



IMPROVING THE INDONESIAN OMBUDSMAN'S CONTRIBUTION

IN IMPLEMENTING AND ACHIEVING THE SDGs



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Improving The Ombudsman 's Contribution In Implementing and Achieving The SDGs

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FOREWORD



According to Law No. 37/2008, it is emphasized that the Ombudsman of the Republic of Indonesia is responsible for handling public complaints regarding alleged maladministration in public services conducted by service providers. By managing these complaints, the Ombudsman of the Republic of Indonesia (ORI) has made a contribution sianificant bv turnina public complaints into input for formulating and revising public service policies provided by the government. This mission establishes Indonesia as a rule-of-law country with a just, democratic, and prosperous society.

In resolving public complaints, the Ombudsman receives various reports on alleged maladministration with a broad scope. Investigations that confirm the presence of maladministration lead to the issuance of recommendations for corrective action and, in some cases, to public service providers. Implementing these corrective actions contributes to improving the performance of public service providers.

These improvements in performance help raise awareness that the Ombudsman, through its duties and functions, also supports the achievement of the global Sustainable Development Goals (SDGs). This program has been implemented by many countries over the past decade and is set to conclude in 2030. Therefore, the Ombudsman and various other entities have a significant opportunity to actively contribute to realizing these 17 global goals.

The Ombudsman is aligned with the SDGs, particularly with Goal 16: "Ensure universal access to justice that is human-centered and build effective, accountable, and inclusive institutions at all levels." This goal serves as the foundation for sustainable development, aiming to ensure justice for all without exception. Creating justice is a significant challenge in Goal 16, especially when there is a gap between government-provided services (the system world) and public expectations (the life world). To bridge this gap, the Ombudsman continues to support the achievement of Goal 16 through various measures, including :

- Providing a free and accessible complaint mechanism for the public to report issues in public services.
- Using a flexible approach in resolving complaints, including mediation, conciliation, and adjudication.
- Encouraging systemic changes by handling public reports and investigations initiated by the Ombudsman, with results periodically reported to the President and Parliament.

This book presents nine articles documenting the systematic efforts of the Indonesian Ombudsman in supporting the achievement of SDG Goal 16, as well as other goals such as Goals 3, 7, 9, 11, and 14. The preparation of this book is part of an initiative to provide a comprehensive analysis of the Ombudsman's contribution to sustainable development within the framework of the Ombudsman Voluntary Review.

Finally, we extend our gratitude to all parties, especially the members of the Ombudsman of the Republic of Indonesia, who have contributed to the preparation of this book. Hopefully, similar books can continue to be published as references for understanding the role of the Ombudsman in supporting the Sustainable Development Goals.

Jakarta, November 2024

BOBBY HAMZAR RAFINUS

Vice Chairman of the Indonesia Ombudsman

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"What people can positively achieve is influenced by economic opportunities, political liberties, social powers, and the enabling conditions of good health, basic education, and the encouragement and cultivation of initiatives. The institutional arrangements for these opportunities are also influenced by the exercise of people's freedoms, through the liberty to participate in social choice and in the making of public decisions that impel the progress of these opportunities."

Development as Freedom (Amartya Sen, 1999)

INTRODUCTION

Ombudsman and SDGs

The idea of the Ombudsman Institution supporting the achievement of the Sustainable Development Goals (SDGs) has been presented on various occasions. This includes Maaike de Langen's article titled "Eight Ways the Ombudsman Institution Can Contribute to the SDGs." One of the ways is by using the SDGs as a non-legal substantive framework in addressing public complaints related to public services.

As an independent institution, the Ombudsman tends to develop procedural frameworks. Standard operating procedures continue to improve handling public reports, investigations on its own initiative (IAPS), systemic studies, compliance surveys with public service standards, and more. Using the SDGs as a non-legal substantive framework, it will enrich the considerations in the Ombudsman's decision-making process. The use of the SDGs framework can also:

- Strengthen the role of the Ombudsman;
- Promote and nurture democracy;
- Uphold the law and human rights; and
- Ensure better governance.

These four missions have contributed to the rapid growth of Ombudsman institutions worldwide. This is recognized in several UN General Assembly Resolution documents since 2012, most recently in December 2024:

Acknowledging the long history of Ombudsman institutions and the subsequent extensive developments throughout the world in creating and strengthening Ombudsman and mediator institutions, and recognizing the important role that these institutions can play, in accordance with their mandate, in the promotion and protection of human rights and fundamental freedoms, promoting good governance and respect for the rule of law by addressing the imbalance of power between the individual and the providers of public services

The Ombudsman plays an essential role in tackling maladministration by proactively handling and resolving public complaints concerning access to public services. Through systematic efforts, the Ombudsman ensures that findings are acknowledged, prompting corrective actions by the government to prevent the recurrence of such issues.

Thus, the Ombudsman becomes a potential catalyst for advancing the SDGs by 2030. The Ombudsman's motto, "Voice the Voiceless," closely aligns with the SDG principle, "Leave No One Behind," reflecting two complementary ideals in pursuing justice and equality.

Implementation of the SDGs in Indonesia: Challenges in the Period of Action

Indonesia has been actively supporting global development programs since the year 2000. The progress achieved has been relatively rapid compared to neighboring countries. The SDG Index for Indonesia increased by 10.02 points during the period from 2000 to 2023, rising from 59.41 to 69.43.

For Indonesia, 24% of the 319 indicators remain significantly below target. These indicators span across 10 SDG goals. Goal 3 (Good Health and Well-being) and Goal 15 (Life on Land) have the highest number of targets requiring acceleration. Meanwhile, 36% of the indicators show progress, and 40% have already been achieved.

Indonesia ranks 78th out of 166 countries. Several efforts have been made, including the publication of three Voluntary National Reviews. In addition, 319 variables have been developed to monitor the implementation of the SDGs. The organizational structure for implementing the SDGs includes all executive institutions, from central to regional governments. Each government agency is required to develop both five-year and annual action plans, supported by national and regional budgets. Non-executive bodies, the private sector, and civil society are expected to contribute through their respective initiatives.

There is still significant room for increasing the participation of non-executive institutions. In a governance regime with a dominant role for the executive branch (a "heavy executive"), the space for other institutions, including the Ombudsman, is relatively limited. As an independent and autonomous public service oversight body outside the government structure, the Ombudsman holds a unique position not shared by other institutions. Its role is to promote effective, accountable, and inclusive governance at all levels, as reflected in the following excerpt from a UN General Assembly resolution in December 2024:

Recognizing the essential efforts of Ombudsman and mediator institutions in achieving the Sustainable Development Goals, including Goal 16, by fostering peaceful and inclusive societies and providing free and accessible complaints mechanisms, identifying systemic issues, and thus enhancing the effectiveness, accountability and inclusiveness of public administration at all levels,

The formulation above seems to convince that the Ombudsman is able to contribute to the achievement of the SDGs through efforts that have been made so far, such as establishing an affordable and free complaint mechanism and identifying systemic problems. These steps have increased the effectiveness, accountability, and inclusiveness of government administration. To realize this potential, the Ombudsman needs to develop a measurable and accountable system in an effort to encourage progress in achieving the SDGs.

In order to build the system, the next section will present the efforts of the Indonesian Ombudsman in encouraging the development and supervision of the implementation.

The Role of the Indonesian Ombudsman in SDGs

The Indonesian Ombudsman has supported the implementation of SDG 16 through an assessment of compliance with the Public Service Standards mandated in Law 25/2009 concerning Public Services since 2015. The results of the assessment in the form of the number of government agencies with a good level of public service compliance have become one of the benchmarks for achieving a strong institution. The indicator numbered 16.6.2 is a measure of the quality of public services received by the community. The objective of this compliance assessment is to encourage improvements in public service quality and prevent maladministration through the fulfillment of service standards, provision of infrastructure, enhancement of service units, both at the national and regional levels.

Since 2015, the Indonesian Ombudsman has conducted the aforementioned compliance assessments. At the programmatic level, these activities are part of efforts to prevent public service maladministration. To date, assessments have mainly tested the tangible (physical) fulfillment of service standards at service delivery units. However, starting in 2017, a survey on the Perception of Maladministration (PPM) has also been conducted, which differs from the Compliance Assessment that focuses on service standards. The PPM survey aims to capture users' perceptions of the services they received from the service providers.

As an innovation in public service oversight, in 2022, the Ombudsman enhanced the assessment methodology for public service delivery. The assessments now evaluate not only the availability of service standards and perceptions of maladministration, but also the competencies of service implementers (executors), the availability and quality of infrastructure, and the oversight and management of complaints. These components form part of the Oversight Opinion on Public Service Delivery issued by the Ombudsman to assess the compliance of public service providers. This change is intended to provide a more comprehensive measure of public service quality, covering inputs and processes (service manufacturing) as well as outputs and impacts (impactful public service).

In 2025, the Oversight Opinion on Public Service Delivery has been further refined by adding components on compliance with the Ombudsman's recommendations (corrective actions, recommendations, and suggestions for improvement) and a Trust Survey, which is adopted from the OECD.

Assessment results from the 2021–2024 period show improvements in public service delivery. The number of institutions in the highest and high compliance categories (green zone) increased from 30.49% to 84.16%. Medium compliance (yellow zone) decreased from 53.83% to 11.93%, and low compliance (red zone) dropped from 15.67% to 3.92%. This improvement is clearly linked to the commitment and willingness of service providers to reform public services through the implementation of service standards and complaint management.

	2022	2023	2024			
Ministries & Agencies	30	29	33	Green (Highest&High)		
	9	10	6	Yellow (Intermediate)		
	0	0	0	Red (Low)		
	39	39	39	Locus		
Province	19	26	28	Green (Highest&High)		
	13	6	5	Yellow (Intermediate)		
	2	2	1	Red (Low)		
	34	34	34	Locus		
Regencies	223	359	433	Green (Highest&High)		
	228	117	59	Yellow (Intermediate)		
	62	37	22	Red (Low)		
	513	513	514	Locus		

Based on the results of these annual assessments, the Ombudsman issues improvement recommendations to the President. Ministers, and Heads of Agencies, as well as to Governors, Mayors, and Regents. These recommendations include continuing to enhance service standards and complaint handling, and implementing corrective actions and recommendations issued by the Indonesian Ombudsman.

One of the SDG 16 indicators is the timeliness of administrative proceedings. This indicator measures the promptness of administrative services. According to the UN SDGs portal, Indonesia scored 0.5 in 2022, compared to the long-term target of 0.85. This significant gap and a downward trend place this indicator under the category of "significant challenges remain." The development of this indicator is reflected in the Ombudsman's work, particularly in the high number of public complaints involving alleged undue delays (unreasonable delay).

