



## Institutional Evaluation of the Indonesian Ombudsman Towards Effective, Inclusive, and Modern Public Service Oversight

Andi Setyo Pambudi<sup>1</sup>, Rahmat Hidayat<sup>2</sup>, Desak Made Annisa Cahya Putri<sup>3</sup>

<sup>1,2,3</sup>National Development Planning Agency (Bappenas), Bappenas Building 10<sup>th</sup> floor, Jl. H.R. Rasuna Said, Kuningan, Setia Budi, South Jakarta, Jakarta Special Region 12920

Email : andisetyopambudi@gmail.com

**Abstract:** Quality of public services are the central pillar of creating good governance. In practice, problems such as maladministration, abuse of authority, corruption, and low transparency and accountability are still challenges in implementing public services. The Indonesian Ombudsman is the institution that has a strategic role in supervising public services in Indonesia. Nevertheless, the effectiveness of the Ombudsman in overseeing public service delivery in Indonesia faces numerous challenges, rendering its role less than optimal. This study aims to 1) analyze the effectiveness of the Ombudsman of the Republic of Indonesia in supervising public services; 2) analyze the current Ombudsman institution based on strengths, weaknesses, opportunities, and threats; and 3) formulate strategies and improve the effectiveness of Ombudsman supervision in the context of more effective, inclusive and modern public services. This study uses a qualitative approach with a descriptive-exploratory design based on literature studies and the analysis SWOT (Strengths, Weaknesses, Opportunities, and Threats) method. The results of this study indicate that it is necessary to carry out institutional reform of the Ombudsman, which includes the fulfillment of human resource support. The Ombudsman also needs to transform into a more modern institution that does not only act reactively to reports/complaints from the public that come to the Ombudsman but is also proactive in designing policies and recommendations.

**Keywords:** Public Services; Supervision; Ombudsman; SWOT

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## INTRODUCTION

Quality of public service is the main pillar in creating good governance (GoI, 2009; Taumoepeau, 2019). The government is responsible for providing services that are transparent, accountable, and oriented toward the needs of society. However, in practice, various issues such as maladministration, abuse of power, corruption, and low transparency and accountability remain significant challenges in implementing public services (Agustina, 2019; Ambala, 2024; Pambudi, 2024). Therefore, an effective oversight mechanism is needed to ensure that the implementation of public services aligns with the principles of good governance (Dewi et al., 2021). One of the institutions that plays a strategic role in this oversight aspect is the Ombudsman (Batalli, 2015).

Ombudsman institutions worldwide are crucial in improving public service quality and protecting citizens' rights (Gill et al., 2020; Widyawati, 2024). As an independent institution, the Ombudsman is responsible for overseeing the implementation of public services and ensuring compliance with legal and ethical principles by government institutions. The primary functions of the Ombudsman at the global level include receiving and handling public complaints regarding various issues in public services, such as inadequate service quality, discrimination, abuse of power, or unfair practices (Pambudi & Hidayat, 2022). Additionally, the Ombudsman has the authority to conduct



investigations into received complaints and provide recommendations or advice to relevant government institutions to improve the effectiveness and quality of public services.

The Ombudsman of the Republic of Indonesia (ORI) is an independent state institution responsible for overseeing the implementation of public services provided by the executive, legislative, and judicial bodies at both central and regional levels (Imbaruddin et al., 2021; Pemerintah Indonesia, 2008). This institution is tasked with receiving and following up on public reports regarding alleged maladministration by public service providers, including government agencies, state-owned enterprises (BUMN), regionally-owned enterprises (BUMD), and private entities entrusted with public service provision (Agustina, 2019; Solechan, 2018). The existence of the Ombudsman is expected to strengthen bureaucratic accountability and improve the quality of services delivered to the public (Amalia et al., 2025).

