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From Enforcement to Prevention: Reorienting the KPK's Role in Indonesia Hajj Governance

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ABSTRACK

Corruption in Hajj governance has the potential to cause state financial losses and erode public trust in a religious service that should be administered transparently and accountably. This study analyzes corruption-prevention strategies in Hajj governance through the role of the Corruption Eradication Commission (KPK) in realizing good governance and examines the constraints encountered in their implementation following the revision of the KPK Law. The study employs normative legal research using statutory and conceptual approaches and a literature review of primary, secondary, and tertiary legal materials. The findings show that the KPK's role in Hajj governance is not limited to repressive functions through its authority to conduct inquiries, investigations, and prosecutions of corruption offenses; it also encompasses preventive measures through strengthened oversight, service digitalization, greater transparency in Hajj fund management, and inter-institutional coordination. These strategies are important instruments for advancing the principles of good governance, particularly transparency, accountability, effectiveness, and integrity in public service. However, implementation continues to face bureaucratic complexity, weak institutional coordination, potential conflicts of interest, and constraints on the effectiveness of the KPK's authority following the legislative revision. The novelty of this study lies in its analysis of corruption prevention in Hajj governance by focusing on the KPK's preventive role after the revision of the KPK Law as part of broader efforts to realize good governance.

INTRODUCTION

Corruption is a serious problem with far-reaching consequences for national development because it not only causes state financial losses but also undermines the quality of public services and erodes public trust in government. Corruption may occur across various sectors, including public services that involve substantial budgets and complex governance arrangements, one of which is the administration of the Hajj pilgrimage. As a form of public service in the religious sector, Hajj administration has distinctive characteristics because it concerns broad public interests, the management of substantial funds, quota allocation, and the provision of various services involving numerous actors. This complexity makes Hajj governance vulnerable to irregularities when it is not administered transparently, accountably, and professionally. Alleged irregularities in Hajj administration may therefore result not only in state losses but also in adverse religious and social consequences, while diminishing public confidence in the integrity of the government in delivering public services (Nurhaliza Trie Anna Dewi, 2025).

Within Indonesia's anti-corruption framework, the Corruption Eradication Commission (Komisi Pemberantasan Korupsi, KPK) plays a crucial role as an independent institution established to enhance the effectiveness of corruption eradication. The KPK is authorized not only to conduct inquiries, investigations, and prosecutions, but also to perform preventive functions through coordination, supervision, monitoring, and anti-corruption education. These powers position the KPK as a strategic institution not merely for enforcing the law against corruption, but also for advancing preventive measures through oversight and systemic improvements in sectors vulnerable to misconduct, including Hajj administration (Jundari, 2024). In practice, however, the KPK faces a range of institutional, regulatory, and inter-agency coordination constraints. Optimizing its role is therefore necessary to strengthen the effectiveness of corruption prevention strategies in public-service governance (Basri, 2025).

Law enforcement against corruption offenses in Indonesia is grounded in Law No. 31 of 1999 on the Eradication of Corruption, as amended by Law No. 20 of 2001, which reflects a strengthened legal framework for systematic, structured, and comprehensive anti-corruption efforts. This legislation provides a firm legal basis for addressing various forms of abuse of authority, unlawful conduct, and corrupt practices that cause state financial losses. Nevertheless, anti-corruption implementation cannot rely solely on repressive law enforcement; it must also incorporate preventive strategies oriented toward systemic and institutional governance reform. In public-service sectors characterized by complex governance, such as Hajj administration, layered bureaucracy, quota management, service distribution, and the scale of the budget involved create heightened exposure to irregularities and corrupt practices. Effective oversight, administrative transparency, and stronger corruption-prevention systems are therefore required to uphold accountability, fairness, and good governance in public services (Dirwanto, 2025).