Undue delay, or maladministration in the form of prolonged delays, aligns with the concept of timeliness in administrative proceedings. Over the past five years, cases involving undue delays have made up about a third of all public complaints received by the Ombudsman-more than any other type of maladministration. Such delays are often addressed when the Ombudsman facilitates meetings between the complainant and the reported institution.

Upon receiving a letter or participating in a forum organized by the Ombudsman, the reported institution usually responds to the complainant's issue. If the response is deemed satisfactory by the complainant, the case is closed. If not, the Ombudsman proceeds with an investigation both document-based and on-site. In some cases, the type of maladministration is later reclassified as abuse of power, procedural deviation, or unlawful conduct. Once maladministration is confirmed, the Ombudsman issues corrective actions for the reported institution to improve procedures, organizational systems, or regulations. These improvements are expected to prevent recurrence, which would signify enhanced public service delivery by the institution. If corrective actions are not implemented, the Ombudsman proceeds with issuing formal recommendations. These documents are sent to the President and Parliament for follow-up. At each stage of the complaint resolution process, the complainant is kept informed of progress.

This complaint resolution mechanism demonstrates measurable progress and accountability at the micro level in achieving one of the indicators of Goal 16 within the Ombudsman institution. However, at the macro level, such measurability is less apparent because the changes driven by the Indonesian Ombudsman are still limited to public service providers that have been reported. Furthermore, many institutions have yet to comply with the Ombudsman's recommendations.

The Ombudsman's limited influence in improving public service performance in government is also due to the lack of strong support from the President and/or Parliament. In the report The Way I See It, written by Peter Boshier, the success of the New Zealand Ombudsman during his 2015–2024 term is attributed to being treated as an Officer of Parliament. Full support from Parliament ensured that all recommendations were implemented by the New Zealand Government.

The Indonesian Ombudsman also conducts systemic policy studies related to SDG 16. One example is the Integration of Administrative Data for Foreign Population and Status Alteration Citizenship. The lack of an integrated system complicates the oversight of foreign residents in Indonesia, including those with temporary residence permits (ITAS) and permanent residency permits (ITAP). As a result, data maintained by demographic authorities is often misaligned with immigration records, potentially causing security and public service issues.

The Ombudsman of the Republic of Indonesia, in fulfilling its mandate to oversee public services, has identified numerous instances of maladministration concerning the management of population and citizenship data. Several complaints about the issuance of erroneous population certificates and the integration of citizenship data underscore the necessity for systemic enhancement.

Through this study, the Ombudsman recommends integrating population data across agencies responsible for immigration, legal administration, and civil registration. The issuance of population documentation, residency permits, and changes in citizenship status requires robust interaction among SIMKIM (Immigration Information System), SIAK (Population Administration Information System), and AHU (General Legal Administration). Such integration is essential for better oversight of citizenship status changes and population documentation.

Another case involves the management of criminal evidence. Evidence management is a critical component of Indonesia's criminal justice system. It serves not only as legal proof but also as a marker of law enforcement integrity. As a function of governance, evidence management must ensure the security and integrity of confiscated items to support their effective use in legal processes and prevent misuse.

The Indonesian Ombudsman found three problems with evidence management under different agencies, namely:.

- · Uneven Recording System. Some agencies still record evidence manually;
- Ownership of Different Rules. Each agency has regulations related to the management of evidence, and
- Misuse of Evidence. The lack of oversight also opens up opportunities for the misuse of evidence by irresponsible individuals.

To overcome these problems, The Indonesia Ombudsman proposes several policy recommendations to improve the governance of evidence. First, Building an Integrated Registration System: Creating a joint regulation that regulates a single registration system for evidence management between the Police, the Prosecutor's Office, and the Rupbasan (State Confiscated Goods Storage House). Second, Strengthening Digital Supervision. The government has to develop an Information Technology-based Criminal Case Handling System (SPPT-TI) with special features for evidence to facilitate tracking and supervision. Third, Improving HR Qualifications. Conduct training to improve the qualifications of officers who manage evidence, especially those dealing with specific evidence such as chemicals, timber, etc. Four, Better Coordination Between Agencies. Emphasizing the role of Rupbasan in the management of evidence and ensuring that the Police and the Prosecutor's Office provide information on the status of the evidence they deposit in Rupbasan.

Another case is The Appointment and Dismissal of Village Officials. During the 2016-2023 period, the Ombudsman of the Republic of Indonesia received 3,661 reports from the community addressing various issues in village government. Among these, 375 reports, constituting 40%, pertained directly to matters regarding appointing and firing village officials. The Ombudsman's investigation in 14 villages across 12 districts/cities reveals that: 78.57% of villages saw the termination of village officials primarily due to political influences, insufficient comprehension of regulations, and non-adherence to rules. No formal SOP exists at the sub-district level to regulate the dismissal of village apparatus, resulting in inconsistent execution. The initiatives undertaken by the Sub-district Head, DPMD, and Inspectorate to address issues need a standardized methodology, resulting in suboptimal outcomes.

To solve these problems, the Ombudsman advocates that central and regional governments take some measures. First, establishing comprehensive regulations for terminating village apparatus, encompassing performance assessment criteria and methods for administrative sanctions. Second, enhancing the proficiency of village leaders and officials. Third, local governments must establish systematic training and competency enhancement programs for village heads and officials. Four, enhanced oversight by publishing regulation to mandate the Sub-district Head's active participation in the appointment and dismissal of village officials, encompassing the organization of consultations and recommendations from the Sub-district Head. Five, to formulate specific SOPs at the local government level concerning the dismissal of village personnel must be established to ensure uniform application across the region

Challenges and lessons learned in integrating SDGs into Ombudsman work

The SDGs, as a long-term global development strategy, can serve as a framework for collaboration among Ombudsman institutions at both international and national levels. This is made possible because the SDGs include mechanisms for ranking, performance monitoring through the 17 goals and their indicators, as well as reporting and review mechanisms at both global and national levels. The willingness of each government to involve the Ombudsman as an external overseer of public services is a determining factor.

The Ombudsman has significant potential for involvement, as many SDG indicators serve as benchmarks for public service performance under its oversight authority. Progress on Goal 16 may be accelerated through the Ombudsman's role in monitoring the implementation of the indicator on the timeliness of services. This indicator is essentially equivalent to allegations of maladministration due to prolonged delays. The wide gap between current achievements and the long-term targets of this indicator reflects the continued dominance of such maladministration in Indonesia's public services.

Several indicators under Goal 16 pertain to basic public services that are a focus of the Ombudsman, such as the issuance of birth certificates. In addition, after observing the product over the past three years and conducting a literature review, it is concluded that the SDGs will complement the Ombudsman's performance as a substantive norm. Thus, the Ombudsman's work, which tends to follow procedural norms, will become more contextual and its relevance to current public policy challenges more measurable if it adopts the SDGs as a substantive norm. The SDGs program is equipped with a complete set of indicators and measurement tools, long-term objectives, a reporting mechanism, and a mechanism for discussing progress from the global level down to the local level, such as in Indonesia.

From the Ombudsman's perspective, what is needed is a shift in organizational management from static capabilities to dynamic capabilities. The initial step is to identify the indicators that must be prioritized at the Provincial, Regency, and City levels. The next step is to design oversight actions targeted at the institutions responsible for implementing these indicators to ensure that existing programs run effectively and efficiently. Finally, adjustments to assets and resources must be made to ensure that the Indonesian Ombudsman's oversight of the implementation of the SDGs is sustainable and has a real impact.

Delivered by: Vice Chairperson of the Ombudsman RI, Bobby Hamzar Rafinus, at the 2025 Anniversary Celebration of the Ombudsman of Thailand, themed "Fostering Fairness in Society: The Ombudsman's Role in Achieving SDG 16."



INTEGRATION OF ADMINISTRATIVE DATA FOR FOREIGN POPULATION AND STATUS ALTERATION CITIZENSHIP





Population Administration Data Integration is a strategic initiative to establish a transparent and accountable framework for managing the population data of Indonesian citizens and foreign nationals. This policy underscores the significance of interconnectivity among relevant agencies to mitigate the risk of maladministration and enhance the efficacy of public services. The Ombudsman of the Republic of Indonesia, via ongoing study and oversight, encourages the establishment of a complete and sustainable data integration system to ensure the practical safeguarding of the administrative rights of the Indonesian populace.

As a legal state, Indonesia must ensure the protection and recognition of the civil status of all its residents, both Indonesian citizens (WNI) and foreign nationals (WNA), as regulated in Law Number 24 of 2013 on Population Administration and Government Regulation Number 21 of 2022 on Changes in Citizenship Status. However, population administration services still face significant challenges in practice, primarily due to the lack of data integration between relevant institutions, such as the Directorate General of Immigration, Directorate General of General Legal Administration, and Directorate General of Population and Civil Registration. This misalignment prolongs civil documents' verification and validation process, making them more prone to errors and increasing the potential for maladministration.

One significant impact of inadequate data integration is the difficulty in changing citizenship status, particularly for foreign nationals (WNA) who become Indonesian citizens (WNI). It is not uncommon for individuals who have officially changed their citizenship status to remain recorded as foreign nationals in the system or vice versa, leading to confusion and inaccuracies in population administration. Additionally, monitoring foreign residents holding Limited Stay Permits (ITAS) or Permanent Stay Permits (ITAP) becomes more challenging due to inconsistencies between the population administration data and immigration records. This situation poses risks not only to public service provision but also to national security. In its role as a public service oversight body, the Indonesian Ombudsman has identified various cases of maladministration, including incorrect issuance of civil documents and discrepancies in citizenship data integration. Therefore, improving data integration between institutions is crucial to ensure a faster, more accurate, and efficient verification and validation process.

With an integrated system, inaccuracies in civil registration can be minimized, public services can be accelerated, and legal certainty for Indonesian citizens and foreign residents can be guaranteed.

The Urgency of Data Integration in Citizenship and Population Administration

The lack of data integration between the Directorate General of Immigration, Directorate General of General Legal Administration, and Directorate General of Population and Civil Registration has prolonged the verification and validation process of demographic and citizenship records, increasing the risk of errors in data management. This situation further complicates the process of citizenship status changes, particularly for foreign nationals seeking Indonesian citizenship, as they face multiple challenges, especially in the document verification stage. Inadequate coordination between these institutions often results in discrepancies between official documents and actual records. Therefore, implementing an integrated and automated system is essential to improve public service management, especially in issuing accurate population documents for foreign nationals who have acquired Indonesian citizenship and for Indonesians who have lost their citizenship status. This step is expected to minimize maladministration risks and enhance efficiency in population data management.

