
Analysis of The Implementation of The Assistance Service Policy at The Partnership Empowerment Center at The Center for Financial Transaction Reporting and Analysis (PPATK)

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Abstract:

The study aims to analyze the implementation of assistance service policies at the Partnership Empowerment Center (Pusdamitra) of PPATK using Edward III's framework, which includes communication, resources, disposition and bureaucratic structure. A qualitative approach involving interviews, document analysis, and observations was employed to explore the supporting and hindering factors in implementation. The finding reveal solid internal communication but highlight gaps in information delivery to external stakeholders. Key challenges include limitations in expertise and cross-unit coordination, while complex bureaucracy reduces efficiency. Recommendations include improving accessibility and communication formats, providing formal training and strengthening human resources, optimizing technology and digital services, developing formal SOPs and strengthening evaluation, and improving coordination and supervision.

Keywords: Policy Implementation; Assistance Services; Pusdamitra; Edward III

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1. Introduction

Support services are designed to address the need for accurate information, adequate education, and responsive technical assistance in overcoming challenges faced by service users (Androniceanu & Tvaronavičienė, 2019). Collaboration between the government, civil society organizations, and the private sector is considered a strategic approach that not only enhances policy sustainability but also ensures equitable benefits for all social groups (Budhi et al., 2022; Arkorful et al., 2022). This synergy among stakeholders is key to formulating inclusive policies with long-term impact (Cohen et al., 2022). The Center for Partnership Empowerment (Pusdamitra), as the institution responsible for assistance services at the Indonesian Financial Transaction Reports and Analysis Center (PPATK), plays a crucial role in providing support to stakeholders, including reporting parties, the public, and relevant agencies. Its primary mission is to facilitate efforts in preventing and eradicating money laundering (TPPU) and terrorism financing by ensuring that

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assistance services are delivered professionally and responsively (Attard & Cortis, 2023). This aligns with PPATK Regulation No. 5 of 2023 on Guidelines for the Preparation of Service Standards within the Financial Transaction Reports and Analysis Center and PPATK Regulation No. 6 of 2023 on Service Standards within the Financial Transaction Reports and Analysis Center. Recent statistics from Pusdamitra for the first semester of 2024 highlight an imbalance in service channel usage and response times. The WhatsApp Business channel recorded the highest volume, with 3,432 conversations, yet the average turnaround time (Service Level Agreement/SLA) remains relatively high at 11 hours, 14 minutes, and 45 seconds. Meanwhile, the Call Center received only 82 incoming calls, and the webmail/email channel recorded a total of 521 emails related to public relations. These disparities indicate challenges in communication systems and public service effectiveness (Elida et al., 2023).

The observed phenomenon revolves around inefficiencies in the assistance service system at PPATK, which manifest in reactive rather than proactive service responses. Despite increasing digitalization in public services, the existing communication infrastructure has not yet adequately accommodated informal community complaints or ensured effective follow-ups (Mina-Raiu & Melenciu, 2022). Moreover, there is an evident lack of integration between different service channels, resulting in delayed response times and inefficiencies in service delivery (Devkota et al., 2023). While existing studies extensively discuss the importance of government-civil society-private sector collaboration in strengthening public services (Arkorful et al., 2022; Nor et al., 2022), limited research has specifically analyzed the challenges of assistance service implementation in financial intelligence institutions such as PPATK. Furthermore, previous studies on digital service integration, such as Omni-Channel applications, focus primarily on e-commerce or customer service (Wang et al., 2021; Liu & Wan, 2023). There is a gap in examining how Omni-Channel strategies can be effectively applied in financial intelligence institutions to improve responsiveness, transparency, and coordination in assistance services. Additionally, studies on bureaucratic structure challenges in public service delivery tend to focus on general administrative inefficiencies without addressing the specific constraints faced by regulatory and intelligence agencies (Göksun, 2023; Dalimunthe & Susilawati, 2022). Therefore, there is a need to explore how innovative frameworks, such as the Pentahelix Collaboration Model, can be adapted to financial intelligence agencies to optimize public engagement and service efficiency (Budhi et al., 2022; Lanin et al., 2023).