From a governance perspective, Hajj administration should be conducted in accordance with the principles of good governance, including transparency, accountability, participation, effectiveness, efficiency, and the rule of law. These principles provide an essential foundation for clean public services that are free from corrupt practices. In practice, however, Hajj governance continues to face a number of problems, including alleged quota misuse, manipulation of pilgrim data, abuse of authority, and weak administrative oversight. These conditions indicate that problems in Hajj administration are not limited to technical service delivery but also concern institutional governance that has not yet fully reflected the principles of good governance. Corruption-prevention strategies are therefore required not only to support enforcement, but also to improve systems, strengthen oversight, and reinforce integrity in Hajj governance (Paturohman et al., 2025).

The legal framework governing Hajj administration is set out in Law No. 14 of 2025 on the Third Amendment to Law No. 8 of 2019 on the Administration of Hajj and Umrah. Its implementation, however, continues to face a number of challenges, including allegations of corruption offenses. In this context, the role of the Corruption Eradication Commission (KPK) is crucial not only as a law-enforcement institution, but also as a driver of systemic reform aimed at realizing good governance in Hajj administration (Saharuddin et al., 2026).

A number of previous studies show that corruption in Hajj administration and the role of the Corruption Eradication Commission (KPK) in addressing it constitute complex issues closely connected to public governance. Jundari (2024) emphasizes that the KPK has a strategic role in combating corruption through its authority to conduct inquiries, investigations, and prosecutions, although institutional constraints and weak coordination among law-enforcement agencies continue to affect its effectiveness. Basri (2025) further finds that the effectiveness of the KPK is shaped not only by regulatory and institutional factors but also by weak cross-institutional coordination, indicating the need to optimize the KPK's role in supporting more effective corruption eradication. Dirwanto (2025), meanwhile, explains that although Indonesia has a strong legal foundation for combating corruption, implementation in complex public-service sectors such as Hajj administration remains challenging because of layered bureaucracy, quota management, and the large budgets involved, all of which are vulnerable to irregularities. Paturohman et al. (2025) identify various forms of abuse of authority in Hajj administration, including manipulation of pilgrim data, quota misuse, and the buying and selling of quotas, which may cause state losses and diminish public trust in government. Taken together, these studies have largely focused on law enforcement and the identification of corruption problems in Hajj administration. They have not, however, specifically examined corruption-prevention strategies in Hajj governance through a good-governance framework, nor have they placed the KPK's preventive functions - such as oversight, coordination, monitoring, and recommendations for systemic reform - at the center of the analysis. This study therefore contributes novelty by examining corruption-prevention strategies in Hajj governance through the KPK's preventive role in realizing good governance, thereby moving beyond a solely repressive perspective toward one centered on systemic reform and integrity-based governance.

Against this background, the study addresses the following questions: (1) What role does the Corruption Eradication Commission (KPK) play in preventing and enforcing the law against alleged corruption in Hajj governance in Indonesia in order to realize good governance? (2) What constraints does the KPK face in preventing and handling alleged corruption in Hajj governance in Indonesia? (3) What corruption-prevention strategies are pursued by the KPK to strengthen transparency, accountability, and the governance of Hajj administration in Indonesia?

Based on these research questions, this study aims to analyze the role of the Corruption Eradication Commission (KPK) in preventing and enforcing the law against alleged corruption in Hajj governance in Indonesia in the pursuit of good governance; identify the constraints faced by the KPK in preventing and handling alleged corruption in Hajj governance; and analyze the corruption-prevention strategies employed by the KPK to strengthen transparency, accountability, and the governance of Hajj administration in Indonesia. This study is expected to contribute academically to the development of criminal-law scholarship, particularly in relation to corruption eradication, and to provide a normative basis for formulating more effective and comprehensive legal policies for transparent, accountable, and integrity-based Hajj governance.

