Initial Conditions, Institutional Design, Facilitative Leadership, and Collaborative Processes such as Face to Face Dialogue, Trust Building, Commitment to the Process, and Shared Understanding which are used as guidelines in research.

**Table 1.** Profile of Research Informants

| No. | Group                            | Stakeholders                                                                         |
|-----|----------------------------------|--------------------------------------------------------------------------------------|
| 1.  | Village Government Agencies      | Head of Kauman Village                                                               |
| 2.  | Bojonegoro Inspectorate          | Assistant Inspector for Supervision of Bureaucratic Reform and Corruption Prevention |
| 3.  | Bojonegoro 1 Junior High School  | Principal of SMPN 1 Bojonegoro                                                       |
| 4.  | Kauman Village Consultative Body | Kauman Village Consultative Body                                                     |
| 5.  | Kauman Village Community         | 2 Active Communities                                                                 |
| 6.  | Media                            | BojonegoroTv Editorial Team                                                          |

Data Source: Researcher, 2025

Researchers used two data sources: primary and secondary. Primary data was collected through direct interaction with informants, including interviews and direct observation. Meanwhile, secondary data were obtained from various sources, including documents, information from the research location, and previous research studies. Research sources were selected using purposive sampling, which enabled the researchers to collect relevant information to meet their research needs (Ika Lenaini, 2021). Informants are individuals who provide information regarding the conditions and situations at the research location. Based on the informant research technique, the researcher determined the research targets which include the actors involved in the implementation of the anti-corruption village program, namely the Kauman village government (consisting of the Village Head, Village Secretary, and program implementation apparatus), the community who are active in social activities, and representatives of the Bojonegoro regional inspectorate as an anti-corruption program monitoring institution at the local level.

Data analysis techniques are carried out interactively (Huberman et al., 2014). Interactive data analysis consists of four components: data collection, data reduction, data presentation, and conclusion (Sugiyono, 2019). Data validity is assessed using method triangulation; the collected data is rechecked for accuracy by cross-checking it against sources considered familiar with the problem being researched, using both the sources and the methods and theories (Creswell et al., 2007).

### 3. FINDINGS AND DISCUSSION

Data on the integrity zone for corruption in Bojonegoro in 2024 shows that Bojonegoro is in the red zone, vulnerable to corrupt practices. This is a serious issue that must be addressed immediately by responsible parties, as corruption is no longer considered a problem but rather a culture increasingly normalized by certain irresponsible parties and very difficult to eradicate (Argiya, 2013). The involvement of the Inspectorate (PAKSI), the Bojonegoro District Attorney's Office, NGOs, and the community is a key step in realizing the sustainable Anti-Corruption Village Program through the ETIKA (Anti-Gratification Showcase) innovation. This data also underscores the need for concrete steps to strengthen corruption and gratification prevention efforts across Bojonegoro.

Collaborative Governance is a highly relevant approach to creating anti-corruption villages. By involving various stakeholders, including the government, the private sector, and the community, a strong synergy can be built to realize anti-corruption villages through ETIKA. This collaboration not only enhances efforts to combat corruption but also fosters shared awareness and collective responsibility for creating a corruption-free region. The collaborative governance process impacts the implementation of an already established collaboration (Nala et al., 2024).

Ansell and Gash's explanation of the four indicators of collaborative governance provides a very in-depth picture. Initial conditions that underpin trust between stakeholders play a crucial role in either building a strong foundation for collaboration or creating obstacles to collaboration. Institutional Design and facilitative leadership help guide collaboration toward achieving desired goals. Meanwhile, the collaboration process itself is central to collaborative governance theory, encompassing essential elements such as direct dialogue, trust-building, shared commitment, and shared understanding, thereby encouraging more optimal collaborative outcomes (Ansell & Gash, 2008).

#### 3.1 Initial Conditions

Conditions are circumstances or situations that influence something, someone, or an event, and the conditions of each actor support this collaboration (Amanda et al., 2024)—the initial conditions for implementing Collaborative Governance in a program influence the development of trust among stakeholders. Data indicating Bojonegoro's status as a red zone suggest that corruption was a factor in the creation of the anti-corruption village program. Corruption takes several forms, including bribery, a serious problem that requires special handling.

