Strategies for Strengthening the Internal Supervision System of Indonesian National Police to Enhance Law Enforcement Integrity Toward Transparent and Accountable Legal Governance

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ABSTRACT

Transparent and accountable law enforcement is a key pillar in building public trust in police institutions. This study aims to analyze the strategy of strengthening the internal supervision system within the National Police of the Republic of Indonesia (Polri) as an effort to strengthen the integrity of law enforcement. The research method used is a qualitative approach with descriptive analysis through literature studies, laws and regulations, and the results of evaluation of the performance of the internal supervision of the National Police. The results of the study show that the effectiveness of the internal supervision system of the National Police is greatly influenced by three main factors, namely strengthening supervisory institutions, the application of information technology in the audit and reporting system, and improving the culture of integrity at all levels of the organization. The implementation of this strategy is able to narrow the space for abuse of authority, increase the accountability of the authorities, and strengthen public trust in the law enforcement process. Thus, strengthening the internal supervision system not only functions as an instrument of control but also as the main foundation in realizing transparent, accountable, and integrity legal governance in the National Police.

Keywords: internal supervision, National Police, integrity, law enforcement, legal governance, transparency, accountability

INTRODUCTION

In the last two years, a number of legal events have highlighted the issue of integrity in the National Police of the Republic of Indonesia. The murder case against Brigadier J in 2022 involving the former Head of the Propam Division of the National Police, Inspector General Pol Ferdy Sambo, an official who is actually the vanguard of integrity and discipline of members, is a clear example of how the value of integrity can collapse even at the highest level of internal supervision. Not long after, the public was again shocked by a criminal case that ensnared the West Sumatra Police Chief, Inspector General of Police Teddy Minahasa, related to the abuse and circulation of narcotics weighing five kilograms of methamphetamine. These two major cases illustrate the existence of a deviation in moral values and professionalism that should be an example for all members of the National Police (Mphidi & Pheiffer, 2025; Westmarland, 2025). This incident was followed by a number of other cases, including alleged extortion by investigators in several regions in 2023–2024, which further strengthens the public's view that the supervision mechanism has not been effective and integrated (Bakhtiar, Ilyas, Kholiq, & Bakhtiar, 2025; Doig, Levi, & Luker, 2025). The 2024–2025 National Police

Negative Potential Issues Recap data also shows an increase in reports of ethical violations, irregularities in investigation procedures, and slow follow-up on public complaints (Hopkins, Ayres, Burton, & Hodgkinson, 2025; Levi, 2025). These various events indicate that the internal supervision function has not fully played a role as an early warning system against potential violations of the integrity of law enforcement officials. This phenomenon emphasizes that strengthening the internal supervision system and culture of integrity within the National Police is not just an administrative need, but is a fundamental prerequisite for the sustainability of institutional reform and the restoration of public trust (Goldani, 2025; Meilia & Tjahjadi, 2025).

On the institutional side, the supervision structure of the National Police has included three main elements: *Itwasum*, *Propam*, and *Wasidik Bareskrim*, but the three are still working partially and have not been integrated into a unified control mechanism. This fragmentation causes the results of audits, ethical examinations, and supervisory recommendations to run separately so that they do not result in sustainable institutional improvements. Meanwhile, public expectations of transparency, advances in digital technology, and the rapid flow of information require the National Police to reorganize the surveillance system to be more responsive, independent, and factual in responding to public issues (Bloch-Wehba, 2021; Cucoreanu, 2024).

In addition to structural issues, cultural challenges such as formalistic compliance and incomplete moral awareness also affect the effectiveness of supervision. The inequality of auditor competence at the regional level has also weakened the implementation of the control function (Khiva, Bayat, & Rulashe, 2025). In fact, regulatory bases such as Government Regulation No. 60 of 2008 concerning SPIP, Perkap No. 4 of 2021 concerning Risk Management, and Perpol No. 7 of 2022 concerning the Police Professional Code of Ethics have been available as references. The challenge now is how all of these tools are implemented consistently and coordinated in the field so that supervision does not stop at the administrative aspect but also touches the dimension of institutional integrity (Gavrilenko & Shenshin, 2023; Pizzolato & Dierickx, 2023).

Departing from this reality, the National Police needs to carry out comprehensive internal supervision reforms through strengthening inter-functional integration, increasing audit independence and accountability, and developing risk-based digital supervision. This step is in line with the direction of the 2025–2045 RPJPN which emphasizes clean and integrity legal governance. The urgency of the preparation of this Individual Work Manuscript lies in the importance of formulating a *Strategy for Strengthening the Internal Supervision System of the National Police* in order to strengthen the integrity of law enforcement to realize transparent and accountable legal governance, as a strategic guideline to ensure that internal supervision truly becomes an instrument of ethical control and a pillar of public trust in the National Police.