The novelty of this study lies in its proposal of an integrated Pentahelix Collaboration approach combined with Omni-Channel service strategies to enhance the effectiveness of assistance services in financial intelligence agencies. Unlike previous studies that separately analyze stakeholder collaboration or digital integration, this research aims to bridge the gap by exploring how both approaches can work synergistically to address existing service challenges (Wang et al., 2021; Budhi et al., 2022). By integrating government, academia, business, community, and

media engagement into a cohesive model, this study provides a new framework for strengthening accessibility and responsiveness in regulatory institutions (Lanin et al., 2023; Nor et al., 2022). Additionally, this study introduces a structured analysis of bureaucratic challenges within financial intelligence agencies, providing a more in-depth perspective on policy implementation inefficiencies, service fragmentation, and stakeholder engagement barriers (Göksun, 2023; Devkota et al., 2023). This contributes to the public administration and digital governance literature by offering practical recommendations for optimizing service standards in financial intelligence institutions.

This study aims to analyze the current challenges in the implementation of assistance services at PPATK, including inefficiencies in communication systems, human resource capabilities, and coordination structures (Elida et al., 2023; Devkota et al., 2023). It also seeks to assess the potential of the Pentahelix Collaboration model in improving service accessibility and engagement with key stakeholders, including academia, businesses, communities, government, and media (Budhi et al., 2022; Lanin et al., 2023). Furthermore, this research will examine the feasibility of integrating Omni-Channel applications into financial intelligence assistance services to improve response time, efficiency, and public interaction (Wang et al., 2021; Liu & Wan, 2023). Finally, this study will provide policy recommendations to enhance service responsiveness, transparency, and effectiveness in financial intelligence institutions through strategic digital transformation and stakeholder collaboration (Osborne, 2018; Puriana et al., 2024). By addressing these objectives, this study aims to contribute to both theoretical advancements in public administration and practical policy improvements for service optimization in financial intelligence agencies.

2. Methodology

This research adopts a descriptive qualitative approach to explore in depth the various problems in the implementation of the assistance service policy at the Partnership Empowerment Center (Pusdamitra). This approach not only maps the situation, but also interprets people's attitudes and views related to the research context. As explained by (Hakim et al., 2024) , this method provides flexibility to obtain in-depth data, so as to generate meaningful insights and support the achievement of research objectives. Using George Edward III's policy implementation theoretical framework, the research analyzed the influence of communication, resources, disposition, and bureaucratic structure on policy success. Data collection methods include in-depth interviews, direct observation and documentation studies. Data were analyzed systematically through data reduction, data presentation, and conclusion drawing as described by Rijali (2019) cited in the journal (Suprpto & Alvina, 2023) . The results of the study are expected to identify constraints, opportunities, and the level of policy effectiveness, and provide strategic recommendations to improve the quality of assistance services at Pusdamitra. With

data validity strengthened through triangulation, this research provides a strong foundation for the evaluation and development of more inclusive and sustainable aid service policies.

3. Empirical Findings/Result

Optimizing the Delivery of Assistance Service Policies and Procedures

Based on the research results, in an effort to create effective and community-oriented assistance services, Pusdamitra has designed various strategic steps to ensure policies and procedures that can be thoroughly understood by all service staff and users. The implementation of this policy is guided by PPATK Regulation Number 6 of 2023 concerning Service Standards at PPATK and delivered through structured official forums.

a. **Socialization and Vision Alignment Forum**

The delivery of aid service policies and procedures began at the 2023 Inaugural Meeting. Based on interviews with several service officers, this forum is considered very effective in socializing operational steps and work guidelines. This socialization is considered to provide clarity regarding responsibilities, workflows, and performance expectations for the entire service team.

b. **Continuous Evaluation and Strengthening**

Pusdamitra's commitment to service improvement is realized through regular evaluation forums, such as the Follow-up Monitoring Meeting for Recommendations on Performance Effectiveness Index Assessment Results on 15 November 2024. Research shows that this forum provides a space for service staff to evaluate the implementation of policies that have been running, identify obstacles, and formulate improvement steps collaboratively. Interviews with the Helpline Team revealed that these evaluations reinforce PPATK's dedication to providing transparent and relevant services that meet the needs of the community.

c. **Challenges in Reaching the Community**

Although strategic measures have been taken, this study found that the delivery of policies and procedures to the public still faces challenges. The information received by the public is often limited, creating gaps in understanding that hinder optimal access to services. Most respondents highlighted the lack of direct communication as well as the difficult-to-understand format of information delivery as key barriers. In response to these challenges, Pusdamitra has designed a strategy to ensure clear, consistent and relevant communication. This strategy involves strengthening two-way communication, simplifying information formats, and optimizing communication channels that are more accessible to the public.