**Table 2.** Gratification Intensity

| No | Intensity of Gratification                            | Information                                                                          |
|----|-------------------------------------------------------|--------------------------------------------------------------------------------------|
| 1. | Forms of Gratification                                | Providing goods or food, such as snacks, fruit, wet food, drinks, or garden produce. |
| 2. | Parties suspected of giving gratuities                | The public or service applicants who process documents                               |
| 3. | Parties that have the potential to receive gratuities | Village apparatus that handles administrative services                               |
| 4. | Target                                                | Administrative Management                                                            |
| 5. | Practice time occurs                                  | Administrative service hours                                                         |

Data source: Researcher, 2025

The table above explains that gratification takes the form of gifts intended for specific purposes, including goods, food, and money. This program targets administrative service administrators. Therefore, community involvement is crucial for the program's success.

The Bojonegoro Inspector stated, "Kauman Village is a unique village, geographically located in the middle of the city. Furthermore, in Kauman, many schools still have gratification practices. This has led to an innovation created by the Kauman village head, namely ETIKA (Anti-Gratification Showcase) as a form of handling gratification in Kauman Village." In addition to the inspectorate serving as a mentor and supervisor in accordance with Regent Regulation Number 26 of 2021, the village government is collaborating with SMPN 1 Bojonegoro and involving the Kauman village community in this program.

Based on the results of an interview with YP as the Head of Kauman Village regarding the initial conditions of the Anti-Corruption Village Program and the collaboration that was built, "Kauman Village participated in the Anti-Corruption Village Program because even though there were no corruption cases, the practice of gratification still occurred, for example, residents bringing goods or food when processing documents. To overcome this, the village created the ETIKA (Anti-Gratification Display) innovation as a container for storing goods or wet food brought by residents, so that other residents can take as much as they need. Through ETIKA, the practice of gratification in Kauman Village has been proven to decrease significantly." This is supported by a statement letter from the Kauman Village stating that it is free of corruption cases, signed by PMD and the Inspectorate (Kauman, 2025). The data is also strengthened by Letter Number 140/1833/412.211/2023 regarding the proposed candidate for the Anti-Corruption Village pilot in Bojonegoro Regency, Kauman Village, which meets the criteria of 5 (five) standard components: strengthening governance, strengthening supervision, strengthening the quality of public services, strengthening community participation, and local wisdom.

Based on a direct interview with the Kauman village head, the program organizer, the collaboration involved the Inspectorate, SMPN 1 Bojonegoro, the Village Consultative Body (BPD), and the Kauman village community group. This collaboration shares the same goal of realizing an anti-corruption village through the innovation of ETIKA (Anti-Gratification Showcase). Each actor plays a role in this collaboration by participating in implementing anti-gratification values.

Based on interviews with various actors, the collaboration between the government, the private sector, and the community to address corruption in Kauman Village aims to reduce the number of corruption cases. Handling is carried out in a preventive and repressive manner to achieve optimal results. In handling gratification cases to prevent corruption, several obstacles emerged from interviews and observations, including a lack of public understanding of the dangers of corruption and of how to address it through small acts to prevent gratification. Under these conditions, the Collaborative Governance process involves several related agencies, each with its respective duties and authorities, in accordance with instructions, so that the established cooperation fosters trust between stakeholders in achieving common goals.

### 3.2 Institutional Design

Institutional Design is defined as the protocols and fundamental rules that govern the collaboration process, emphasizing procedural legitimacy as a crucial aspect and the need for openness in information (Hadilinatih, 2018). To eradicate corruption and gratification, especially in villages, an agreement is needed on the management system for relations among institutions, including village governments, regional governments, and the private sector, as well as on their duties, authorities, and responsibilities. Formal and informal interactions among several parties collaborating to eradicate corruption in Kauman Village are essential. The primary role, of course, is the Kauman village government, which implements the program and innovation. Furthermore, the inspectorate acts as the supervisory and development body for the anti-corruption village program.

Based on direct interviews with several actors involved in this program, the village government is solely responsible for managing ETIKA. Other actors, such as the inspectorate and SMPN 1 Bojonegoro, merely follow and instill these values. However, all stakeholders are fully committed to the program's success.

To strengthen the data, the author also interviewed the inspectorate. RJ, as the inspector of the inspectorate, said that "The Anti-Corruption Village Program is an innovation from the inspectorate, which was then developed in Kauman Village, because Kauman Village has value for this matter, the inspectorate plays a role as a mentor and supervisor for the management of ETHICS directly from the village government itself."