RESEARCH METHOD

This study employs normative legal research, also referred to as normative juridical research, which examines legal norms and principles through library materials and secondary data. It aims to analyze statutory provisions and legal concepts concerning the role of the Corruption Eradication Commission (KPK) in addressing alleged corruption in Hajj administration. The study applies a statute approach and a conceptual approach (Saputro & Jadidah, 2022). The statute approach is used to examine legislation related to corruption offenses, including Law No. 31 of 1999 in conjunction with Law No. 20 of 2001 (Nugraha, 2026), as well as Law No. 8 of 2019 on the Administration of Hajj and Umrah (Fawwaz & Liya Sukma Muliya, 2023). The conceptual approach is used to examine legal concepts relating to corruption, the authority of the KPK, and law enforcement.

The legal materials used in this study are classified into three categories: primary, secondary, and tertiary legal materials. Primary legal materials consist of statutory provisions related to corruption offenses. Secondary legal materials include books, scholarly journal articles, and research findings relevant to the subject of the study. Tertiary legal materials include legal dictionaries and encyclopedias that provide explanatory support for primary and secondary legal materials (Aji & Utama, 2025). Legal materials were collected through library research by gathering and examining relevant literature. The process involved reading, reviewing, and identifying pertinent legal materials in order to obtain accurate and systematically organized data (Zainuddin & Karina, 2023).

RESULTS AND DISCUSSION

Reorienting the KPK's Preventive Role in Hajj Governance

The Corruption Eradication Commission (KPK) occupies a strategic position in preventing and combating corruption under Law No. 19 of 2019 on the Second Amendment to Law No. 30 of 2002 on the Corruption Eradication Commission. Under this legal framework, the KPK is authorized not only to conduct inquiries, investigations, and prosecutions, but also to carry out preventive, coordination, monitoring, and supervisory functions. This configuration of authority demonstrates that corruption eradication is not solely directed toward enforcement after an offense has occurred, but also toward risk control and systemic improvements in public administration (Noviyanti et al., 2024). Normatively, Article 6 of Law No. 19 of 2019 expressly identifies prevention as one of the KPK's principal functions (Indonesia, 2019).

In the context of Hajj administration, this authority should be reoriented toward governance-based corruption prevention. Hajj administration is a public service involving quota management, financial resources, pilgrim services, public procurement, and coordination among various state institutions and private-sector actors. This complexity creates multiple corruption-risk points, particularly in policy formulation, quota distribution, the designation of beneficiaries, and oversight of Hajj organizers. Accordingly, the KPK's preventive role should be directed toward identifying and closing corruption opportunities from the policy-formulation stage, rather than merely addressing misconduct after it has caused state losses (Andriansyah & Asmorojati, 2025).

This approach is consistent with good-governance theory, which places transparency, accountability, effectiveness, legal certainty, participation, and fairness among the core principles of public administration (Widyawati et al., 2022). Under this framework, the quality of governance is assessed not only by the success of policy outputs but also by whether decision-making processes are open, accountable, lawful, and oriented toward the public interest. Good Hajj governance therefore requires transparency regarding quota determination, allocation mechanisms, the basis for decision making, and accountability for the use of Hajj funds (Saptono & Purwanto, 2022). Transparency in public governance also depends on the availability of information that is accessible to the public and can be used to scrutinize governmental processes.

The reorientation of the KPK's preventive role can also be analyzed through a risk-based corruption-prevention approach. This approach requires corruption prevention to be based on the identification of high-risk processes, positions, and policies. In Hajj administration, the distribution of additional quotas constitutes a significant risk point because it involves official discretion, limited quota availability, competing interests between regular and special Hajj pilgrims, and the possible involvement of intermediaries. Prevention therefore cannot be limited to anti-corruption awareness campaigns; it must be translated into risk mapping, internal controls, documentation of every decision, periodic audits, and actionable reporting mechanisms. A risk-based approach emphasizes the identification of vulnerable points, the strengthening of controls, and the development of indicators to measure the effectiveness of integrity systems (Rizal, 2025).

