THE ROLE OF LOCAL OMBUDSMAN COMMITTEE IN PROMOTING GOOD GOVERNANCE: A CASE STUDY OF LOCAL PUBLIC OMBUDSMAN IN YOGYAKARTA, INDONESIA

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บทบาทของคณะกรรมการผู้ตรวจการแผ่นดินระดับท้องถิ่น นการส่งเสริมธร มาภิบาล:
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ปัจจุบันการกำกับดูแลธรรมาภิบาลกลายเป็นปัญหาสำคัญที่จะนำไปหารือภายในกรอบการพัฒนาระหว่างประเทศ
โดยประเทศกำลังพัฒนาพยายามที่จะปฏิบัติตามหลักการกำกับดูแลธรรมาภิบาลผ่านรูปแบบต่างๆ หนึ่งในนั้นคือ
การก่อตั้งผู้ตรวจการแผ่นดิน ผู้ตรวจการแผ่นดินเป็นสถาบันซึ่งทำหน้าที่ในการตรวจสอบการให้บริการ
สาธารณะของหน่วยงานภาครัฐต่อสังคมผ่านรูปแบบของระบบการจัดการเรื่องร้องเรียนโดยองค์กรอิสระ โดย
หน้าที่ผู้ตรวจการแผ่นดินต้องมีความเป็นกลาง เป็นอิสระ และไม่มีบุคคลใดสามารถแทรกแซงกระบวนการ
ตรวจสอบได้ ตามหลักการและบทบาทหน้าที่ ผู้ตรวจการแผ่นดินช่วย รักษาสมดุลระหว่างสิทธิและหน้าที่ของ
ประชาชนซึ่งเป็นผู้รับบริการสาธารณะ

งานวิจัยนี้มุ่งเน้นศึกษาบทบาทและกิจกรรมของผู้ตรวจการแผ่นดินอันเป็นสถาบันหนึ่งของสังคม ที่สำคัญยังเป็น
ตัวแทนการส่งเสริมการกำกับดูแลที่ดี โดยเลือกผู้วิจัยได้เลือกกรณีศึกษาผู้ตรวจการแผ่นดินของประชาชนใน
ท้องถิ่นในยอคจาการ์ตา ประเทศอินโดนีเซีย โดยมีวัตถุประสงค์ของการวิจัยครั้งนี้เพื่ออธิบายขั้นตอนการกระจาย
อำนาจของการตรวจสอบการบริการสาธารณะในระดับท้องถิ่น เพื่อระบุความสัมพันธ์ระหว่างระบบผู้ตรวจการ
แผ่นดินสองระดับในประเทศอินโดนีเซียอันประกอบไปด้วย ผู้ตรวจการแผ่นดินระดับชาติ และคณะกรรมการ
ตรวจการแผ่นดินท้องถิ่น จากงานวิจัยครั้งนี้ผู้วิจัยได้เก็บข้อมูลเชิง คุณภาพ โดยการรวบรวมข้อมูลจากรายงาน
การวิเคราะห์เอกสาร การสัมภาษณ์เชิงโครงสร้างและเชิงลึกจากบุคคลที่มีส่วนเกี่ยวข้องกับปัญหา มุมมองต่างๆได้
ถูกรวบรวมจากการสัมภาษณ์ผู้ตรวจการแผ่นดินของประชาชนในท้องถิ่นและผู้ตรวจการแผ่นดินของชาติซึ่งเป็น
หน่วยงานของรัฐบาล

ผลการวิจัยพบว่า คณะกรรมการตรวจการแผ่นดินท้องถิ่นได้พัฒนาและมีความก้าวหน้าภายใต้กรอบการพัฒนา
ประเทศ ในขณะเดียวกันปัญหาที่คณะกรรมการตรวจการแผ่นดินท้องถิ่นกำลังเผชิญอยู่ คือ ข้อจำกัดด้าน
ทรัพยากรมนุษย์และงบประมาณในการดำเนินงาน รวมถึงการเปลี่ยนแปลงนโยบายระดับชาติที่มีผลต่อการดำรง
อยู่ของคณะกรรมการตรวจการแผ่นดินท้องถิ่น ในขณะเดียวกันมุมมองจากผู้ที่ใช้บริการของผู้ตรวจการแผ่นดินฯ
พบว่า การมีอยู่ของผู้ตรวจการแผ่นดินในสังคมสามารถช่วยประชาชนในการเรียกร้องสิทธิต่างๆ และมีส่วนใน
การแก้ไขปัญหาผ่านการไกล่เกลี่ย และได้รับคำปรึกษาทางกฎหมาย ดังนั้นบทบาทของคณะกรรมการตรวจการ
แผ่นดินท้องถิ่นในการรับประกันการปฏิบัติหน้าที่ตามหลักธรรมาภิบาลนั้นมีส่วนสำคัญในการนำความยุติธรรมา
สู่สังคมซึ่งจะส่งผลดีทั้งในระดับท้องถิ่นกับประเทศชาติ

สาขาวิชา: <u>การพัฒนาระหว่างประเทศ</u> ลายมือชื่อนิสิต...

ปีการศึกษา <u>2555</u> ลายมือชื่อ อ.ที่ปรึกษาวิทยานิพนธ์หลัก ....

ลายมือชื่อ อ.ที่ปรึกษาวิทยานิพนธ์ร่วม ....

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FRANSISKUS ADRIAN TARMEDI: THE ROLE OF LOCAL OMBUDSMAN COMMITTEE IN PROMOTING GOOD GOVERNANCE: A CASE STUDY OF LOCAL PUBLIC OMBUDSMAN IN YOGYAKARTA, INDONESIA. ADVISOR: ASST. PROF. PITCH PONGSAWAT, Ph.D. CO-ADVISOR: ASSOC. PROF. NUALNOI TRIRAT, Ph.D., 85 pp.

Nowadays, good governance has become an important issue to be discussed within the international development framework. Many developing countries try to implement good governance principles through many forms; one of them is to establish ombudsman committees. An ombudsman committee is an institution which functions to monitor public service deliverance from government agencies to the society through the form of external complaint handling system. In principles, ombudsman is neutral, independent, and no other parties can interfere. The function of public service monitoring itself is to keep the balance of the rights of citizens as public service clients and the obligation of government in conducting clean and good governance.

This research focuses on the role and activities of ombudsman as an institution and also as a development agent which promotes good governance with a case study of local public ombudsman in Yogyakarta. The objectives of this research are to describe the decentralization process of public service monitoring to the local level, to identify the relations between two ombudsman systems in Indonesia which take forms of national ombudsman (NO) and local ombudsman committee (LOC) while trying to understand the problems and challenges being faced within the context of good governance and public service deliverance, and to analyze the role of local public ombudsman in local and national development framework. The research uses qualitative methods to gather data using reports, document analysis, semi-structured and in-depth interviews using key respondents from relevant stakeholders involved on the issue. Various perspectives were gathered from local public ombudsman, national ombudsman, government agencies, non-governmental organizations, the academic community and mass media of Yogyakarta.

The research finds out that LOC could be seen as a breakthrough within national development framework. Some of the problems being faced are the limitation of human resources and operational budget and the shift in national policies which affect the existence of some LOCs. People who use the service of ombudsman find that the presence of ombudsman in society helps them to claim their rights, get a settlement through mediation, and receive an informal legal consultation. It is hoped that the role of LOC in ensuring good governance practices will bring social justice which will contribute to development of local society.