Based on an analysis of existing literature, previous studies have extensively explored internal control systems within public institutions (Khiva et al., 2025; Mungai, Maina, & Kungu, 2021). Research by Smith & Brown (2019) highlights the critical role of internal controls in ensuring accountability within law enforcement agencies, while Helbing & Mukerji (2021) emphasize the growing importance of risk-based oversight in the public sector. Furthermore, studies such as those by Paramio-Salcines et al. (2022) have begun to investigate the intersection of digital technology, ethics, and transparency in public administration.

Collectively, this body of work establishes that robust internal supervision is a cornerstone of institutional integrity and public trust. However, these studies often provide a generalized framework, lacking a focused and strategic analysis tailored to the unique, complex, and high-stakes environment of a national police force, particularly in a reforming democracy like Indonesia.

This research identifies a significant gap in the existing scholarship. While the theoretical importance of internal supervision is well established, there is a lack of comprehensive, strategic models that address the specific challenges of integrating fragmented supervisory functions—such as internal audit (*Itwasum*), professional ethics (*Propam*), and investigative supervision (*Wasidik*)—within a single police organization. Prior research often treats these elements in isolation or fails to provide a holistic strategy that synchronizes institutional strengthening, cultural change, and technological modernization into a cohesive reform agenda. This study seeks to fill this void by developing an integrated strategy that bridges the disconnect between normative frameworks and their practical, coordinated implementation within the Indonesian National Police (Polri).

The urgency of this research is underscored by a series of high-profile integrity scandals within Polri, which have severely tested public confidence and highlighted critical vulnerabilities in its internal control mechanisms. Incidents such as the murder case involving a former *Propam* chief and the narcotics case implicating a regional police chief are not isolated failures but symptoms of a systemic deficit in effective, integrated oversight. In an era of rapid information dissemination, such crises can quickly erode institutional legitimacy. Therefore, formulating a robust and actionable strategy to strengthen the internal supervision system is not merely an academic exercise but an urgent operational and strategic imperative for Polri to restore public trust, ensure accountability, and uphold the rule of law.

The novelty of this research lies in its integrated and strategic approach. It moves beyond a siloed analysis of individual supervisory functions to propose a unified model that synergizes the roles of *Itwasum*, *Propam*, and *Wasidik Bareskrim*. Furthermore, it uniquely combines this institutional integration with the strategic modernization of oversight through the adoption of Artificial Intelligence (AI), big data analytics, and robust cybersecurity measures. By applying a structured strategic management framework—utilizing IFAS, EFAS, and SFAS analyses— this study provides an empirically grounded and prioritized roadmap for reform, offering a novel contribution to both academic discourse and practical policy-making in the field of law enforcement governance.

The purpose of this research is to formulate a comprehensive and actionable strategy for strengthening the internal supervision system of the Indonesian National Police. This involves diagnosing current weaknesses through strategic analysis, designing a model for functional integration between supervisory bodies, and developing a phased implementation plan that encompasses short-term consolidation, medium-term capability building, and long-term technological transformation. The ultimate benefit of this study is to provide Polri leadership with a clear, measurable, and sustainable blueprint for enhancing institutional integrity, which will translate into more transparent and accountable law enforcement, strengthened public trust, and the realization of clean and credible legal governance in Indonesia.

METHOD

This research used an applied policy research approach, focusing on preparing strategic steps to strengthen the internal supervision system of the National Police. This approach was chosen to ensure the research outcomes could directly inform policies to improve the effectiveness, integrity, and accountability of supervision within *Itwasum*, *Propam*, and *Wasidik Bareskrim*. Following Dunn (2018), policy research aims to solve public problems through systematic and relevant analysis for decision-makers.

The study also applied strategic management principles to ensure the analysis and recommendations were directional and measurable (Wheelen & Hunger, 2012). This approach aimed to produce a supervision strategy that was not only normative but also actionable, addressing the urgent need to strengthen internal supervision and integrity in law enforcement to achieve transparent and accountable legal governance.

This study relied exclusively on secondary data, without primary data collection such as interviews or questionnaires. Secondary data were sourced from official National Police documents and external monitoring bodies, including regulations like Perpol No. 2 of 2022 and Perkap No. 2 of 2015, as well as reports from BPKP, Kompolnas, and *Itwasum*, supported by academic literature.

Data collection involved three main techniques: documentation study of regulations and reports, literature review of relevant theories and prior research, and media analysis to identify current public issues. To ensure data validity, triangulation was applied by cross-verifying information from these diverse documentary and literature sources.

The research followed a structured, multi-stage strategic analysis, including preparation, data collection, and comprehensive analysis using IFAS, EFAS, and SFAS matrices to identify priority strategic factors. The process concluded with formulating concrete strategies and developing final recommendations in the *NKP-3* manuscript, designed to serve as a foundational policy document for strengthening the National Police's internal oversight.

RESULTS AND DISCUSSION

Data Analysis

The results of this study analyze the strategic factors that affect the strengthening of the internal supervision system of the National Police in order to strengthen the integrity of law enforcement and transparent governance. The analysis focused on the implementation of SPIP, risk management, the synergy of Itwasum, Propam, and Wasidik, as well as the use of digital surveillance technology. Based on the Strategic Management Framework and the Integrity System Framework, this analysis assesses internal and external factors to formulate an adaptive, accountable, and prevention-oriented oversight strategy for the prevention of abuse of authority (Wheelen & Hunger, 2012; OECD, 2020; Haryatmoko, 2024).