The institutional Design is adjusted to the data in the form of the Inspectorate SOTK Regulation Number 68 of 2021 which contains the position, organizational structure, description of duties and functions and work procedures of the inspectorate that the Assistant Inspector for the Prevention of Corruption Crimes (Tipikor) and Bureaucratic Reform Supervisor has the task of carrying out guidance and supervision of government affairs that are the authority of the region and assistance tasks by Regional Apparatus (Pemerintah Kabupaten Bojonegoro, 2021). In implementing the anti-corruption and anti-gratification program, adhere to the village head's regulations and guidelines for controlling gratuities, bribery, and conflicts of interest within the Kauman village government (Kauman, 2023). However, the institutional Design structure related to this collaboration does not yet exist in writing or officially.

In addition to the organizers and supervisors, the participation of the Kauman village community is also essential. If the community understands the dangers of corruption and how to address them, corruption can be avoided. In addition to the community, external parties collaborating with Kauman village on the program are also needed, namely SMPN 1 Bojonegoro, to combat gratification at the school level. Gratuities are often found in schools for specific purposes. Therefore, the village government, inspectorate, community, and private sector can work together to realize an anti-corruption village by addressing gratification in Kauman Village and across Bojonegoro Regency.

### 3.3 Facilitative Leadership

Leadership plays a key role in the collaboration process. According to Ansell and Gash, leaders facilitate stakeholder discussions and achieve shared goals (Nursetiawan & Supriyanto, 2023). In relation to the establishment of the anti-corruption village program in Kauman Village, the Inspectorate collaborated with the village government. It involved other agencies discussing efforts to address acts of gratification. The Inspectorate, as a supervisory institution, assigned full responsibility to the village government for achieving the program's objectives. The village government implemented facilitative leadership by holding monthly meetings both in person and through the media. In the private and community sectors, leadership did not occur structurally or through legal administration but rather through coordination among individuals and groups, so implementation was not driven by a single command. However, after the first assessment, meetings to discuss the anti-corruption village program were only held twice a year. However, within community groups, discussions continued monthly.

Anti-gratification values were also still well implemented through the ETIKA (Anti-Gratification Showcase) innovation in Kauman Village, Bojonegoro Regency.

Based on direct interviews with the village government, facilitative leadership actively fosters open dialogue and shared responsibility. However, there is a direct coaching and supervision process from the inspectorate, with each actor sharing the same goal in this program. In this program, Kauman Village, initiated by PAKSI in the process of strengthening the Anti-Corruption Village in 2024, which involved the village government and the Inspectorate, in addition, there was a meeting with related educational institutions about this collaboration in the coordination meeting educational institutions are ready to participate in practicing anti-gratification values with the results of educational institutions participating in instilling integrity values. Kauman Village also socialized the Anti-Corruption Village program with ETIKA Innovation (Anti-Gratification Showcase) to the community through face-to-face discussions. This is still valid, every month on the 13th. This has led the community to understand the value of avoiding gratification. To strengthen the data, the author also conducted interviews with collaborating parties and the community. Each stakeholder stated that the village head had fostered open dialogue among various actors and was entirely responsible for the ongoing program.

### 3.4 Collaboration Process

#### Face-to-Face Dialogue

Face-to-face dialogue is the initial step in a collaborative relationship, in which all parties participate in determining joint decisions (Rini et al., 2021). The collaborative process for handling gratification is handled through monthly meetings, held either in person or via platforms such as WhatsApp.

Communication is a key part of collaboration because it enables direct interaction among stakeholders, helping resolve problems in the field (Rozikin et al., 2020). A dialogue process involving the community and the private sector can accelerate the achievement of goals. While not always conducted routinely, this communication remains central to collaboration.

Based on direct interviews with village heads and actors involved in this collaboration, communication remains ongoing, both face-to-face and through social media. Face-to-face communication occurs approximately two to three times a year, but community-based communication remains routine, occurring once a month. The Inspectorate is also reviewing whether this program is sustainable or has stalled.