Alleged irregularities in the distribution of the additional Hajj quota in 2024 illustrate the importance of this preventive function. Indonesia received an additional quota of 20,000 pilgrims, yet the allocation was allegedly structured in a manner that raised legal and fairness concerns for regular Hajj pilgrims. According to official KPK information, the case concerns the alleged allocation of the additional quota between regular and special Hajj categories, which subsequently gave rise to state financial losses. This information indicates that the core problem does not lie solely in alleged individual misconduct, but also in decision-making mechanisms and weak oversight of quota-policy implementation (Rahmadhani et al., 2025).

Analytically, alleged irregularities in Hajj quota allocation can be understood through principal-agent theory. The state and society, particularly Hajj pilgrims, act as principals that entrust public officials and Hajj-administration institutions with managing public resources fairly and lawfully. Problems arise when officials, as agents, possess more information, authority, and discretion than the public as principal. This information asymmetry may create opportunities for abuse of authority, conflicts of interest, or decisions that favor particular parties. The KPK therefore needs to strengthen transparency, public oversight, conflict-of-interest controls, and official accountability as instruments for reducing information asymmetry between the state and society (Widyawati et al., 2022).

Within the framework of corruption criminal law, alleged abuse of authority in Hajj quota distribution may be linked to Article 3 of Law No. 31 of 1999, as amended by Law No. 20 of 2001 (Prasetyo & Hoesein, 2025). This provision governs the abuse of authority, opportunity, or facilities arising from office that may cause state financial losses (Lisa Dwi Fitriyanti dan Agus Suwandono, 2025). In addition, Article 18(1) provides for supplementary penalties, including asset confiscation and the payment of replacement money, as mechanisms for recovering state losses (Hasudungan et al., 2023). The provisions on participation in Article 55 of the Indonesian Criminal Code (KUHP) and concurrence of offenses under Article 65(1) of the KUHP are also relevant where offenses are committed jointly or through a series of interrelated acts (Tarmizi, 2022).

Nevertheless, the application of criminal-law provisions should not reduce the KPK's role to determining individual culpability. Enforcement against perpetrators is necessary to create deterrence, recover state losses, and restore public trust. However, if enforcement is not followed by improvements to quota-setting procedures, oversight systems, information disclosure, and accountability mechanisms, the risk of similar corruption will remain. Law enforcement should therefore be understood as part of a broader governance-improvement cycle in which enforcement generates institutional recommendations that must be implemented by the relevant agencies (Korupsi, 2025).

Constitutional Court Decision No. 87/PUU-XXI/2023 strengthens the KPK's position in handling corruption cases involving connected civilian and military jurisdictions. The KPK is authorized to coordinate and control inquiries, investigations, and prosecutions of corruption offenses jointly committed by persons subject to the general and military courts, provided that the law-enforcement process was initiated or the case was discovered by the KPK. Although the decision primarily concerns case-handling authority, it also has important preventive implications because cases involving multiple actors and institutions require integrated coordination and oversight from an early stage (Putusan Mahkamah Konstitusi Nomor 87/PUU-XXI/2023, 2023).

According to KPK information, alleged corruption involving the 2023-2024 Hajj quota resulted in approximately IDR 622 billion in state financial losses, based on calculations by the Audit Board of Indonesia. The magnitude of this loss indicates that the Hajj quota issue is not merely an ordinary administrative violation, but one with serious consequences for state finances and public rights. Beyond financial losses, irregular quota distribution may also reduce regular Hajj pilgrims' opportunities to receive services fairly. The success of anti-corruption efforts in such cases should therefore be measured not only by the designation of suspects or court judgments, but also by the state's capacity to prevent recurrence of the same modus operandi and to ensure the restoration of pilgrims' rights (Nuralam, 2026).

Historically, allegations of corruption in Hajj administration reveal recurring patterns involving different levels of authority. Cases concerning the endowment fund for the Muslim community and Hajj administration funds during 2001-2004 indicate problems in the management of religious funds, while the case involving ministerial operational funds during 2009-2014 shows that corruption risks may also arise at the leadership and policy-making levels. This series of cases demonstrates that corruption in Hajj administration cannot be attributed solely to weak individual morality; it is also linked to deficiencies in institutional design, oversight, transparency, and accountability ((KPK), 2023a).