Internal Factors

Strength

The internal supervision of the National Police has a number of strengths that are the main foundation in building the integrity of law enforcement and transparent institutional governance. Normative foundations such as Government Regulation No. 60 of 2008 concerning SPIP, Perkap No. 4 of 2021 concerning Risk Management, and Perpol No. 7 of

2022 concerning the Police Professional Code of Ethics strengthen the control and accountability system at all levels. In addition, the development of SPIP maturity by BPKP and the application of Public Ethics values and the principles of institutional integrity (Haryatmoko, 2024; Nugroho, 2025) has strengthened a culture of moral responsibility-based supervision. With this regulatory support and ethical values, the National Police has the structural and cultural strength to strengthen the supervisory function as a credible control mechanism oriented towards the prevention of abuse of authority.

Table 1. Factual Data on Aspects of Strength

Yes	Strength Factor	Factual Data/Findings	Strategic Implications
1	**Strong legal foundation and control system**	The National Police has a clear basis for supervision through Government Regulation No. 60 of 2008 concerning SPIP, Perkap No. 4 of 2021 concerning Risk Management, and Perpol No. 7 of 2022 concerning the Police Professional Code of Ethics.	It is the main foundation in building measurable, transparent, and accountable supervision across all work units.
2	**Structured supervision institutions**	The existence of Itwasum, Propam, and Wasidik as elements of internal supervision has functional authority that complements each other.	Enable clear coordination and division of roles in the implementation of audits, ethical oversight, and compliance coaching.
3	**Policy support and guidance of SPIP by BPKP**	BPKP periodically conducts an assessment of the maturity of SPIP within the National Police to increase the effectiveness of internal control.	Encourage the improvement of supervisory capabilities and the improvement of institutional risk control systems.
4	**A culture of integrity and public ethics that flourishes**	Ethics and integrity programs continue to be developed through education, internal campaigns, and personnel development.	Strengthen individual moral awareness and responsibility as part of value-based supervision.
5	**Leadership's commitment to oversight and accountability**	The National Police leadership gave strategic direction on the importance of supervision as an instrument of institutional reform.	Increasing the consistency of policy implementation and the moral example of leaders in strengthening institutional integrity.

Source: Processed from various National Police regulations, BPKP reports, and public ethics studies (Haryatmoko, 2024; Nugroho, 2025).

Table 1 shows that the internal supervision of the National Police has a number of fundamental strengths that are the main support in maintaining institutional accountability. A strong legal foundation, a clear institutional structure, and support for SPIP coaching from BPKP strengthen the control system at all levels. In addition, the development of a culture of integrity and the commitment of leaders to transparency make the supervisory function not only administrative, but also oriented to public ethical values and moral responsibility (Haryatmoko, 2024; Nugroho, 2025). With this support, the National Police has a strategic position to strengthen credible, effective, and sustainable supervision mechanisms.

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Debilitation

Behind the various strengths it has, the internal supervision system of the National Police still faces a number of weaknesses that hinder the effectiveness of control and consistency of its implementation. Coordination between supervisory elements such as Itwasum, Propam, and Wasidik Bareskrim has not been fully integrated, so audit follow-up and ethical supervision often run separately. The uneven distribution of auditor competencies, a compliance culture that is still formalistic, and the use of digital supervision technology that is not optimal are also challenges that need to be corrected immediately. This condition shows that the supervision of the National Police still needs to be strengthened institutionally and culturally in order to be able to respond to the demands of more transparent and integrity legal reform (Haryatmoko, 2024; Nugroho, 2025).

Table 2. Factual Data on Weaknesses

No.	Factors of Weakness	Factual Data/Findings	Strategic Implications
1	**Coordination between supervision elements has not been integrated**	Itwasum, Propam, and Wasidik Bareskrim do not yet have a fixed coordination mechanism in the implementation of audits, ethics, and investigations.	It is necessary to establish an integrated supervision system so that audit control and follow-up run consistently.
2	**Follow-up audit results are inconsistent**	The results of audits and inspections are often not followed by continuous corrective actions in the work unit.	Uniform audit follow-up guidelines and monitoring teams are needed at the central and regional levels.
3	**Competence gap of auditors and internal supervisors**	Some auditors are not yet certified or have digital analytics and forensics skills.	It is necessary to redistribute and train certified auditors so that the audit is more professional and equitable.
4	**Culture of obedience is still formalistic**	Obedience to the code of ethics has not fully become the moral consciousness of individual members.	Coaching and integrity value campaigns are needed to build a sustainable ethical culture.
5	**The use of surveillance technology is still limited**	The use of digital audit applications and risk data analysis has not been widely implemented across work units.	It is necessary to develop a data-based surveillance system to improve the speed and accuracy of violation detection.

Source: Processed from the results of internal analysis of the National Police, BPKP, and public ethics studies (Haryatmoko, 2024; Nugroho, 2025).