Although the Ombudsman has played a role in overseeing public services in Indonesia, its effectiveness still faces various challenges (Ismail et al., 2024; Pambudi & Hidayat, 2022). Key obstacles in executing the Ombudsman's duties include limited human resources, insufficient public awareness regarding the Ombudsman's role and functions, and the complexity of resolving complaints involving multiple stakeholders (Pambudi, 2023). Furthermore, implementing the Ombudsman's recommendations by relevant institutions often lacks optimal enforcement due to the absence of binding sanctions (Putri et al., 2021).

In the context of technological advancements and increasingly complex social dynamics, the Ombudsman must continuously adapt to enhance the effectiveness of its oversight functions (Izzati, 2020). Information technology is a crucial factor in improving the efficiency and accessibility of the Ombudsman's oversight services (Ishak, 2022; Zuegel et al., 2018). Digitalizing complaint systems and report management can enhance transparency and accelerate the follow-up process for public reports. Additionally, increasing public participation in public service oversight mechanisms is essential for fostering a more inclusive and participatory system.

Based on this background, this study aims to evaluate the effectiveness of the Ombudsman of the Republic of Indonesia in carrying out its public service oversight functions. This evaluation examines various aspects related to the Ombudsman's performance, including the challenges it faces and potential strategies that can be implemented to enhance the effectiveness of oversight in the context of modern and inclusive public services.

The objectives of this study are: 1) to analyze the institutional effectiveness of the Ombudsman of the Republic of Indonesia in overseeing public services; 2) to assess the current institutional structure of the Ombudsman based on its strengths, weaknesses, opportunities, and threats; and 3) to formulate strategies to enhance the effectiveness of the Ombudsman's oversight in ensuring more effective, inclusive, and modern public services. Through in-depth analysis, this study is expected to improve public service oversight institutions in realizing more transparent and accountable governance.

The expected benefits of this study can be categorized into two main aspects: theoretical and practical contributions. Theoretically, this research contributes to developing public administration studies, particularly in public service oversight mechanisms by independent institutions. It can also serve as a reference for future studies on the effectiveness of oversight institutions within Indonesia's governance system.

Practically, this research offers several significant benefits. First, for the Ombudsman of the Republic of Indonesia, the findings of this study can serve as an evaluation tool to improve and enhance the effectiveness of its oversight functions. By understanding existing challenges and formulating appropriate strategies, the Ombudsman can strengthen its role in ensuring higher-quality public services. Second, for the government and public service providers, this research is expected to provide insights for improving service quality through the optimal implementation of the Ombudsman's recommendations. Enhancing transparency and accountability in bureaucracy will positively impact public trust in government institutions. Third, for the public, this study aims to increase awareness of the Ombudsman's role and encourage active participation in public service oversight. By raising public awareness, it is hoped that complaints regarding substandard services will increase, thereby driving systemic improvements. Overall, this study is crucial in the context of bureaucratic reform and strengthening public service oversight in Indonesia. By considering the Ombudsman's various challenges, this research seeks to provide solutions that can reinforce the institution's role in creating a more effective, inclusive, and modern public service system.

## **METHODOLOGY**

This study employs a qualitative approach with a descriptive-exploratory design based on a literature review and the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis method. Qualitative research enables

researchers to capture participants' perspectives and understand the context underlying a phenomenon (Creswell & Creswell, 2018). This study is conducted in Indonesia, focusing on the Ombudsman of the Republic of Indonesia as the primary unit of analysis. A literature review involves collecting, reviewing, and analyzing various sources and literary works relevant to a specific research topic or issue (Snyder, 2019).

In policy formulation, developing innovative strategies is crucial to ensuring that the Ombudsman can effectively fulfill its responsibility for external oversight of public services. These strategies must consider the organization's strengths, weaknesses, opportunities, and threats (Mujito, 2023; Rangkuti, 2011). SWOT analysis helps organizations enhance performance by systematically evaluating internal and external factors (Griffin, 2015).