Analyzing Data System Integration for Efficient Citizenship and Population Administration

A strong data system integration between the Immigration Information System (SIMKIM), the Population Administration Information System (SIAK), and the General Legal Administration (AHU) is a fundamental requirement for issuing civil documents, residence permits, and changes in citizenship status. Such integration is crucial for ensuring efficient monitoring of citizenship status changes and the accurate management of civil papers. However, reports from the Ombudsman indicate that implementing integrated systems remains limited in certain provinces. Some regions, such as DKI Jakarta and East Java, have started implementing this system through the INDUKSI (Population and Immigration Integration) application. In contrast, many other regions still face delays, leading to discrepancies between recorded population data and immigration records.

Furthermore, inefficient and poorly coordinated data validation processes could increase the risk of dual citizenship, which contradicts Indonesia's single citizenship principle. Therefore, accurate data validation and a fully integrated system are crucial in preventing dual citizenship issues and improving the effectiveness of population administration.

Recommendations for Enhancing Data Integration in Citizenship and Population Administration

The Ombudsman recommends enhancing data integration among institutions such as the Directorate General of Immigration, the Directorate General of General Legal Administration, and the Directorate General of Population and Civil Registration, which must be urgently developed and implemented by Presidential Regulation Number 96 of 2018 and Government Regulation Number 21 of 2022. To accelerate administrative processes efficiently and accurately, an integrated digital platform must also be optimized to ensure a more effective document verification and validation system. Simplifying procedures, such as QR code scanning and physical verification, is necessary to reduce potential administrative errors and improve service quality. Additionally, each Population and Civil Registration Office in various provinces must establish cohesive and transparent Standard Operating Procedures (SOPs) for verifying and validating citizenship documents, ensuring faster services and minimizing the risk of maladministration. To support the effectiveness of this policy, a comprehensive collaboration between the Directorate General of Population and Civil Registration and the Directorate General of Immigration must be immediately implemented to facilitate real-time access to citizenship and immigration data, preventing data duplication that could hinder administrative efficiency.

The Urgency of Data Integration in Population and Citizenship Administration for Effective Public Services

Integrating population administration data and changes in citizenship status is a crucial step in enhancing accountable public administration governance. The lack of integration between the Directorate General of Immigration, the Directorate General of General Legal Administration, and the Directorate General of Population and Civil Registration has created various administrative challenges, leading to legal ambiguities for both Indonesian citizens (WNI) and foreign nationals (WNA) residing in Indonesia.

These challenges include difficulties confirming and validating demographic data, prolonged citizenship status change processes, and the risk of maladministration in public service delivery. Therefore, a comprehensive data integration system is required to accelerate services, reduce administrative errors, and provide legal certainty for all residents.

Through its research and oversight, the Indonesian Ombudsman emphasizes the importance of enhancing the administrative system to ensure that population services in Indonesia operate more effectively and efficiently. The government is expected to provide fast, accurate, and transparent public services with a fully integrated system, ultimately fostering a prosperous and sovereign society.

Sourced : Ombudsman Prime Assistance I



REPORT ON THE OVERSIGHT OF PUBLIC SERVICES IN THE EXECUTION OF EVIDENCE MANAGEMENT





Effective evidence management exemplifies a legal system emphasizing transparency and legal certainty as fundamental principles grounded on justice and public accountability. Ombudsman of the Republic of Indonesia, through ongoing research and oversight, promotes enhancements in evidence management to establish a reliable and high-integrity legal framework in Indonesia.

Supervision of public services in the administration of evidence management is a crucial aspect of a legal system that prioritizes transparency and legal certainty based on the principles of justice and public accountability. Effective evidence management reflects the integrity of the law enforcement system, ensuring that confiscated items are handled securely and appropriately to be optimally utilized in legal proceedings while preventing potential misuse. Law Number 8 of 1981 on the Criminal Procedure Code (KUHAP) mandates that confiscated evidence must be stored in an authorized State Confiscated Goods Storage Facility (Rupbasan), as stipulated in Article 44, to safeguard the security, integrity, and condition of the evidence. However, in practice, deviations frequently occur where evidence remains under the management of the Police or the Prosecutor's Office, even in regions that already have Rupbasan facilities. This situation increases the risk of misuse due to negligent management and overlapping authority among law enforcement agencies.

The complexity of evidence management continues to grow as it involves various categories, ranging from jewelry and vehicles to hazardous materials that require special handling. Unfortunately, the facilities and resources at Rupbasan, the Police, and the Prosecutor's Office are often inadequate to ensure the security and proper supervision of evidence. Additionally, the continued use of manual recording techniques in some institutions poses a challenge to evidence tracking and opens opportunities for data manipulation. Budget constraints also present a significant obstacle to the maintenance of evidence, resulting in many items being returned to their owners in damaged or unfit condition, which impacts legal fairness. Differences in regulations and procedures between the Police, the Prosecutor's Office, and Rupbasan further complicate evidence management, as a lack of coordination and synchronization among institutions creates legal uncertainty and inconsistencies in operational standards, potentially hindering legal processes and diminishing public trust in Indonesia's legal system.

The Ombudsman of the Republic of Indonesia asserts that fundamental reforms in the evidence management system are essential through coordination and integration among law enforcement agencies to establish order, clarify authority, and enhance accountability in evidence handling. The Ombudsman has proposed various policy solutions to improve this system, including strengthening facilities, developing an integrated digital system, and harmonizing procedures across institutions to create a more effective, transparent, and accountable evidence management system.

Problems in Monitoring and Managing Evidence by Law Enforcement Agencies

The Ombudsman of the Republic of Indonesia has identified several significant issues in evidence management faced by various law enforcement agencies, such as the Police and the Prosecutor's Office. One of the main challenges is the limited availability of human resources with specialized qualifications in handling evidence, coupled with inadequate budget allocations. This situation hinders efforts to optimize evidence management. Additionally, the absence of an integrated management system between the Police, the Prosecutor's Office, and the State Confiscated Goods Storage Facility (Rupbasan) results in legal ambiguities and overlapping jurisdictions, complicating legal proceedings and reducing the efficiency of evidence management.

Furthermore, inadequate infrastructure and facilities also act as obstacles, as storage facilities for evidence in several institutions do not yet meet proper standards. As a result, evidence is often stored in unsuitable and poorly organized locations, leading to damage or making retrieval more difficult. Moreover, the lack of coordination between institutions is another serious issue, particularly regarding Rupbasan's role as the entity responsible for storing and managing evidence. This lack of coordination weakens the monitoring and maintenance of evidence, increasing the risk of procedural violations and potential losses in legal processes.

Findings on Problems in Monitoring and Managing Evidence by Law Enforcement Agencies

In the monitoring process, the Ombudsman of the Republic of Indonesia has identified several key issues in evidence management. One challenge is the uneven recording system, where some agencies still use manual recording methods.

This approach complicates the tracking and auditing of evidence status while also increasing the risk of administrative errors. Additionally, there are differences in regulations between agencies regarding evidence management, which often do not align. This inconsistency leads to conflicts in implementing procedures, thereby hindering the efficiency and effectiveness of evidence management. Another issue is the potential for misuse of evidence due to insufficient oversight. This situation threatens the justice system's integrity and worsens public trust in law enforcement agencies.

Recommendations for Improving Evidence Management Governance

The Ombudsman of the Republic of Indonesia has proposed several policy recommendations to improve evidence management governance. One of the key suggestions is to establish an integrated registration system through a joint regulation that governs a unified registration system for evidence management, integrating the Police, the Prosecutor's Office, and Rupbasan. This system aims to create procedural alignment and avoid overlapping jurisdictions.

Additionally, the Ombudsman recommends strengthening digital oversight by developing an Integrated Criminal Case Handling System Based on Information Technology (SPPT-TI), which includes unique features for evidence management. This system is expected to facilitate tracking, monitoring, and ensure transparency in evidence management.

Another recommendation is to improve human resources (HR) qualifications through specialized training to enhance the competence of officers handling evidence, particularly those requiring special handling, such as hazardous chemicals or high-value items. Finally, the Ombudsman advocates for better coordination among institutions, emphasizing the role of Rupbasan in evidence management and ensuring closer collaboration between the Police, the Prosecutor's Office, and Rupbasan. This includes the obligation for the Police and the Prosecutor's Office to provide transparent information about the status of evidence stored in Rupbasan.

Reform of Evidence Management

Evidence management is a vital element in the criminal justice system in Indonesia, as evidence not only supports the law enforcement process but also reflects the credibility and transparency of law enforcement agencies. However, evidence management faces various challenges, such as inadequate coordination among agencies, insufficient qualified human resources, inadequate budget allocations, and insufficient infrastructure and facilities. The Ombudsman of the Republic of Indonesia found that the practice of storing evidence across the Police, Prosecutor's Office, and Rupbasan often results in legal uncertainties and overlapping jurisdictions, contradicting the mandate of Law Number 8 of 1981 (KUHAP), which requires evidence to be stored in Rupbasan. These deviations open opportunities for misuse, loss, or damage to evidence, ultimately harming the involved parties. Additionally, differences in regulations between agencies exacerbate the situation by creating ambiguity regarding responsibilities and making it difficult to track and audit evidence. Other challenges include budget constraints, particularly in certain regions, and a lack of personnel with specialized skills in handling evidence. As a result, evidence returned to its owners is often in unsuitable conditions, damaging the credibility of law enforcement agencies in the eyes of the public.

In response to these issues, the Ombudsman of the Republic of Indonesia deems it necessary to undertake comprehensive reforms in the evidence management system through the establishment of an integrated registration system linking the Police, Prosecutor's Office, and Rupbasan, strengthening the digital recording system through the Integrated Criminal Case Handling System Based on Information Technology (SPPT-TI), enhancing training for officers to ensure adequate qualifications, and updating regulations to clarify the obligations and responsibilities of each agency in evidence management. Implementing these recommendations is expected to create a more transparent, accountable, and integrated evidence management system, ensuring legal certainty, protecting public rights, and boosting public trust in law enforcement agencies in Indonesia. The Ombudsman of the Republic of Indonesia is committed to continually monitoring this reform process to achieve evidence management that aligns with the principles of justice, transparency, and optimal public service.

Sourced : Ombudsman Prime Assistance II



THE ROLE OF THE OMBUDSMAN IN VILLAGE GOVERNANCE REGARDING THE APPOINTMENT AND DISMISSAL OF VILLAGE OFFICIALS IN INDONESIA





Appointing and removing village authorities is crucial for ensuring equitable and responsible government in the village. This initiative must be executed with a precise regulatory foundation to guarantee transparency in the process and mitigate the risk of maladministration. The Ombudsman of the Republic of Indonesia consistently endeavors to enhance governance via various studies, ensuring alignment with the principles of social justice and the rights of rural communities. The findings of this study are anticipated to promote establishing a village governance system that effectively serves and benefits the community.

