


Legal Litigation Assistance and Its Role in Strengthening Public Services in the Provincial Government of Bali

I Komang Adi Saputra¹*

Putu Eva Ditayani Antari²

Abstract:

This study aims to analyze the role of the Legal Bureau of the Regional Secretariat of Bali Province in providing legal assistance through litigation as a form of public service. The legal assistance provided includes providing legal advice, preparing legal documents, representation in court, and harmonizing policies between agencies. The research method uses a descriptive qualitative approach through literature study, observation, and interviews with related parties. The results showed that the legal assistance provided was responsive to ongoing disputes and proactive in preventing potential legal problems through risk analysis and policy recommendations. The effectiveness of legal assistance is supported by appropriate litigation strategies, regular monitoring, and cross-agency coordination. However, there are challenges in terms of improving the competence of human resources and utilizing information technology for case management. This study recommends strengthening human resource capacity through continuous training, optimizing digital-based litigation systems, and expanding studies on non-litigation aspects in future research to provide a more comprehensive perspective.

Keywords: Legal Assistance; Litigation; Public Service.

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Introduction

The increasingly complex legal relationships within the business and governmental spheres render the emergence of legal disputes almost inevitable. In this context, the presence of a Legal Bureau as part of a government's institutional structure holds strategic significance, particularly in dispute resolution through litigation. Litigation constitutes a formal mechanism that places the court as the ultimate forum,

¹ Faculty of Law, Universitas Jember, Indonesia. E-mail: nuzulia@unej.ac.id.

² Faculty of Law, Universitas Jember, Indonesia. E-mail: emanuel.dokumen@gmail.com

issuing binding decisions with permanent legal force. The Legal Bureau does not merely act as a technical implementer but also serves as the primary driver in providing legal considerations, preparing case documents, gathering evidence, and accompanying or representing the institution in court proceedings—all of which demand sound juridical analytical competence, up-to-date regulatory understanding, and professional advocacy skills (Abidah et al., 2025).

Beyond merely handling cases that have already arisen, the Legal Bureau also plays a proactive role in identifying potential legal risks, offering opinions on policies or contracts, and striving to prevent future legal problems. This role encompasses case handling in various domains, including state administration, criminal law, and civil law, through both litigation and non-litigation channels. The principle of access to justice, guaranteed by the constitutional provision that affirms equal standing before the law, serves as a crucial foundation for the implementation of such legal assistance. This also reflects Indonesia's character as a state based on the rule of law, as expressly stated in the constitution.

As demands for transparency, accountability, and professionalism in the governance of public institutions continue to rise, the effectiveness of legal strategies, the speed of case handling, and the success of litigation processes have become factors that greatly influence the reputation and stability of government institutions. Therefore, directly understanding the working mechanisms of the Legal Bureau in litigation assistance is important, not only for assessing its performance but also for identifying the challenges encountered in practice (Al-Ghiffari, 2026). Based on this description, the present research focuses on two main questions: first, what forms of legal assistance are provided by the Legal Bureau of the Regional Secretariat of Bali Province in handling cases through litigation? Second, to what extent is such legal assistance effective in

supporting case resolution? The objective of this research is to obtain a comprehensive understanding of the mechanisms of litigation legal assistance as a manifestation of regional government public services, while also providing empirically-based input to enhance the effectiveness of the Legal Bureau's role in law enforcement and the protection of regional government interests (Constantin, 2020).

The relationship between law, business, and government has grown increasingly entangled. Public institutions today face a wide array of legal challenges, ranging from administrative disputes with private parties to contractual disagreements and even criminal allegations against public officials. Within this environment, the Legal Bureau functions as an indispensable internal legal advisor and defender. Its responsibilities are not limited to reactive measures; rather, they include forward-looking activities such as policy harmonization, legal audits, and risk mitigation. By identifying potential sources of dispute before they escalate into formal litigation, the Legal Bureau saves the government significant time, financial resources, and reputational capital (Endarwati & Tornado, 2025).