In conducting a SWOT analysis, internal and external factors must be considered. Internal factors reflect an organization's or team's internal conditions, including Strengths and Weaknesses. Strengths refer to resources, capabilities, or competitive advantages that distinguish the organization in public service oversight. These strengths highlight well-functioning internal initiatives and can be compared with external competitive advantages. Properly identified strengths can help organizations build upon successful initiatives while recognizing areas that need improvement, such as human resource efficiency. Conversely, weaknesses represent limitations or deficiencies in resources, skills, or capabilities that hinder organizational performance, such as inadequate facilities or operational constraints. In SWOT analysis, weaknesses illustrate suboptimal internal initiatives. Evaluating weaknesses after identifying strengths provides a stronger foundation for improvements. Recognizing internal weaknesses is the first step in refining programs, initiatives, and derivative activities to enhance organizational effectiveness.

Meanwhile, external factors analyze elements outside the organization. These factors include Opportunities and Threats. Opportunities refer to situations where an organization's position is highly favorable in the public service environment, identification of previously overlooked segments, changes in competitive dynamics or regulations, technological advancements, and improvements in public-government relations. Opportunities in SWOT analysis result from an organization's strengths and weaknesses, along with external initiatives that place the organization in a stronger competitive position. These can include aspects such as areas requiring improvement or previously unidentified opportunities.

## **RESULTS AND DISCUSSION**


At the global level, Ombudsman institutions strategically enhance public service quality and protect individual rights. Independent bodies oversee government agencies' service delivery, ensuring compliance with legal norms, ethical principles, and justice. Their primary function is to serve as oversight mechanisms that reinforce accountability and transparency in governance. A key mandate of the Ombudsman is to address public complaints related to poor service quality, discrimination, abuse of authority, and violations of justice. Research on the Indonesian Ombudsman's institutional framework covers various aspects, including effectiveness analysis and evaluating its strengths, weaknesses, opportunities, and threats. Additionally, a comprehensive strategy is essential to optimize its role in monitoring maladministration, making it more effective, inclusive, and aligned with the evolving landscape of modern governance.

### **Effectiveness of the Ombudsman of the Republic of Indonesia in Public Service Oversight**

The Ombudsman of the Republic of Indonesia (ORI) is a state institution mandated to oversee public service delivery to ensure that it is carried out fairly, transparently, and accountably. As an institution responsible for safeguarding the public interest in service delivery, the effectiveness of its performance serves as a key indicator in fulfilling citizens' rights. However, in practice, the effectiveness of the Ombudsman in overseeing public services in Indonesia continues to face various challenges that hinder the optimization of its role.

One of the fundamental issues undermining the effectiveness of the Ombudsman is the limitation of its authority in following up on public complaints. Although the Ombudsman has the power to receive and process complaints related to alleged maladministration in public services, its recommendations do not have legally binding force. Consequently, many processed reports do not receive the appropriate follow-up from the relevant institutions. The absence of a strong sanction mechanism for institutions that ignore the Ombudsman's recommendations is a major obstacle to achieving substantial changes in public service delivery.

Furthermore, limitations in human resources and budget allocation also hinder the Ombudsman's effectiveness. As a supervisory body, the Ombudsman must have adequate capacity to oversee various aspects of public service across Indonesia. However, a limited number of personnel and insufficient budget allocation constrain its ability to carry out its oversight duties. This affects the speed and effectiveness of handling public complaints, which continue to increase each year. Public reports cannot be optimally followed up in some cases due to a lack of personnel and supporting facilities.



Public awareness regarding the Ombudsman's functions and role remains relatively low. Many citizens are unaware that they can file complaints regarding public service issues. Meanwhile, those aware of the Ombudsman's existence often doubt its effectiveness in handling their reports. This skepticism is further exacerbated by the perception that complaints will merely be processed administratively without yielding concrete outcomes that directly benefit the public. Distrust in the oversight mechanism poses a challenge for the Ombudsman in increasing public participation in monitoring public services.