Appointing and dismissing village officials is crucial to realizing a fair, transparent, and accountable village government. Since implementing the Village Law, village officials have played an essential role in carrying out administrative duties, providing public services, and supporting community development. However, this process often faces various challenges in practice, including procedural violations, abuse of authority, and political intervention, particularly in the Village Head Election (Pilkades).

The Ombudsman of the Republic of Indonesia has reported that from 2016 to 2023, there were 3,661 reports related to village governance, with 375 of these directly concerning the appointment and dismissal of village officials. This indicates fundamental problems in village governance. One of the main factors is the lack of understanding by village heads of regulations governing the appointment and dismissal procedures for village officials, compounded by inconsistencies in the standard operating procedures (SOP) in various regions.

Furthermore, political influence often puts pressure on village heads to maintain their neutrality, complicating the implementation of policies that should be rulebased. To address these challenges, the Ombudsman of the Republic of Indonesia recommends reforming village governance by establishing uniform SOPs, enhancing the understanding of village heads regarding regulations, and strengthening oversight by local governments. These measures are expected to ensure that the appointment and dismissal of village officials are carried out by the principles of justice and transparency, thereby increasing public trust in village governments as professional and accountable institutions.

Challenges in the Appointment and Dismissal of Village Officials

Many village heads still lack understanding or do not fully comply with the applicable regulations, leading to improper dismissals of village officials. Furthermore, the absence of technical rules governing the dismissal procedures for village officials, including administrative sanctions, results in inconsistencies in their implementation across different regions. The stability of the appointment and dismissal process for village officials is also influenced by external factors, such as the dynamics of the Village Head Election (Pilkades), public aspirations, and weak oversight by the authorities.

Crisis in Village Apparatus Management

An investigation by the Ombudsman in 14 villages across 12 regencies/cities revealed several serious problems in village apparatus management. 78.57% of villages experienced the termination of village officials, with most cases influenced by political factors, a lack of understanding of regulations, and non-compliance with existing rules. The unavailability of formal Standard Operating Procedures (SOP) at the sub-district level to regulate the dismissal of village officials has led to inconsistent policy implementation. Additionally, efforts by the District Head (Camat), the Village Community Empowerment Service (DPMD), and the Inspectorate to address these issues have not been optimal. This is due to the lack of the standard methodology to produce effective and sustainable solutions.

Regulatory Reform and Capacity Strengthening in Village Apparatus Management

The Ombudsman encourages the establishment of comprehensive regulations regarding the termination of village officials, including setting performance assessment criteria and transparent methods for administering administrative sanctions. Local governments must design systematic training and competency enhancement programs for village heads and officials to support better governance. Additionally, regulations requiring the District Head (Camat) to play an active role in appointing and dismissing village officials must be strengthened, including organizing consultations and providing relevant recommendations. To ensure the uniform implementation of policies, a special Standard Operating Procedure (SOP) on the dismissal of village officials should be formulated at the district level.

Challenges and Reform of the Governance of Appointment and Dismissal of Village Officials

Studies on the governance of the appointment and dismissal of village officials reveal various structural and operational issues that hinder the successful implementation of policies at the village level. Maladministration in the dismissal of village officials often occurs due to a lack of understanding and compliance by village heads with regulations and the absence of clear Standard Operating Procedures (SOP), leading to conflicts and damaging the stability of governance. Furthermore, differences in the enforcement of regulations across regions due to the lack of technical regulations complicate the situation. At the same time, political influence and public aspirations add complexity to the appointment and dismissal processes, especially during Village Head Elections (Pilkades).

The lack of oversight from local government authorities, such as the District Head (Camat) and the Village Community Empowerment Service (DPMD), also remains a significant obstacle, often causing village heads to make decisions without adequate technical guidance. Therefore, improving the capacity of village heads and officials through systematic training and refining regulations, including developing more explicit SOPs and tighter oversight mechanisms, is an urgent step to ensure a more transparent, accountable, and effective village governance system.

Sourced : Ombudsman Prime Assistance IV



SUPERVISION OF PUBLIC SERVICES ON QUOTA AND ZONE-BASED MEASURED FISHING POLICIES (PIT)





Measured fishing is a fisheries policy paradigm that seeks to balance marine resources' sustainability with fishermen's welfare through a quota and zone approach. This policy places sustainability and equitable distribution of benefits as the main principles upheld based on social justice. Through various studies and research, the Ombudsman of the Republic of Indonesia continues to encourage the implementation of this policy fairly and transparently to bring sustainable benefits to coastal communities and marine ecosystems in Indonesia.

The quota and zone-based Measured Fishery (PIT) policy aims to preserve marine resources and increase non-tax state revenue (PNBP) from fisheries. However, its implementation faces various challenges. As an archipelagic nation with an ocean area of around 6.4 million square kilometers, Indonesia boasts abundant fisheries resources. Yet, the welfare of fishermen remains hindered by fluctuations in catch volumes, fish prices, and limited access to infrastructure and modern technology. In 2019, around 90% of the 16.2 million fishermen lived below the poverty line, while overfishing increasingly threatened the sustainability of Indonesia's seas.

The government has implemented the PIT policy to address these issues, but smallscale fishermen are concerned that quota and zone restrictions benefit large corporations and worsen their economic conditions. A study by the Ombudsman of the Republic of Indonesia found that the rapid issuance of regulations without sufficient socialization has made it difficult for many fishermen to understand the applicable rules. Therefore, there is a need for more equitable fisheries governance, with inclusive regulations and transparent implementation, to balance conservation interests with the welfare of coastal communities.

Challenges and Implementation Strategies of the Measured Fishery (PIT) Policy

The Measured Fishery (PIT) policy faces challenges such as regulation, implementation, socialization, infrastructure, and the economic and social impacts on fishermen. From a regulatory perspective, the main issues include the lack of stakeholder participation in policy formulation, unclear categories for small-scale fishermen, and weak transparency in quota calculation. Weak monitoring systems, insufficient human resources, inadequate supporting infrastructure at the ports, and limited ship docking facilities also hinder the implementation on the ground. Additionally, education and socialization of the PIT policy remain minimal, particularly for small-scale fishermen who struggle to understand the rules and use the e-PIT digital application due to limited access and training. Regarding technology and infrastructure, limited access to technology in remote areas, complicated licensing systems, and uneven distribution of subsidized fuel further complicate matters for fishermen. Economic and social impacts are also evident, with reduced fishermen's income due to quota restrictions and the potential for social conflicts among fishermen competing for fishing areas. Therefore, regulatory improvements, enhanced monitoring, and more inclusive policies are needed to ensure that the PIT implementation is effective without disadvantaging small-scale fishermen.

Evaluation and Challenges

The Ombudsman of the Republic of Indonesia conducted a thorough study on implementing the Measured Fishery (PIT) policy, covering aspects of regulation, field implementation, socialization, infrastructure, technology, and economic and social challenges.

From a regulatory perspective, the PIT policy, regulated by Government Regulation No. 11 of 2023, is deemed to have insufficient stakeholder involvement, mainly smallscale fishermen, which has led to inequities in its application. The lack of clear definitions for small-scale fishermen and the inflexibility in applying protection measures could result in uneven policy implementation.

In terms of field implementation, supervision of fishing activities remains weak due to limited personnel and inadequate surveillance infrastructure, such as a shortage of patrol boats and digital monitoring systems. Moreover, many ports are experiencing sedimentation, making it difficult for fishing boats to dock and comply with PIT regulations.

Socialization is also a challenge due to the limited education provided to fishermen regarding administrative procedures and PIT regulations. At the same time, the digital-based policy is complex for small-scale fishermen who are not accustomed to technology to access. Regarding infrastructure and technology, the e-PIT application often encounters disruptions, and the unintegrated licensing process further complicates compliance for fishermen.

Economically, the policy impacts fishermen's livelihoods, mainly due to quota and fishing zone restrictions that can reduce income and lead to conflicts among fishermen. Given these challenges, the implementation of the PIT policy needs to be evaluated and improved to be more inclusive, transparent, and capable of balancing conservation interests with the welfare of fishermen.

Strategic Recommendations for Optimizing the Measured Fishery (PIT) Policy

The Ombudsman of the Republic of Indonesia has recommended several strategic steps to improve the Measured Fishery (PIT) policy to make it more just, transparent, and effective.

From a regulatory perspective, public involvement should be enhanced through consultations with small-scale fishermen, academics, and relevant organizations to ensure the policy aligns with on-the-ground needs. Regulations should also ensure that protection for small-scale fishermen is mandatory, not optional, and provide a more specific definition of small-scale fishermen to prevent quota misuse.

In terms of implementation, increasing the number of fisheries inspectors, providing surveillance facilities such as patrol boats and CCTV, and dredging ports suffering from sedimentation should be prioritized to ensure effective policy execution. Additionally, the socialization of the PIT policy should be expanded through direct education and training on using the e-PIT application for small-scale fishermen while improving internet access in coastal areas to support digital reporting.

From an infrastructure and technology standpoint, the e-PIT application must be updated to ensure excellent stability and ease of use. At the same time, the licensing system should be integrated to reduce administrative overlaps.

The government should also restructure the distribution of subsidized fuel to ensure it is evenly distributed across all ports, set fair reference fish prices, and support small-scale fishermen to improve their welfare. To prevent conflicts among fishermen, a mediation forum can be established to resolve disputes related to fishing areas. Furthermore, developing a public-accessible quota information system will enhance transparency and prevent monopolies. Regular evaluations of the PIT policy should also be conducted to ensure its implementation remains aligned with field conditions and continues to focus on fishermen's welfare and marine resources' sustainability.

Evaluation of the Measured Fishery (PIT) Policy: Challenges and Solution Strategies

The Government of Indonesia has implemented the Measured Fishery (PIT) policy based on zones and quotas to safeguard marine resource sustainability and increase non-tax state revenue (PNBP) from the fisheries sector. However, its implementation faces various challenges that need to be addressed urgently.

A study by the Ombudsman of the Republic of Indonesia found that the PIT policy has not fully involved small-scale fishermen in its formulation, lacks transparency in quota allocation, has limited field monitoring, and faces barriers to technology access and supporting infrastructure. The existing regulations need to be clarified, particularly in defining small-scale fishermen, to ensure that protection programs are more targeted. In contrast, the protection provided to them should be made mandatory. Additionally, field monitoring remains weak, with many fishermen operating without permits or fishing outside the designated boundaries without adequate oversight. To address this, the number and quality of fisheries inspectors need to be increased, along with monitoring facilities such as CCTV, digital scales, and patrol boats at ports.