Table 2 illustrates that the main weaknesses of the National Police's internal supervision lie in coordination between elements that have not been integrated, audit follow-up that has not been consistent, and the gap in auditor competence in various regions. In addition, the compliance culture that is still formalistic and the limited use of supervision technology also weakens the effectiveness of control. This condition shows the need for comprehensive reform through system integration, human resource capacity building, and digitalization of supervision so that the supervisory function of the National Police is truly adaptive, professional, and based on integrity (Haryatmoko, 2024; Nugroho, 2025).

External Factors

Chance

The external environment provides an opportunity for the National Police to strengthen modern and transparent supervision. Government support for legal reform, advances in digital technology, and increasing public awareness of the integrity of the apparatus is an important momentum for the National Police to build a more adaptive and reliable data-based and risk-based surveillance system (Haryatmoko, 2024; Nugroho, 2025).

Table 3. Factual Data on Opportunities Aspect

No.	Opportunity Factor	Factual Data/Findings	Strategic Implications
1	**Government support for legal reform and supervision**	The government encourages increased public accountability through SPIP, risk management, and the 2025–2045 RPJPN.	Provide legitimacy and political support for the National Police to strengthen a measurable and transparent surveillance system.
2	**Advances in digital technology**	The development of information technology supports the application of digital audits and risk data analysis.	Unlocking data-driven surveillance opportunities to accelerate early detection and improve control efficiency.
3	**Collaboration across national oversight agencies**	The National Police collaborates with BPKP, the Ministry of PAN-RB, and the Ministry of Law and Human Rights in reforming the supervision system.	Strengthening institutional synergy and harmonization of supervisory policies across sectors.
4	**Public awareness of the integrity of the apparatus**	Increasing public demands for transparency and justice in law enforcement.	It is a moral driver for the National Police to build open and responsive supervision to public aspirations.
5	**Direction of national digital governance policy**	The government emphasizes digital transformation in all aspects of government and public supervision.	Accelerating the adoption of risk-based digital surveillance systems within the National Police.

Source: Processed from the 2025–2045 RPJPN, BPKP, and public ethics studies (Haryatmoko, 2024; Nugroho, 2025).

Table 3 shows that external opportunities for the National Police are very open through government support for legal reform, advances in digital technology, and increased public awareness of the integrity of the apparatus. Cross-agency collaboration and national digital governance policy directions also strengthen the basis for more modern and adaptive supervision. This condition provides strategic momentum for the National Police to strengthen an internal surveillance system that is integrated, data-based, and in line with the demands of public transparency (Haryatmoko, 2024; Nugroho, 2025).

Threat

In the midst of great opportunities, the National Police also faces various external threats that can affect the effectiveness of supervision and public trust. Public opinion pressure in the digital age often develops faster than official clarifications, potentially leading to a reputational crisis. In addition, political intervention, the risk of leakage of supervisory data, and inequality in the quality of supervision between agencies are also real challenges. If not anticipated, this condition can weaken the institutional legitimacy and effectiveness of the

National Police's supervision in maintaining the integrity of law enforcement (Haryatmoko, 2024; Nugroho, 2025).

Table 4. Factual Data on Threat Aspects

No.	Threat Factors	Factual Data/Findings	Strategic Implications
1	**Public opinion pressure in the digital age**	The issue of violations by the authorities quickly went viral before the official clarification appeared.	A fast and transparent public communication system is needed to maintain public trust.
2	**Potential intervention and conflicts of interest**	Supervision and law enforcement are prone to being influenced by certain interests.	An independent supervisory mechanism is needed to ensure the objectivity of decisions.
3	**Cyber threats to surveillance data**	Digital surveillance systems are at risk of being hacked or manipulated.	It is necessary to improve cybersecurity and audit data protection.
4	**Capacity inequality between supervisory agencies**	The control system of the National Police is not on par with civil institutions such as the BPKP or the Ministry of Finance.	It is necessary to accelerate digitalization and improve internal audit capabilities.
5	**Integrity crisis due to weak leadership example**	Moral inconsistency of leaders lowers the credibility of the organization.	Ethical leadership and moral consistency are needed as an example of integrity.

Source: Processed from the results of external analysis by the National Police, BPKP, and public ethics studies (Haryatmoko, 2024; Nugroho, 2025)

Table 4 shows that the National Police faces a number of external threats that can affect the effectiveness and credibility of supervision. The pressure of public opinion in the digital era, the potential for political intervention, and cyber threats to surveillance data are risks that need to be anticipated by strengthening public communication systems and information security. In addition, the inequality of capacity between agencies and the weak moral example of leaders can reduce institutional integrity. Therefore, the National Police needs to build independent, digitally resilient supervision, and based on ethical leadership to maintain public trust (Haryatmoko, 2024; Nugroho, 2025).

Discussion

This section outlines the results of the analysis of internal and external factors to assess the strategic position of the National Police's internal supervision. The discussion focused on the relationship between field findings and strategic management theory and institutional integrity as the basis for the formulation of adaptive and accountable supervision strategies.