Suboptimal coordination with other institutions with authority in public service oversight further hinders the Ombudsman's effectiveness. For instance, oversight of bureaucracy often overlaps with the duties of inspectorates, the Corruption Eradication Commission (KPK), and the Supreme Audit Agency (BPK). When jurisdictional overlaps or inconsistencies in reporting and follow-up mechanisms exist, oversight effectiveness diminishes. The Ombudsman's recommendations are often not integrated into broader government reform initiatives, limiting their impact. Bureaucratic culture, which remains resistant to oversight, also presents a major obstacle to the Ombudsman's effectiveness. Many government institutions perceive oversight as a threat rather than a mechanism for improvement. As a result, the Ombudsman's recommendations are often not constructively received and are even ignored due to the lack of strong legal consequences. This creates a state of stagnation in which maladministration in public service delivery continues to recur without meaningful change.

In the political context, the Ombudsman's independence often faces challenges. Although legally an independent institution, it is sometimes subject to political interference that limits its effectiveness. Complaints involving high-ranking officials or influential institutions frequently encounter political pressure, hindering an objective and thorough resolution process. This condition further worsens public perceptions of the Ombudsman's impartiality and diminishes public trust as an independent public service oversight body.

Beyond institutional challenges, several specific aspects further weaken the implementation of the Ombudsman's duties. The vast scope of public service oversight is not proportionate to the available human resources and supporting facilities in terms of quantity and quality. Dependence on funding from the State Budget (APBN) also acts as a constraint, as budget limitations can restrict the Ombudsman's ability to handle many complaints. Additionally, the evaluative approach to public service assessment, which primarily emphasizes administrative aspects as regulated in Law No. 25 of 2009, tends to overlook external oversight principles as stipulated in Law No. 37 of 2008.

Furthermore, the low commitment of service providers to maintaining service improvements after ombudsman assistance has concluded also hampers oversight effectiveness. Many institutions regard Ombudsman oversight as temporary administrative pressure rather than part of a continuous reform effort in the public service system. Non-compliance with Ombudsman recommendations, which should serve as the final resolution mechanism (*ultimum remedium*), also reflects the weak institutional awareness in seriously addressing oversight findings.

The various challenges faced by the Ombudsman indicate that institutional reform is an urgent necessity. Strengthening legal authority, increasing human resources and budget allocation, optimizing inter-institutional coordination among oversight bodies, and transforming bureaucratic culture toward a system that is more responsive to external oversight are necessary steps to enhance the Ombudsman's effectiveness in ensuring more transparent, accountable, and high-quality public services for society.

### **SWOT Analysis of the Ombudsman Institution**

The existence of the Indonesian Ombudsman plays a strategic role in strengthening good governance in Indonesia. By providing a channel for the public to voice their complaints regarding public services, the Indonesian Ombudsman helps ensure accountability and improve the quality of public service delivery. A comprehensive evaluation of the Ombudsman is necessary to achieve more effective, inclusive, and modern public service oversight. As a state institution with the primary duty of supervising public service delivery, the Ombudsman has a strategic role in ensuring transparency, accountability, and enhancing the quality of services provided by public service institutions.

One of the authorities granted to the Indonesian Ombudsman is the power to issue recommendations. This is stipulated in Article 8, Paragraph (1), Letter f of Law Number 37 of 2008, which states that in carrying out its duties and functions, the Ombudsman has the authority to issue recommendations regarding the resolution of complaints, including recommendations for compensation and/or rehabilitation for aggrieved parties. The Ombudsman issues recommendations when maladministration is found based on the results of investigating public complaints. These recommendations must be implemented, as Article 38 of the same law states that the reported party or their



superior must comply with the Ombudsman's recommendations. If they fail to do so, the Ombudsman will publicize the matter and report it to the President and the House of Representatives (DPR). Violations of this provision may also result in administrative sanctions by prevailing regulations (GoI, 2008).