The foregoing discussion highlights a research gap that requires emphasis. Previous studies have tended to examine the KPK's authority, the legal construction of corruption offenses, or alleged Hajj quota irregularities primarily from an enforcement perspective. By contrast, studies that specifically analyze the reorientation of the KPK's preventive role after the revision of the KPK Law by integrating preventive authority, good-governance theory, the principal-agent approach, and risk-based corruption prevention in Hajj governance remain limited. This study addresses that gap by positioning the KPK not only as a law-enforcement body, but also as an institution for controlling corruption risks and driving systemic reform in Hajj governance (Noviyanti et al., 2024).

Accordingly, the KPK's preventive role in Hajj governance after the revision of the KPK Law constitutes an important instrument for preventing corruption while improving the quality of public services. This role should be operationalized through risk mapping across all stages of Hajj administration, strengthened coordination and monitoring involving the Ministry of Religious Affairs, BPKH, BPH, BPK, and other oversight bodies, as well as measurable, transparent, and continuous supervision of the implementation of preventive recommendations. These efforts should include regulatory reform, transparency in quota determination and distribution, financial management, procurement, conflict-of-interest controls, and oversight of private-sector organizers. Although enforcement remains necessary where alleged corruption is identified, it must be accompanied by systemic improvements to prevent recurrence. Reorienting the KPK's preventive role therefore positions the Commission not only as an enforcement body, but also as a driver of transparent, accountable, effective, fair, and legally certain Hajj governance oriented toward protecting the rights and interests of pilgrims.

Constraints Faced by the Corruption Eradication Commission (KPK) in Preventing and Handling Alleged Corruption in Hajj Governance in Indonesia

The constraints faced by the Corruption Eradication Commission (KPK) in handling alleged corruption in Hajj administration include limited evidence that often fails to satisfy evidential-sufficiency standards, the complexity of cases involving numerous actors within multilayered bureaucratic structures, and prolonged or unresolved cases that create legal uncertainty and may conflict with the principle of a speedy trial. Limited human resources and potential external pressure may also affect the effectiveness of case handling. In responding to these conditions, the KPK applies a balancing approach through the sunrise principle and sunset principle and makes use of its authority to terminate investigations and prosecutions as provided under Law No. 19 of 2019. This authority allows cases unsupported by sufficient evidence to be discontinued in order to ensure legal certainty and prevent case backlogs, while preserving the possibility of reopening a case if new evidence emerges (Ahwan & Ristanti, 2025).

Obstacles to handling alleged corruption in Hajj administration are not merely technical; they also encompass structural and juridical dimensions. A principal difficulty lies in reconstructing the case because the flow of Hajj fund management is complex, involves multiple institutions, and is shaped by cross-sectoral policies, making evidentiary processes relatively time-consuming. Regulatory dynamics and jurisdictional limitations also affect the speed and effectiveness of law enforcement, particularly where strict administrative procedures must be observed. A further challenge arises from the tension between demands for rapid case resolution and the need for accuracy and thoroughness in evidence collection, which can ultimately delay proceedings. Under such circumstances, the KPK continues to perform its functions by emphasizing prudence, transparency, and accountability (Commission, 2024).

In practice, corruption cases involving Hajj funds also face challenges arising from weak management systems that create opportunities for irregularities. This is reflected in the misuse of initial-deposit funds and insufficiently transparent budget management, both of which complicate the tracing of financial flows and legal proof. Moreover, the characteristics of corruption as a white-collar crime enable offenders with significant power and broad access to conceal their conduct, making investigations increasingly complex. Additional obstacles arise from the large number of actors involved, including governmental bodies and related institutions, which requires difficult cross-institutional coordination. Legal remedies pursued by suspects, such as pretrial motions and appeals, may also contribute to the prolonged duration of law-enforcement processes (Irawan et al., 2022).

