



OMBUDSMAN
REPUBLIK INDONESIA

ANNUAL REPORT 2024

SHORT VERSION



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Annual Report theme:

“Strengthening Oversight, Advancing Maladministration Prevention”



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FOREWORD

Gratitude and sincere praise are constantly offered to Allah SWT, the Almighty, for His grace and permission, which enabled the Ombudsman of the Republic of Indonesia to carry out its duties and responsibilities throughout 2024.

The theme of this year's Annual Report (*Laporan Tahunan/Laptah*) aligns with the Ombudsman RI's 2024 anniversary theme: **"Strengthening Oversight, Advancing Maladministration Prevention."** The theme underscores the Ombudsman's ongoing commitment to building awareness and deepening understanding of its supervisory role in public service delivery.

Oversight is not merely a matter of external observation—it requires in-depth insight into the actual conditions within service providers. This comprehensive approach ensures that each complaint resolution not only benefits the individual complainant and the reported party but also serves to prevent the recurrence of similar maladministrative practices.

The theme also highlights that the Ombudsman, as an institution mandated by law to supervise public services, cannot operate in isolation. Broad public involvement is crucial, especially from service users themselves. The community plays a vital role by proactively reporting suspected or potential Maladministration, allowing the Ombudsman to take timely preventive and corrective measures.

Through this 2024 Annual Report, the Ombudsman documents its oversight efforts in two key areas: complaint resolution (*Laporan Masyarakat / LM*) and maladministration prevention. The report also showcases collaborative efforts and engagement with various stakeholders at the regional, national, and international levels. It highlights performance achievements, the contributions of Ombudsman staff, and outlooks for 2025.

Collaboration with external parties is essential to expanding the reach and effectiveness of public service oversight. This report details the Ombudsman's coordination and data-sharing initiatives with multiple institutions—efforts aimed at accelerating complaint resolution and ensuring implementation of corrective recommendations within ministries, agencies, local governments, and higher education institutions.

At the international level, the Ombudsman has continued to strengthen ties with peer institutions, including through active participation in the Islamic Cooperation Ombudsman Association (OICOA) and the Southeast Asian Ombudsman Forum (SEAOFF). These partnerships serve as platforms for knowledge exchange and learning from diverse strategies for complaint resolution adopted by other countries

In 2024, the Ombudsman also collaborated with the Indonesian House of Representatives (DPR RI), the Regional Representative Council (DPD RI), and Regional Legislative Councils (DPRD) to jointly monitor key public services. These included supervision of Public Service Malls (MPP), the Eid al-Fitr homecoming program, the Student Enrollment System (PPDB), and others. Notably, the Ombudsman partnered with the General Elections Commission (KPU RI) to oversee logistics management for the 2024 Presidential and Regional Elections (Pemilu and Pilkada Serentak), including operations in Indonesia's newly established provinces in Papua and West Papua.

In 2024, the Ombudsman RI handled 10,846 public complaints and successfully resolved 10,786 of them, surpassing the annual target of 9,672 complaints, or 111.33%. The estimated potential economic losses prevented in Sector I alone amounted to IDR 166.49 billion, bringing the cumulative savings from 2021-2024 to IDR 496.69 billion.

These achievements would not have been possible without the commitment and cooperation of government institutions and public service providers who continue to improve service quality. On behalf of the Ombudsman RI, I extend my deepest appreciation to all ministries, agencies, and local governments who have partnered with us to deliver public services that are transparent, accountable, responsive, and free from Maladministration.

This Annual Report holds significant value as both a record of past achievements and a foundation for designing more effective oversight strategies in the future. To serve within the Ombudsman is to dedicate oneself to preventing deviations in public service delivery.

Finally, I express my heartfelt gratitude to all Ombudsman staff—both in regional representative offices and at the central office—for their tireless efforts and unwavering dedication. Their work has made this 2024 Annual Report a reflection of our shared commitment and a source of institutional pride.

Chairperson of The Ombudsman RI

Mokhammad Najih

ABBREVIATIONS AND ACRONYMS

ACT	Aksi Cepat Tanggap
Bawaslu	Badan Pengawas Pemilu (General Election Supervisory Agency)
BKN	Badan Kepegawaian Negara (State Civil Service Agency)
BMN	Barang Milik Negara (State-Owned Goods)
BoD	Board of Directors
BPJPH	Badan Penyelenggara Jaminan Produk Halal (Halal Product Assurance Organizing Agency)
BUMN	Badan Usaha Milik Negara (SoE/State-Owned Enterprises)
CASN	Calon Aparatur Sipil Negara (Civil Servant Candidate)
DI	Daerah Istimewa (Special Region)
DPD RI	Dewan Perwakilan Daerah (Regional Representative Council)
DPR RI	Dewan Perwakilan Rakyat (Indonesian House of Representatives)
DTPK	Underdeveloped, Border, and Island Regions
IAPS	Investigasi atas Prakarsa Sendiri (Own Motion Investigation)
ICW	Indonesia Corruption Watch
IKPA	Indikator Kinerja Pelaksanaan Anggaran (Budget Implementation Performance Indicators)
JDIHN	Jaringan Dokumentasi dan Informasi Hukum Nasional (National Legal Documentation and Information Network)
JPH	Jaminan Produk Halal (Halal Product Assurance)
KPU RI	Komisi Pemilihan Umum (General Elections Commission)
LAPOR!	Layanan Aspirasi dan Pengaduan Online Rakyat
LHP	Laporan Hasil Pemeriksaan (Examination report)
LM	Laporan Masyarakat (People Complaint Report)
LPKS	Lembaga Pelatihan Kerja Swasta (Social Welfare Implementation Institution)
MPP	Mall Pelayanan Public (Public Service Malls)
OICOA	Organization of Islamic Cooperation Ombudsman Association
OMI	Own Motion Investigations
ORI	Ombudsman of The Republic of Indonesia
PAN-RB	Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi
Perkapolri	Peraturan Kepala Kepolisian Republik Indonesia
Pilkada	Pemilihan Kepala Daerah (Regional Election)
POLRI	Kepolisian Republik Indonesia (Indonesian National Police)
PPDB	Penerimaan Peserta Didik Baru (Student Enrollment System)
PUB	Pengumpulan Uang atau Barang (Collection money and goods)
PVL	Penerimaan dan Verifikasi Laporan (Receipt and Verification of Reports)
RCO	Respon Cepat Ombudsman (Ombudsman Quick Response)
SAKIP	Sistem Akuntabilitas Kinerja Instansi Pemerintah (Government Agency Performance Accountability System)
SEAOF	Southeast Asian Ombudsman Forum
SME	Small and Medium Enterprises
SP4N	Sistem Pengelolaan Pengaduan Pelayanan Publik Nasional
SPBE	Ombudsman RI's Electronic-Based Government System
TPS	Tempat Pemungutan Suara (Polling Stations)
UPPA	Unit Pelayanan Perempuan dan Anak (Women and Children Service Unit)
UU	Undang-Undang (Legislation/Law/Regulation)