Regarding technology, due to limited internet connectivity, the digital-based e-PIT application is still tricky for small-scale fishermen. Therefore, telecommunication infrastructure needs to be improved, and fishermen need intensive training on how to use the application. From a socio-economic perspective, quota and fishing zone restrictions risk reducing small-scale fishermen's income. They may trigger conflicts between local fishermen and outsiders competing in the same fishing areas. Additionally, small-scale fishermen face economic difficulties due to overlapping licensing fees between the central and local governments.

To ensure the success of the PIT policy, several measures need to be taken, including increasing public participation in policy formulation, streamlining the licensing process, enhancing transparency in quota allocation, strengthening infrastructure and monitoring facilities at ports, improving internet access in coastal areas, and providing training for fishermen related to technology usage. Moreover, a conflict resolution mechanism among fishermen should be prepared, while economic support for small-scale fishermen can be provided through licensing subsidies and other assistance programs.

Sourced : Ombudsman Prime Assistance V



MALADMINISTRATIONS OF HEALTH SERVICES AT PRIMARY HEALTH CARE FACILITIES (FKTP)





Maladministration constitutes a significant obstacle that impedes individuals' access to equitable and high-quality services. This program promotes establishing a health service system focused on upholding public rights, ensuring that every individual receives services with integrity, devoid of administrative irregularities, and grounded in the principles of transparency and accountability.

Maladministration in healthcare services has become a serious barrier preventing equitable and high-quality access to services, particularly at Primary Healthcare Facilities (FKTP). Since decentralization was implemented in 2001, local governments have had greater autonomy in managing healthcare services. However, challenges such as unequal access, resource limitations, and service quality persist and require serious attention.

The epidemiological shift and pressures from global pandemics like COVID-19 have underscored the critical role of FKTP as the frontline of the national healthcare system, simultaneously revealing several fundamental deficiencies, such as shortages of medical staff and inadequate facilities. The transformation of FKTP is expected to reduce service disparities, especially in remote and border areas, which often face geographical and infrastructure constraints. Therefore, continuous intervention in the form of innovation, relevant regulations, and adequate budget allocations is needed to ensure that FKTP can operate effectively and provide healthcare services that are equitable, sustainable, and focused on the welfare of the community.

Challenges and Solutions in Strengthening Primary Healthcare Facilities (FKTP)

Primary Healthcare Facilities (FKTP) face various complex challenges in fulfilling their role as the primary providers of healthcare services to communities. One of the main obstacles is structural and financial limitations, where minimal budget allocations often result in inadequate FKTP infrastructure, particularly in remote areas. In addition, disparities in the distribution of healthcare professionals remain a serious issue, as medical personnel tend to be concentrated in large cities. At the same time, FKTPs in remote areas often experience shortages of skilled staff and rugged working conditions.

Differences in service standards across FKTPs also contribute to public dissatisfaction, as many primary healthcare facilities fail to meet the expected service standards. The lack of coordination between institutions further hampers the effectiveness of FKTP health programs, especially in patient referrals and the implementation of public health programs. Additionally, the limited use of technology presents its challenge, as many FKTPs have yet to adopt digital systems for medical record-keeping and administrative services.

Another barrier is the difficulty in implementing health promotion programs and public education due to the lack of community involvement and the shortage of healthcare professionals capable of providing outreach. To address these issues, more substantial and more sustainable policy support is needed, including regulatory clarity regarding FKTP operations and adequate budget allocations, so that primary healthcare services can be more effective and equitable.

Strengthening Primary Healthcare Facilities (FKTP) through Innovation and Sustainable Policies

FKTP plays a crucial role in primary healthcare services, particularly in the promotive and preventive aspects that form the foundation of public health. However, to improve the reach and quality of services, initiatives are needed to ensure the accessibility of FKTPs across all urban and rural regions with more equitable service standards. Additionally, innovations in service delivery, such as implementing health information systems and medical technology, can enhance the efficiency of record management and service quality. Strong government policy support is also essential in addressing the challenges faced by FKTPs, mainly through policy assistance and adequate budget allocations to ensure optimal primary healthcare services.

Strategies for Strengthening Infrastructure and Service Quality at Primary Healthcare Facilities (FKTP)

To improve the quality of healthcare services at FKTPs, the government needs to increase funding to enhance infrastructure and healthcare facilities, especially in areas still lacking services. Furthermore, consistent and widespread training and professional development programs for medical personnel should be implemented across all FKTPs to improve the quality of healthcare staff.
Next, service standardization should be applied so that healthcare services across regions are uniform and meet the established standards. FKTPs should be digitalized by creating digital platforms that improve healthcare data management and offer telemedicine services for underserved areas. Finally, collaboration and partnerships between FKTPs and other health organizations should be strengthened to make healthcare services more integrated and efficient.

Strengthening Primary Healthcare Facilities (FKTP) to Improve Healthcare Quality in Indonesia

Primary Healthcare Facilities (FKTP) play a foundational role in Indonesia's national healthcare system by providing all citizens with fair and quality essential health services. FKTP is critical in ensuring access to healthcare, especially in remote and hard-to-reach areas. However, FKTPs still face various challenges, such as limited funding, uneven distribution of healthcare workers, inconsistent service quality, underutilization of technology, and suboptimal coordination. FKTPs require adequate infrastructure and funding to operate effectively, particularly in areas with minimal facilities. Additionally, medical personnel working in remote areas must receive appropriate compensation and incentives to enhance the quality and equity of healthcare services.

Standardizing procedures and services must also be a priority so that all FKTPs across different regions can provide equitable and high-quality services. Healthcare technology, such as digital medical records, telemedicine, and early diagnostic systems, should also be optimized through training for healthcare workers to make services more efficient and responsive.

Strong and sustainable policies are essential to support the long-term development of FKTPs. These policies should include proper budget allocations, enhanced service standards, and incentives for healthcare workers to ensure they can work optimally. By making FKTPs a top priority, the government can build an inclusive national healthcare system capable of addressing the needs of communities in various conditions. Improving FKTPs goes beyond providing basic healthcare facilities; it also involves enhancing the system and implementing comprehensive policies. In this way, the Indonesian people's welfare and quality of life can be improved through better healthcare services.

Commitment from all parties, including the central and local governments, health institutions, and the community, must establish FKTP as a reliable, high-quality healthcare service that can benefit the population.

Sourced : Ombudsman Prime Assistance VI



OVERSIGHT OF HAJJ SERVICES IN THE NATION IN 2023





The Fair Hajj Service is an initiative by the Ombudsman of the Republic of Indonesia to guarantee optimal and equitable service for all pilgrims, particularly older people, during the Hajj. This study seeks to identify impediments and offer solutions for enhancement by prioritizing justice as its foundational principle and using transparent and inclusive public service norms. The Ombudsman of the Republic of Indonesia persistently engages in research to enhance a hajj service system that effectively addresses community requirements.

The oversight of Hajj services in Indonesia in 2023 became a primary concern for the Ombudsman of the Republic of Indonesia, launching the "Fair Hajj Services" initiative to ensure optimal and equitable services for all pilgrims, especially older people. This study aims to identify barriers in Hajj services and offer solutions to enhance the system to be more just, transparent, and aligned with public service standards. As the country with the most significant number of Hajj pilgrims globally, Indonesia faces substantial challenges in organizing the pilgrimage, requiring careful preparation, cross-sector coordination, and attention to various aspects of public service.

Through the Ministry of Religious Affairs and related agencies, the Indonesian government strives every year to provide the best services for prospective pilgrims, from registration and departure preparation to their return. However, the implementation of Hajj in recent years has faced several challenges, mainly due to the COVID-19 pandemic from 2020 to 2022, which caused significant restrictions on the number of pilgrims. In 2023, Indonesia's Hajj quota was normalized to 221,000 pilgrims, including an additional 8,000 quota from the Saudi Arabian government, bringing new challenges in adjusting services to be more complex and improving operational standards.

With the theme of "Elderly-Friendly Hajj," the 2023 pilgrimage focused on enhancing facilities and services for elderly pilgrims, approximately 66,943 people, an increase due to previous age restrictions and the delay of departures during the pandemic. Therefore, providing elderly-friendly facilities, optimal healthcare services, and support during pilgrimage became crucial aspects of this year's Hajj organization. To improve service quality, the Ombudsman of the Republic of Indonesia conducted a comprehensive analysis of various aspects of Hajj services, such as administration, healthcare services, religious guidance, accommodation, transportation, and complaint resolution mechanisms.

This study aims to identify potential maladministration and provide recommendations for improvements to ensure that Hajj services are conducted based on principles of fairness, transparency, and prioritizing the interests of the pilgrims. Additionally, the implementation of the Director-General of Hajj and Umrah Services Decision No. 185 of 2023 regarding the One-Stop Service at Hajj dormitories is expected to accelerate and simplify the departure process for pilgrims through a service system covering final health checks, submission of essential documents, and distribution of living allowance funds. However, some Hajj dormitories still face challenges in coordination and technical aspects that need immediate improvements for the system to operate more effectively.

According to the Ombudsman's study report, the Hajj service system still requires further enhancement and attention, especially in ensuring the rights of elderly pilgrims are protected through professional services that are responsive to community needs. Therefore, continuous efforts for improvement are needed to ensure that the Hajj pilgrimage operates more optimally and provides a better religious experience for all pilgrims.

Challenges and Improvements in the Organization of Hajj Pilgrimage

Several aspects of organizing the Hajj pilgrimage require special attention, particularly in administration and document completeness, healthcare services, and Hajj manasik guidance services.

Regarding administration, the registration procedures still face challenges, such as long waiting times and technological barriers that hinder the smoothness of the process. Additionally, healthcare services for Hajj pilgrims must be improved, as many healthcare facilities are not optimal in serving pilgrims. Sometimes, certain pilgrims pass health checks despite not meeting the established standards.

Meanwhile, the Manasik Hajj guidance services also face difficulties, particularly in terms of limited time for implementation and the absence of special programs designed for elderly pilgrims. Therefore, improvements in these three areas are crucial to enhance the quality of Hajj services, making them more efficient, inclusive, and aligned with the needs of all pilgrims.

Analysis and Findings of Hajj Pilgrimage Organization

The administration and document completeness of the Hajj pilgrimage primarily function well. However, technical challenges remain, such as network outages in particular institutions and discrepancies in customer contact information. In healthcare services, some healthcare facilities have allowed pilgrims who do not meet the health standards to travel, putting them at risk of being unable to perform the pilgrimage optimally. Additionally, the Manasik Hajj guidance service, only on weekdays, prevents many pilgrims—especially working ones—from attending all the sessions.