In carrying out its oversight duties, the Indonesian Ombudsman is granted immunity rights to safeguard its independence, as stipulated in Law Number 37 of 2008 concerning the Ombudsman of the Republic of Indonesia. These rights include legal immunity for actions taken in executing its functions, ensuring that the Ombudsman cannot be prosecuted or held legally accountable for fulfilling its mandate (Pambudi, 2022). Additionally, the Ombudsman has the right to refuse to provide testimony or disclose documents related to its investigations, protecting the confidentiality of sensitive information. It is also entitled to access essential information, including classified state data, to ensure the effectiveness and accuracy of its duties (Ombudsman RI, 2016). Furthermore, the Ombudsman has the authority to investigate complaints, access relevant documents and data, summon officials for testimony, and issue recommendations that must be taken seriously by the relevant institutions.

However, in executing its duties, the Ombudsman faces various challenges, both from internal and external factors. Therefore, this study employs a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) to identify the Indonesian Ombudsman's strengths, weaknesses, opportunities, and threats. The SWOT analysis helps understand the internal and external factors influencing the effectiveness of the Ombudsman's oversight. Identifying these factors is based on field analysis and input from internal and external stakeholders. This analysis assists in decision-making to determine which aspects of public service oversight need quality improvement and to anticipate potential challenges in the oversight process. The SWOT analysis provides an overview of the current institutional condition of the Indonesian Ombudsman and highlights areas for potential enhancement and challenges that must be addressed. With the right strategies, the Indonesian Ombudsman can maximize existing strengths and opportunities while mitigating weaknesses and threats to establish a more effective, inclusive, modern public service oversight system.

**Table 1. Assessment of Strengths, Weaknesses, Opportunities, and Threats in External Oversight of Public Services (Indonesian Ombudsman)**

| <b>Strengths</b>   | <b>Weakness</b>   |
|--|---|
| <ul style="list-style-type: none"> <li>• Possesses authority, immunity rights, and robust instruments to address public complaints and grievances regarding public services.</li> <li>• Has an established institutional framework, encompassing both central and regional (representative) levels.</li> <li>• Demonstrates institutional maturity in its ability to provide high-quality recommendations and corrective measures to public service institutions based on investigative findings.</li> </ul> | <ul style="list-style-type: none"> <li>• The quantity and quality of human resources, as well as supporting facilities, remain suboptimal compared to the broad scope of external oversight in public service delivery.</li> <li>• A high dependency on state budget (APBN) funding and budget constraints may limit the Ombudsman's capacity to handle a large volume of complaints.</li> <li>• The Ombudsman's assessment in preventing maladministration is still predominantly evaluative, as stipulated in Law No. 25/2009, rather than focusing on external oversight as mandated by Law No. 37/2008.</li> <li>• The Ombudsman's oversight remains weak in ensuring service providers' awareness, particularly in maintaining service improvements after the Ombudsman's assistance has concluded.</li> <li>• The Ombudsman's authority remains weak in addressing institutional non-compliance with its recommendations, which should serve as the final measure (ultimum remedium) in the complaint resolution process.</li> <li>• The potential for abuse of power within the institution poses a risk to the Ombudsman's reputation and integrity.</li> </ul> |
| <b>Opportunities</b>   | <b>Threats</b>  |
| <ul style="list-style-type: none"> <li>• The utilization of Information and Communication Technology (TIK), as well as emerging technologies such as Artificial Intelligence (AI) and big data</li> </ul>  | <ul style="list-style-type: none"> <li>• Technological advancements may pose a threat if not accompanied by adequate security measures, as oversight data could be misused or</li> </ul>  |

analytics, can enhance the efficiency of oversight.