A Strategic Approach to Evaluation and Communication to Improve Aid Services at Pusdamitra

To ensure that support services at Pusdamitra meet the expected standards, a series of evaluation mechanisms are strategically implemented. These measures are designed not only to assess the effectiveness of information delivery to staff, but also to drive continuous improvement in service quality. One of the key milestones in this process is the *PPATK Performance Effectiveness Index Assessment Results Follow-Up Monitoring Meeting*, which was held on November 15, 2024. This forum is not only a platform to evaluate policy implementation, but also provides a collaborative space for leaders and staff to identify challenges and formulate solutions together. Beyond the official forum, flexible approach through informal coordination between leaders and *Person In Charge* (PIC) proved to play a significant role in supporting smooth operations. In addition, direct field observations and in-depth interviews with service staff were key elements in the evaluation. The interviews revealed several challenges, including staff difficulties in conveying relevant technical information to users.

These findings form the basis for Pusdamitra to design more relevant and real needs-based training, so that staff are better prepared to deal with service dynamics. Referring to PPATK Regulation No. 6 of 2023 on Service Standards, Pusdamitra ensures that every service interaction meets the established guidelines. User identities such as name, NIK, agency, occupation, and email address, must be collected accurately before handling problems, to ensure the reliability of the information. However, a major challenge is still found in the gap between the information delivered by staff and the needs of users. Some users complain of inadequate answers, requiring them to ask repeatedly for clarity. To address this challenge, Pusdamitra implements continuously improved strategic communication, oriented towards user satisfaction and service effectiveness. Through a combination of formal forums, informal coordination, field observations and needs-based training, Pusdamitra is committed to creating assistance services that are responsive, professional and relevant to the community. These efforts not only aim to improve service quality, but also build public trust in Pusdamitra as a community-oriented institution.

Integrating Training and Technology for Optimal Support Services

The management of assistance services at Pusdamitra is based on strict technical guidelines to ensure consistency and professionalism in every interaction. With this principle, each service agent is expected to provide effective and efficient services, even in the midst of operational challenges. One innovation that has been implemented is the use of *PPATK Virtual Assistant* as a service tool. This technology allows the service process to take place faster and more organized, providing a more efficient experience to users. However, this technology can only be optimized if supported by competent human resources. To date, regular training for service officers has not been available, so direct mentoring from senior staff and work unit Team Leaders has been the main strategy in guiding officers to understand

their duties and responsibilities. The Follow-up Monitoring Meeting on November 15, 2024 proposed formal training as a strategic step to improve competence in a structured manner.

Problem solving at Pusdamitra is implemented through three main channels: *callcenter*, *whatsapp*, and *email*, with a service schedule of five working days. While these mechanisms are designed to provide greater accessibility, the results revealed a quality gap between the three channels. Direct face-to-face services provide a more satisfying experience, as they allow for more personalized interactions and detailed explanations. In contrast, digital channels often provide generic answers that do not fully meet users' needs. This problem is compounded by slow responses and technical glitches on some digital channels that force users to call back for clarity. This imbalance highlights 's holistic approach to helpdesk management. Technology should be supported by structured training to improve service agents' ability to provide more relevant and responsive solutions. Improving the quality of human resources is a priority, with a focus on integrating formal training, ongoing mentoring, and periodic evaluation to ensure all service channels provide a consistent and satisfying experience. Through a combination of technological innovation and human resource strengthening, Pusdamitra is committed to creating superior and relevant assistance services. In doing so, Pusdamitra not only meets the expectations of the community, but also builds public trust as an institution that is responsive to their needs.