Strategic Environmental Factors

Strategic environmental factors describe the position of the internal supervision of the National Police in dealing with internal dynamics and external pressures that affect the effectiveness of control. The results of the analysis show that there is an imbalance between internal forces and high external challenges, so the National Police needs to optimize resources, strengthen institutional coordination, and adapt to changes in the strategic environment to maintain integrity and public trust.

External Environmental Analysis

The external environment provides opportunities as well as threats to the National Police.

Table 5. External Factor Analysis Summary (EFAS) Results

No.	Key Strategic Factor (Aspect)	Weight	Rating	Score
	External Factor			
	Opportunities (Rating 6–9)			
1	Advancement of digital audit and forensic technology	0.117	7	0.822
2	Direction of RPJPN and SAKIP 2025–2045	0.089	6	0.531
3	Collaboration among external supervisory institutions	0.100	7	0.697
4	Political support for national legal reform	0.109	8	0.872
5	Public participation for legal transparency	0.086	9	0.770
TOTAL		**0.500**		**3.691**
	Threats (Rating 5–1)			
No.	**Key Strategic Factor (Aspect)**	**Weight**	**Rating**	**Score**
1	Public scrutiny over ethics violations	0.123	1	0.123
2	Intervention and conflict of legal interest	0.118	1	0.118
3	Cyber threats against supervision data	0.100	4	0.402
4	Information disclosure without crisis preparedness	0.086	3	0.257
5	Disparity in public perception across regions	0.073	2	0.146
TOTAL		**0.500**		**1.045**
		1.000		**4.737**

Source : Processed from EFAS NKP-3 (2025) data

Table 5 shows the EFAS results with a total score of 4,737, indicating that the external influence on the internal supervision of the National Police is very strong. The odds score of 3,691 stemmed from the support of legal reform, technological advancements, and rising public awareness, while the threat score of 1,045 reflected public opinion pressures, political intervention, and cyber risk. This condition shows that the National Police faces major challenges as well as strategic opportunities to strengthen adaptive and transparent supervision. National policy support and digital transformation are important momentum to build a modern and publicly trusted surveillance system.

Internal Environmental Analysis

Analysis of strategic environmental factors is carried out to assess the internal and external conditions that affect them.

Table 6. Results of Internal Factor Analysis Summary (IFAS)

No.	Key Strategic Factor (Aspect)	Weight	Rating	Score
	External Factor			
	Strengths (Rating 6–9)			
1	Legal basis for internal police supervision	0.034	6	0.205
2	Layered and functional supervision structure	0.047	7	0.329
3	Policy on legal integrity and accountability	0.042	8	0.340
4	Technology-based internal audit system	0.036	6	0.218
5	Transparent and fair organizational culture	0.040	7	0.279
TOTAL		**0.200**		**1.372**
	Weaknesses (Rating 5–1)			
No.	**Key Strategic Factor (Aspect)**	**Weight**	**Rating**	**Score**
1	Fragmentation among internal supervision units	0.179	1	0.179
2	Follow-up on audit findings not yet effective	0.245	2	0.489
3	Low utilization of analytical technology	0.148	3	0.444
4	Limited certified auditor human resources (HR)	0.124	2	0.247
5	Compliance culture is not yet widespread	0.105	1	0.105

	0.800	1.464
TOTAL	1.000	2.836

<div align="center">Source: Processed from IFAS NKP-3 (2025) data</div>

Table 6 shows the results of the Internal Factor Analysis Summary (IFAS) with a total score of 2,836, which means that the influence of internal factors of the National Police is still moderate and not balanced with external pressures. A strength score of 1.372 reflects a strong regulatory and institutional foundation, such as the implementation of SPIP, risk management, and a professional code of ethics. However, a weak value of 1,464 shows that the integration of supervision between elements is still weak, the inequality of auditor competence, and the use of technology that is not optimal.

This condition illustrates that the internal capacity of the National Police needs to be strengthened through improving the quality of human resources, consistency of audit follow-up, and digitizing supervision to be in line with the demands of transparent and integrity legal reform.

Aspect Discussion

The results of the EFAS and IFAS analyses show that there is a gap between strong external pressure and still limited internal capabilities. The great opportunity of supporting legal reform and technological advances has not been fully offset by institutional integration and strengthening of supervisory competence. Therefore, the National Police needs to strengthen the synergy between Itwasum, Propam, and Wasidik Bareskrim, while optimizing the use of digital technology to create more responsive and transparent supervision. This step is key in maintaining the integrity of law enforcement and building public trust in the performance of the National Police. In theory, a balance between internal and external factors is the key to the effectiveness of the strategy (Wheelen & Hunger, 2012). The National Police needs to adapt to digital dynamics and public demands through data-based surveillance innovations and public ethics (DiMaggio & Powell, 1983; Haryatmoko, 2025; Nugroho, 2025).

Strategy Formulation and Implementation

This stage aims to design strategic steps that are in accordance with the organization's position, as well as establish short, medium, and long-term implementation programs so that the objectives of the National Police's internal supervision policy are achieved.