- The development and expansion of public participation through the Sahabat Ombudsman, focal points, networks at local and international levels, and cross-institutional Memoranda of Understanding (MoUs).
- Plans to strengthen regional institutional capacity through the establishment of Regional Work Units (Satuan Kerja or Satker).
- Institutionally, the Indonesian Ombudsman aligns with universal principles, including the UN resolution, the Dublin Declaration, and the Venice Principles.
- Three robust regulatory frameworks exist as the legal foundation for public service oversight policies: Law No. 37/2008 on the Indonesian Ombudsman, Law No. 25/2009 on Public Services, and Law No. 23/2014 on Regional Government.
- External oversight of public services is integrated into the National Medium-Term Development Plan (RPJMN) 2025–2029 and the Sustainable Development Goals (SDGs) policy framework.

compromised through cyberattacks.

- Political interference and pressure from vested interests may undermine the independence of oversight institutions, including through regulatory changes affecting the Indonesian Ombudsman.
- The growth and development of Ombudsman Muda Indonesia (OMI), which operates independently from the Indonesian Ombudsman, have the potential to diminish the institution's long-term legitimacy and influence.

### SWOT-Based Strategy for Enhancing the Effectiveness of Ombudsman Oversight

Based on identifying the Strengths, Weaknesses, Opportunities, and Threats (SWOT) outlined above, various strategies can be formulated to strengthen the Indonesian Ombudsman (Ombudsman RI). By implementing these strategies, the Ombudsman can enhance its effectiveness by optimizing internal strengths, addressing key weaknesses, leveraging external opportunities, and mitigating potential threats. These efforts will ensure that the institution remains an independent, credible, fair, and accountable oversight body.


**Table 2. Mapping of Factor Interactions for Determining Strategies to Improve External Oversight of Public Services (Indonesian Ombudsman)**

| Internal Factors | External Factors  |   |
|------------------|---|---|
|                  | Opportunities   | Threats   |
| <b>Strengths</b> | <b>Handling/Strategy (SO) – Strengths &amp; Opportunities</b> <ol style="list-style-type: none"> <li>1. Regulatory Strengthening and Amendment of Law No. 37/2008 on the Indonesian Ombudsman, incorporating: a) Institutional revitalization of the Ombudsman RI; b) Substantive oversight opinions on public service monitoring; c) Strengthening sanctions for non-compliance with Ombudsman recommendations/corrective actions; d) Gradual establishment of regional work units (Satker) (S2, O3, O5)</li> <li>2. Enhancing Public Participation through cross-sector, cross-regional, and interdisciplinary collaboration, as well as cooperation with Ombudsman institutions in other countries (S2, O2)</li> <li>3. Policy Enhancement for a Technology-Based Oversight System, simplifying investigative and complaint resolution processes to improve responsiveness to public grievances (S3, O1)</li> <li>4. Promoting Human Rights-Oriented Public Service Delivery (S1, O4)</li> </ol> | <b>Handling/Strategy (ST) – Strengths &amp; Threats</b> <ol style="list-style-type: none"> <li>1. Strengthening Social Capital and Relations with Mass Media and Civil Society Organizations to enhance public awareness of the role, existence, and functions of the Indonesian Ombudsman (S2, T3)</li> <li>2. Optimizing Information and Communication Technology (ICT) to reinforce institutional capacity, including stringent security standards and governance frameworks (S2, T1)</li> </ol> |