Field of Study: International Development Studies   Student's Signature………………….

Academic Year: 2012   Advisor's Signature.…………………

                                                     Co-advisor's Signature...............….

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CHAPTER I
INTRODUCTION

1.1   Research Background

In post-1999 or reformation era of Indonesia, good governance became a new theme which being talked and promoted by various actors. It had also gained enormous supports from the international community. The main premise is that during President Suharto's 32 years-regime which was from 1967 to 1998, problems such as corruption, collusion, nepotism, bad public services, maladministration, bribery and graft were occurred and nothing had been done. People were facing these kinds of barrier when dealing with public administrations, for example, on basic public services which related with daily life such as healthcare, education, land and housing certificate, driving license, identification card, and others. There was not much thing that people can do except to follow the bureaucratic *culture*. Along the line of bureaucratic reform, democratization and decentralization process in Indonesia, an adequate system of public service monitoring was considered as one of the solutions to these problems.

The National Ombudsman Commission or NOC (*Bahasa Indonesia - Komisi Ombudsman Nasional/KON*) was established in the year 2000 through Presidential Decree. NOC which is Executive Ombudsman in nature then was transformed into National Ombudsman (NO) under the name of Ombudsman Republic of Indonesia (*Bahasa Indonesia – Ombudsman Republik Indonesia/ORI*) through a legislative bill as a the highest legal standing after the constitution. Since then NO acts as the only institution dealing with reports and complaints related with maladministration and bad public service deliverance. In other place the initiative for the establishment of local ombudsman committees has been discussed since 2004. A challenge came when decentralized governance taking place in Indonesian state administration reforms, since then the national level shares authorities with the provincial level. These new changes also emulated *decentralized corruption* in public service deliverance which occurs in local governments.

Following the changes in 2007, there was a constitutional review of Ombudsman Law (UU No 37/2008) which led to changes in the system. Public service monitoring is not the sole domain of National Ombudsman anymore. People is allowed to initiate their own Local Ombudsman Committee (LOC) in order to deal with matters that are closer to the proximity of the locals, then that local initiative should meet the political will of local government through approval and should be embodied in local regulation. LOC-Yogyakarta, under the name of Local Public Ombudsman (LPO-Yogya) is one of the established LOCs which were promoted by local participation as well by national and international supports.

The establishment of LOC on one side reflects the success of decentralization process and administrative reform in the government system. Plus, the global indicators shows that there are improvements being made in Indonesia. International organizations such as Transparency International, publishes annual report of Corruption Perception Index. It ranks countries/territories based on how corrupt their public sector is perceived to be. A country/territory's score indicates the perceived level of public sector corruption on a scale of *0 - 10*, where 0 means that a country is perceived as highly corrupted and 10 means that a country is perceived as very clean. Indonesia has been improved from scale *of 1.9 in year 2001 to 3.0 in year 2011*. It means there have been some improvements being made, particularly in political and administrative reforms.

On the other side, both National Ombudsman and Local Ombudsman Committee still deal with the issues on how good governance practice and public service monitoring could ensure social justice for the people, particularly for LOC which has been operating for 7 years since its formation. Seeing the fact that there are differences among the national and local level, we need to see how LOC operates and manages to conduct a good public service monitoring. This research focuses on the general theme of good governance, on how the local ombudsman makes a difference. This research also studies the association of decentralized public service monitoring and development.

This research focuses on the role and activities of ombudsman as an institution and also as a development agent which promotes good governance with a case study of LPO-Yogya. This research use three research questions in order to attain three research objectives and employs five hypotheses.

1.2 Research Questions

According to research background given, the research questions proposed are:

1. What is the role of local ombudsman committee in promoting good governance?
2. Why ombudsman is important to ensure good governance?
3. How good governance principles promoted by local ombudsman committee contribute to development?

These questions have scientific importance in understanding the issue, seeing local ombudsman is relatively a new subject in Indonesia. By answering these questions we could find the association between good governance and development.

1.3 Research Objectives

The objectives of this research are:

1. To study the decentralization process of public service monitoring to the local level;
2. To identify relations between NOC and LOC and the problems and challenges being faced;
3. To analyze the role of LOC in good governance both in local and national development framework.

This research aims to describe LOC as a public service monitoring agency which will contribute the body of knowledge of international development to study the institutional reform in South East Asia. To understand how decentralized public service monitoring will lead to good governance and social justice. In particular, this

will provide more knowledge and understanding to ombudsman development in Indonesia.

1.4   Research Hypotheses

Based on the research framework, the researcher sets out a series of hypotheses that the researcher expects to prove or disprove over the course of the research process:

- H1: Good Governance is the core infrastructure to development.
- H2: Ombudsman ensures good public service deliverance
- H3: LOC is more likely to increase the capacity and capability of people through easy access and local participation.
- H4: Participation of the people in reporting complains is beneficial to Ombudsman.
- H5: LOC brings social justice to the local society.

1.5   Research Framework

Conceptual Model: The following diagram is the conceptual model based on framework and guiding theories. **The Logical Flow** is that *International Development* Promotes *Modernization* in every aspect including Socio-Political Development through *Good Governance Practices.* To achieve the main goal, one of the methods is by promoting good *public service monitoring*, and *Local Ombudsman Committee* is the manifestation on how *decentralization* and *deconcentration* of administrative function of the government being shared with the community participation, and in the end will promote *social justice* where everyone in the society get equal public services.
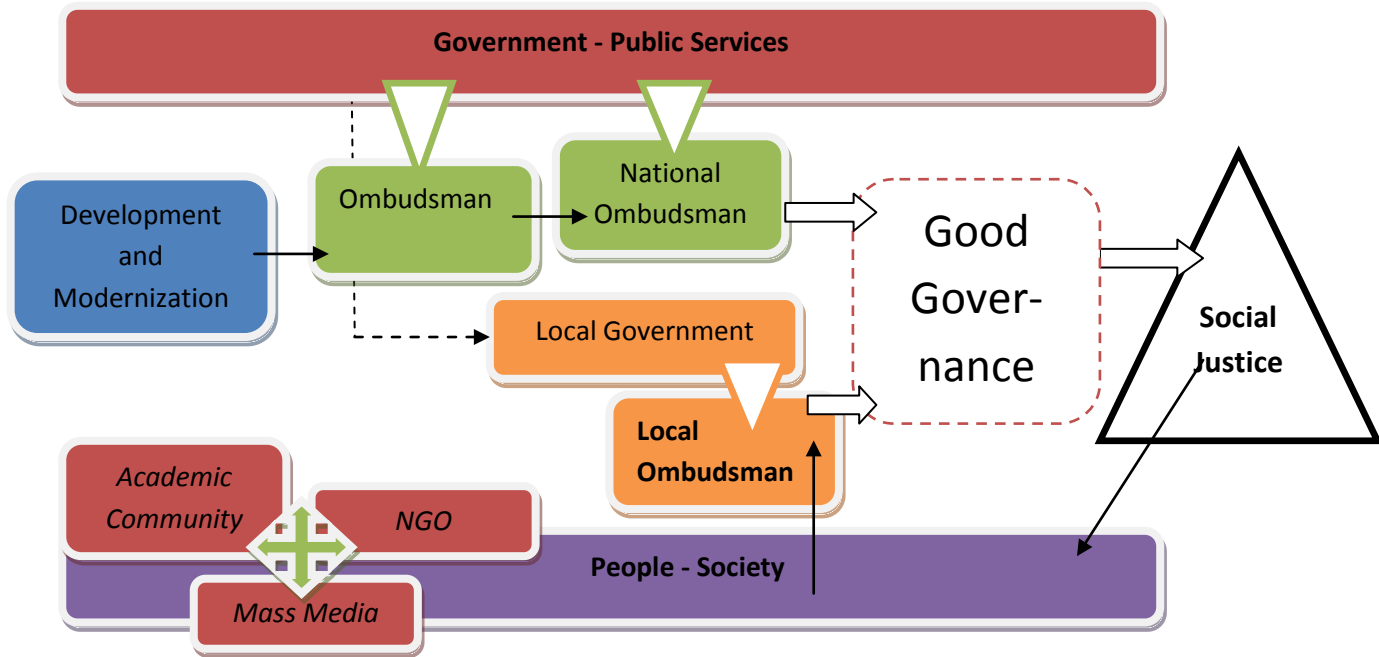
Figure 1.5.1 Conceptual Model