**Table 3.** Face-to-Face Communication Data

| No | Type of activity                                                               | Time                                                           | Forms of Communication  | Results                                                                                                                  |
|----|--------------------------------------------------------------------------------|----------------------------------------------------------------|-------------------------|--------------------------------------------------------------------------------------------------------------------------|
| 1. | Proposed candidate for the anti-corruption village pilot in Bojonegoro Regency | September 14, 2023                                             | Face-to-face discussion | Villages that meet the criteria of 5 (five) standard components: Plesungan Village, Kauman Village, Kedungsumber Village |
| 2. | Coordination between the village government and the inspectorate               | February-April 2024                                            | Face-to-face discussion | Strengthening Internal Supervision                                                                                       |
| 3. | ETHICS Socialization (Anti-Gratification Showcase)                             | Carried out periodically through the RT Forum, PKK, every 13th | Face-to-face discussion | Understanding gratification and how to use the Anti-Gratification Showcase                                               |
| 4. | Meeting of Village Government and                                              | August 21, 2024                                                | Face-to-face discussion | Integration of anti-gratification values in school activities                                                            |



|    |                                                                          |                    |                         |                                                                     |
|----|--------------------------------------------------------------------------|--------------------|-------------------------|---------------------------------------------------------------------|
|    | Educational Institutions                                                 |                    |                         |                                                                     |
| 5. | Results of the 2024 Anti-Corruption Village Independent Assessment (DAK) | September 12, 2024 | Face-to-face discussion | Anti-Corruption Village Assessment according to 5 (five) components |

Data source: data processed by researchers, 2025

The table explains that face-to-face discussions were conducted with the actors at different times. Discussions via social media “WhatsApp” are still ongoing. Each actor is still fully contributing to the implementation of integrity values as part of efforts to realize the Anti-Corruption Village in Kauman Village, Bojonegoro Regency.

To strengthen the research data, an interview was also conducted with the principal as one of the actors supporting this program. MM, as the principal of SMPN 1 Bojonegoro, stated, “To carry out this collaboration, a lot of coordination and communication is needed, but not only that, SMP 1 and the village are involved in almost all activities in Kauman Village.” Coordination is a crucial aspect that village governments must consider when implementing collaborative activities with third parties. Plans cannot be optimally realized if coordination is poor (Sari, 2023).

Based on the interview results, the face-to-face dialogue during the implementation of the Anti-Corruption Village program was rated good, with continuous, intense communication to achieve the program’s objectives and ensure its sustainability.

#### Trust Building

Trust Building, or building trust among stakeholders, is a supporting factor that is difficult to implement, given the many parties involved in the collaboration process (Bela & Utama, 2022). Building trust is a lengthy process that requires full commitment from all parties. Building trust begins with establishing good communication between stakeholders in the process of realizing an Anti-Corruption Village, so that mutual trust will develop as the program is implemented. Good communication will empower participants to express opinions based on their interests in a democratic manner, rather than being driven by one-way communication. Furthermore, transparency in information is key to building trust.

*Collaborative Governance* The effort to realize an Anti-Corruption Village involves several sectors, including the Inspectorate, Village Government, Academics, the Village Consultative Body (BPD), the Media, and diverse community groups. Trust between stakeholders has grown through intensive communication to discuss the implementation of the Anti-Corruption Village program in Kauman Village.

Based on direct interviews with stakeholders during the program’s implementation, there were no misunderstandings due to differing perspectives or opinions. Each actor fully trusted the others. This was due to the communication that fostered mutual trust.

#### Commitment to Process

Commitment to Process: Actors’ attitudes towards collaboration are key determinants of whether a collaborative process succeeds or fails (Sulistyanto et al., 2023). Commitment to the process means developing confidence in the collaboration among actors to achieve shared goals. Commitment signifies a willingness to accept any outcome of deliberation or consensus, even if it conflicts with the interests of one of the actors. Therefore, clear, fair, and transparent procedures are essential for building commitment.

**Figure 3:** Coordination meeting between stakeholders

Source: Bojonegoro Regency Government, 2024

The collaborative process to realize the anti-corruption village program through ETIKA (Anti-Gratification Showcase) in Kauman Village, Bojonegoro Regency, shared the same goal as the Anti-Gratification Movement: reducing corruption rates. Stakeholders, especially the village government, have the authority to implement this collaboration. The Inspectorate, SMPN 1 Bojonegoro, the BPD, and community groups benefit from this collaboration, including transparent and clean governance in the areas of corruption and gratuity. The commitment to this collaborative process is to involve all actors and the community throughout the program's implementation.

According to previous research, optimizing the formation of an anti-corruption village in Seduro Village requires active community involvement and a clear understanding of the importance of following up on corruption (Suharnanik et al., 2023). Therefore, community commitment to this program is essential; its success depends on the community's response. Basically, a program will be realized if the community voluntarily grants itself the freedom to participate and commit (Subiyakto et al., 2022).