|                 |   |   |
|-----------------|---|---|
|                 | <ol style="list-style-type: none"> <li>5. Strengthen coordination and collaboration between the Indonesian Ombudsman and international/national stakeholders, including private sectors, universities, NGOs, and the public.</li> <li>6. Encouraging the Gradual Establishment of Regional Work Units (Satker) in Ombudsman Representative Offices (S2, O3)</li> <li>7. Advancing Complaint and Public Service Report Governance Maturity to ensure an effective and transparent complaint-handling process (S1, S2, O5)</li> </ol>   |   |
| <b>Weakness</b> | <b>Handling/Strategy (WO) – Weaknesses &amp; Opportunities</b>  | <b>– Handling/Strategy (WT) – Weaknesses &amp; Threats</b>  |
|                 | <ol style="list-style-type: none"> <li>1. Encouraging the Standardization of Public Service Oversight Quality to ensure uniformity and effectiveness in monitoring service providers (W3, W4, O5)</li> <li>2. Enhancing the Substance of Public Service Oversight Opinion Assessments by emphasizing external oversight and corrective actions against maladministration, as outlined in Law No. 37/2008 on the Indonesian Ombudsman and its derivatives (W3, W4, W5, O5, O6)</li> <li>3. Strengthening the Role of the Ombudsman in Achieving Sustainable Development Goals (SDGs) by integrating oversight functions into national development targets (W3, W4, W5, O6)</li> <li>4. Ensuring the Sustainability of the Indonesian Ombudsman’s Efforts through strengthened public participation in preventing maladministration and post-monitoring assistance (W4, W5, O2)</li> <li>5. Improving Planning and Budgeting Quality to enhance the effectiveness and efficiency of external public service oversight (W2, O3)</li> </ol> | <ol style="list-style-type: none"> <li>1. Encouraging the Enhancement of Human Resources and Supporting Facilities, both in terms of quantity and quality, while exploring alternative funding sources beyond the state budget (APBN) without compromising the Ombudsman’s independence as an oversight institution (W1, W2, T2)</li> <li>2. Strengthening Internal Mechanisms and the Whistleblowing System (WBS) to safeguard the Ombudsman’s independence and integrity in carrying out its duties, including the implementation of high ethical standards (W6, T2)</li> </ol> |

Based on the SWOT analysis results, the SO (Strengths-Opportunities) strategy has been identified, integrating the Indonesian Ombudsman’s internal strengths with external opportunities to enhance the effectiveness of public service oversight. One key initiative is the need to strengthen regulations by revising Law Number 37 of 2008 concerning the Indonesian Ombudsman, reinforcing the substance of public service oversight opinions, and increasing sanctions for non-compliance with Ombudsman recommendations. These efforts align with existing opportunities, such as strengthening regional institutional structures through the gradual establishment of Work Units (Satker). Expanding regional presence is expected to enhance the Ombudsman’s ability to oversee public services more effectively, particularly in response to rising public complaints. This approach underscores the Ombudsman’s commitment to being more responsive and adaptive to contemporary challenges by leveraging policy opportunities that support institutional reform and strengthen its authority in conducting oversight.

Strategic planning based on strengths, weaknesses, opportunities, and threats (SWOT) enables organizations to set objectives and develop effective strategies. Additionally, it facilitates better decision-making by evaluating alternatives and selecting the most optimal course of action. In budgeting, the Indonesian Ombudsman’s external oversight of public services must adhere to the money-follow program principle. This budgeting approach prioritizes programs and activities directly aligned with National Priorities and those providing tangible public benefits. The



money-follow program principle ensures that funding is allocated to high-priority projects, enhancing efficiency in government expenditures. This approach emphasizes strategic budgeting by prioritizing initiatives that align with government objectives and deliver the greatest public impact. Programs demonstrating significant benefits receive top priority in budget allocation, while lower-priority projects receive funding only if resources permit. In budget constraints or cost-cutting measures, reductions are first applied to initiatives with minimal public benefit. A fundamental budgeting principle is that not all government functions require funding—only those significantly contribute to public welfare and national development goals. This targeted approach makes budget utilization more efficient and impactful, maximizing society's benefits.

## **CONCLUSIONS AND RECOMMENDATIONS**

The quality of public services can be achieved through a strong commitment from public service providers in carrying out their duties and functions. This quality can be sustained through the role of public service oversight conducted by the Ombudsman. Based on the analysis of the effectiveness of the institutional framework of the Ombudsman of the Republic of Indonesia in overseeing public services, the Ombudsman still faces numerous challenges due to its incomplete authority and limited resources in conducting public service oversight in Indonesia. Public awareness and understanding of the Ombudsman as a public service oversight institution remain low. This situation is exacerbated by bureaucratic culture, political interference, and the lack of commitment from public service providers.