International Development: it is most used in a holistic and multidisciplinary context of human development. It encompasses *governance, healthcare, education, gender equality, disaster preparedness, infrastructure, economics, human rights, environment and issues associated with these*. The development of livelihoods and greater quality of life for humans (Answers.com: Internet). Development means increasing the capacity of people to influence their future (Bryant & White 1982: 15). International development should not only promote physical and concrete changes, but the more important is on how to transform people to have a greater capacity to choose and respond to these changes.

Modernization Theory: The theory is used to summarize modern transformations of social life. The theory looks at the internal factors of the country. It is an evolutionary theory that assumes that with help, "traditional" countries can develop in the same ways "modern" countries did (Answers.com: Internet). While social modernization which is defined as the development or change in systemic attributes, *(The systemic attributes in social modernization described as organized social changes, secularism, actions and behavioral changes, education expense changes, knowledge based revolution through communication, social relations*

instruments, contractual obligations, structural differential, and functional specialization.) institutions patterns, and status role in the developing social structure (Abraham 1991: 7-8).

Good Governance: the process of decision-making and the process by which decisions are implemented or not implemented. Good governance has 8 major characteristics which are: *participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law.* It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society (UNESCAP: Internet).

Public Service Monitoring: Based on the purpose of how to ensure every government's institutions and bureau in delivering public service to the people through several monitoring mechanism and will lead to good governance practices in the bureaucracy.

Ombudsman**:** An official appointed to investigate individuals' complaints against a company or organization, especially a public authority (Oxford Dictionaries: Internet). Ombudsman as An independent, impartial adjudicator of complaints about maladministration in government departments and particular services in the public and private sectors (CDECR: Internet).

It functions as a legislative-formed independent body which given the rights to assess and investigate specific and particular complaints from individuals as a part of larger society which relate with the government's public maladministration (Rosenbloom & Kravcuk, 2002: 496-497). It serves the function of receiving complaints from the public and from persons working in government; to investigate; and where appropriate to negotiate remedial action with the agencies involved. A secondary duty is to answer questions and assist people with problems relating to government (Weeks, 1978: 162).

Decentralization: a management approach that would deliver public services more efficiently by improving both allocative and productive efficiency. It decongests top management, hastens decision making processes, shuts down unnecessary procedures and minimizes delay. It can also mean "load shedding" where in central authorities transfer functions and responsibilities to sub-national institutions because of the inability of former to continue funding such functions (Kakhonen, 2001).

Deconcentration: as an administrative decentralization, it entails the transfer of functions from central authorities to lower level administrative institutions such as *'field offices'*. It embraces the notion of "delegation" since central authorities decide and identify what functions can be "delegated" to sub-national institutions. Such institutions, though, still retain their "national character" since they are simply authorized by their principals at the central government to administratively act on certain matters including routine matters that need not go to the center and clog operations there (Brillantes, 2004).

Social Justice: as the virtue which guides us in creating institutions which, when justly organized, provide access to what is good for the person, both individually and in association with others. Social justice imposes on each of us a personal responsibility to work with others to design and continually perfect our institutions as tools for personal and social development (UNPAN: Internet).

Capability Approach: a theoretical framework that entails two core normative claims: first, the claim that the freedom to achieve well-being is of primary moral importance; and second, that freedom to achieve well-being is to be understood in terms of people's capabilities, which are their real opportunities to do and be what they have reason to value (Robeyns, 2001). The five principles of capability approach according to Sen:

1.) The importance of real freedoms in the assessment of a person's advantage.

2.) Individual differences in the ability to transform resources into valuable activities.

3.) The multivariate nature of activities giving rise to happiness.

4.) A balance of materialistic and non-materialistic factors in evaluating human welfare.

5.) Concern for the distribution of opportunities within society (Sen, 1999).

To gain more understanding for each concept, we will see each conceptual definition and the usage of each concept in details included in the Chapter II – Literature Review of this thesis.

1.6 Research Methodology

The research method being used in this research is the descriptive-qualitative research method. It is defined as an explanation about the qualitative data on certain events or phenomena by gathering data and information and reducing to the most relevant data to create a whole descriptive image of the research. Data collecting techniques are used to gather primary and secondary data. Various perspectives were gathered from local society, local public ombudsman, national ombudsman, government's agency, non-governmental organization, academic community and mass media of Yogyakarta.

In-depth Interview

In-depth interview allows researcher to obtain important information about ombudsman in Indonesia, LPO-Yogya, and the issues related with good governance, public service monitoring, institutions and development, and social justice from relevant stakeholders. In-depth Interviews were conducted with fifteen respondents from eight stakeholders related with the research issue:

1) LPO-Yogya (Local Ombudsman) – chair ombudsman, commissioners, and staff;

2) Branch Ombudsman of Yogya and Central Java – Head of Branch Ombudsman;

3) National Ombudsman – Commissioner Ombudsman;

4) Local Government – Law bureau of provincial secretariat;

5) Academic Community: Human rights study center of Universitas Islam Indonesia, Yogyakarta;

6) Mass Media: Local newspaper agencies: Kedaulatan Rakyat (People's Sovereignty) and Harian Bernas Jogja (Bernas Jogja Daily);

7) NGO (Partnership);

8) People from Society: One neighborhood leader from Wonosari, one successful complainer from Sleman municipality.

Documentation and Report Analysis

This research uses secondary data through documentation and report analysis which is the method of gathering data through official documents or reports which used in purpose to support and to add proof from other sources. Documents which are used are the official annual reports of NO and LO and news clipping from media. More details of research methodology will be described on the Chapter III of this thesis.

1.7   Limitations

There are eight (8) LOCs in Indonesia; they are LPO-Yogya, LEOC-Yogya, LOC-Bangka Belitung, LOC-Makassar City, PSMC-East Java, LOC-Asahan Municipality, LOC-Pangkal Pinang City, and LOC-Central Kalimantan Province. According to several respondents, four (4) of them are defunct because of their given circumstances in their local government. In Yogyakarta, only one LOC is picked as case study which is LPO-Yogya because of limited time and resource, another reason why researcher does not study about the other LOC in Yogyakarta, is because the other, Local Economic Ombudsman Committee of Yogyakarta focus and pay more concern in the private sector, mainly business and economic sector.