To strengthen the data, the researcher interviewed Mr. Dedi Mahdi, a journalist for the Bojonegoro TV editorial team, namely, "In the media perspective, the news value of this news is strong, because this is a corruption prevention program at the village level, and this is interesting, because this is prevention from the lowest level of government. Especially in the context of Kauman Village being included in the provincial assessment." Basically, the media reported on this anti-corruption village program because the commitment to supporting it is considered strong in terms of news value, and the village government benefits from increased transparency and public trust.

The principal is also committed to this collaborative process: "As a leader in the school area, the principal's role is to provide an understanding of the values contained in the anti-corruption village program to all those within the school, including teachers, students, and parents, in order to support the program."

Based on the interview results, it can be confirmed that the collaboration to realize this program is working well, and the actors are fulfilling their duties and responsibilities for the common good. However, there are still no written rules or mechanisms establishing this collaboration with the government or other stakeholders.

#### Shared Understanding

*Shared Understanding:* The understanding between actors. In collaborative governance, stakeholders must develop a shared understanding. In other words, all parties involved in the collaboration need to build a shared understanding through stakeholder collaboration (Almira & Prathama, 2023). In this concept of shared understanding, it is used to make decisions and/or agreements to address a problem that arises.

**Figure 4:** Socialization of Anti-Corruption Village Strengthening and Anti-Gratification Village Pilot Project

Source: Ministry of Communication and Information, 2024

In an effort to support the anti-corruption village program through the ETIKA (Anti-Gratification Showcase) innovation, stakeholders have already understood the vision, mission, and values that must be carried out in this collaboration to achieve common goals. Therefore, stakeholders agree on every decision, and a participatory attitude prevails in matters related to the Anti-Corruption Village program in Kauman Village. In this study, the program implementation has been optimal, as evidenced by the actors' understanding of the common goals. In addition, the actors also understand the programs run by related actors in carrying out the Anti-Gratification Movement. Shared understanding is crucial to implementing an activity and ensuring successful collaboration. The communication process is crucial to the success of an activity through shared understanding. Mutual respect and understanding of differences are key to achieving shared goals in collaboration. This ensures that the program truly aligns with community needs and facilitates coordination among parties.

#### Intermediate Outcomes

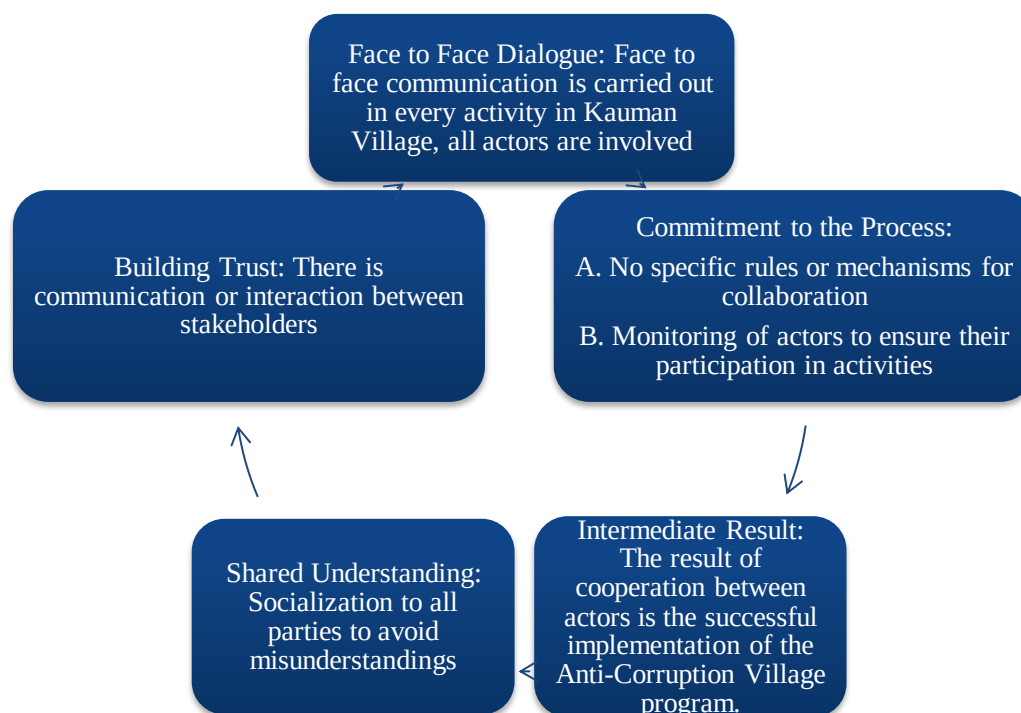
A collaboration can be successful if its goals are achieved (Arifianto et al., 2025). Collaborative Governance in an effort to realize the Anti-Corruption Village Program through ETIKA (Anti-Gratification Showcase) to reduce the number of corruption crimes through the Anti-Gratification Movement organized by the Inspectorate through Kauman Village, and the only one in Indonesia. This collaboration was carried out to create clean, transparent governance and to make it easier for the community to provide administrative services in the village. In addition, this collaboration was held to help the community facilitate access to administrative management.