Other constraints further demonstrate the complex and multidimensional character of corruption cases in Hajj administration. These include evidentiary limitations resulting from covert corrupt practices such as data manipulation, the buying and selling of quotas, and the unlawful granting of priority. The involvement of multiple actors within bureaucratic networks, combined with political interests, also complicates proof of the actus reus and mens rea elements. Weak internal oversight, conflicts of interest, and patronage practices reduce information transparency and obstruct investigative processes. Overlapping institutional authority, political intervention, and social practices such as informal quota reservations or favoritism ("titip kuota") further weaken law-enforcement effectiveness. In addition, a gap persists between legal norms and their implementation (das sollen and das sein), as the existing regulatory framework continues to leave room for abuse of authority (Rezki et al., 2025).

Overall, the various constraints in handling alleged corruption in Hajj administration are complex and interconnected. They include limited evidence, complicated governance arrangements involving multiple parties such as the Ministry of Religious Affairs, BPKH, and private-sector partners, and weak transparency and accountability that create opportunities for misconduct. These conditions are aggravated by suboptimal coordination among oversight institutions, as well as the politicization of policy and conflicts of interest that may affect the independence of law enforcement. Addressing corruption in Hajj administration therefore requires not only stronger law enforcement by the KPK, but also governance reform, enhanced transparency, and stronger inter-institutional synergy (Riyanti et al., 2024).

Based on the foregoing analysis, the constraints faced by the KPK in addressing alleged corruption in Hajj administration are complex and multidimensional, encompassing technical, structural, and juridical aspects. The principal obstacles include limited evidence, case complexity, and prolonged handling processes that may create legal uncertainty. Other factors, including limited human resources, weak transparency and oversight, overlapping institutional authority, political intervention, and conflicts of interest, further complicate law enforcement. Nevertheless, the KPK continues to seek to perform its functions effectively by emphasizing prudence, transparency, and accountability and by utilizing the available legal instruments. Systemic strengthening through governance reform, improved inter-agency coordination, and consistent law enforcement is therefore necessary to ensure that corruption eradication in Hajj administration is more effective and equitable.

KPK Corruption-Prevention Strategies for Strengthening Transparency, Accountability, and Hajj Governance in Indonesia

The corruption-prevention strategies pursued by the Corruption Eradication Commission (KPK) in Hajj administration are fundamentally intended to ensure that every stage of Hajj management is clean, transparent, accountable, and free from abuse of authority. This is particularly important because Hajj administration involves substantial funds, a large number of pilgrims, and numerous participating institutions, including the Ministry of Religious Affairs, the Hajj Financial Management Agency (BPKH), and other service agencies. Under such conditions, corruption risks may arise during planning, budgeting, public procurement, service distribution, and financial reporting. The KPK therefore focuses not only on enforcement after violations occur, but also on early prevention so that the Hajj administration system becomes more orderly and gains greater public trust (BPKH, 2023).

One of the KPK's principal strategies is to promote transparency throughout Hajj administration. Transparency requires policies, budget use, procurement processes, and service determinations to be conducted openly and to be accessible to relevant stakeholders. Greater openness narrows opportunities for corrupt practices such as budget markups, illegal levies, or quota manipulation. Transparency also enables the public to participate in overseeing Hajj administration, ensuring that the management of community funds is not treated solely as an internal institutional matter but as a matter of public accountability. In this context, the KPK encourages every stage of Hajj service delivery to maintain a clear and properly documented administrative trail (Korupsi, 2025).

In addition to transparency, the KPK emphasizes accountability. Accountability requires every party responsible for managing Hajj funds and services to be able to justify its actions both to the public and to oversight institutions. This includes clear financial reporting, procedures that comply with applicable rules, and responsibility for decisions made in Hajj management. Where accountability is weak, it becomes difficult to determine whether Hajj funds have been used for their intended purposes or misused. The KPK therefore promotes measurable reporting systems, regular audits, and strict oversight so that every use of public funds can be legally substantiated and openly scrutinized ((KPK), 2025b).