In the specific context of the Provincial Government of Bali, the Legal Bureau operates under a legal framework established by provincial regulation. This regulatory basis provides the Bureau with clear mandates, organizational structures, and operational procedures. The Bureau is divided into several divisions, each handling distinct yet interrelated tasks. One division focuses on the drafting of regulations for regencies and municipalities, another deals with legal aid and human rights issues, while a third concentrates on provincial-level legislative drafting. This division of labor ensures that litigation assistance is supported by robust preparatory work, including the careful crafting of regulations that are less likely to give rise to disputes. When a dispute does

arise, the same divisions collaborate to mount a coherent legal defense or claim, drawing on their respective expertise.

The concept of access to justice is central to understanding the role of the Legal Bureau. Access to justice means more than merely having courts available; it requires that all parties, including the government itself, can effectively assert their rights and defend their interests under the law. For the government, access to justice implies the ability to be represented competently in court, to have its legal arguments heard and considered, and to receive fair treatment from the judiciary (Fatkhurohman, 2018). The Legal Bureau is the institutional vehicle through which the provincial government exercises this right. Without a functional Legal Bureau, the government would be forced to rely on external counsel on an ad hoc basis, leading to inconsistencies in legal strategy, higher costs, and diminished institutional learning.

Moreover, the Legal Bureau's role extends to serving the public directly. Through cooperation with accredited legal aid organizations, the Bureau provides legal counseling and representation to underprivileged citizens. This dual function—defending the government while also facilitating public access to justice—positions the Legal Bureau as a unique institution within the regional bureaucracy. It bridges the gap between the state and civil society, demonstrating that the government is not merely a regulator but also a servant of the people. Such a role is particularly important in a country like Indonesia, where historical disparities in legal empowerment persist (Firmanzia et al., 2024).

The effectiveness of litigation assistance cannot be assessed solely by win-loss ratios. In the public sector, a more nuanced evaluation is required. Key indicators include the speed of case handling, the quality of legal documents prepared, the degree of coordination among different government agencies involved in a case, and the extent to which lessons learned from litigation are incorporated into future policy-making. A Legal

Bureau that consistently wins cases but fails to address systemic weaknesses that gave rise to those cases is, in a deeper sense, ineffective. True effectiveness lies in the Bureau's ability to transform litigation experiences into institutional improvements, thereby reducing the likelihood of recurring disputes (Gruddyte & Kirchner, 2012).

Challenges to effectiveness are numerous. Technical obstacles, such as unreliable document upload systems, can cause delays. Human resource limitations, including an insufficient number of litigation specialists relative to caseload, may lead to burnout and diminished quality of work. Coordination across different government bodies—each with its own legal perspectives and interests—can be difficult, especially in cases involving multiple defendants or complex factual scenarios. Overcoming these challenges requires not only additional resources but also strategic management, continuous training, and the adoption of modern information technology tools (Gustaf, 2021).

The adoption of digital case management systems offers a promising pathway forward. Such systems can streamline document filing, automate court date notifications, and provide real-time updates on case progress to all relevant stakeholders. When properly implemented, they reduce administrative errors, enhance transparency, and free up legal staff to focus on substantive legal analysis rather than clerical tasks. In the context of Bali's provincial government, developing a robust legal information system is not merely a technical upgrade; it is a prerequisite for delivering effective access to justice.

Furthermore, the Legal Bureau must engage in continuous professional development. Litigation is a dynamic field, with new statutes, regulations, and judicial precedents constantly emerging. Regular training sessions, workshops, and peer reviews can help Bureau staff stay current and refine their advocacy skills. Cross-training among different divisions can also foster a more integrated understanding of how regulatory

drafting and litigation are interconnected. When a Bureau lawyer understands how a poorly drafted regulation can lead to a lawsuit, she is better positioned to advise policymakers on how to avoid such pitfalls (Hariyanto, 2020).