1.8   Ethical Issues

Ethical issues were carefully considered before and during this research. As corruption inside the bureaucracy was something that considered taboo during President Soeharto's administration but now people can talk and condemn corruption, to be unbiased and be objective are really needed in researching this specific issue. The second point is that Yogyakarta as a special region had an issue in the national politics about the Sultan's role in decentralized government in Indonesia. To some

political actors, he was viewed as against the democracy, and his role in Yogyakarta is also respected and loved by the people, so it could become a sensitive issue if we don't considered this thing. Third, the incising pattern or overlapping functions of two ombudsman systems in Yogyakarta the questions are also carefully selected to avoid conflict and misunderstanding between both ombudsman.

CHAPTER II
LITERATURE REVIEW

This chapter will look at the definition of concepts being used to understand the issues. There are several concepts and theories that the researcher studies through literature review to support the thesis writing process and framework development as well as to provide conceptual basis for developing description of the research object.

2.1   Conceptual Definitions

The *first* concept being used are **the International Development** perspective as one of the main perspectives which will focus on **modernization theory** in explaining the motivation of policy makers in doing good governance practices and decentralized public service monitoring. This will lead to the *second* concept of **Good Governance.** The *third* one is **Public Service Monitoring** and **one of** its instruments**, Ombudsman**. The *fourth* one is **Decentralization** in explaining the implications of The Local Ombudsman Committee's activities and programs as resulted from the decentralization and deconcentration of public service monitoring especially in Indonesia. *Lastly,* it is the concept of *Social Justice through Capability Approach* with respect to equal access and opportunities for the people in receiving good public services deliverance. These concepts become the elements of research framework which is used as a tool to describe and to give a broader picture about the case study involving the establishment of Local Ombudsman Committee in Yogyakarta.

The Logical Flow is that *International Development* promotes *Modernization* in every aspect including socio-political development through *Good Governance Practices.* To achieve the main goal, one of the methods is by promoting good *public service monitoring*, and *Local Ombudsman Committee* is the manifestation on how *decentralization* and *deconcentration* of administrative function of the government being shared with the participation of the society, and in the end will promote *social justice* where everyone in the society get equal public services. To gain more

understanding for each concept, we will see each conceptual definition and the usage respectively.

2.2   International Development

This research sets International development as its main perspective used to analyze the idea of people participation which has been promoted to many countries to ensure that development should be based on people not the state anymore. International Development itself is defined as *a concept that lacks a universally accepted definition, but it is most used in a holistic and multidisciplinary context of human development - the development of livelihoods and greater quality of life for humans. It therefore encompasses governance, healthcare, education, gender equality, disaster preparedness, infrastructure, economics, human rights, environment and issues associated with these* (Answer.com: Internet).

From the definition given above we could see that the term multidisciplinary means that international development has been studied in various disciplines, such as sociology, economy, international relations, law and politics and even more it has its own branch of study, the development studies. Since there are no universally accepted definitions, many theorists refer the concept of international development to the term of 'development' only.

The definition of International on the dictionary is *any activity which exists in two or more countries.* From this given definition we could simply understand the meaning of the term of 'international'. It refers to the scope of the 'development' activities and programs, which being promoted by international actors across national borders which made it inter-national in nature.

Coralie Bryant and Louise G. White proposed that development means *increasing the capacity of people to influence their future* (Bryant& White, 1982: 15). It means that any activities and programs of international development should not only promotes physical and concrete changes, but the more important is on how to

transform people to have a greater capacity to choose and to respond these changes. Furthermore the development as an increase in the capacity to influence the future has *certain implications* (Bryant& White, 1982: 15-19).

- *First*, it means paying attention to **capacity**, to what need to be done to expand the ability and energy to make change. The term of **capacity** means the possession of economic factors, such as productive facilities. From humanist thought, it includes a concern for people self-esteem, their ability to invest themselves in caring about and shaping their own future.

- *Second*, it involves **equity** considering uneven attention to different groups will divide peoples and undermine their capacity. The term of **equity** means the normative concept implying that ensuring more equality in access and benefits is a value in itself. In this context, the development is stimulated by increasing the human resources in a country and by equalizing the ability to expend.

- *Third* it means **empowerment**, in the sense that only if people have some power will they receive the benefits of development. The term of **empowerment** means acquiring leverage for the target of the programs. The leverage is gained from the ability to shift alliances, plus knowledge of how to do so advantageously.

- And finally it means taking seriously of the interdependence in the world and the need to ensure that the future is **sustainable**. The term of **sustainable** means that development includes a long-range concern for the future. Furthermore the implication of sustainability during the development activities and programs could generate another implication which is the state of **interdependence** of the agent of development and the target-states could improve the **administrative incapacity** that usually occurs on the target-states.

From these points of implications we could review whether the international development activities and programs in one states measured success or not, and how do the programs generate all or partial implications stated above.

The usage of this concept: *a process of increasing capacity undertaken by state actors across national borders which exist in two or more countries. In this case the donor countries who promote good governance practices by supporting the establishment of Local Ombudsman Committee in Indonesia.*

2.3   Modernization Theory

The Modernization Theory is the theory used to summarize modern transformations of social life. The theory looks at the internal factors of the country. It is an evolutionary theory that assumes that with help, *traditional* countries can develop in the same ways *modern* countries have developed. Throughout certain periods of time, modernization theories attempt to identify the social variables which contribute to the *social progress* and development of certain societies which seek to explain the details of *social evolution* (Answer.com: Internet).

M. Francis Abraham stated that in general term modernization is divided into **economic modernization** and **social modernization** (Abraham, 1991: 5). Since Ombudsman is not tightly related with economy, researcher takes it as a form of **Social modernization,** which is defined as the development or change in systemic attributes, institutions patterns, and status role in the developing social structure (Abraham, 1991: 8). The systemic attributes in social modernization described as organized *social changes, secularism, actions and behavioral changes, education expense changes, knowledge based revolution through communication, social relations instruments, contractual obligations, structural differential, and functional specialization* (Abraham, 1991: 8).

In the modernization theory there is also the model of *three level of traditional and modern society* which many scientists believe *to be the sufficient classification which place the society on different level based on the traditional-modern continuum* (Karim, 1991: 12). Abraham also gave an example of *three level of traditional and modern society* through this table below although he stated that there is no agreement about specific location about states in the continuum which is debatable.

Traditional	Transition	Modern
Bushmen	**All of Asia** (except Japan)	United States of America
Aborigine	-	Western Europe
Eskimo	Middle East	Canada
Pigmies	Africa	Australia
Tiv	Latin America	New Zealand, Japan, Israel

Table 2.3.1 Three level of traditional and modern society (Abraham, 1991: 5).