BOARD PROFILES



Mokhammad Najih
Chairperson



Bobby Hamzar Rafinus
Vice Chairperson

Members of the Board



Hery Susanto

Dadan Suparjo Suharmawijaya

Indraza Marzuki Rais



Yeka Hendra Fatika

Robert Na Endi Jaweng



Johanes Widijantoro

Jemsly Hutabarat

1. ABOUT THE OMBUDSMAN

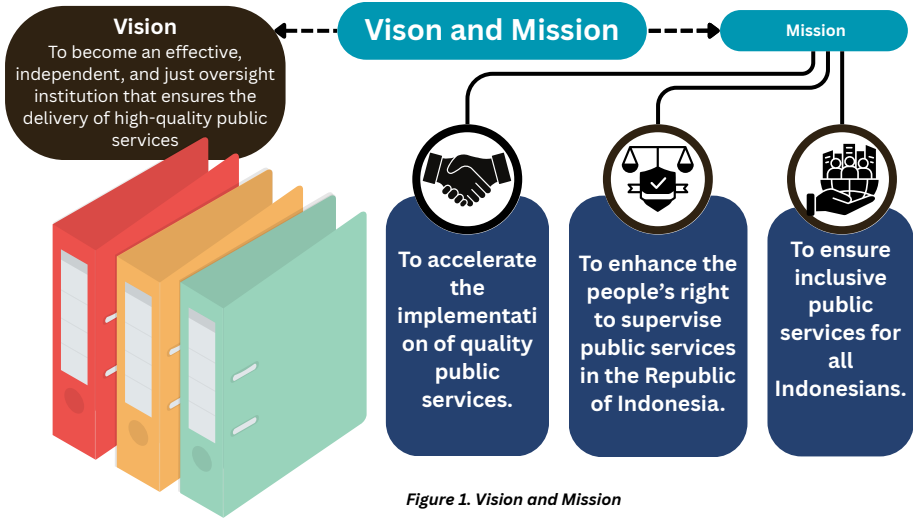
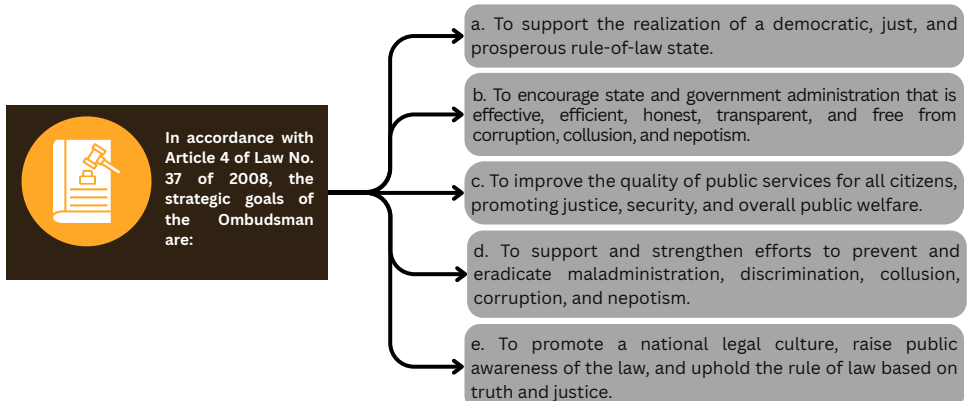
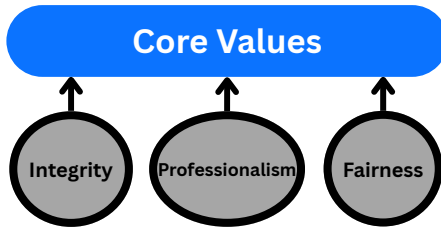


Figure 1. Vision and Mission

The Ombudsman of the Republic of Indonesia (Ombudsman RI) is an **independent state institution** with the authority to oversee the delivery of public services carried out by:

- State officials and government institutions,
- State-Owned Enterprises (SOEs),
- Regional-Owned Enterprises (ROEs),
- Legal entities governed by statutory regulations,
- Private entities or individuals assigned to provide public services, either partially or fully funded by the state or regional budget.





a. Integrity, including behaviors:

1. Honesty;
2. Exemplary conduct; and
3. Commitment.

b. Professionalism, including behaviors:

1. Objectivity;
2. Independence;
3. Competence; and
4. Service-oriented.

c. Fairness, including behaviors:

1. Equality; and
2. Proportionality.

Main Tasks, Characteristics, Principles, and Authority:

Article 2 of Law No. 37 Year 2008 concerning the Ombudsman of the Republic of Indonesia:

The Ombudsman of the Republic of Indonesia is independent, does not have an organic relationship with other state institutions or government agencies, and is free from interference or control from other powers in carrying out its duties and authorities.

Tasks and Authorities Based on:

- | | |
|---|--|
| <ul style="list-style-type: none"> • Compliance • Justice • Non-Discrimination • Impartiality | <ul style="list-style-type: none"> • Accountability • Balance • Transparency • Awareness |
|---|--|

Task

- Receiving reports on alleged maladministration in the delivery of public services
- Conducting examinations on the substance of reports
- Following up on reports within the scope of the authority of the Ombudsman of the Republic of Indonesia
- Conducting Own Motion Investigation regarding allegations of maladministration in public service delivery
- Coordinating and cooperating with other state institutions or government agencies, as well as community institutions and individuals
- Building networks
- Making efforts to prevent maladministration in public service delivery
- Carrying out other duties assigned by laws and regulations

Authority

- Make Recommendations regarding the resolution of the grievance, including Recommendations to pay compensation and/or rehabilitation to the injured party
- Providing advice to the President, Regional Heads, or other leaders of state administrators for the improvement and enhancement of organizations and/or public service procedures
- Submitting advice to the House of Representatives (DPR) and/or the President, the Regional House of Representatives, and/or Regional Heads for amendments to laws and other regulations to prevent maladministration

2. EXECUTIVE SUMMARY

2.1. Resolution of Public Complaints

In 2024, the Ombudsman of the Republic of Indonesia (Ombudsman RI), through its Head Office and 34 Regional Representatives, handled a total of 10,837 cases, of which 10,383 were successfully resolved.

Figure 2. Public Complaints

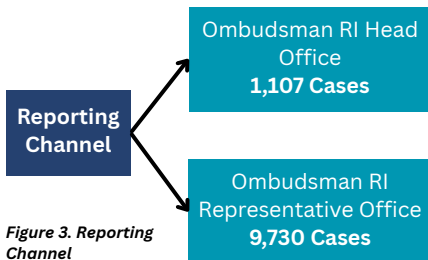
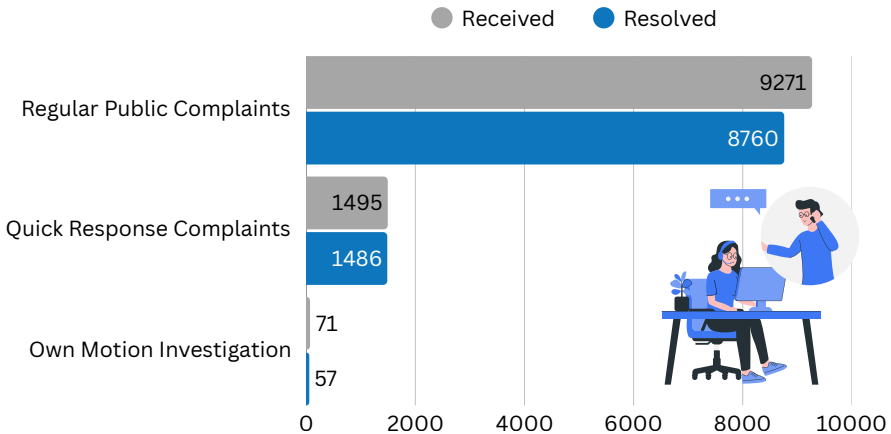


Figure 3. Reporting Channel

2.2. Prevention of Maladministration And Public Service Delivery

In fulfilling its mandate to oversee public service delivery, the Ombudsman of the Republic of Indonesia carries out two core functions:

1. **Resolution of Public Complaints**
2. **Prevention of Maladministration**

To implement these functions, the Ombudsman adopts a dual oversight approach:

1. Prevention Based on Potential Maladministration

a. Policy Improvement Recommendations

- **Rapid Assessments:** Focused evaluations to address specific, time-sensitive issues in public service delivery.
- **Systemic Reviews:** In-depth assessments aimed at addressing structural weaknesses in service delivery systems.

b. Compliance Assessments

These evaluations assess the performance and adherence of public service institutions to the principles of good governance and established service standards.