In summary, the Legal Bureau of the Provincial Secretariat of Bali plays a multifaceted and critical role in strengthening public services through litigation assistance. Its functions range from reactive case handling to proactive risk prevention, from defending government interests to facilitating public access to justice. The effectiveness of these functions depends on a combination of sound legal frameworks, competent human resources, efficient information systems, and a culture of institutional learning. This research aims to provide a detailed empirical account of how the Legal Bureau carries out these functions in practice, identifying both successes and areas for improvement. By doing so, it contributes to the broader discourse on legal service delivery in regional governments and offers actionable recommendations for policy enhancement.

Methods

This research employs a descriptive qualitative approach aimed at providing an in-depth depiction of the litigation legal assistance process carried out by the Legal Bureau of the Regional Secretariat of Bali Province (Ali, 2021). This approach was selected for its ability to comprehensively reveal the dynamics of legal assistance implementation within the context of public service delivery. Primary data were obtained during a two-month fieldwork period, from June 23 to August 22, 2025, across various work units of the Legal Bureau, including the Division of Regency/Municipal Legislation Drafting, the Division of Legal Aid and Human Rights, and the Division of Provincial Legislation Drafting. Direct observation was conducted to understand workflows, strategies, and challenges encountered in handling litigation cases, covering preparation stages, court

proceedings, and post-judgment follow-up. In addition to observation, data were collected through informal interviews with officials and staff directly involved in case handling. Official documents such as case files, draft legal opinions, and relevant regulations were also analyzed. Data analysis followed an interactive model involving data reduction, data display, and conclusion drawing. Through this method, the research aims to present factual descriptions of the forms and effectiveness of litigation legal assistance as part of the public services provided by the Provincial Government of Bali.

Result and Discussion

1. The Role of the Legal Bureau and Litigation Legal Assistance

The role of the Legal Bureau as a work unit responsible for handling litigation cases holds high significance in safeguarding the legal interests of the Provincial Government of Bali. This Bureau does not merely act as an administrative executor in drafting legal documents but also serves as the front line in protecting the rights and authority of the regional government before the law. The litigation assistance provided encompasses the initial case preparation stage, the trial process, and post-judgment follow-up. These activities involve close coordination with relevant agencies, collection and management of evidence, formulation of strategic legal arguments, and representation before the court (Hermawan et al., 2023).

The organizational structure of the Legal Bureau, established under a provincial governor regulation, supports the implementation of these functions through a clear division of labor among its existing divisions. The three divisions—Regency/Municipal Legislation Drafting, Legal Aid and Human Rights, and Provincial Legislation Drafting—possess complementary tasks in the litigation assistance process. With such functional division, the Legal Bureau ensures that each case receives systematic handling in accordance with applicable legal provisions (Heyes et al., 2004). A concrete example of

this assistance is the Bureau's representation of a defendant in a case involving a cooperative official in November 2024. In this instance, the Legal Bureau, as part the Provincial Government's legal team, played an active role from the outset. Activities included gathering evidence and supporting documents, preparing exceptions, providing assistance throughout the trial process, and handling post-judgment follow-up. The approach prioritized the accuracy of legal arguments and administrative completeness, both of which are crucial factors in maintaining the government's legal position before the court (Hualing, 2020).

From an administrative law perspective, litigation legal assistance by the Legal Bureau should not be understood solely as institutional defense activity in court. Rather, it serves as an instrument to ensure that every government action remains within the corridors of legality, accountability, and public interest protection. This position is important because government lawyers essentially not only represent bureaucratic interests narrowly but also carry the obligation to ensure that public affairs are conducted in accordance with law and the rule of law. Thus, when the Legal Bureau drafts answers, exceptions, evidence, and defense strategies, the quality of its assistance must be measured not only by its ability to win cases but also by its capacity to scrutinize whether the disputed administrative actions were indeed based on proper authority, procedure, and substance (James & Gladyshev, 2016).