With the risk of repetition and over-simplification of the continuum, he also added that the evolution phase which could be specified as in the table of description below:

Traditional	Transition	Modern
• Nomad • Primitive technology • Animate source of power • Simple job division • Self-depend social units • Primary production • Holy traditions • Communal organizations • Mechanistic solidarity • Social status based on blood line • Folk spirit	• Structural dualism • Combination of animate source of power • Cultural changes everywhere • Modernization norms evolved inside the frame of traditional values • Industrialization • Urbanization • Politic mobilization • Social reconstruction	• Industry • Modern/high technology • Un-animate source of power • Specific job division based on interdependent functions of social units • Secondary production • Secularism • **Impersonal Bureaucracy** • Organic Solidarity • Achievement as priority • Urbanism

Table 2.3.2 "Indicators of traditional and modern society" (Abraham, 1991: 13)

We see here that most countries in Asia except Japan are on the phase of transition. One of criteria that modern countries have is an impersonal bureaucracy,

the truest form of bureaucracy, as the public policy maker who ensures that the public service delivery is accountable, transparent, and based on the rule of law.

The usage of this concept: *the administration & bureaucratic modernization which developed country promotes to traditional or transitional countries in application of least-developed and developing countries through international development programs.*

2.4. Good Governance

The United Nations defines **governance** as *the process of decision-making and the process by which decisions are implemented (or not implemented).* Good governance has 8 major characteristics. It is *participatory*, *consensus oriented*, *accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law* (UNESCAP: Internet). It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.

The elements which are relevant to this research project are:

- **Participation:** Participation by both men and women is a key cornerstone of good governance. Participation could be either direct or through legitimate intermediate institutions or representatives. It is important to point out that representative democracy does not necessarily mean that the concerns of the most vulnerable in society would be taken into consideration in decision making. Participation needs to be informed and organized. This means freedom of association and expression on the one hand and an organized civil society on the other.

- **Rule of law:** Good governance requires fair legal frameworks that are enforced impartially. It also requires full protection of human rights, particularly those of minorities. Impartial enforcement of laws requires an independent judiciary, an impartial and incorruptible police force.

- **Transparency:** Transparency means that decisions taken and their enforcement are done in a manner that follows rules and regulations. It also means that information is freely available and directly accessible to those who will be affected by such decisions and their enforcement. It also means that enough information is provided in easily understandable forms and media.

- **Accountability:** Accountability is a key requirement of good governance. Not only governmental institutions but also the private sector and civil society organizations must be accountable to the public and to their institutional stakeholders. About who is accountable to whom, it varies depending on whether decisions or actions taken are internal or external to an organization or institution. In general an organization or an institution is accountable to those who will be affected by its decisions or actions. Accountability cannot be enforced without transparency and the rule of law.

The usage of this concept: *The process of decision-making and implementation of policy in the society which assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.*

2.5   Public Service Monitoring

The concept of Public Service Monitoring is based on the purpose of how to ensure every government institutions and bureau in delivering public service to the people through several monitoring mechanism and will lead to good governance practices in the bureaucracy. This concept is tightly related with Ombudsman as a public service monitoring institution which will be covered next. But we need to also understand that there are monitoring systems which already established, for example:

1.)   Internal monitoring agency such as Inspector General which report to the head of department or division of the executive government.

2.)   Functional monitoring agency such as internal auditor and budget inspector, whose area is limited only on financial issue.

3.) Legislative Branch, the House of Representatives also hold the monitoring function especially on government budget and programs, but they represent the interest of political parties.

4.) Check and balance by the civil societies, many watchdog NGOs being established such as the corruption watch. But the government can easily neglect the critics, since this is not structural. (Sujata, 2005: 14)

2.6 Ombudsman

The definition given about Ombudsman, it is *an official appointed to investigate individuals' complaints against a company or organization, especially a public authority (Oxford Dictionaries: Internet).* Ombudsman as *An independent, impartial adjudicator of complaints about maladministration in government departments and particular services in the public and private sectors* (CEDR.com: Internet). Other says *a public official or representative appointed to investigate citizens' complaints against local agencies and programs that may be infringing on the rights of individuals* (CMPMHMR.org: Internet).

While Rosenbloom and Kravcuk define ombudsman as *a legislative-formed independent body which given the rights to assess and investigate specific and particular complaints from individuals as a part of larger society which relate with the government's public maladministration* (Rosenblum & Kravchuk, 2002: 496-497). While another classical definition says that Ombudsman *serves the function of receiving complaints from the public and from persons working in government; to investigate; and where appropriate to negotiate remedial action with the agencies involved. A secondary duty is to answer questions and assist people with problems relating to government* (Weeks, 1978: 162).

Although the word "ombudsman" originated from Sweden, but the existence of this term has been used almost in all countries who adopt this institution. Ombudsman has become an institutional model in helping the people in society to ease the problems which are associated with public services. Ombudsman is a

platform to bridge the interests of the people and government which are often neglected and left behind other bureaucratic matters. Ombudsman is not the executing authority for the the other state powers, it only possesses the aspects of monitoring in order to prevent deviations or irregularitiesin the public services sector (Sujata, 2002: 32).

Ombudsman does not have the interests of gaining the power status in the state system and also it is not written in the rule or regulation made by government or parliament. Therefore Ombudsman could and should maintain its independency in doing monitoring functions. The only similarity between ombudsman with other state authorities is the same vision toward upholding the peace, order and justice to society (Sujata, 2002).

The usage of this concept: *The Local Ombudsman Committee as the Ombudsman in the local level which given the rights to assess and investigate specific and particular complaints from individuals as a part of larger society which relate with the government's public maladministration by serving public service monitoring function.*

2.7   Ombudsman as the Fourth Power

Henk Addink is one of the proponent scholar to the discourse that ombudsman as the fourth power in democratic governance. He concludes that from Crince Le Roy's perspective fourth power is the one who do check and balances among the other three powers (first-legislature, second-executive, and third-judicative). He mentions that balance of power within the State was already entertained by Aristotle, nowadays it is translated as the need of fourth power, to support the check and balance or monitoring of the other 3 pillars of democracy. The fourth power has the duty in the area of offering advice to promote good administration. In addition, this fourth power together with legislative, executive and judicial powers, clearly interact, which promotes a balance of powers (Addink, 2005: 14 & 29).

Although the idea of Ombudsman as the fourth power has gained a significance popularity among new democracies who adopt ombudsman system, but there is one counter argument from Rudolf Machacek which says *"Ombudspersons are not a fourth power in the state system. The ombudsman is only perceived as a safety net to catch all cases that would otherwiseslip through the cracks of classic legal protection systems"* (Machacek, 2001: 576).

The usage of this concept: The researcher believes that if we put this concept in the context of development and new democracies, the role of ombudsman as the fourth power is more relevant to apply based on the assumption that the classic legal protection systems in developing countries which is not flawless and still developing so it needs some **support from the 'fourth' institutions such as ombudsman.**

2.8   Decentralization and Deconcentration

Satu Kakhonen defines **Decentralization** as *a organizational management approach that would deliver public services more efficiently by improving both allocative and productive efficiency* (Kahkonen, 2001: 23). It decongests top management, hastens decision making processes, shuts down unnecessary procedures and minimizes delay. It can also mean *load shedding* where the central authorities transfer functions and responsibilities to sub-national institutions because of the inability of former to continue funding such functions. Cheema and Rondinelli added that *it broadens the reach of national government, and enables penetration of national government policies into the remote rural areas of the polity* (Cheema & Rondinelli, 1983). According to Roy Bahl, it can also be *a means to recognize the special status of certain regions that differ markedly from the rest of the nation due to different ethnic composition and makeup, or availability of resources* (Bahl, 2002).