2. Investigation Based on Alleged Maladministration

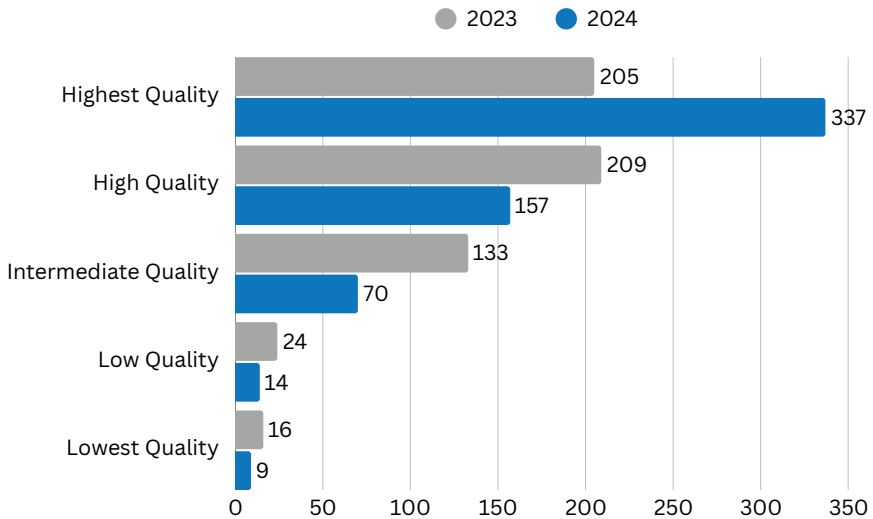
a. Handling of Public Complaints

Direct responses to reports submitted by the public concerning poor service or maladministration.

b. Own Motion Investigations (OMI)

Proactive investigations conducted by the Ombudsman without waiting for public complaints, focusing on systemic or widespread issues.

Figure 4. Compliance Assessment Results (2023–2024)



2.3. Own Motion Investigations

In 2024, the Ombudsman of the Republic of Indonesia conducted a total of **57 Own Motion Investigations (OMI)**. Selected key cases include:

1. Election Logistics Oversight

From January 15–19, 2024, the Ombudsman carried out field **monitoring in 71 districts and cities through its 34 regional representative offices** to assess the readiness of election logistics for the 2024 General Election.

Key Recommendations to the Chairperson of the General Elections Commission (KPU):

- Ensure that regional KPU offices receive all ballot papers according to the designated type and schedule.
- Coordinate closely with suppliers to promptly replace any damaged or misprinted ballots in line with the electoral timeline.

2. Protection of Child Offenders

In a high-profile case in Penajam Paser Utara, a 16-year-old suspect in a family murder case was reportedly subjected to abuse while in police custody. The Ombudsman formed a dedicated team to investigate.

Recommendation:

- Increase the deployment of female officers within the Women and Children Service Unit (UPPA) at the police precinct level to ensure appropriate treatment and protection of juvenile offenders.

3. Maladministration in Bawaslu Staffing Decision

An internal staffing decision by the General Election Supervisory Agency (Bawaslu) was found to involve Maladministration. The Ombudsman recommended corrective action after it was determined that the transfer of Malik Ibrahim, from Head of Election Supervision in West Java Province to Head of Secretariat in Karawang Regency, did not adhere to applicable procedures.

Recommendation:

- The staffing authority at Bawaslu must review and revise the transfer decision in accordance with employment laws and good governance principles.

2.4. Ombudsman Quick Response

By the end of 2024, the Ombudsman RI had resolved 1,486 public complaints through the Quick Response mechanism. Notable cases include:

1. Accelerating the Issuance of Halal Product Certification

- The Ombudsman received 32 public complaints related to delays in the issuance of halal certificates by the Halal Product Assurance Organizing Agency (BPJPH) under the Ministry of Religious Affairs. Following its investigation, and to prevent Maladministration and future complaints, the Ombudsman is currently conducting a systemic review of the oversight mechanism for halal certification services.

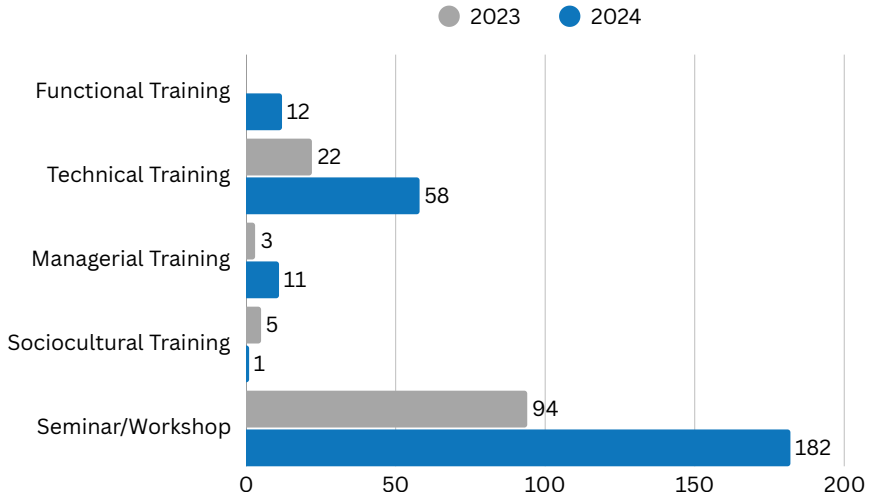
2. Urging the Police to Release Demonstrators and Apply a Persuasive Approach in Managing Protests

- The Ombudsman found that 50 demonstrators had been detained at Polda Metro Jaya, including 43 men, one woman, and six minors. All have since been released to their families. Additionally, at Polres Metro Jakarta Barat, 105 demonstrators were detained. Of these, 77 have been returned to their families, while the remaining 28 are still awaiting family pick-up.

2.5. Organizational Transformation and Acceleration

In 2024, the Ombudsman of Indonesia successfully simplified its organizational structure, achieving a 100% efficiency rate. This initiative was part of broader efforts to optimize bureaucratic processes and enhance institutional governance. As a result, decision-making became faster and more effective. The level of achievement for bureaucratic simplification reached a score of 4.00.

Figure 5. Human Resource Competency Development



2.6. Quality Assurance

The Ombudsman's Quality Management Assistance Division **handled 121 complaints related to public service supervision during 2024, of which 113 were resolved.** Of these 113 complaints, 68 were related to Ombudsman supervision activities that had produced outputs (such as recommendations or inspection reports). The remaining 45 were complaints about Ombudsman supervision activities that were still in the resolution process, including issues such as delays in completing public reports or lack of information on the progress of report resolution.