In implementing the Elderly-Friendly Hajj, group leaders and accompanying teams bear a greater responsibility when there is no family companion for elderly pilgrims. Moreover, coordination during the communal pilgrimage activities can still be improved to enhance effectiveness. Comprehensive services for pilgrims are also not evenly distributed due to inconsistent implementation at different Hajj accommodations, causing service quality to vary depending on local authorities' policies. On the transportation side, challenges persist, particularly with air transport, which has not fully met the organizer's promises, while additional fees from local governments still apply to the pilgrims.

Regarding complaint management, most pilgrims are unfamiliar with the formal complaint procedures, resulting in many complaints being submitted informally and not being addressed effectively. The policy prohibiting family support for elderly pilgrims also poses a challenge to the sustainability of the Hajj process, as it may reduce their welfare during the pilgrimage. Additionally, implementing the one-stop service system at Hajj dormitories is still uneven, and there is a discrepancy between the promised and actual transport services received by the pilgrims, especially in air transport. Overall, the ineffective complaint management system means that many pilgrims are unaware of the proper procedures for filing complaints, so improving this mechanism is essential.

Improving Hajj Services

Efforts to improve Hajj services encompass various aspects to ensure a better worship experience for pilgrims. Administrative simplification should be undertaken by enhancing cooperation among relevant organizations to reduce waiting times for pilgrims and provide complete documentation. Health service standards must also be improved by strengthening the preparedness of local healthcare facilities and implementing uniform health check protocols. Additionally, Manasic Hajj advises that training sessions should be increased, especially on weekends, to enable pilgrims to understand better and actively participate in the worship preparation process. To support elderly pilgrims, improving elderly-friendly facilities is crucial, including allowing family companions based on humanitarian grounds and adding facilities that cater to their specific needs. The one-stop service system should also be optimized by enhancing collaboration among officials and standardizing services across all Hajj accommodations.

Oversight of transportation services is another crucial aspect, ensuring that contracts with airlines meet adequate service standards for pilgrims. Furthermore, public complaint outreach should be strengthened by increasing the accessibility of complaint channels and regularly managing complaint data to communicate updated service policy information effectively.

Improvement of Hajj Services in Inclusion, Elderly Accommodation, and Administration and Health Enhancements

The Indonesian government must facilitate the Hajj pilgrimage and ensure that all pilgrims, especially those with special needs, such as older people, receive the best possible services. In 2023, the government committed to enhancing inclusive and accommodative services to address delays caused by the pandemic. The Ombudsman of the Republic of Indonesia's investigation indicates that several crucial aspects of Hajj implementation still require improvements to achieve fair, transparent, and efficient services.

Regarding administration, although the services provided meet specific standards, there are still challenges, such as long waiting times, inconsistencies in pilgrim contact information, and technical issues in registration and departure confirmations. If not promptly addressed, these technical obstacles may disrupt the comfort and safety of pilgrims during their worship. Furthermore, healthcare services reveal discrepancies in how healthcare facilities adhere to established standards. The lack of consistent health checks across approved health centers and hospitals raises concerns about the safety of pilgrims, particularly elderly ones, who pass health assessments despite not meeting the required criteria.

Manasik Hajj guidance services also face issues due to limited operational hours during weekdays, making it difficult for working pilgrims to participate fully in the sessions. The lack of specialized guidance materials for elderly pilgrims is another significant gap that needs immediate attention to help them prepare for the pilgrimage. Additionally, the responsibilities of group leaders and teams will become more burdensome if the Elderly-Friendly Hajj policy is implemented, which prohibits family companions for elderly pilgrims. While improvements like the installation of sitting toilets have been made, infrastructure in the Hajj dormitories still needs to be upgraded to be more elderlyfriendly. Some Hajj dormitories, such as those in Indramayu, Bekasi, and Donohudan, have not yet effectively implemented the One-Stop Service due to a lack of coordination and staff skills, leading to inconsistent service standards across dormitories affecting the pilgrims' experience during departure.

On the other hand, the land and air transportation systems still require improvement, even though they are functioning reasonably well. Collaboration with airlines has not been fully optimized, especially in handling schedule delays and seat availability discrepancies. Additionally, local governments charge some pilgrims extra fees, which necessitates close supervision to avoid unnecessary financial burdens on them. The available complaint system is also underutilized, as many pilgrims are unaware of how to submit complaints to group leaders or coordinators, leaving no data to use as a basis for service policy improvements.

Despite progress in various aspects of Hajj implementation, this study shows that there are still many opportunities for significant improvements, particularly in service standardization, staff competency enhancement, and providing better facilities for elderly pilgrims.

Sourced : Ombudsman Prime Assistance VII



THE ISSUE OF BROKERS AND THE CHALLENGES ASSOCIATED WITH PRACTICAL EXAMINATIONS FOR OBTAINING DRIVER LICENSES





The issuance of Driver's License (SIM) services is an essential component of the public service system that plays a role in maintaining traffic safety and order. The Ombudsman of the Republic of Indonesia, through a series of investigations and studies, is committed to identifying obstacles and improving the quality of these services. Through solid policy recommendations, the Ombudsman continues to encourage the application of the principles of justice, transparency, and accountability in issuing driver's licenses so that the public can access better public services and be free from maladministration.

The issuance of driver's licenses (SIM) is essential to the public service system to ensure road safety and order. Through various investigations and studies, the Ombudsman of the Republic of Indonesia is committed to identifying obstacles and improving the quality of SIM issuance services by promoting fairness, transparency, and accountability through strong policy recommendations. Under Indonesia's legal system, all motor vehicle drivers must possess a SIM as legal proof of their status and demonstrate that they meet the skill and traffic knowledge requirements, per Article 18 of Law No. 22 of 2009 on Road Traffic and Transportation. This regulation aims to enhance safety and reduce road accidents. However, the public continues to face various challenges in the SIM issuance process, particularly in the Special Region of Yogyakarta (DIY), including difficulties in the practical exam, infrastructure constraints, and indications of violations and fraud.

One of the main issues is the complexity of the practical exam, where the zigzag and figure-eight tracks are considered too complex and do not reflect everyday driving conditions. As a result, many applicants fail and are tempted to use brokers. This brokerage practice is a serious issue, as many candidates opt for shortcuts due to the non-transparent and complex exam process. The problem is further exacerbated by the involvement of unscrupulous individuals in this practice, creating unfairness and undermining the integrity of public services. Additionally, the monopoly of health and psychological services in the SIM issuance process in DIY has worsened the situation. Health and psychological certificates can only be obtained from specific providers often linked to brokerage practices, making it difficult for applicants with financial constraints or those living far from service providers. Another significant obstacle is the inconsistency in implementing the practical exam, as different locations have varying facilities and policies, including the opportunity for trial runs before assessment, leading to unequal evaluation processes. These various issues highlight the need for comprehensive reform in the SIM issuance system in DIY, focusing on enhancing transparency, efficiency, and equality in public services. Infrastructure, procedures, and oversight reforms are expected to align the SIM issuance process with public needs, strengthen the SIM's function as a safety tool, and establish a transparent and high-integrity public service system.

Ombudsman's Involvement in Improving Driver's License Issuance Services and Oversight

The Ombudsman of the Republic of Indonesia is responsible for monitoring and evaluating public service quality, including issuing driver's licenses (SIM) in the Special Region of Yogyakarta. Through its oversight, the Ombudsman has identified several issues the public faces, such as difficulties in the practical exam, the prevalence of intermediaries (brokers), and inconsistencies in exam standards.

The Ombudsman has concluded that many individuals resort to unlawful means to obtain a SIM due to complex procedures and the high difficulty level of the exam. The Ombudsman has uncovered instances of maladministration in the SIM issuance process through surveys and direct observations. These practices involve intermediaries and confident individuals who facilitate the issuance of SIMs through unofficial channels. This situation leads to service inequality and undermines the integrity of public service delivery.

To improve the quality and transparency of SIM issuance, the Ombudsman of the Republic of Indonesia has put forward several recommendations. First, the Ombudsman calls for evaluating and adjusting the SIM exam better to reflect actual traffic conditions and drivers' everyday skills. Second, the Ombudsman encourages stricter oversight of brokerage practices by involving independent organizations to prevent abuses of authority. Third, the Ombudsman emphasizes the need for standardized administrative procedures for exams across all regions of the Special Region of Yogyakarta, ensuring equal opportunities for all SIM applicants.

The primary goal of the Ombudsman in this oversight effort is to enhance transparency, accountability, and consistency in public services related to SIM issuance. Through active participation, the Ombudsman aims to prevent abuses of authority that could harm the public.

Challenges and Maladministration in the SIM Issuance Process in DIY

The high difficulty level of the practical exam, particularly the figure-eight and zigzag patterns, has led to an increased failure rate among applicants and has encouraged many to seek the services of brokers. Additionally, maladministration is evident in the involvement of intermediaries in the SIM issuance process in DIY, indicating procedural flaws due to a lack of transparency.

The monopoly of Satpas over health and psychological services restricts access and raises costs for applicants due to dependence on a single provider. Furthermore, injustice and negative impacts on society arise from inconsistencies in practical exam standards across different Satpas in DIY, especially when specific Satpas fail to provide adequate trial facilities.

Challenges and Maladministration in the SIM Issuance Process in DIY

The principles of public service, as outlined in Law No. 25 of 2009, emphasize accountability, transparency, and equal access to services, including issuing driver's licenses (SIM). However, transparency is often overlooked in the SIM issuance process in DIY, particularly in the procedures and requirements of the practical exam, leading to misunderstandings and encouraging the use of brokers. Inequality arises due to differences in exam standards among different Satpas and inconsistencies in testing facilities, giving applicants at some Satpas a higher chance of success than others.

Socially, the difficulties and inconsistencies in obtaining a SIM motivate people to seek brokers as a quick solution despite their illegality. These challenges also affect the public perception of the government, which is seen as unsupportive and unfair in providing public services, ultimately diminishing trust in the system. Inadequate infrastructure at various Satpas—such as narrow test tracks, uneven terrain, and slippery surfaces during rain—adds to the complexity of the practical exam and increases the risk of accidents for applicants. Additionally, disparities in infrastructure standards among Satpas create unequal opportunities for success in the exam.

From an accessibility and financial standpoint, the monopoly on health and psychological services at certain Satpas increases costs for applicants, particularly those with financial limitations. The limited number of service providers further restricts access for those far from Satpas locations.

As a result, many applicants opt to use brokers as a more practical and economical alternative rather than navigating the complex official procedures. A lack of traffic education also plays a significant role, as many SIM applicants focus solely on passing the exam rather than understanding the importance of road safety. Public awareness of the SIM's function as a road safety tool remains low, as greater emphasis is placed on the technical aspects of the exam rather than safe driving practices. Therefore, broader socialization and education efforts from Satpas or related institutions are necessary to enhance public understanding of the importance of traffic knowledge, driving skills, and the primary purpose of holding a SIM.