Alex Brillantes has the specific term of **Deconcentration.** It could also be referred as "administrative decentralization". It entails the transfer of functions from central authorities to lower level administrative institutions such as "field offices." It embraces the notion of "delegation" since central authorities decide and identify what

functions can be "delegated" to sub-national institutions. Such institutions, though, still retain their "national character" since they are simply authorized by their principals at the central government to administratively act on certain matters including routine matters that need not go to the center and clog operations there. It also includes transfer of authorities over fiscal matters, such determining up to what amounts the field offices can decide on without having to obtain authority from the central office. (Brillantes, 2004: 33-55)

The usage of this concept: *The Local Ombudsman Committee as a part of Deconcentration / Administrative Decentralization to improve allocative and productive efficiency of Public Service Delivering Authorities.*

2.9   Social Justice through Capability Approach

The United Nations defines Social Justice as *the virtue which guides us in creating institutions which, when justly organized, provide access to what is good for the person, both individually and in association with others. Social justice imposes on each of us a personal responsibility to work with others to design and continually perfect our institutions as tools for personal and social development* (UN.org: Internet). One of the ways to promote social justice is by applying *capability approach* into the society as an embodiment of people participation toward governance.

Capability Approach itself is a framework developed by Amartya Sen. As a theoretical framework, it entails two core normative claims: *first*, the claim that the freedom to achieve well-being is of primary moral importance, and *second*, that freedom to achieve well-being is to be understood in terms of people's capabilities, that is, their real opportunities to do and to be what their reason to value. The approach has been developed in a variety of more specific normative theories, such as (partial) theories of social justice or accounts of development ethics. It has also led to a new and highly interdisciplinary literature in the social sciences resulting in new

statistics and social indicators, and to a new policy paradigm which is mainly used in development studies, the so-called 'human development approach'.

As the basis of his capabilities approach, Sen coined five principles:

1. The importance of real freedoms in the assessment of a person's advantage;

2. Individual differences in the ability to transform resources into valuable activities;

3. The multivariate nature of activities giving rise to happiness;

4. A balance of materialistic and non-materialistic factors in evaluating human welfare;

5. Concern for the distribution of opportunities within society (Sen, 1999).

In addition Sen also argues that justice is ultimately connected with the way people's lives go, and not merely with the nature of the institutions surrounding them. In contrast, many of the principal theories of justice concentrate overwhelmingly on how to establish 'just institutions', and give some derivative and subsidiary role to behavioral features (Sen, 1999).

The usage of this concept: *The Local Ombudsman Committee as a result of people participation in local level to improve Public Service Monitoring deliverance which ensuring social justice with respect to equal distribution of opportunities within society.*

2.10. Institutions and Development

Rodrik as quoted by Mary M. Shelley argues that since scholars cannot determine which institutions matter, *democracy is the most effective way to mobilize local knowledge of how todevelop better institutions* (Shelley, 2003: 26). She also mentions that Informal institutions also influence the functioning of democracy in ways that are seldom studied. Keefer as quoted by her finds that young democracies

are prone to clientelism.Rather than take positions on policy issues or provision of public goods; politicians act aspatrons and provide services to their clients (voters) to get reelected. By solidifying asupport base of clients, they avoid being thrown out of office despite poor governmentperformance. Over time clientelism tends to be replaced by more representativeinstitutions, but the current flock of clientelist states may, temporarily, be sullyingdemocracy's reputation.

Shelley argues that Intitutions which needed for development should "Direct the power of state toward protecting propery and individuals, not exploiting them" It should control the state through constitutions, electoral rules, federalism, political checks and balance, norms *(civic mindedness, probity, rule of law, etc)* (Shelley, 2003: 26). Lastly she concludes that successful institutional reforms require "goodness of fit" between the specific innovation and the country's broader institutionalenvironment, including its norms and beliefs. A "good fitting" institutional innovationwould be one that does not depend on absent or weak institutions and is insulated from oradapted to perverse institutions as far as possible. (Shelley, 2003: 30).

The usage of this concept: *The Local Ombudsman Committee as a result of the innovation of democratic institutions which could fit and promote institutional reforms toward better good and clean institutions.*

CHAPTER III
METHODOLOGY

The research method being used in this research is the descriptive-qualitative research method. The descriptive research alone *means a method in observing group of people, objects, a set of conditions, system of thoughts, or a class of phenomena in the current time* (Nazir, 2005: 54). The descriptive method intent *to illustrate the nature of the event which being happened during the research, and examined the causes of that event* (Umar, 2000: 22). This method aims to make *a systematic, factual, and accurate descriptive image or illustration about facts, dispositions, and the correlations between the object and phenomena which being researched* (Nazir, 2005: 54). In addition, the descriptive research method has certain criteria which are:

1. Related with the condition which being occurred at that current period.
2. Describe one variable at one time, if there are some variables which need to be explained, conducted one by one per variable.
3. There are no manipulations on variable, or no treatment on variable.

The qualitative research method itself is defined to differ with the quantitative research method as *unstructured, exploratory in nature, based on small samples intended to provide insight and the understanding of the problem setting* (Malhotra, 2004: 39). This means that during this research the author using a small sample with flexible research questions, which are *possible to be changed during the research process* (Wimmer & Dominick, 2006: 116). In collaboration the descriptive-qualitative research method is defined as *an explanation about the qualitative data on certain events or phenomena by gathering data and information and reducing to the most relevant data to create a whole descriptive image of the research object* (Silalahi, 2006: 28).

In this research, the researcher use descriptive and qualitative research method to give explanation about the role of Local Ombudsman Committee in promoting good governance and decentralized public service monitoring, and reducing it to the

most specific and relevant data to give a whole descriptive image about how Good Governance will contribute to Social Justice for the people.

3.1   Case Study

Case study is defined as *a comprehensive description and explanation on the various aspects of an individual, a group, an organization (community), a program, or a social situation*. (Mulyana, 2002: 201). Marc. A Genest defined it as *a usage of a specific event, set of circumstances, or period of time to introduce and/or exemplify the key concept of a given theory*. (Genest, 2004: 8). The researcher uses case study to try to analyze data on the subject examined as much as possible. Data are obtained from various methods, including interviews, observation, document study, the survey results, and any data to decipher a case in detail (Mulyana, 2002: 201).

Case study method *observes an individual, a group, or an event in details with the purpose to provide a complete and detail description about the object examined* (Mulyana, 2002: 201-202). Each case is analyzed one by one by using data based on interviews, documentations, and impressions of other people about the case. Through answering questions, the case study analysis shows *the combination of perspectives, knowledge, and creativity in identifying and discussing the relevant issues on the analyzed case from the perspectives of theory and relevant researches, to design realistic strategy to solve the problematic situation identified in the case* (Mulyana, 2002: 202).

The reason why this research selects LPO-Yogya as a case study is mainly because it is the first LOC which established in Indonesia. With their seven years experiences in the local it is more feasible to measure the works and contributions being done by the organization. Another point of consideration is that the education level, socio-political awareness, and participation of the people is which could be seen from the Human Development Index 2010 ranking the second highest in Java Island with 75.4 after Jakarta with 77.60 (BPS.go.id: Internet). So there might be some associations of people participation and decentralized public service monitoring

3.2   Data and Analysis

The research is conducted using both primary and secondary data through interview literature study and analysis on the topic of Ombudsman, good governance, social justice, and documentation from the official report of LOC. In analyzing the data resource triangulation will be used.