2.7. Financial Performance and Accountability Review

One of the key indicators of Ombudsman RI's performance in financial governance is its score under the **Government Agency Performance Accountability System (SAKIP) and Budget Implementation Performance Indicators (IKPA).**

Table 1. SAKIP and IKPA

Indicator	2023 Score	2024 Score
SAKIP	67.60	73.75
IKPA	92.55	92.55

High scores in **SAKIP** and **IKPA** indicate transparent, accountable, and efficient financial management performance, which is crucial to enhancing public trust in the Ombudsman RI as a public service oversight institution

2.8. Awards and Recognitions

Throughout 2024, the Ombudsman of the Republic of Indonesia (Ombudsman RI) received several national awards in recognition of its performance and commitment to public service, including:

1. **Second Place in the Reksa Bandha Award 2024 in the State-Owned Goods (BMN) Certification Category.**
 - This award is presented to ministries, agencies, and related stakeholders for excellence in the management and coordination of State-Owned Goods (BMN) and auction processes.
2. **Public Information Openness Award 2024 – Informative Qualification in the Non-Structural Institution Category.**
 - Ombudsman RI received a score of 95.43, maintaining its Informative Qualification status for the second consecutive year since 2023.
3. **Digital Government Award 2024 in the Institution Category.**
 - This accolade was based on the 2023 evaluation of Ombudsman RI's Electronic-Based Government System (SPBE), which earned a score of 3.75, qualifying for the "Very Good" predicate.
4. **Best Member of the National Legal Documentation and Information Network (JDIHN) 2024 in the State Institution Category.**
 - This recognition was awarded for outstanding performance in legal documentation and information dissemination at the national level.

2.9. Enhancement of Collaboration

- In 2024, the Ombudsman of the Republic of Indonesia collaborated with BPJS Health to conduct a public service roadshow across various regencies and cities in Indonesia.
- The Ombudsman also partnered with BPJS Ketenagakerjaan to carry out socialization, education, and assistance in registering and reactivating social security participation for informal sector workers in Underdeveloped, Border, and Island Regions (DTPK).
- At the international level, the Ombudsman of Indonesia was elected to the Board of Directors (BoD) of the Organization of Islamic Cooperation Ombudsman Association (OICOA) for the 2023–2027 period.
- The Ombudsman hosted the Southeast Asian Ombudsman Forum (SEAOFF) Meeting from 12–14 November 2024 at Le Meridien Hotel in Jakarta. The meeting was attended by delegations from the Ombudsman institutions of the Philippines, Thailand, Timor-Leste, and New Zealand.
- Ombudsman RI also participated in the Second International Ombudsman Conference held in Italy in September 2024. The Indonesian delegation included Ombudsman RI members Johanes Widijantoro, Jemsly Hutabarat, and Assistant Ombudsman Dominikus Dalu S. The delegation presented on human rights during the second session on the first day of the conference, Thursday, 12 September 2024.
- These activities highlight Ombudsman RI's growing international engagement and its contributions to global discussions on ombudsman practices and human rights.

3. ACHIEVEMENTS IN 2024

Ombudsman of the Republic of Indonesia (Ombudsman RI)

As mandated by Law Number 37 of 2008, Articles 7 and 8, the Ombudsman RI is responsible for receiving, examining, and following up on public reports, as well as conducting Own Motion Investigations related to alleged maladministration in the delivery of public services within its scope of authority.

The Ombudsman RI also holds the authority to request oral and/or written statements from the complainant, the reported party, or other relevant individuals concerning the submitted report. In addition, it may examine decisions, request clarifications, summon the complainant, the reported party, and other involved stakeholders, and issue recommendations, which may be disclosed to the public.

3.1. Procedures For Receiving Public Reports

In 2024, 10,837 public reports/complaints were received, both at Ombudsman RI and its provincial representatives. The reports received included Regular Public Reports, the Ombudsman’s Quick Response, and Own Motion Investigation Report. Out of all the public reports handled, 10,303 were successfully resolved. This means that more than 90% of reports received in the same year can be completed, but this number has been adjusted due to the completion of the backlog in the previous year.

3.2. Classification of Public Reports

Public reports received by the Indonesian Ombudsman are categorized into various subject matters. The top three subjects—Agrarian Affairs, State Apparatus, and Education—accounted for 39.27% of all reported cases.

Table 2. Public Report Substances

Substance	Amount	Substance	Amount
Agrarian	1861	Banking	320
State Apparatus	1354	Justice	275
Education	1041	Water	261
Transportation & Infrastructure	726	Labour & Employment	227
Civil & Political Rights	680	Licensing	181
Population & Administration	648	Social Security	167
Police	623	Settlements & Housing	143
Rural Area	400	Taxation	132
Social Welfare	388	Environment	122
Healthcare	325	Telecommunication & Informatics	99

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Substance	Amount
Procurement & Auctions	86
Trade, Industry & Logistics	72
Fishery	69
Prosecutor's Office	62
Immigration	43
Agriculture and Food	39
Religion	35
Mining	39
Forestry	26
Penitentiary Affair	20

Substance	Amount
Insurance	14
Cooperatives & SME	12
Indonesian Army	7
Emergency	7
Capital Investment	5
Pawnshop	4
Defense Institution	3
Customs and Excise	2
Intellectual Property Rights	2
Grand Total	10,837

Groups of Reporters and Reported Parties

Reporters are Indonesian citizens or residents who submit complaints to the Ombudsman RI. The reported parties are state or government officials alleged to have committed maladministration in the delivery of public services. In 2024, the majority of complaints submitted to the Ombudsman RI came from individuals, while the most frequently reported parties were primarily regional government institutions.

Table 3. Groups of Reporters

Groups of Reporters	Amount
Individual	8380
Legal Entity/Organization	825
Family members	416
Community Group	131

Groups of Reporters	Amount
Neither Direct Victims nor Power of Attorney	103
Law Office (Advocate)	44
Unknown	938
Grand Total	10,837

Table 4. Reported Parties

Reported Parties	Amount
Local government	5146
National Land Agency	1338
BUMN/BUMD (SoE)	724
State Educational Institution	655

Reported Parties	Amount
Police	634
Government Agencies / Ministries	633
Bank	307
Judicial Institution	257

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Reported Parties	Amount
Government Hospital	249
Private Body/Individual	223
Non-Ministerial Institutions	211
State Commission	155
Private Educational Institutions	91
Prosecutor’s Office	86
Public Universities	38
Private Hospital	27
Private College	26
Indonesian National army	17
House of Representatives	11
Audit Board of Indonesia	9
Grand Total	10,837

Table 5. Delivery Method

Delivery Method	Amount
On The Spot/Access	2492
Official Letter	2423
Direct Visit	2295
WhatsApp	2270
Website	506
Phone	408
Email	290
Initiative Investigation	52
SP4N-LAPOR!	48
Social media	26
Call Center 137	24
Mobile Apps	2
Online Consultation	1
Grand Total	10,837

Delivery Method

Throughout 2024, the Indonesian Ombudsman received public reports through a variety of channels. Unlike in previous years, the channel with the highest volume of reports was **“PVL On the Spot”–a direct outreach activity conducted by the Ombudsman** at public service locations and in residential areas. For instance, one such activity occurred during the “International Public Service Day” event in Bandung.