Changes in the SIM Practical Exam and Strengthening the Service System in DIY

Revisions to the practical exam content are necessary to make it more relevant to real traffic situations and fundamental driving skills. Additionally, standardized implementation of the exam across all security forces in DIY must be enforced to ensure that every candidate is treated fairly.

External oversight involving third-party organizations should also be implemented to minimize the potential for abuse of authority in the SIM issuance process. Diversifying health and psychological services by increasing the number of service providers is crucial to improving accessibility for applicants.

Equally important, Satpas must enhance public awareness of the importance of understanding traffic regulations and developing essential driving skills.

Driver's License Issuance Reform in Yogyakarta

To ensure a fair, transparent, accountable, and effective service that enhances road safety, the driver's license (SIM) issuance system in Yogyakarta requires a thorough revision. The need for improvement is evident in current issues such as the monopoly on health and psychological services, ineffective practical exams, fraudulent practices, and inconsistent standards across different Satpas.

In this regard, the role of the Ombudsman of the Republic of Indonesia is crucial. Through various surveys and studies, the Ombudsman has successfully identified key problems in Yogyakarta's SIM issuance process. While proposing specific policy recommendations to improve the system, they have also exposed service monopolies, maladministration, and inconsistent standards. The Ombudsman has made significant contributions to reform efforts by :

- I.Advocating for a more realistic practical exam that reflects actual driving conditions, making the process more accessible for applicants and reducing reliance on intermediaries.
- 2.Supporting external oversight to prevent fraudulent practices by involving independent entities in monitoring the SIM issuance process.
- 3.Encouraging standardization of procedures across all Satpas to ensure fair implementation of the practical exam.
- 4. Proposing diversification of health and psychological services to eliminate service monopolies and enhance public access.
- 5.Promoting better public education and participation ensures that SIM applicants understand the importance of driving skills and road safety beyond merely passing the exam.

The Ombudsman's contributions and recommendations are expected to significantly improve the SIM issuance system in Yogyakarta. These policy changes will reduce intermediary practices and create a public service system that aligns with the values of fairness and accountability while better-serving community needs. A comprehensive improvement in the SIM issuance process is essential to establishing the driver's license as a critical tool for road safety rather than merely an administrative document. These reforms are also anticipated to restore public trust in Yogyakarta's public services, enhance the reputation of government institutions, and foster a safer transportation environment for all road users.

Sourced : Yogyakarta Ombudsman Representative



FIELD ASSESSMENT OF THE FUNCTION AND EFFECT OF A WASTE-TO-ENERGY PLANT (PLTSA)





The establishment of PLTSa is anticipated to enhance the waste management system while yielding dual advantages in clean and eco-friendly electricity generation. Consequently, PLTSa represents a collective dedication to environmental preservation while addressing the renewable energy requirements of the Indonesian populace.

Evaluation of Waste-to-Energy (PLTSa) as a Waste Management Solution in Indonesia: Challenges, Opportunities, and Policy Recommendations

Waste management in Indonesia has become increasingly urgent, particularly in significant cities experiencing rapid population growth. Improper waste management negatively impacts environmental quality, public health, and urban aesthetics. The growing accumulation of waste in landfills poses multiple hazards, including soil and water contamination, emissions of harmful methane gas, and risks of fires and landslides in waste disposal areas. The limited availability of landfill space further exacerbates these issues, reducing regional waste management capacity.

The government is promoting waste-to-energy conversion through Waste-to-Energy Power Plants (PLTSa) as a holistic solution that significantly reduces waste volume while generating electricity for local consumption. Presidential Regulation No. 35 of 2018 supports this initiative, expediting the development of PLTSa facilities that convert waste into energy using environmentally friendly technology. This regulation designates 12 key cities as priority zones for PLTSa development. The government believes this program will help Indonesia address its waste challenges more sustainably.

However, PLTSa faces several inherent challenges, including financial constraints and public opposition. Developing and operating PLTSa requires substantial financial investment, and local governments often struggle with budget limitations to meet these demands. Additionally, concerns persist over waste incineration's environmental and health impacts, particularly emissions and residues that may pollute air and land.

Recognizing these challenges, the Ombudsman of the Republic of Indonesia has conducted on-site assessments of PLTSa operations at several locations, including the Sunter ITF PLTSa in Jakarta, the Putri Cempo PLTSa in Surakarta, and the Merah Putih PLTSa in Bantargebang, Bekasi. Through these field studies, the Ombudsman aims to gather sufficient information to formulate policy recommendations, particularly in improving governance, managing environmental consequences, and optimizing the economic and social benefits of PLTSa.

- Sunter ITF PLTSa in Jakarta, which has long been in the planning stage, faces various challenges hindering project progress. Since its establishment in 2018, delays have occurred due to difficulties in securing investors capable of financing the significant costs involved.
- Putri Cempo PLTSa in Surakarta commenced operations in 2023, with a waste processing capacity of 545 tons per day and an electricity output of up to 8 Megawatts. This project is expected to reduce landfill waste accumulation and generate renewable energy for Surakarta.
- Merah Putih PLTSa in Bantargebang is a pilot project and a research hub for thermal waste management. It has a processing capacity of 100 tons per day, with an electricity output of 700 kW, primarily used for internal operations.

The field evaluation results indicate that while PLTSa offers a viable solution to waste problems, operational and public acceptance challenges remain. Therefore, the long-term success of PLTSa depends on more substantial policy support, cross-sector collaboration, greater transparency, and improved public communication.

This review aims to provide more precise policy guidance to the Ombudsman of the Republic of Indonesia, assisting both central and local governments in enhancing the implementation of PLTSa and ensuring a sustainable and environmentally responsible waste management system for the public.

Challenges in the Development of Waste-to-Energy Power Plants (PLTSa)

The establishment and operation of Waste-to-Energy Power Plants (PLTSa) face multiple challenges, particularly regarding financial feasibility and investment. These projects require substantial funding, as seen in the Sunter ITF PLTSa, which demands significant annual tipping fees, creating a financial burden for local governments. While PLTSa provides environmental benefits by reducing waste volume, it also produces negative externalities, such as emissions and byproducts like fly ash and bottom ash, which must be appropriately managed to prevent environmental contamination. Another major challenge is public acceptance. Local communities often oppose PLTSa projects due to concerns over their potential impact on comfort, health, and the surrounding environment. Resistance stems from fears of air pollution, odor, and decreased property values near waste incineration facilities.

Additionally, maintenance and operational challenges pose significant hurdles. PLTSa requires periodic maintenance, leading to temporary shutdowns that disrupt waste processing. This was observed at Bantargebang PLTSa, where maintenance schedules resulted in facility downtime for several days each year. Ensuring continuous and efficient operations while addressing these maintenance challenges remains a key issue in optimizing PLTSa's effectiveness as a sustainable waste management solution.

Review of PLTSa Projects in Indonesia: Challenges and Developments

Various Waste-to-Energy Power Plant (PLTSa) projects in Indonesia face distinct challenges and developments. For instance, the Sunter ITF PLTSa project has stalled due to rising investment costs and policy changes in urban governance. Additionally, community concerns must be addressed more efficiently, as construction has been halted since 2021.

Meanwhile, PLTSa Putri Cempo in Surakarta began operations in October 2023, processing 545 tons of waste per day and generating approximately 8 MW of electricity. This project has had a positive social impact, particularly in reducing household waste and tackling long-term waste supply issues.

On the other hand, PLTSa Merah Putih in Bantargebang serves as a pilot project for research on waste management. However, its electricity generation is limited to internal operational needs. This project faces challenges such as rising operational costs, environmental concerns, and limited land availability. Addressing these issues is essential for ensuring the sustainability and effectiveness of PLTSa projects across Indonesia.

Strengthening the Implementation Strategy of PLTSa in Indonesia

To accelerate the waste-to-energy transformation, enhanced collaboration is needed between State-Owned Enterprises (BUMN), Regional-Owned Enterprises (BUMD), central and local governments, and the private sector. In particular, adopting the Refuse Derived Fuel (RDF) model can improve waste management efficiency by optimizing waste conversion into energy. Additionally, amendments to Presidential Regulation No. 35 of 2018 must clarify responsibilities and provide more sustainable financial support for regions operating PLTSa facilities. Emission monitoring and standardization must also be prioritized, ensuring that PLTSa emissions comply with environmental quality standards set by the Ministry of Environment and Forestry. Regular oversight and transparent reporting are essential to maintaining public trust and minimizing environmental risks.

Furthermore, an evaluation of the 12 pilot PLTSa regions, as outlined in the Presidential Regulation, should be conducted to assess readiness, financial support effectiveness, and challenges in implementation. This assessment will help refine policies, improve operational frameworks, and ensure that PLTSa development aligns with sustainable waste management and energy goals.

Challenges and Opportunities in the Development of Waste-to-Energy (PLTSa) in Indonesia

Indonesia's initiative to develop and manage Waste-to-Energy Power Plants (PLTSa) is a strategic effort to tackle waste management issues while providing a renewable energy source. The Ombudsman of the Republic of Indonesia conducted field surveys at three waste-to-energy facilities: ITF Sunter in Jakarta, PLTSa Putri Cempo in Surakarta, and PLTSa Merah Putih Bantargebang in Bekasi. The findings reveal various potentials, challenges, and consequences associated with these facilities.

The PLTSa Merah Putih Bantargebang has demonstrated significant potential in waste management and renewable energy usage by reducing waste volume by up to 92% through incineration. This technology also contributes to electricity production, as in PLTSa Putri Cempo in Surakarta, which generates 8 MW of electricity. This advantage alleviates the burden on landfills (TPA) and facilitates the transition to renewable energy sources.

However, the expansion of PLTSa projects faces substantial financial and investment barriers. PLTSa ITF Sunter, for example, has been delayed due to difficulties in securing investors who can cover the high investment costs, including an annual tipping fee of IDR 476 billion. These budget constraints necessitate further government support through incentives or direct funding to accelerate the development of PLTSa in various regions.

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Public Perception and Environmental Concerns

Public acceptance of PLTSa projects varies by location. In Surakarta, residents generally support the initiative due to its positive impact on household waste reduction. However, in other areas, resistance remains due to environmental concerns, such as air pollution, noise, and odors, which could affect the quality of life.

To address this, broader public awareness campaigns are needed to educate communities on the benefits of PLTSa and strategies for mitigating its negative impacts.

From an operational standpoint, PLTSa facilities generate residues and pollutants, such as fly ash and bottom ash, which can contaminate the environment if not managed properly. Although the technology used is claimed to be environmentally friendly, there is still a risk of pollution if waste processing and emission control are not optimized. Therefore, consistent monitoring and strict emission regulations are essential to ensure that PLTSa operations do not harm the environment.