In addition to assisting government institutions, the Legal Bureau also performs legal service functions for the community, particularly underprivileged groups. Through cooperation with accredited legal aid organizations, the Bureau conducts legal education and provides both litigation and non-litigation assistance. This aligns with the principle of access to justice as constitutionally mandated and strengthens the position of the regional government as a public servant, not merely a regulator. The implementation of

this program demonstrates that the Legal Bureau has a dual role: defender of the government's legal interests and facilitator of legal protection for citizens. This dual role must be managed carefully to avoid conflicts of orientation and instead become a form of public legal service that enhances the legitimacy of the regional government.

2. Effectiveness of the Legal Service Function of the Bali Regional Government

The effectiveness of litigation legal assistance provided by the Legal Bureau can be analyzed using a framework of legal effectiveness that emphasizes the extent to which legal objectives are achieved and produce positive, tangible impacts. In the context of the Bali Provincial Legal Bureau, the objectives of litigation legal assistance include not only winning cases but also preserving the image, stability, and public trust in the regional government. Based on observational findings, the effectiveness of legal assistance is evident in the Bureau's success in providing fast, accurate, and well-coordinated services, whether acting as plaintiff or defendant. The quality of legal arguments prepared by the litigation team, the completeness of documents, and responsiveness to case developments serve as directly measurable indicators of success (Kaganas, 2017).

However, the effectiveness of litigation legal assistance cannot be reduced solely to winning or losing in court. In the context of public service, a more relevant measure is the extent to which such assistance ensures legal certainty, reduces the risk of regional financial loss, and improves the quality of government administrative actions. Within the framework of access to justice and public legal services, effectiveness is determined by institutional capacity to provide legal services that are accessible, timely, and substantive, not merely procedural. Therefore, the success of the Legal Bureau should also be assessed by its ability to transform litigation experiences into institutional learning that prevents the recurrence of similar disputes in the future (Kalliris & Alysandratos, 2022).

Efforts to enhance the effectiveness of litigation legal assistance can be undertaken by expanding collaboration, both internally across divisions within the Legal Bureau and externally with private advocates or legal consultants. Such collaboration allows complex cases to be handled with broader legal perspectives and adequate expert support. The use of modern legal information technology, such as cloud-based case management applications and automatic court hearing notification systems, can also help accelerate processes and minimize the risk of administrative neglect. Furthermore, a well-designed legal information system improves transparency, allowing relevant stakeholders to track case progress in real time (Khamid & Kurniawan, 2025). This transparency builds trust both within the government and among the public who observe how their government handles legal disputes.

From a human resource perspective, the effectiveness of the Legal Bureau is closely tied to the competence and workload management of its staff. Limited numbers of litigation specialists relative to case volume can lead to high stress levels and potential declines in work quality. Continuous professional development is therefore essential. Regular training on new laws, courtroom procedures, and legal writing techniques equips staff with the skills needed to handle increasingly complex cases. Additionally, mentorship programs pairing experienced litigators with junior staff help transfer institutional knowledge and ensure continuity of expertise (Liu & Liu, 2025).

Coordination across different government agencies also significantly impacts effectiveness. Many cases involve multiple defendants or require input from various technical departments. When the Legal Bureau maintains strong working relationships with these agencies, it can gather evidence more efficiently and construct unified legal strategies. Conversely, poor coordination can result in contradictory statements, missing documents, and weakened legal positions. Thus, the Legal Bureau functions as a

coordinating hub, ensuring that all relevant parties speak with one voice in litigation (Marzuki & Widodo, 2025).

Finally, the effectiveness of litigation assistance should be evaluated not only by immediate outcomes but also by long-term institutional improvements. A Legal Bureau that systematically records the causes of disputes, analyzes patterns of administrative errors, and communicates these findings to policymakers contributes to a culture of legality and prevention. Such a Bureau transforms litigation from a reactive burden into a proactive tool for governance reform.