Another notable trend was the increase in reports submitted via digital channels such as WhatsApp, the official website, email, and SP4N-LAPOR! While letters and in-person visits remained the second- and third-most-used methods, the Ombudsman continues to prioritize digital delivery as part of its strategic plan for the years ahead. Digital access is promoted due to its cost-effectiveness and ability to reach remote areas, especially underdeveloped regions with limited transportation infrastructure.

Nonetheless, reliance on electricity and internet connectivity remains a challenge. To address this, the Ombudsman is actively engaging government and private sector stakeholders to improve access to electricity and internet services, especially in areas with limited infrastructure.

Based on the Admissions Office

In terms of report distribution across Ombudsman units, the Central Office received the highest number of reports, totaling 1,107, followed by the West Sumatra Provincial Representative with 539 reports, and the South Sumatra Provincial Representative with 485.

Table 6. Admissions Office

Office	Amount
Head Office	1107
Aceh	169
Bali	365
Banten	256
Bengkulu	231
DI Yogyakarta	256
Gorontalo	204
Greater Jakarta	400
Jambi	366
West Java	241
Central Java	389
East Java	351
West Kalimantan	392
South Kalimantan	345
Central Kalimantan	235
East Kalimantan	193
North Kalimantan	94
Bangka Belitung Islands	314
Riau Islands	178
Lampung	320
Maluku	200
North Maluku	308
West Nusa Tenggara	303
East Nusa Tenggara	336
Papua	94
West Papua	111
Riau	279
West Sulawesi	241

Office	Amount
South Sulawesi	400
Central Sulawesi	327
Southeast Sulawesi	224
North Sulawesi	299
West Sumatra	539
South Sumatra	485
North Sumatra	285
Grand Total	10,837

3.3. Consultation Services

The Ombudsman provides consultations to the public on matters related to both public services and issues not directly related to public services.

Consultation, according to Ombudsman Chairperson Regulation Number 3 of 2024, is an activity aimed at providing explanations, information, or addressing issues related to public services. The objectives of this service are:

- Providing access to the public to submit reports and report-related documents.
- Providing information to reporters regarding the requirements for submitting reports, the process flow, and the procedures for handling reports.
- Educating the public by sharing information about public services and the procedures for filing complaints, either to the Ombudsman or to State Administrators.

- Obtaining complete information from the reporter or the reporter’s representative regarding the submitted report—including what happened, when, where, by whom, why, and how the incident occurred—as well as understanding the expectations behind the submission.
- Providing information to reporters, their representatives, and the general public regarding the functions, duties, and authority of the Ombudsman.

As a form of accountability, **every consultation provided to the public is documented in the Report Resolution Management Information System (SIMPeL) as a summary of consultation outcomes.** In 2024, the Ombudsman conducted a total of **9,975** consultations. The distribution of these consultations is categorized as follows:

Based on the Consulting Implementation Office

Table 7. Consulting Implementation Office

Office	Amount
Bangka Belitung Islands	948
Head Office	827
East Nusa Tenggara	704
South Kalimantan	688
Bali	640
South Sulawesi	502
Riau	438
Riau Islands	431
DI Yogyakarta	334

Office	Amount
North Kalimantan	323
Aceh	300
Papua	284
North Maluku	266
East Java	248
Jakarta Raya	243
Southeast Sulawesi	240
West Java	226
Banten	220
Maluku	184
West Kalimantan	180
East Kalimantan	164
West Papua	161
Central Java	140
Central Kalimantan	140
West Sumatra	139
Jambi	136
South Sumatra	129
North Sumatra	108
Lampung	107
West Sulawesi	101
Gorontalo	99
Central Sulawesi	95
Bengkulu	82
West Nusa Tenggara	79
North Sulawesi	69
Grand Total	9,975

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Based on the Substance of Consultation

Table 8. Substance of Consultation

Substance of Consultation	Amount
Civil and Political Rights	1595
Healthcare	918
Transportation and Infra.	867
Population Administration	841
Agrarian	778
Education	766
State Apparatus	594
Police	385
Rural Area	367
Social welfare	356
Energy and Electricity	347
Water	330
Social Security	294
Banking	255
Employment	174
Licensing	139
Justice	119
Environment	114
Taxation	112
Settlements and Housing	90
Agriculture and Food	82
Telecommunications and Informatics	78
Trade, Industry, and Logistics	69
Procurement and Auctions	43
Insurance	39
Immigration	37

Substance of Consultation	Amount
Fisheries	37
Prosecutor’s Office	33
Mining	29
Religion	20
Cooperatives, Small & Medium Enterprises	16
Penitentiary Affair	9
Emergency	9
Forestry	8
Village Community Empowerment	6
Indonesian National Army	5
Capital investment	4
Defence Institution	4
Intellectual Property Rights	3
Pawnshop	2
Others	1
Grand Total	9,975

Based on the Follow-up of Consultation Results

Table 9. Follow-up Consultation

Follow-up on consultation results	Amount
Informing the Ombudsman’s authority requirements and procedures for submitting reports.	2,973
Suggest to report to relevant authorities	2,695

Follow-up on consultation results	Amount
Suggest that objections be submitted to the reported agency	2,274
Requesting complete formal requirements	725
Forward to the Representative and inform the contact of the Representative Office	362
Request Additional Information	290
Suggest waiting and communicating again with the reported agency (because it is still within the appropriate time limit)	258
Suggest complaining to the Inspectorate (WBS)	134
Others	124
Forward to the Head Office and inform the Head Office contact	53
Suggest taking legal action (lawsuit in court)	41
Inform that the Report is in progress or has been followed up by the Ombudsman	38
Suggest waiting until there is a court decision that has permanent legal force	8
Grand Total	9,975

The administration of consultations has become an integral part of the Ombudsman's role in supervising public services. The element of public outreach embedded in this function also enables the Ombudsman to expand and improve community access to public service oversight. It is not uncommon for consultations with the Ombudsman to lead to the submission of formal public reports.

Consultation officers must possess extensive knowledge and skills related to public services, the institutions responsible for delivering these services, and broader societal issues beyond the scope of public services. This expertise is essential to ensure that consultations provide meaningful support to community members seeking advice.

3.4. Ombudsman Quick Response

The Ombudsman's Quick Response (Respons Cepat Ombudsman, RCO) is a fast-track method for resolving public reports that meet specific criteria. The RCO is applied to cases that require immediate action due to the urgency or seriousness of the issues reported.

According to Article 42 of Ombudsman Regulation Number 58 of 2023, the Quick Response may be used under the following conditions:

1. Emergency or force majeure situations;
2. Threats to personal safety;
3. Threats to the right to life;
4. Issues involving policy implementation with limited time frames; and/or
5. Issues that have attracted significant public attention.

In 2024, the Ombudsman of Indonesia resolved **1,486 Quick Response reports**.

Accelerating The Issuance of Halal Product Certification

One of the key public services highlighted by the Ombudsman is the process of **issuing halal product certification by the Halal Product Assurance** Organizing Agency (BPJPH) under the Ministry of Religious Affairs of the Republic of Indonesia. Halal certification is a vital service for both business actors and consumers, as it enhances consumer confidence, guarantees product quality, and broadens market reach.