Operational and Maintenance Challenges

Another major challenge in PLTSa operations is maintenance downtime, as seen in PLTSa Merah Putih Bantargebang, which remains non-operational for up to 120 days per year due to maintenance. These delays are often caused by slow procurement of equipment and spare parts, which are typically imported. As a result, efficient operational planning and faster component procurement are crucial to ensuring the sustainability of these facilities.

Additionally, the objectives of PLTSa projects vary by region :

- PLTSa Bantargebang Merah Putih focuses on research and development in waste management.
- PLTSa Putri Cempo in Surakarta is commercially oriented toward electricity generation.

This distinction highlights the need for flexible regulations tailored to regional needs and capacities to achieve more effective waste management solutions.

Policy Recommendations and Future Outlook

Based on these findings, the Ombudsman of the Republic of Indonesia assesses that PLTSa facilities in Indonesia can effectively address waste problems and contribute to renewable energy needs. However, more transparent policy support is required.

Key recommendations include :

- 1. Providing financial incentives to encourage private sector participation in funding PLTSa projects.
- 2. Strengthening collaboration between central and local governments to ensure efficient implementation.
- 3.Regular environmental impact assessments to ensure safe and sustainable operations.
- 4.Expanding public engagement efforts to address concerns over pollution and community well-being.

With these strategic measures, PLTSa projects can become a key pillar in Indonesia's sustainable waste management and energy transition efforts while maintaining public health and environmental integrity.

Sourced : Ombudsman Prime Assistance V



ADMISSION OF NEW STUDENTS IN 2023



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE An equitable PPDB is a crucial basis for guaranteeing educational access for all Indonesian children. The Ombudsman of the Republic of Indonesia, as a regulatory body for public service execution, is dedicated to ensuring that the PPDB process is transparent, accountable, and equal. By overseeing and addressing public grievances, the Ombudsman persistently advocates for enhancing PPDB policies and practices to align with the ideals of social justice, engaging all stakeholders at both central and regional levels.

A fair PPDB (Penerimaan Peserta Didik Baru, or Student Admission System) is a fundamental principle that guarantees equal access to education for all Indonesian children. As a public service oversight institution, the Ombudsman of the Republic of Indonesia is committed to ensuring that PPDB processes remain transparent, accountable, and equitable. By monitoring and addressing public complaints, the Ombudsman continuously advocates for better policies and practices in PPDB, aligning them with the ideals of social justice while involving all stakeholders at both central and regional levels.

PPDB Policy Framework and Objectives

To ensure equal educational rights for all citizens, the Government of Indonesia, through the Ministry of Education, Culture, Research, and Technology (Kemendikbudristek) and the Ministry of Religious Affairs (Kemenag), has established PPDB policies designed to enhance fair and quality education access. These guidelines apply to all education levels, from kindergarten (TK) to senior high school (SMA) and Madrasah Aliyah (MA). The core objective of PPDB is to ensure that all students receive access to education based on the principles of inclusion, transparency, objectivity, and equal distribution.

Challenges in PPDB Implementation

Despite these policies, several challenges hinder PPDB implementation, resulting in inconsistent application across different regions. Ombudsman monitoring reports indicate recurring issues yearly despite regulations mandating standardized PPDB processes. Some of the key challenges include :

- Technological Barriers Limited internet connectivity in rural areas hampers the online PPDB process, creating inequitable access for students in remote regions.
- Lack of Coordination Insufficient collaboration between central and regional stakeholders leads to inconsistencies in policy implementation.
- Preferential Practices Certain schools engage in unfair favoritism, creating inequalities in student admissions across different regions.

PPDB operates through multiple selection pathways, including zoning (zonasi), affirmative action (afirmasi), academic achievement (prestasi), and parental transfer (pindah orang tua). Each pathway serves a different purpose :

- Zoning (Zonasi): Aims to place students in schools near their residences, ensuring equal educational access within communities.
- Affirmative Action (Afirmasi): Designed to prioritize students from underprivileged backgrounds.
- Academic Achievement (Prestasi): Allows admission based on merit and academic performance.
- Parental Transfer (Pindah Orang Tua): Facilitates admissions for students whose parents relocate due to work assignments.

However, each pathway faces unique obstacles. Issues such as frequent changes in residential data and inconsistent regulations between Kemendikbud, Kemenag, and local governments make effective policy implementation difficult.

Enhancing the Complaint Management System

A stronger complaint management system is crucial for improving transparency and accountability in PPDB. Public awareness of complaint mechanisms must be improved, ensuring that grievances are handled systematically. Key barriers that need urgent resolution include :

- 1.Lack of competent officials to process and resolve complaints efficiently.
- 2.Limited access to public complaint platforms makes reporting irregularities difficult for parents and students.

Policy Recommendations

To enhance fairness and effectiveness in the PPDB system, the following policy recommendations should be considered :

- 1. Strengthening Digital Infrastructure Expanding internet access in rural areas to ensure equal participation in online PPDB registration.
- 2.Improving Stakeholder Coordination Establishing more explicit guidelines and collaboration frameworks between central and regional education authorities.
- 3. Eliminating Preferential Admissions Enhancing school admission monitoring to prevent unfair favoritism.
- 4.Enhancing Complaint Management Increasing competency among officials and expanding public access to complaint resolution mechanisms.
- 5.Regular Policy Review and Data Management Ensuring up-to-date residential records to support accurate zoning-based admissions.

By addressing these challenges, Indonesia's PPDB system can become more transparent, inclusive, and aligned with the principles of educational equity, ultimately ensuring that every child has fair access to quality education.

Ombudsman Oversight on the Implementation of PPDB

This study highlights critical challenges that hinder the main objectives of PPDB (Penerimaan Peserta Didik Baru) in ensuring fair and quality access to education. One of the most pressing issues is inequality in access to technology infrastructure and online systems. While PPDB policies encourage digital registration to streamline the admission process and enhance transparency, limited infrastructure remains a significant obstacle, particularly in rural areas.

Technology and Infrastructure Gaps

Schools in remote areas often lack adequate internet connectivity and necessary technology. This issue is further exacerbated by insufficient budget allocations for infrastructure upgrades, creating a significant gap between urban and rural education access.

Favoritism and Inequality in School Admissions

Despite the zoning system (zonasi) aimed at distributing students fairly among schools, favoritism and social stigma persist. Parents still prefer to enroll their children in prestigious schools, bypassing the zoning rules through false residential data and forged supporting documents. This manipulation leads to unequal opportunities and creates social jealousy among communities.

Additionally, elite schools often prioritize academic performance over zoning regulations, diverting resources and attention away from regular schools. This deepens disparities in education quality, as some schools receive better support while others remain underfunded and underdeveloped.

Weak Coordination Between Stakeholders

Ombudsman oversight reveals that coordination among key stakeholders—central and local governments, education offices, and schools—is still inadequate. Some of the key issues include :

- There is a lack of clarity in roles and responsibilities among the Ministry of Education (Kemendikbudristek), the Ministry of Religious Affairs (Kemenag), and local governments.
- Insufficient technical assistance for regional education offices.
- Poor communication and inconsistent policy implementation lead to unequal PPDB enforcement across different regions.

Ineffective Complaint Management System

A robust complaint management system is essential for ensuring transparency in PPDB. However, many schools and educational institutions still lack adequate mechanisms to handle complaints. The Ombudsman found that :

- Many public complaints remain unresolved due to the lack of trained personnel handling grievances.
- Limited complaint channels prevent parents from reporting irregularities effectively.
- Slow and inadequate resolution processes erode public trust in the PPDB system.

Furthermore, Ombudsman investigations uncovered several violations in the selection process, including :

- Manipulation of residential data to bypass zoning restrictions.
- Misuse of the affirmative action (afirmasi) pathway by ineligible applicants.
- Discrepancies in academic achievement (prestasi) pathway evaluations, where data manipulation and inconsistent assessment criteria across regions create unfair advantages.

Lack of Public Awareness and Policy Dissemination

Poor policy dissemination and lack of public awareness further complicate PPDB implementation. Many parents and students remain unaware of updated rules, leading to confusion and dissatisfaction. This information gap also creates opportunities for unethical practices, such as bribery and favoritism in prestigious schools.

Persistent Educational Quality Disparities

PPDB should eliminate the stigma associated with particular schools by ensuring that all institutions offer equal-quality education. However, education quality remains highly uneven :

- Schools in rural areas often lack adequate facilities and qualified teachers, making them less competitive than their urban counterparts.
- This disparity further fuels favoritism as parents continue to seek enrollment in prestigious schools—sometimes through unethical means.

Recommendations for Strengthening PPDB Implementation

To ensure fairness and efficiency in PPDB, the following policy recommendations should be considered :

- Enhancing Digital Infrastructure Expanding internet access in rural areas and providing technological support to ensure equal participation in online PPDB registration.
- Strengthening Stakeholder Coordination Establishing more precise guidelines for collaboration between central and regional education authorities to prevent inconsistent policy enforcement.
- Eliminating Admission Manipulation Enhancing monitoring mechanisms to detect and prevent fraudulent practices, such as falsifying residential data and misusing admission pathways.
- Improving Complaint Handling Systems Increasing trained personnel and public access to complaint resolution platforms.
- Boosting Public Awareness Campaigns Conducting widespread socialization efforts to ensure parents, students, and schools fully understand PPDB policies.
- Addressing Educational Disparities Investing in teacher training, school infrastructure, and resource distribution to ensure equitable education quality across all schools.

By addressing these challenges, PPDB can function as a truly fair and transparent admission system, ensuring equal access to quality education for every Indonesian child.

Strengthening PPDB Regulations and Implementation for Education

Improvements in both regulatory frameworks and implementation capacity are needed to enhance the effectiveness of the Student Admission System (PPDB). These efforts involve strengthening PPDB regulations, particularly in ensuring active stakeholder involvement at both central and regional levels. Also, madrasahs and schools must be empowered to better meet community education needs. Enhancing the authority of regional leaders and inspectorates is also a crucial step, with more transparent accountability in overseeing PPDB implementation at the local level.

Improving Complaint Management and Transparency

Complaint handling must be improved by :

- Providing experienced complaint management staff.
- Implementing an open and transparent complaint system to ensure public concerns are addressed effectively.

Ensuring Equitable Access to Education

To promote fair education access, the government should :

- Strengthen collaboration with private institutions to expand education opportunities.
- Ensure fair quota distribution across various educational institutions.
- Increase public awareness and training programs to boost community participation and ensure PPDB is conducted fairly and transparently.

By reinforcing regulations, enhancing oversight, and fostering collaboration, PPDB can become a more equitable and transparent system, ensuring that all students receive equal access to quality education.

Sourced : Ombudsman Prime Assistance VII



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