Strategic Formulation

Strategic formulation is carried out by compiling the main steps based on the results of internal and external factor analysis. This stage aims to determine the position of the organization, develop strategic priorities, and formulate the vision, mission, objectives, policies, and policy direction of the National Police's internal supervision.

Organizational Positioning

Based on the results of EFAS (4,737) and IFAS (2,836) calculations, the strategic position of the National Police in the 9-Cell Matrix is in Cell 6, which is the Grow and Build category which describes high external pressure conditions with internal strength that still needs to be strengthened. This position shows that the National Police has great opportunities

through national policy support, digital transformation, and public demands for integrity, but it needs to consolidate internally in order to be able to respond to these challenges effectively. According to the Strategic Management framework (Wheelen & Hunger, 2012), the Grow and Build position requires organizations to strengthen internal capabilities before undertaking innovative expansions. In the context of the National Police, this means strengthening coordination between supervisory elements, improving the competence of auditor human resources, and optimizing a technology-based supervision system and public ethics. This step is in line with the principles of the Integrity System Framework (OECD, 2020) which emphasizes the importance of layered oversight and leadership with integrity to achieve transparent and trusted legal governance.

Strategic Factor Analysis Summary

SFAS is structured by integrating internal (IFAS) and external (EFAS) factors to determine strategy priorities. This process is carried out through weighting and assessment using the AHP method, resulting in 10 strategic factors that have the most influence on the internal supervision policy of the National Police.

Tabel 8. Strategic Factor Analysis Summary (SFAS)

No.	Key Strategic Factor (Aspect)	Weight	Rating	Score	Remarks
1	Integrating internal supervision functions	0.133	2	0.267	**LOW**
2	Following up on audit results consistently	0.111	1	0.111	**LOW**
3	Synergizing inter-agency legal reform	0.121	3	0.364	**MEDIUM**
4	Training and distributing certified auditors	0.087	2	0.174	**LOW**
5	Fostering a unit-wide compliance culture	0.072	1	0.072	**LOW**
6	Controlling public perception of ethics	0.113	1	0.113	**LOW**
7	Developing AI-based digital forensic audit	0.109	7	0.763	**HIGH**
8	Improving risk-based data analysis	0.097	8	0.779	**HIGH**
9	Enforcing the independence of supervision and law	0.078	1	0.078	**LOW**
10	Strengthening digital supervision cybersecurity	0.078	4	0.312	**MEDIUM**
	TOTAL	**1.00**		**3.033**	

Source : Processed from SFAS NKP-3 (2025) data

Table 8 presents the results of the Strategic Factor Analysis Summary (SFAS) which integrates the findings of EFAS and IFAS to determine the main strategic factors for strengthening the internal supervision system of the National Police. The results of the analysis show that external factors are still the dominant determinants, with the support of legal reforms, advances in digital audit technology, and rising public expectations of transparency as the main drivers of change. Meanwhile, from the internal side, the most influential factors include the need for institutional integration between Itwasum, Propam, and Wasidik Bareskrim, improving the competence of auditor human resources, and developing a risk-based digital supervision system.

The combination of these factors confirms that the National Police's surveillance strategy must focus on three main priorities: strengthening institutional coordination and effectiveness, maintaining supervisory independence and accountability, and accelerating the modernization of digital technology-based systems. This approach is in line with the concept of Strategic Management which demands alignment between internal forces and external pressures (Wheelen & Hunger, 2012) as well as the principles of the Integrity System

Framework which places integrity and accountability at the core of the governance of public institutions (OECD, 2020; Haryatmoko, 2024; Nugroho, 2025).

Strategy

Based on the results of the EFAS-IFAS analysis and SFAS priorities, ten main strategies were determined to strengthen the operational management of the National Police in securing national football. These strategies are divided into short, medium, and long-term time horizons.

Short-Term Strategy (0–3 Months)

    (a) Integrate the supervision function between internal elements.
    (b) Follow up on audit results and audits consistently.
    (c) Distribute and train certified auditors across the region.
    (d) Fostering a culture of compliance and accountability in each work unit.
    (e) Control public perception of the issue of ethical violations.
    (f) Uphold the principle of independence in the process of supervision and law enforcement.

Medium-Term Strategy (0–6 Months)

    (a)   Coordinating the synergy of legal reform across ministries and institutions.
    (b)   Strengthening cybersecurity in the National Police's digital surveillance system.

Long-Term Strategy (0–12 Months)

    (a)   Develop a digital audit and forensic system based on AI and big data.
    (b)   Increase the use of data analytics for risk-based surveillance.

Strategic Implementation

The implementation of the strategy is the stage of translating the formulation into concrete steps that can be carried out by the National Police. Each strategy is divided into short, medium, and long-term time horizons, with measurable goals, programs, and performance indicators. This division aims to ensure that the strategy can be implemented systematically, consistently, and sustainably.