Kauman Village is a unique village located between the village and the city, with many schools where many gratification practices take place for various purposes. With this collaboration, it is hoped that this program will be successful and sustainable. In the results of the 2024 Anti-Corruption Village (DAK) independent assessment No. 700/1441/412.100/2024, Kauman Village, Bojonegoro Regency, obtained a score of 93 in the independent assessment conducted by the Bojonegoro Regency team. These results indicate that Kauman Village has met the required standards to become a Candidate for the Anti-Corruption Village Pilot. The assessment is based on five main components: strengthening governance; strengthening supervision; improving the quality of public services in line with nine anti-corruption integrity values; and the level of community participation and local wisdom. In addition, as a data reinforcement in the minutes related to the assessment/guidance of the 2024 Anti-Corruption Village, precisely on Monday, 19 (nineteenth) of August 2024, the assessment is based on 5 (five) standard components with the note that there is no standard procedure for the related complaint mechanism (receipt, handling, and no follow-up) which currently has the Village UPG (Gratification Control Unit) as a complaint website.

Based on interviews with the researcher, the village head, the inspectorate, school principals, the media, and the community regarding the program's success, it remains imperfect because the

evaluation is not comprehensive and has not been tested, as it has only been running for 2 years. The Corruption Eradication Commission (KPK) assessment is not optimal. Because achieving the program objectives formulated by government agencies requires evaluation, which must be continuously improved to be more effective and have a positive impact on society (Suryohayat et al., 2025). However, the implementation of integrity values in Kauaman Village is running optimally with the innovation of ETIKA (Anti-Gratification Showcase), and according to direct observation data, the practice of gratification in the village is decreasing day by day.

**Figure 5:** Collaborative Governance Process in Supporting the Anti-Corruption Village Program through ETIKA (Anti-Gratification Showcase) in Kauman Village, Bojonegoro Regency



Source: Data processed from research results, 2025

#### 4. CONCLUSION

Based on research on Collaborative Governance supporting the Anti-Corruption Village program through ETIKA (Anti-Gratification Showcase) in Kauman Village, Bojonegoro Regency, it can be concluded that the collaboration process among stakeholders remains imperfect. This can be seen in the collaboration process indicators used as theories and research guidelines. One of them is the face to face dialogue indicator which is the primary key to the success of the program, coordination and communication in this collaboration are pretty good, because in every form of activity the actors are involved in it, then the commitment to process indicator where in the implementation of the program that involves there are no written rules or mechanisms that serve as guidelines in carrying out collaboration. The indicator of mutual understanding among the village government, the inspectorate, the school principal, and other actors is the biennial meeting. The inspectorate always conducts monitoring and evaluation to ensure the program is still ongoing. The last is the indicator of the results of collaboration with stakeholders in an effort to support the anti-corruption village program through ETIKA (Anti-Gratification Showcase) in Kauman Village, Bojonegoro Regency, which shows the score of the self-assessment results in accordance with the 5 (five) component standards, which serve as the assessment indicators. However, this study has limitations because it was conducted in only one village, did not examine the program's long-term impact on community behavior change, and did not include

an official assessment from the Corruption Eradication Commission (KPK). Therefore, it is recommended that the village government and relevant stakeholders develop written regulations and collaboration mechanisms and establish a more transparent institutional structure to strengthen the commitment and sustainability of the Anti-Corruption Village Program. Furthermore, future research is expected to expand the research locations and analyze the program's impact in greater depth. Theoretically, this research enriches the study of Collaborative Governance in supporting the Anti-Corruption Village Program through the ETIKA (Anti-Gratification Showcase) innovation in Kauman Village, Bojonegoro. Practically, the results confirm this.

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