3.2.1   Sources of Data

Robert K. Yin stated that *for a social research is not recommended to use a single data source* (Yin, 2006: 119). So sources of data in this research are using multi sources which are primary and secondary sources to ensure that this usage of multi-sources could generates more accurate and details findings or conclusions.

The definition of primary sources is *the data which gathered from the first-hand source whether from individuals or persons such as interview or questionnaire* (Umar, 2000: 22). The primary sources data in this research are interview transcripts which divided into in-depth interview through interview session with respondents and some with phone calls and email correspondence to overcome time and location barriers.

The definition of secondary source is *one that summarizes information from primary sources such as presenting the basic findings by the others* (Silalahi, 2006: 28). Secondary sources of research include review of papers and theoretical articles that briefly describe studies and results, as well as descriptions of research found in textbooks, mass media publications, and annual reports. The secondary sources data in this research are:

1.   Literature review of international development and good governance;
2.   Scholar journals from many epistemic communities and institutions;
3.   Research qualitative data;
4.   Written policy document and statements of LOC-Yogyakarta.

3.3   Data Collecting Techniques

Neumann differentiated two techniques of collecting data, *first is quantitative collecting data technique and second is qualitative collecting data techniques* (Silalahi, 2006: 28). This research is using qualitative collecting data. From the sources of data as mentioned on the previous sub-chapter it is divided into primary and secondary data.

The data collecting techniques are divided by the data type basis, technically for primary data we used in-depth interview method and email correspondence, and for secondary data we used the literature study and documentation methods. We will see the definition on each method below.

3.3.1   Interview

Interview is defined as *a form of communications between two persons involving person wanting to get information from another person through proposing questions based on specific purposes* (Mulyana, 2002: 180). The objectives in conducting interview stated by Lincoln and Guba as cited by Lexy J. Moleong is *to reconstruct a set condition which has happened of individuals, events, activities, organizations, feelings, motivations, demands, concerns, and others* (Moleong, 2002: 135). Interview could be concluded as a process of communication between interviewer and respondents, where the interviewer propose questions based on specific question to reconstruct, in this case LOC's roles in promoting good governance and public service monitoring , and the respondent give answers to those questions.

This research uses in-depth interview as variety to interview method to develop more details resources and information from respondents. In-depth interview is defined as *a practical qualitative method for discovering how people think and feel about their practices* (Keyton, 2001: 294). This method is also considered unique because it requires a small sample and provides the details of the data about the reasons why the respondent gave certain answer for each question. Besides that, the

in-depth interview method also could also allow the interviewer to combine the data with opinions, values, motivations, experiences, and the feelings of the respondent. In the in-depth interview method also being done in a long-time sessions, usually spends many hours and more than one interview session (Wimmer & Dominick, 2006: 135).

In addition In-depth interview method consists of seven steps, which are:

1. The researcher must conceptualize the study and design the research;
2. The researcher must design the interviews, so that the research questions can be addressed;
3. The researcher conducts the interview;
4. The interviews, if they were recorded, need to be transcribed;
5. The researcher analyses the data produced by the interviews;
6. Verification;
7. The description and analyses of the interviews are reported (Keyton, 2001: 295).

These seven steps above should be systematically done by planning, choosing the interview question, conducting the interview, to the final phase of in-depth interview which is data analysis.

There are several advantages of using this in-depth interview method in this research than the other research methods. The first advantage is that in this method there are certain long periods of time for interviewer and respondents to meet interface. During the session, the interviewer could collect the information deeper and could see the response of the respondent (Keyton, 2001: 301). The second advantage is interview methods sometimes could generate chances of collecting data which are not observable directly. Because of that, in-depth interview methods could provide large amounts of materials or data to be analyzed.

In other hand, by seeing from the other perspective we could know also the weakness of in-depth interview, which are:

1. The output cannot be generalized, because only focused on specific issues, and tend to be subjective.

2. The body language of the interviewer during the interview session could bias and influence the respondent answers (Wimmer & Dominick, 2006: 136).

3.3.2 Field Research Respondents

During field research, Interview was conducted with fifteen persons from eight stakeholders related with the research issue:

1) Local Public Ombudsman – Chairperson, Commissioners, and Staffs;

2) Local Government – Law Bureau of Provincial Secretariat;

3) Branch Ombudsman Office – Head of Branch;

4) National Ombudsman – Commissioner Ombudsman;

5) Academic Community: Human Rights Study Center of Universitas Islam Indonesia, Yogyakarta;

6) Mass Media: Two Local Newspaper Agencies: Kedaulatan Rakyat (People's Sovereignty) and Harian Bernas Jogja (Bernas Jogja Daily);

7) Non-Governmental Organization (Partnership);

8) People from Society: One Village Head from Wonosari, One Successful Complainer from Sleman, and One Unsuccessful Complainer from Samirono.

3.3.3 Literature Study

For secondary data, this research uses literature study. The purpose of conducting literature study is to get many references from written academic resources and documentation which are needed to support data gathering and to strengthen the thesis background. In this phase, researcher studies News Clipping, Literatures both from Books and Academic Journals of Politics, Development and Law, mainly from Political Science Library and Chula Online Database.

3.3.4 Documentation

For another source of secondary data, documentation which is the method of gathering data through official documents or reports is also used. The data gathered through documentation is secondary in nature which differ it with interview data which is primary in nature. Documentation method is used in purpose *to support and to add proof from other sources* (Yin, 2006: 104). Documents which are used are both hard and soft copy, official reports of National Ombudsman and Local Ombudsman Committee.

3.5   Analyzing Technique

This research is using descriptive analysis. Because of the data is both primary and secondary data. To analyze this research, there are following stages that are taken:

1. Data or information gathering, by using literature review, documentation and In-depth Interview;

2. Reduction, this stage is taken as an election process, the main focus of this step is to minimize and choose which information or data that is suitable or unsuitable to the research problem;

3. Presentation, after the data or information has been selected than it can be presented in a statistics or table or in analysis review;

4. Conclusion, this is the last stage of the research (Silalahi, 2006: 28).

All the data are analyzed by using these stages in order to explore the research objectives and what role of LOC in promoting good governance and decentralized public service monitoring are.

3.6   Validity and Reliability

When conducting a research, validity and reliability of the data should be concerned. The concept terms of validity and reliability have many definitions such validity is *"the accuracy of an investigation* (Moleong, 2002: 72)*,* while the other said that validity has to do *with whether your methods, approaches, and techniques actually related to, or measure, the issues you have* (Blaxter et al, 2006: 221).

Other opinion about reliability, it is already emphasized that a research could be considered reliable*, if the researcher got the same research output, every time the research being conducted again and again* (Sumser, 2001: 9). Reliability of research also means as a matter of *whether a particular technique, applied repeatedly to the same object, yields the same result each time* (Babbie, 2007: 143).