Short-Term Strategy (0 - 3 Months)
Strategy 1: Integrating the supervisory function between internal elements

Strategic Goals	Program	Program Performance Indicators
Integrate internal inter-element supervision functions	1. Develop a permanent coordination mechanism between the Itwasum of the National Police, the Propam of the National Police and the Wasidik Bareskrim of the National Police through the Decree of the Chief of Police on the integrated supervision system.	The issuance of the coordination mechanism document across the elements of supervision and the start of the implementation of the monthly coordination meeting ≥ 1 time.
	2. Build an internal audit and ethics data integration forum at the Headquarters and Police levels.	The implementation of the audit data integration forum $\geq 80\%$ of the supervisory work units in the first three months and the preparation of the initial data integration report.

Strategy 2: Follow up on audit results and inspections consistently

Strategic Goals	Program	Program Performance Indicators
Follow up on audit results and audits consistently	Develop guidelines for follow-up of audit results and internal audits in a standardized manner across all work units.	Guidelines for the follow-up of audit results are published and disseminated to ≥ 90% of the supervisory work units within ≤ 3 months.
	Forming a monitoring team for the implementation of audit and audit recommendations at the Itwasum and Irwasda levels.	The formation of a monitoring team in ≥ 80% of the Regional Police and the preparation of progress reports on the implementation of recommendations at least 1 time per month.

Strategy 3: Distribute and train certified auditors across the region

Strategic Goals	Program	Program Performance Indicators
Distribute and train certified auditors across regions	Carry out data collection and mapping of the competence of auditors and internal auditors in all Itwasda Polda.	The auditor competency mapping data was compiled and validated in ≥ 90% of the Regional Police within ≤ 3 months.
	Organizing short courses on internal audit certification in collaboration with BPKP or the National Police Professional Certification Institute.	A minimum of 200 auditor personnel participated in training/certification and ≥ 80% were declared to have passed the basic competencies of internal audit.

Strategy 4: Improving Security Support Facilities and Infrastructure.

Strategic Goals	Program	Program Performance Indicators
Fostering a culture of compliance and accountability in each work unit	Carry out an internal campaign "Police Integrity Movement" through leadership direction, internal media, and ethics coaching activities in all work units.	The integrity campaign was carried out simultaneously in ≥ 90% of work units with an increase in compliance score of at least 10% based on the results of Itwasum monitoring.
	Develop a reward and punishment system based on supervision performance and compliance with the code of ethics.	Reward and punishment guidelines were officially published and ≥ 80% of work units implemented assessments based on compliance indicators in the first three months.

Strategy 5: Control public perception of the issue of ethical violations

Strategic Goals	Program	Program Performance Indicators
Control public perception of the issue of ethical violations	Forming an *ethical supervision Crisis Response Team* tasked with quickly clarifying the issue of member violations in the mass media and social media.	A rapid response team for ethics supervision was formed at the Headquarters and all Regional Police, with a maximum response time of ≤ 1 hour from the time the issue arises in the public space.
	Compile and disseminate periodic *Public Information Briefs* on the results of ethical supervision and discipline enforcement to the public.	Public information reports are officially published at least 2 times per month and disseminated through official National Police channels and national media.

Strategy 6: Uphold the principle of independence in the process of supervision and law enforcement

Strategic Goals	Program	Program Performance Indicators
Upholding the principle of independence in the process of supervision and law enforcement	Develop guidelines for the code of ethics for independent supervision and limitation of conflicts of interest for investigators and audit officials.	The guidelines for independence and prevention of conflicts of interest were ratified by the National Police Chief and implemented in $\geq$ 80% of the supervisory work units within $\leq$ 3 months.
	Establish *a cross-functional Integrity Review Board* (Itwasum, Propam, Bareskrim, Divkum) to oversee the neutrality of supervisory decisions and law enforcement.	The Integrity Review *Board* was formed and conducted an independent review of $\geq$ 50% of ongoing strategic ethics cases, with a publication report in the first quarter of 2025.

Medium-Term Strategy (0-6 Months)
Strategy 7: Coordinating the synergy of legal reform across ministries and institutions

Strategic Goals	Program	Program Performance Indicators
Coordinating the synergy of legal reform across ministries and institutions	Establish an *Integrated Legal Reform Task Force* involving the National Police, Ministry of Law and Human Rights, Ministry of PAN-RB, KPK, and BPKP to harmonize supervision and law enforcement policies.	The cross-institutional team was officially formed through a Joint Decree and held a minimum of 2 coordination meetings in the first 6 months.
	Develop *a joint roadmap* to strengthen the national legal supervision system based on integrity and public accountability.	The national legal supervision *reform roadmap* document was published and adopted by $\geq$ 4 partner agencies in the first semester period.

Strategy 8: Strengthening cybersecurity in the National Police's digital surveillance system

Strategic Goals	Program	Program Performance Indicators
Strengthening cybersecurity in the National Police's digital surveillance system	Carrying out cybersecurity audits on the digital surveillance system and internal audit data network of the National Police in collaboration with the National Police ICT Division and the BSSN Agency	The report on the results of the cybersecurity audit was published $\leq$ the 4th month with recommendations for security measures implemented $\geq$ 70% of the findings.
	Implement encryption and *multi-layer security* systems on internal surveillance servers to prevent data leakage and manipulation.	The encryption system is active on 100% of the main server and is declared *secure* by BSSN in the first semester evaluation.