3. The Importance of Information System Management as Access to Justice

Several obstacles can affect the effectiveness of the Legal Bureau's performance, particularly in technical and human resource aspects. The first obstacle relates to the case document upload system, which often experiences technical disruptions when accessed simultaneously by many staff members. Such disruptions result in delays in uploading files and potentially impede litigation processes that require administrative speed. The second obstacle is the limited number of litigation team members relative to the complexity and volume of cases that must be handled. This condition leads to high workloads and a risk of fragmented focus across multiple cases simultaneously, potentially reducing the quality of legal document preparation and litigation strategy (Mulyadi et al., 2025).

These problems align with broader findings that reliable information system management is essential for supporting organizational effectiveness, as well as the importance of human resource planning and distribution in maintaining service quality. Therefore, technical improvements to the document upload system are necessary, including increasing server capacity and network optimization to handle simultaneous access stably. Regular maintenance and monitoring are also required to detect bugs or

errors before they disrupt operations. On the other hand, strengthening human resources can be achieved through recruiting additional employees with adequate litigation competence, continuous training, and the formation of cross-functional teams that allow for more even workload distribution (Nuriyanto, 2016a).

From a public law perspective, the quality of access to justice is highly determined by the information system's ability to present clear, up-to-date, and easily understandable information for lay users, including vulnerable groups. Effective legal aid must be capable of realizing access to law and justice for the poor, but that goal is not achieved if the community does not know procedures, does not understand their rights, or does not receive appropriate referrals. Poor information management will produce only formal, not substantive, access because justice seekers remain unable to navigate the legal process independently. A system that is difficult to use or frequently crashes effectively denies access, even when legal aid is nominally available.

Information system management in the context of access to justice is no longer merely an administrative instrument but rather a basic rights infrastructure that determines whether legal aid can truly be accessed effectively by justice seekers in the community (Nuriyanto, 2016b). Many people remain unaware of free legal aid services, while available legal aid portals are still suboptimal because they tend to focus on institutional interests, lack integration, and do not provide adequate feedback mechanisms. Therefore, information systems must be understood as the primary gateway to reduce the knowledge gap between the state and citizens, not merely a supplementary digital channel.

Furthermore, strengthening information systems should be directed toward models that are inclusive, integrated, and sustainable in order to genuinely function as access to justice (Prawira, 2026). Government legal aid portals still face challenges related to

human resources, budgets, service integration, accessibility for persons with disabilities, data security, and connectivity with support services such as psychologists, safe houses, and witness protection agencies (Rewaria, 2021). Consequently, information system management must be viewed as a legal and public policy strategy to ensure that legal aid does not stop at the existence of a portal but results in ease of access, referral certainty, and genuine protection for every justice seeker. Investment in user-centered design, multilingual support, offline access options, and robust data privacy protections are essential components of a truly effective system.

Conclusion

Based on the research findings, it can be concluded that the litigation legal assistance provided by the Legal Bureau of the Regional Secretariat of Bali Province plays a significant role in ensuring the fulfillment of rights and legal certainty for the regional government through the provision of legal advice, document preparation, and courtroom representation, all performed professionally and in accordance with rule-of-law principles. The approach employed is not only responsive to ongoing cases but also proactive in preventing disputes through legal risk analysis and cross-agency policy harmonization. Although its effectiveness is assessed as good, strengthening human resource competence and the use of information technology in case management still need improvement. Therefore, it is recommended that the Legal Bureau continue to conduct periodic training, expand inter-agency coordination networks, and develop a digital-based litigation support system to accelerate processes and enhance transparency. Future researchers are encouraged to extend the study to non-litigation aspects or to compare similar practices in other regions in order to provide a more comprehensive picture. Ultimately, a well-functioning Legal Bureau is indispensable for any regional government that seeks to uphold the rule of law, protect public resources, and deliver justice to its citizens.

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