The KPK also promotes stronger governance, or good governance, in Hajj administration. Good governance requires a clear division of responsibilities, effective inter-agency coordination, and rules that do not overlap. In practice, the KPK considers that the financial-management function in Hajj administration should be clearly separated from the service-delivery function. Such separation is important for preventing conflicts of interest and ensuring that each institution remains focused on its designated responsibilities. Where jurisdictional boundaries are unclear, opportunities for abuse increase because oversight becomes weaker and institutions can shift responsibility to one another. Sound governance therefore enables each process to be monitored more systematically and efficiently ((KPK), 2023b).

The KPK also pursues corruption prevention by strengthening integrity-based oversight and administrative compliance among all parties involved in Hajj administration. This oversight includes promoting compliance with asset-declaration requirements, gratification reporting, and controls over potential conflicts of interest in decisions concerning Hajj funds and services. The strategy is intended to ensure that public officials or state administrators do not exploit their authority for personal interests or for the benefit of particular groups. Integrity-based oversight allows potential misconduct to be detected at an earlier stage, so that corruption prevention occurs not only after a violation has taken place but before losses to the state and society arise ((KPK), 2025a).

Corruption prevention is also advanced through public information disclosure in quota management and Hajj-fee payments. Openness is important for preventing data manipulation, quota manipulation, and abuse in determining which pilgrims are entitled to Hajj services. By publishing information openly, the public can participate in overseeing Hajj administration, making service management more transparent and accountable. This approach demonstrates that information disclosure is not merely a component of public service; it is also an anti-corruption instrument because processes can be known and scrutinized broadly by the public (Indonesia, 2025b).

The KPK further emphasizes the importance of cross-sectoral coordination and early-stage oversight in Hajj administration. Oversight beginning at the planning stage and continuing through procurement contracts, domestic services, and operations in Saudi Arabia is intended to prevent irregularities before they develop into corruption offenses. This approach shows that effective corruption prevention cannot be confined to the final stage of implementation; it must begin during policy planning and execution so that every stage of Hajj administration operates in accordance with the principles of transparency, accountability, and good governance (Indonesia, 2025a).

The discussion above indicates that the KPK's corruption-prevention strategy in Hajj administration centers on preventive measures that strengthen governance systems so that Hajj administration is transparent, accountable, orderly, and free from abuse of authority. These measures include promoting openness in budget use and service delivery, strengthening oversight and accountability mechanisms, improving institutional governance through a clear division of authority, using service digitalization to minimize opportunities for misconduct, and reinforcing coordination among institutions involved in Hajj administration. The KPK's corruption-prevention efforts are therefore aimed not only at responding to violations, but also at building a cleaner, more effective, and more efficient Hajj administration system capable of strengthening public trust in accordance with the principles of good governance.

CONCLUSION

This study concludes that the Corruption Eradication Commission (KPK) plays a highly strategic role in both preventing and enforcing the law against alleged corruption in Hajj administration. Its role is not limited to repressive measures through inquiries, investigations, and prosecutions; it also encompasses preventive functions through oversight, coordination, monitoring, and the promotion of transparency and accountability in Hajj governance. The KPK should therefore be understood not only as an enforcement institution, but also as a driver of systemic reform aimed at ensuring clean and integrity-based Hajj administration.

The study further confirms that Hajj administration is particularly vulnerable to corruption because it involves substantial financial resources, numerous actors, complex bureaucratic procedures, and the management of quotas and services that require strict oversight. Law enforcement alone is insufficient; a comprehensive approach is needed that combines early prevention, systemic reform, and stronger institutional governance. At the same time, constraints such as limited evidence, prolonged case-handling processes, overlapping authority, weak internal oversight, limited human resources, and the potential for political intervention and conflicts of interest must be addressed through the support of all relevant stakeholders so that Hajj governance can become more equitable, professional, and publicly trusted.

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