Realizing Responsive and Efficient Assistance Services through Strategic Disposition

To support the effectiveness of Pusdamitra's support services, an integrated strategic approach is applied to ensure individual and team performance continues to improve. The dispositional principles in the Edward III framework guide the development of measures that support service professionalism and responsiveness. One key element is the monthly evaluation of service staff performance. Every month a routine report is compiled to evaluate agents' understanding of *Frequently Asked Questions* (FAQs) that serve as the main guide in solving user problems. This evaluation is not only a performance benchmark, but also a tool to identify areas that require improvement. Thus, improvements can be made in a targeted manner, ensuring the service continues to meet the expected quality standards. Monitoring the implementation of tasks by the internal *Person In Charge* (PIC) team is another significant step. A challenge that often arises is the pile of routine work that must be completed along with urgent problems from users. To address this, a picket schedule was implemented to provide a clearer structure. This approach ensures that each officer can focus on their duties, improving efficiency and effectiveness in resolving issues. The commitment to quality service is also reflected in the leadership's active role in the monitoring process. In addition to monitoring officer performance and behavior on a regular basis, the leadership opens a complaint channel to receive direct feedback from users. This channel is an important element in the evaluation, as it provides direct insight into the needs and expectations of the community.

Through a combination of monthly evaluations, workload monitoring and the active involvement of leadership, Pusdamitra demonstrates its dedication to providing professional, responsive and relevant services. This approach not only strengthens community trust, but also lays the foundation for continuous improvement that makes Pusdamitra a model of public service excellence.

Improving the Effectiveness of Aid Services through an Organized Bureaucratic Structure

Pusdamitra demonstrates its commitment to providing effective assistance services through the implementation of a well-organized bureaucratic structure. Although it does not yet have a formal Standard Operating Procedure (SOP), a clear division of tasks between the leadership, Person In Charge (PIC), and service officers ensures that each user need is addressed systematically and efficiently. The existing bureaucratic structure allows for regular coordination between units and periodic evaluations to review service performance. Leaders not only monitor the implementation of tasks, but also lead the development of formal SOPs aimed at strengthening the bureaucratic framework. This approach is in line with Edward III principles, where a clear bureaucratic structure is key in creating professional, responsive and organized public services. Through the utilization of a strong bureaucratic structure, Pusdamitra continues to provide reliable and relevant services to the community.

Strengthening Assistance Services through Continuous Coordination, Monitoring, and Evaluation

The assistance services at Pusdamitra have managed to strike a balance between operational flexibility and adherence to bureaucratic standards through organized strategic measures. Informal coordination with the Directorate of Reporting is the main driving force in ensuring smooth operations. This approach not only provides flexibility in dealing with technical issues in real-time but also strengthens synergy between work units. The Reporting Directorate, as a strategic partner, provides critical information for quick decision-making that supports service efficiency. Supervision and support from the Inspectorate is an important foundation in maintaining accountability. The Inspectorate serves as an internal watchdog that ensures the implementation of policies according to established standards. Structured evaluations and user feedback are integrated into the monitoring process, enabling early identification of areas requiring improvement. This approach creates a continuous improvement mechanism that ensures services are always responsive to community needs. Monthly performance evaluations reinforce the professionalism of the service. Regular reports assessing problem-solving effectiveness, work efficiency and user satisfaction are key tools in service improvement. An in-depth understanding of Frequently Asked Questions (FAQs) is mandatory for every service agent to ensure quick, precise and relevant answers. With an organized bureaucratic structure, Pusdamitra has successfully created synergies between cross-unit coordination, accountable supervision, and consistent performance evaluation. This structure not only maintains service efficiency and effectiveness but also

ensures that assistance services remain relevant and professional, optimally responding to the needs of the community.

4. Discussion

Enhancing Assistance Services Through Strategic Evaluation and Communication

The research findings underscore the importance of structured evaluation mechanisms and effective communication strategies in optimizing the delivery of assistance services at Pusdamitra. The implementation of PPATK Regulation No. 6 of 2023 serves as a guiding framework to ensure service quality and procedural clarity. The strategic initiatives, including the Socialization and Vision Alignment Forum and continuous evaluation forums, align with the holistic approach to social assistance services proposed by Androniceanu and Tvaronavičienė (2019), which emphasize the role of sustainable partnerships and structured service delivery frameworks in enhancing public service efficiency.

Pusdamitra's structured evaluation, as seen in the Follow-up Monitoring Meeting on November 15, 2024, reflects principles outlined by Cohen, Mizrahi, and Vigoda-Gadot (2022), who highlight that citizen satisfaction is closely linked to the perceived transparency and accountability of public services. The research findings indicate that these forums provide a critical space for policy evaluation, problem identification, and collaborative solutions, reinforcing Pusdamitra's dedication to maintaining high service standards.