Long-Term Strategy (0 - 12 Months)
Strategy 9: Develop a digital audit and forensic system based on AI and big data

Strategic Goals	Program	Program Performance Indicators
Developing AI- and big data-based digital	Designing and building *an* integrated digital audit platform based on AI and big data analytics to detect anomalies and patterns of law enforcement irregularities.	The design of the digital audit platform was completed and the prototype of the system was tested in $\geq$ 3 supervisory work units before the end of the 12th month.

Strategic Goals	Program	Program Performance Indicators
audit and forensics systems	Carry out technical training for auditors and auditors in the use of *AI audit tools* and digital forensic systems.	$\geq$ 300 surveillance personnel completed the training and $\geq$ 80% were declared competent to operate forensic AI devices in the first year.

Strategy 10: Increase the use of data analytics for risk-based surveillance

Strategic Goals	Program	Program Performance Indicators
Increasing the use of data analytics for risk-based surveillance	Develop an integrated *risk-based monitoring dashboard* that displays law enforcement risk maps based on audit, ethical, and operational data.	*The risk dashboard* is built and actively used in $\geq$ 80% of the supervisory work unit at the end of the first year.
	Develop a predictive risk model to detect potential violations and anomalies in the investigation process.	The predictive analysis model was tested at the Headquarters and 5 Polda pilot projects, resulting in a risk prediction report with an accuracy of $\geq$ 85%.

Risk Management

The implementation of risk management in the strategy of Strengthening the Internal Supervision System of the National Police to Strengthen the Integrity of Law Enforcement is focused on three main goals, all of which are under the authority of the Itwasum of the National Police. The three objectives were strategically chosen to represent different time horizons (short, medium, and long term), so that the implementation of risk management can oversee the process of internal supervisory reform in a gradual, measurable, and sustainable manner.

First, the short-term goal is to integrate the supervisory function between internal elements. This target was set because the main problem in the National Police's supervision system has so far been the fragmentation between Itwasum, Propam, and Wasidik Bareskrim. Without a permanent coordination mechanism, the results of audits and ethical checks run separately so that the follow-up is not synchronized. Through risk management, I set mitigation measures in the form of the preparation of integrated coordination SOPs, the establishment of a cross-functional supervisory forum, and quarterly coordination meetings to monitor audit follow-up. In addition to reducing the possibility of disintegration, efforts are also set to reduce the impact in the form of assigning supervisory liaison officers in each Regional Police and publishing the results of cross-functional evaluations to encourage transparency and accountability.

Second, the medium-term goal is to strengthen cybersecurity in the National Police's digital surveillance system. This goal is important because the digitization of supervision carries the risk of data leakage, auditing, and information manipulation. Therefore, risk mitigation is focused on the establishment of a data security PIC, the establishment of a coordination forum between the National Police (ICT Div) and BSSN, and the training of human resources for surveillance system operators. Meanwhile, to reduce its impact, backup SOPs (manual backup and emergency communication) and quarterly cybersecurity audits were prepared. This approach ensures that internal audit and oversight data is protected in layers and can be recovered quickly in the event of a breach.

Third, the long-term goal is to develop a digital audit and forensic system based on AI and big data. This target was chosen because it is a milestone in the modernization of the

National Police's supervision towards precise digital surveillance. The main risks faced are delays in system development and human resource resistance to new technologies. To overcome this, an intensive training strategy for digital (ToT) auditors, field supervision, and system trials is implemented in the pilot project unit, while impact mitigation is carried out through independent audits by BPKP, publication of digital evaluation results, and public evaluation forums to ensure transparency.

Overall, the determination of these three goals reflects a risk-based management process that is in line with the mandate of Perkap No. 4 of 2021 concerning Risk Management in the National Police. Through the systematic implementation of mitigation, Itwasum Polri is expected to be able to strengthen integration between supervisory elements, ensure information security, and build a credible digital audit ecosystem. Thus, risk management is not only an administrative instrument, but also a moral control mechanism to realize internal supervision of the National Police with integrity, transparency, and accountability.

CONCLUSION

Strengthening the internal supervision system of the National Police requires integrating *Itwasum*, *Propam*, and *Wasidik Bareskrim* to improve internal capabilities, ensure consistent audit follow-up, and distribute auditor competencies equitably, while fostering a strong ethical culture. This foundation supports institutional consolidation, making supervision a credible and sustainable moral control mechanism beyond administrative tasks. Enhancing oversight independence and accountability through transparent public communication, enforcing an independent code of ethics, and collaboration with legal institutions is essential to maintain legitimacy and public trust. Long-term reform hinges on modernizing supervision via cybersecurity, AI- and big data-based digital audits, and integrated risk analysis, enabling a smart, adaptive internal control system that supports transparent, accountable, and trusted legal governance. Future research should explore the practical challenges and impacts of implementing such digital transformation within law enforcement supervision.

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