Following the enactment of Law Number 33 of 2014 on Halal Product Assurance, **halal certification and labeling are required not only for consumable goods but also for utility products**, as stated in Article 1, Paragraph 1 of the law.

Since October 17, 2019, the responsibility for halal certification has been carried out by BPJPH, pursuant to Government Regulation Number 31 of 2019 concerning the Implementation of Law Number 33 of 2014. In line with this regulation, BPJPH has launched a series of programs to increase the number of halal-certified products under the Halal Product Assurance (JPH) scheme.

Furthermore, a key government policy mandates that as of October 17, 2024, halal certification is compulsory for food, beverage, and slaughtered products, as stipulated in Article 140 of Government Regulation Number 39 of 2021 on the Implementation of Halal Product Assurance. This requirement has significantly increased the demand for JPH services among business actors.

However, in practice, many members of the public—particularly JPH service users—continue to face difficulties in accessing and understanding these services. Based on monitoring of social media and complaints submitted through BPJPH's online platforms, numerous public concerns have been identified regarding the JPH service process.

To address these issues, the Ombudsman of the Republic of Indonesia has actively **promoted public understanding** of the right to quality public services, particularly in relation to the halal certification process. One such initiative involved holding a public discussion in Depok, West Java, which included the participation of the Depok City Cooperative and SME Office with BPJPH as resource speakers. A public complaint desk was also set up at the forum to directly receive feedback.

As a result of this initiative, the **Ombudsman received 32 public complaints related to the halal certification issuance process**. These reports were followed up through coordination with BPJPH. After verification and investigation, BPJPH addressed the concerns raised in each case. The Ombudsman's inspection team concluded that BPJPH had responded appropriately, and the complaints were closed.

To prevent future maladministration and reduce recurring complaints, the Ombudsman of Indonesia is currently conducting a **Systemic Study on the Supervision of Halal Certificate Issuance Services**.

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The Indonesian Ombudsman Urges Police to Release Detained Demonstrators and Adopt a Persuasive Approach in Handling Public Protests

The Indonesian Ombudsman (ORI) has expressed regret over the **actions taken by the police in handling a public demonstration** held on August 22, 2024, at the Indonesian House of Representatives (DPR) complex. The protest, which was organized in opposition to proposed revisions to the Regional Election Law (UU Pilkada) following Constitutional Court Decisions Number 60 of 2024 and Number 70 of 2024, involved students, laborers, activists, artists, and various community groups. The demonstration ended in chaos after police forcibly dispersed the crowd.

“The police’s actions—dispersing the crowd by chasing, violently arresting, physically assaulting demonstrators, and intimidating both participants and journalists—are in contradiction to Law Number 9 of 1998 on the Freedom to Express Opinions in Public, as well as Article 28 of Police Regulation (Perkapolri) Number 7 of 2012 concerning Procedures for Organizing Services, Security, and Case Handling Related to Public Protests,” said Johannes Widijantoro, a Member of the Indonesian Ombudsman, on Friday (23 August 2024) at the Ombudsman Office in Jakarta.

Johanes emphasized that the Indonesian National Police (POLRI) already has clear Standard Operating Procedures (SOPs) for handling crowd control. These are outlined in several Police Chief Regulations, including Regulation Number 16 of 2006 on Crowd Control Guidelines, Regulation Number 1 of 2009 on the Use of Force in Police Actions, and Regulation Number 8 of 2009 on **the Implementation of Human Rights Principles and Standards in Police Duties**. These SOPs should serve as the basis for all officers deployed in the field during demonstrations.

He further noted that the police actions during the August 22 protest clearly violated these legal provisions and operational procedures. Accordingly, the Ombudsman called on the police to immediately release the detained demonstrators and to adopt a more persuasive, rights-based approach in managing public protests.

Based on monitoring activities and direct interviews with demonstrators detained at the Metro Jaya Regional Police and the West Jakarta Metro Police, the Ombudsman found several alleged violations in the handling of the protest. According to Widijantoro, during monitoring at Metro Jaya Police Headquarters, **it was revealed that some demonstrators were injured, allegedly as a result of physical abuse by police officers.**

The Ombudsman also followed up on allegations that police officers had demanded money from the families of detainees in exchange for their release. “Regarding these allegations, our monitoring at the West Jakarta Metro Police found no evidence to support the claims of extortion,” Widijantoro stated.

At the West Jakarta Metro Police, a total of **105 demonstrators were detained. As of the latest report, 77 individuals had been released to their families, while the remaining 28 were awaiting pickup.**

3.5. Own Motion Investigations (OMI)

Article 7 of Law Number 37 of 2008 concerning the Indonesian Ombudsman stipulates that one of the Ombudsman's duties in supervising public service delivery is the authority to carry out Own Motion Investigations (OMI) into alleged maladministration. Through OMIs, the Ombudsman can fulfill its founding objectives: to improve the quality of public services across all sectors so that every citizen and resident receives justice, security, and improved welfare, as well as to help prevent and eradicate maladministration, discrimination, collusion, corruption, and nepotism.

To support this mandate, the Ombudsman enacted **Regulation Number 38 of 2019 concerning Procedures for Own Motion Investigations**. This regulation serves as a procedural guideline for the Ombudsman when conducting investigations initiated independently, without the need for public complaints or reports.

OMI is a universal principle in ombudsman institutions worldwide. Instances of maladministration often occur in public service delivery, but are not always formally reported. Therefore, the Indonesian Ombudsman proactively initiates investigations into suspected maladministration, acting independently to uncover and verify potential violations. This includes examining government policies or actions that do not comply with the General Principles of Good Governance or established public service standards and that result in maladministration that harms the public interest.

In 2024, the Ombudsman **conducted 57 Own Motion Investigations** across various sectors such as:

Election Logistics Readiness

One such investigation was conducted by the Ombudsman's Assistant Division I on the **readiness of election logistics ahead of the 2024 General Election**. Data collection was carried out through interviews with officers of the General Election Commission (KPU/KIP) at the regency/city level and direct field observation of election logistics warehouses. **This process took place from January 15 to 19, 2024, in 71 regencies/cities across 34 Ombudsman Representative Offices.**

The investigation revealed several logistical issues:

- **Ballot Distribution Stage:**
 - Some regions had not yet received DPR RI, Provincial DPRD, or City/Regency DPRD ballots.
 - 2.9% of KPU/KIP regency/city offices had not started distributing election logistics.
 - 47.9% had not completed coordination with regional governments regarding election logistics.
 - 14.1% of regencies/cities had not prepared logistics according to the established schedule.
- **Logistics, Inventory, and Maintenance:**
 - 5.7% of KPU/KIP regency/city offices had not separated usable, damaged, and defective ballots due to ongoing sorting and folding processes.

In addition, many KPU/KIP offices at the provincial and city/regency levels had not yet submitted detailed logistics allocation lists or fulfilled procurement requirements based on the number of polling stations (TPS).

On January 31, 2024, the Ombudsman issued a Corrective Action Letter to the Chairperson of the General Elections Commission (KPU RI). The Ombudsman instructed the KPU RI to direct all KPU/KIP chairpersons at the regency/city level to:

1. **Ensure timely receipt of all ballots according to type and schedule.**
2. **Coordinate with suppliers to immediately replace damaged or mismatched ballots in accordance with the established timeline.**

Protection of Child Offenders

On February 6, 2024, in Babulut Laut Village, Babulu District, Penajam Paser Utara Regency, a tragic criminal act of murder occurred, resulting in the **deaths of five members of a single family**: the father, mother, and their three children.