Based on the SWOT analysis, the Ombudsman continues to face various challenges, both from internal and external factors. Internally, the Ombudsman possesses authority, immunity rights, and strong instruments to handle public complaints regarding public services, supported by a well-managed organization at both the central and regional levels. It also has institutional maturity that enables the provision of quality recommendations and improvements to public service institutions based on investigative findings. However, the Ombudsman faces challenges in optimizing the quantity and quality of human resources and support facilities, which remain inadequate compared to the vast range of public service oversight areas. Additionally, high dependence on state budget (APBN) funding and budget constraints limit its ability to handle many complaints. Moreover, the Ombudsman's assessment of public service maladministration prevention is still largely based on evaluations outlined in Law No. 25/2009 rather than external oversight under Law No. 37/2008. This has resulted in weak monitoring of public service providers' commitment to sustaining improvements after the Ombudsman's assistance. Furthermore, the Ombudsman's authority is limited in addressing non-compliance by institutions regarding its recommendations, which should serve as the final step in resolving complaints. There is also a potential risk of abuse of power within the institution, damaging its reputation and integrity.

Externally, the Ombudsman has significant opportunities to leverage Information and Communication Technology (ICT) and emerging technologies such as artificial intelligence (AI) and big data analytics to enhance oversight efficiency. Expanding public participation through initiatives like the Sahabat Ombudsman, focal points, local and international networks, and inter-agency memorandums of understanding (MoUs) further strengthens its supervisory role. Additionally, institutional capacity is being reinforced through the gradual establishment of Regional Work Units (Satker), aligning the Ombudsman with international frameworks such as United Nations resolutions, the Dublin Declaration, and the Venice Principles. Three key regulations support public service oversight: Law No. 37/2008 on the Ombudsman of the Republic of Indonesia, Law No. 25/2009 on Public Services, and Law No. 23/2014 on Regional Governance. These laws are integrated into the 2025-2029 National Medium-Term Development Plan (RPJMN) and the Sustainable Development Goals (SDGs) Policy, reinforcing the Ombudsman's role in governance. However, technological advancements pose risks without robust security measures, as oversight data could be misused or compromised. Moreover, political interference and stakeholder pressure could threaten the Ombudsman's independence, particularly through regulatory changes undermining its authority. The emergence of the Young Indonesian Ombudsman (OMI), which operates independently of Ombudsman RI, may further impact the institution's credibility and long-term relevance.


Based on the analysis, several recommendations from this study include: 1) Institutional reform of the Ombudsman should be undertaken through strengthening legal authority, improving human resources and budget allocation, optimizing inter-agency coordination, and transforming bureaucratic culture into a more responsive system for external oversight. These steps are necessary to enhance the Ombudsman's effectiveness in ensuring more transparent, accountable, and high-quality public services for the community; 2) The Ombudsman should optimize its existing strengths, such as its authority, immunity rights, and strong instruments for handling public service complaints while addressing existing challenges by utilizing Information and Communication Technology (TIK), expanding public participation, and strengthening regional institutional capacity through the establishment of Regional Work Units (Satker); and 3) The Ombudsman should implement strategic formulations derived from the SWOT analysis by integrating internal and external factors into its Strategic Plan (Renstra) and applying them in its Annual Work Plan (Renja) each year.

Moving forward, the Ombudsman must transform into a more modern institution that is reactive in responding to

public complaints and proactive in formulating policies and recommendations that drive continuous improvements in public service quality. Through these efforts, the Ombudsman is expected to further establish itself as an independent external oversight institution that enhances the quality of public services in Indonesia.

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