Addressing Challenges in Policy Communication

Despite these strategic initiatives, challenges persist in effectively communicating policies and procedures to the public. The study identifies gaps in public awareness due to limited direct communication and complex information formats. Anisa and Arifin (2021) emphasize that effective policy implementation relies heavily on clear and accessible communication channels. The need for enhanced two-way communication aligns with Arkorful et al. (2022), who found that fostering trust and transparency is essential in building public confidence in service delivery. Pusdamitra's approach to simplifying information formats and optimizing communication channels resonates with these findings, aiming to bridge the gap between service providers and users.

Integrating Training and Technology for Service Optimization

The introduction of the PPATK Virtual Assistant represents a step towards digital transformation in service management. However, the effectiveness of this technological intervention depends on adequately trained service personnel. The research highlights the absence of structured training programs, which presents a challenge in ensuring service consistency across various communication channels. Attard and Cortis (2023) argue that successful digital service integration requires both technological infrastructure and human resource competency development.

Pusdamitra's strategy to implement formal training programs aligns with this perspective, ensuring that service agents can effectively utilize technology while maintaining a high standard of personalized service.

Bureaucratic Structure and Strategic Disposition in Service Delivery

The organizational structure at Pusdamitra, despite lacking formal Standard Operating Procedures (SOPs), demonstrates an effective division of roles between leadership, Person In Charge (PIC), and service officers. This aligns with Edward III's policy implementation theory, which underscores the importance of clear bureaucratic structures in enhancing public service efficiency (Dalimunthe & Susilawati, 2022). Monthly evaluations of service staff performance and the implementation of a structured picket schedule address common bureaucratic challenges, ensuring that workload distribution is managed effectively.

Furthermore, monitoring mechanisms, including leadership involvement in performance evaluation and direct user feedback channels, reflect findings by Devkota et al. (2023), who highlight the role of continuous monitoring in ensuring service accountability and responsiveness. By integrating structured evaluations and clear role assignments, Pusdamitra fosters an environment of professionalism and efficiency in public service delivery.

Strengthening Public Trust Through Continuous Improvement

Pusdamitra's commitment to continuous improvement through strategic coordination, monitoring, and evaluation reflects best practices in public service excellence. The informal coordination with the Directorate of Reporting supports real-time problem resolution, ensuring service adaptability. Bratakusumah, Dewi, and Faqih (2024) emphasize that participatory policy-making and service implementation significantly enhance public service responsiveness.

Additionally, the role of the Inspectorate in ensuring service accountability aligns with studies by Darling and Cunningham (2023), which highlight the importance of internal oversight in maintaining service integrity. Pusdamitra's structured feedback integration mechanisms enable the early identification of service gaps, fostering a culture of proactive service enhancement.

6. Conclusions

This study evaluated the effectiveness of assistance services at Pusdamitra using a qualitative approach with triangulation techniques to ensure data validity. Data collection was conducted through in-depth interviews, observations, and document analysis to obtain a comprehensive understanding of policy implementation, resource availability, and the commitment of officers in providing services. The findings indicate that while efforts have been made to enhance service quality, several challenges remain in ensuring that the services provided fully meet community needs. The delivery of policies and procedures has been facilitated through official forums such as the Inaugural Meeting and Follow-up Monitoring Meeting based on PPATK Regulation Number 6 of 2023. However, accessibility

issues and less user-friendly communication formats hinder information dissemination to users. Resource availability, including technology such as the PPATK Virtual Assistant and various communication channels, has supported service delivery but remains underutilized due to the lack of formal training for officers, leading to service quality inconsistencies. Monthly evaluations, agent performance reports, and leadership monitoring contribute to service quality maintenance, yet digital services still tend to provide generic responses, requiring users to make repeated inquiries. The bureaucratic structure at Pusdamitra allows for effective coordination among units, with the Inspectorate playing a supervisory role. Although existing procedures provide sufficient operational guidance, the development of structured SOPs could enhance service effectiveness. Based on these findings, strategic recommendations include improving accessibility and communication formats, providing formal training to strengthen human resources, optimizing technology for more responsive digital services, developing formal SOPs for greater service consistency, and enhancing coordination and supervision mechanisms. By implementing these recommendations, Pusdamitra can evolve into a more responsive, professional, and community-oriented service provider. Future research could further optimize findings by expanding the number of informants and strengthening qualitative analysis.

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