According to media reports, the alleged perpetrator was a 16-year-old juvenile, identified by the initial *J*. Following the incident, *J* was detained by the Penajam Paser Utara Police Resort to protect him from potential retaliation by the public. **However, due to the absence of a Social Welfare Implementation Institution (LPKS)** in the area, *J* was held in the police detention room.

On February 9, 2024, a photo uploaded on Instagram showed *J* with visible injuries, allegedly inflicted by other detainees. In response, the Ombudsman's Assistant Division II conducted a field visit to verify the authenticity of the report.

Based on the findings, the Ombudsman recommended a **more equitable distribution of human resources, particularly by increasing the number of female police officers within the Women and Children Service Unit (UPPA)** at the police resort level. This is crucial to ensuring proper handling of juvenile justice cases, in accordance with Law Number 11 of 2012 concerning the **Juvenile Criminal Justice System**.

Employee Transfers at Bawaslu

In 2024, Ombudsman Assistant Division VI submitted an Audit Result Report (LHP) to the Election Supervisory Body (Bawaslu) **concerning alleged procedural deviations in the employee mutation process** within the institution.

The Ombudsman reviewed the applicable legal framework and requested clarification from the Head of the Human Resources Bureau at Bawaslu RI. The Examination Report (LHP) concluded that:

During the internal mutation process, **maladministration occurred** in the form of **procedural violations**, specifically that the mutations were **conducted prematurely—before the required two-year minimum period**—thus violating Government Regulation Number 11 of 2017 on State Civil Apparatus Management, and the Regulation of the Head of BKN Number 5 of 2019 on the Procedures for Implementing Mutations.

Based on these findings, the Indonesian Ombudsman **issued a recommendation to Bawaslu's staffing authority to review the decision** regarding the **transfer of Malik Ibrahim** from his previous role as Head of Election Supervision at Bawaslu West Java Province to Head of the Secretariat at Bawaslu Karawang Regency, in line with the prevailing laws and regulations.

Own Motion Investigation on The Collection of Money And Goods

In 2024, the Ombudsman conducted an Own Motion Investigation (IAPS) into the **organization of the Collection of Money and Goods (PUB)**. This investigation was prompted by **feedback received from several civil society organizations, including Indonesia Corruption Watch (ICW) and Dompet Dhuafa**, who raised concerns regarding the **licensing processes and operational management** of PUB initiatives.

The Ombudsman found that the **granting of permits and registration of PUB organizers** by local Social Affairs Offices and the Ministry of Social Affairs should **not be limited merely to the issuance of permits**. There is a need for effective oversight and accountability mechanisms to prevent the misappropriation of public donations, as seen in the Aksi Cepat Tanggap (ACT) case. Current challenges persist in the **timeliness of permit issuance and extensions**, as well as in the supervisory duties of the relevant government institutions. Maladministration has the potential to occur not only in dealing with unlicensed PUB operators but also in relation to the monitoring of licensed organizations.

The objectives of the IAPS were to:

1. **Identify and assess potential maladministration in the permit issuance process for PUB activities.**
2. **Identify and assess potential maladministration in the supervision and oversight of PUB implementation.**
3. **Provide recommendations and corrective actions to relevant government agencies involved in PUB regulation and supervision.**

To better understand the management of PUB and the role of the Social Affairs Offices, Ombudsman Assistant Division VI conducted field inspections using an unannounced data collection mechanism (such as inspections and mystery shopping) at selected institutions and government offices, including:

- Wahana Visi Indonesia (WVI) and SFT in relation to PUB activities involving money and goods at the Social Affairs Office of Banten Province;
- On April 3, 2024, at the Social Affairs Office of West Java Province;
- On April 4, 2024, at the Social Affairs Office of Bandung City,

On this occasion, the Ombudsman examination team submitted an open request for information to the Social Affairs Office of Bandung City. The findings identified several critical issues in the management of money and goods collection (PUB), namely:

- **Negligence in regulatory design:** The Ministry of Social Affairs Regulation (Permensos) No. 8 of 2021 failed to include service time quality standards, as mandated by Law No. 25 of 2009 on Public Services. This regulatory omission has led to inconsistencies in PUB service delivery across regional government offices.

- **Procedural deviations in supervision:** The Director General of Social Empowerment did not properly implement supervisory duties as stipulated in Article 22 of Permensos No. 8 of 2021. As a result, several PUB organizers failed to submit reports on the outcomes of their fundraising activities.
- **Incompetence at the regional level:** The State apparatus at the regional level demonstrated a lack of capacity and understanding in processing PUB permits, resulting in inefficiencies and irregularities in the licensing process.

These findings confirm the presence of **maladministration** in the implementation of the Social Assistance PUB program. The Ombudsman communicated **corrective actions** to the **Ministry of Social Affairs** on August 21, 2024, after first verifying the findings with the Ministry on August 9, 2024, in line with technical guidelines for submitting Examination Result Reports (LHP).

The corrective actions recommended by the Ombudsman included:

1. To the Minister of Social Affairs:

- Revise Ministerial Regulation No. 8 of 2021 on the Organization of Collection of Money and Goods, particularly by:
 - Incorporating service quality standards, including clear timeframes for issuing PUB permits, from the recommendation stage to final permit issuance.
 - Requiring PUB organizers to **display their institutional profiles** on their official publication websites to **improve public transparency**.

2. To the Director General of Social Empowerment:

- Develop a **supervision framework and mechanism for PUB activities** carried out by both the Ministry and regional governments. This should ensure compliance by philanthropic institutions in **submitting activity reports**.
- **Establish and maintain accessible public complaint units** and channels to promote community oversight and participation in PUB activities.
- Implement regular capacity-building programs for public officials handling PUB licensing at both the Ministry and local levels.

Follow-Up Action by the Ministry of Social Affairs

In response to the Ombudsman's recommendations, the Ministry of Social Affairs began conducting public consultations on the proposed amendment to Regulation No. 8 of 2021. On January 5, 2025, the Ombudsman Assistant Division VI received an official letter from the Ministry **confirming that it had acted upon the corrective recommendations**.

As a result, the Ministry of Social Affairs **issued Regulation No. 8 of 2024** on December 24, 2024, **which formally amended Regulation No. 8 of 2021** concerning the Organization of the Collection of Money and Goods. **This regulatory update addresses the service standard gaps, reporting mechanisms, and supervisory obligations identified during the Ombudsman's investigation.**

Supervision of Casn Selection

Issues related to state apparatus and staffing continue to be among the most frequently reported to the Ombudsman. In 2024, two major issues have emerged: **the Civil Servant Candidate (CPNS) selection**, scheduled to begin in May, and the Regional Head Elections (Pilkada), set for November. Recognizing the significance of these events, the Ombudsman of the Republic of Indonesia **held a coordination meeting aimed at strengthening the oversight mechanisms for both processes**, particularly the selection of Civil Servant Candidates.

Outcomes of the Coordination Meeting on CASN Supervision:

1. **Minimizing the risk of Maladministration** in the implementation of the 2024 CASN selection process.
2. **Optimizing complaint** resolution mechanisms at the regional level by involving the Government Internal Supervisory Apparatus (APIP) in addressing public concerns.
3. **Appointing a competent point of contact** in each relevant institution to respond to CASN-related complaints submitted to the Ombudsman.
4. **Signing a Memorandum of Understanding (MoU) on the supervision of the CASN selection process.**

This strategic meeting was attended by key stakeholders, including:

- **Commission II of the House of Representatives (DPR RI)**
- **The Ministry of Administrative and Bureaucratic Reform (PAN-RB)**
- **The Ministry of Education, Culture, Research, and Technology**
- **The Ministry of Home Affairs**
- **The State Civil Service Agency (BKN)**
- **The General Elections Supervisory Agency (Bawaslu)**

In total, 562 participants from local governments—provincial, city, and district levels—attended the meeting in person.

3.6. Strengthening The Public Service Oversight Network

One of the key mandates of the Ombudsman of the Republic of Indonesia (Ombudsman RI) is to **build oversight networks**, as stipulated in Article 7(f) of Law Number 37 of 2008 on the Ombudsman of the Republic of Indonesia. This provision reflects the principle that the Ombudsman's functions can be carried out more effectively with the support of external partners—individuals and organizations outside the Ombudsman's institution—who collaborate in monitoring public service delivery.

In addition, Article 35(1) of Law Number 25 of 2009 on Public Services states that the supervision of public service implementation is conducted through both internal and external oversight mechanisms. In practice, many public institutions are open to the Ombudsman's role and have cooperated in resolving complaints. However, some institutions are still perceived as resistant to corrective actions, suggestions, or even formal recommendations issued by the Ombudsman.

To address these challenges, the Ombudsman RI has prioritized the development of a Public Service Oversight Network with the following objectives:

1. **Enhance the effectiveness** of public service supervision by involving a diverse range of community actors, enabling faster and more accurate identification and resolution of issues;
2. **Foster stronger commitment** from public service providers to respond to public complaints and follow up on the Ombudsman's findings;
3. **Prevent and reduce maladministration**, including practices of corruption, collusion, and nepotism, which often hinder the delivery of quality public services;
4. **Promote public participation** by encouraging citizens to take an active role in monitoring public services and offering constructive, participatory input for service improvements;
5. **Improve service quality** by leveraging the Ombudsman's findings, recommendations, and suggestions to drive meaningful reform in public service institutions;
6. **Strengthen the role and function of the Ombudsman RI** as an independent oversight body while expanding the reach of its supervision through a broader, collaborative monitoring network.

Throughout 2024, the Ombudsman RI has actively pursued this initiative by engaging with and developing Public Service Monitoring Networks in 7 central government agencies and 17 regional governments.

Despite budgetary constraints resulting from automatic adjustments at the beginning of the year and savings measures at the end of 2024, these conditions did not hinder the Ombudsman—either at the central or regional levels—from continuing its initiatives to **strengthen the Public Service Oversight Network**.

The development of this oversight network, which has been a core activity since 2021, has significantly contributed to accelerating the resolution of public complaints. Through the establishment of mutual understanding and formal cooperation between the Ombudsman and public service providers, case coordination has become faster and more efficient. The availability of designated contact persons in both institutions has facilitated communication, ensuring that reports can be resolved more promptly.

This positive impact is reflected in the increased number of reports resolved and the consistent achievement of resolution targets throughout 2024.

3.7. Ombudsman Recommendations

Publication of Ombudsman Recommendations in 2024

In 2024, to resolve public complaints, the Ombudsman of the Republic of Indonesia issued five (5) official recommendations:

1. Recommendation No. 001/RM.03.01/IV/2024

- Concerning maladministration by the Government of Bungo Regency, specifically the Regional Tax and Retribution Management Agency, related to the non-issuance of Tax Notification Letters for Rural and Urban Land and Building Tax (SSPPT PBB-P2) for 113 land plots in Bungo Regency.
- Date issued: April 25, 2024.
- Status: **Not yet implemented.** A report has been submitted to the President and the Indonesian House of Representatives (DPR RI) for further oversight.

2. Recommendation No. 002/RM.03.01/X/2024

- Concerning maladministration due to the failure to execute Court Decision No. 23/Pdt.G/2016/Pn.Mre Jo. 80/Pdt/2017/Pt.Plg, which has permanent legal force, by the Government of Penukal Abab Lematang Ilir Regency (PALI).
- Date issued: October 2, 2024.
- Status: **Implementation is under monitoring by the Ombudsman.**

3. Recommendation No. 003/RM.03.01/X/2024

- Concerning maladministration due to the non-enforcement of the National Arbitration Board (BANI) Decision No. 41031/III/ARB-BANI/2018 (dated September 10, 2019), supported by South Jakarta District Court Decision No. 937/Pdt.Sus-Arbt/2019/Pn.Jkt-Sel (dated January 6, 2020), by the Special Task Force for Upstream Oil and Gas Business Activities (SKK Migas).
- Date issued: October 2, 2024.
- Status: **Implementation is under monitoring by the Ombudsman.**

4. Recommendation No. 004/RM.03.01/X/2024

- Concerning maladministration in the unresolved, unissued, and undelivered results of land re-measurement for Certificate of Ownership No. 3714/Kuala Dua, on behalf of Mr. Hera Hernando Tan, requested by Mr. Hernando Kwee. The required land plot map (minutes) has yet to be delivered by the Kubu Raya Regency Land Office.
- Date issued: October 2, 2024.
- Status: **Partially implemented but not fully in accordance with the recommendation. Further monitoring is ongoing.**

5. Recommendation No. 005/RM.03.01/X/2024

- Concerning maladministration due to the non-enforcement of decisions by the State Civil Apparatus Commission (BPASN): Decision No. 148/KPTS/BPASN/2022 on the mitigation of Gunungkidul Regent's Decision No. 07/UP/Kep.D/HK/D4/2022, and Decision No. 145/KPTS/BPASN/2022 on the mitigation of Decision No. 03/UP/Kep.D/D4/2022.
- Date issued: November 4, 2024.
- Status: **Fully implemented in accordance with the Ombudsman's recommendation.**

In accordance with Article 38(1) of Law No. 37 of 2008 on the Ombudsman of the Republic of Indonesia, recommendations issued by the Ombudsman must be implemented by the reported party and their superiors. The Ombudsman is also obligated to identify and report any refusal to comply with such recommendations.

1. **The Mayor of Probolinggo failed to implement the Ombudsman's Recommendation No. 002/RM.03.01/IX/2023**, dated September 15, 2023. The recommendation concerned the revocation of two decrees: the permit issued by the Head of the Probolinggo City Housing Office (No. 1224/KP/69 dated July 12, 1969), and the Mayor's Decree of the Regional Level II Head of Probolinggo (No. 111 of 1999, dated August 30, 1999). These revocations were necessary as administrative actions to ensure service certainty and legal clarity for affected residents who have rights over the disputed land object. The reasons provided by the Mayor for not implementing the recommendation were deemed unacceptable by the Ombudsman.

2. **The Government of Bungo Regency also failed to implement Ombudsman Recommendation No. 001/RM.03.01/IV/2024**, concerning maladministration by the Regional Tax and Retribution Management Agency of Bungo Regency. The case involved the failure to issue Land and Building Tax Notification Letters (SPPT) for plots of land within its jurisdiction. The reasons given for non-compliance with the

Selected photos from board activity





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