In this research, triangulation method is used in measuring the validity of the data. Triangulation method is *a data checking method, by using several data collecting methods in one research* (Baker, 1999: 24). According to Denzin as cited by Lexy J. Moleong there are four types of triangulation as a technical inspection by utilizing the use of sources, methods, investigators, and theories. The four types of triangulation are *resource triangulation, method triangulation, triangulation, and theory triangulation* (Moleong, 2002: 178). This research uses **resources triangulation** to check through other sources which can be done by using several ways of collecting data techniques such as observation, unstructured interviews, documentations, interpretation of personal, self-reflection and introspection. (Bungin, 2008: 140)

These following steps are being done in order to inspect the validity and reliability of data with triangulation method:

1. Compare the data gathered from observation, and compare those with the results of the interview data;

2. Compare people opinion in public with what said in private. This step was conducted with interview respondents and then cross checking it from media publications, so that the difference between media publication which is public in nature, and interview data which is private in nature will be obvious;

3. Compare what is said about the situation being observed in the research with what is said throughout time or places;

4. Compare the situation and the perspective of the key respondent with different opinions and views of ordinary people;

5.   Compare the results of interviews with the content of a document concerned (Moleong, 2008: 178).

From the explanation given above the validity and reliability of research is conducted through the resources triangulation. The validity of research findings are supported by facts that occurred in the field whether the respondent or the other person in different places and times will have the same information, As a result, the source of data will complement with the existing data and will strengthen the observed data on the field through Interview.

CHAPTER IV
RESEARCH RESULTS

4.1 Historical Development of Ombudsman

Post-1999 Reformation period in Indonesia brings changes both in the state administration and the society. The "New-Order" authoritarian regime of President Soeharto has been reformed into a more open and participartory social and political setting. The demands of reformation attract new issues that rising on this period which is strongly related with democratization process through *strengthening civil society, promoting human rights and freedom of speech, limiting the role of military in politics,and encouraging decentralization through regional and local autonomy.*

Bureaucratic reforms and good governance also take the spotlight in the discourse on how to *reform* Indonesia, seeing that corruption was the common problem with respect to the relations of state and society, in particular poor performance of public services in the local level. There was a need of establishing monitoring institutions or commissions in support of the rising of new democracy in Indonesia. Ombudsman is one of them.

Ombudsman institution was first established in 1809 in Sweden and then followed by Finland in 1919 as well as Denmark in 1955 (Sujata, 2005). Starting from Europe, this concept spreads to new democracies such as Southeast Asia. Now it has developed into an important pillar in the legal system and the state of modern democracies. More than 130 countries in the world have ombudsman institutions with different names and more than 50 countries including it in the constitution. The main notion is based on the importance of ombudsman as a symbol or identity of state by applying the principles of good governance, upholding democracy by giving the best public service to the people, protecting Human Rights and combating corruption.

In Indonesia, Ombudsman Institutions was introduced with the Presidential Decree No. 44 Year 2000 by President Abdurrahman Wahid who created the National

Ombudsman Commission (NOC). According to the '*Semangat Reformasi'* as the main jargon of the new-era government which means the Spirit of Reformation, the President looks after the institutional approach on how to apply a preventive mechanism to corruption. It was mostly inspired by the example of the middleman as the original meaning of ombudsman in Sweden and also inspired by the success stories of ombudsman system in other countries. In general, the task and functions of ombudsman are *to receive complaints from the public on the misconduct of civil servants and maladministration and to make recommendations to the related institutions after investigation of the complaint* (Andari, 2006).

Since the NOC was not allocated any budgetary funding at all from the beginning, it initially relied greatly on supports from donors, such as the Asia Foundation and the Partnership for Governance Reform in Indonesia (Setiyawati: Interview 2012). After recommendations made by the NOC were not followed up by the relevant government institutions such as agencies, law enforcement and justice sectors, the number of complaints received from the public sharply declined. Although it still exists and receives budgetary funding, the NOC was widely considered as having little impact to bureaucratic reforms and good governance. A bill submitted to Parliament in 2002 has been approved and taken into effect in 2008 which transformed NOC into NO who possesses higher legal basis and it enlarged the resources and authorities in the national framework. (Sujata, 2002)

In 2004, even with limited resources and challenges, NOC generated such a 'fortunate gaffe' in one of the projects which later established LOC in Provinces of Indonesia. In 2004 during a seminar given by NOC in Semarang, Central Java, Governor of Yogyakarta, *Sri Sultan* **Hamengkubuwono X** accepted the proposal to set up LOC in Yogyakarta Special Administrative Region (Provincial Level). Later in 2005, two LOCs were set up under the name of LPO-Yogya and Local Economic Ombudsman Committees. Both of these LOCs enjoy a high degree of authority and people participation in the province which resulted from respectful manner to the governor who is also the Sultan of the traditional kingdom. This is very interesting

since the inception is considered as a *'positive'* shift from the grand plan to build a comprehensive National Ombudsman System which NOC has transformed into.

Now, Yogyakarta has two systems of Ombudsman. The National Ombudsman which operates through Branch Ombudsman Office, and of course LPO-Yogya as the Local Ombudsman Committee. Both institutions have different legal standing, structural position but share similar function: Ombudsmanship.

4.2   Local Public Ombudsman Yogyakarta

Yogyakarta is a Special Administrative Region which equals with to the Province. It is located in Central Java with population of 3,452,390. It has a special status because it is used to be the Sultanate of Yogyakarta and was recognized by the Dutch during colonial period. Since it was united with Republic of Indonesia in 1945, the special status granted the Sultan a political authority as the Governor of Province. At the same time, he also maintains the Sultanate's function as a ceremonial holder of the kingdom heritage and culture after handing over the souvereignty to the Republic. As an administrative province and part of decentralized autonomy, Yogyakarta has 4 Municipalities (Bantul, Kulon Progo, Sleman, Gunung Kidul), 1 City (Yogyakarta City), 78 Sub-districts and 440 Villages. Yogyakarta's economic structure is as followed: *service sector* (19.60%), *trade, restaurants and hotels* (19.10%), *agriculture* (16.60%) and *manufacturing* (14.70%). This data was given importance due to the characteristic of the education and tourism sectors that make significant contributions to the economy of Yogyakarta. However, it is different from a general picture of the Indonesian economic structure which is generally dominated by the manufacturing sector (28.10%) (Pramusinto, 2006:12).

LPO-Yogya was initiated by the society. It was conceptualized by the Human Rights Center of Islamic University of Indonesia (PUSHAM-UII) in cooperation with NGO named 'The Partnership for Governance Reform in Indonesia' (Partnership) and together with the consortium of local Yogyakarta Civil Societies named *Gatra Tri Batra*. The consortium of local society consisted of approximately 50 people.

Partnership has financed the activity of Gatra Tri Brata in the formation of LPO-Yogya. After a series of four months meetings and discussion which involved every stakeholders: *NGOs, bureaucrats, district parliament member and the representative from society.* It has generated the draft of bill for the formation of LPO-Yogya. They expected that the formation of LPO-Yogya should be based on the principles of *Independent, Impartial, Objective, Non-discrimination, Free of charge, High moral standards and Simple procedures* (Sujata, 2005).

Thus, it was expected that LPO-Yogya would perform its function as an institution outside the local government which entrusted to monitor the public service performance and to uphold the local laws and regulation. The local society had high expectation that LPO-Yogya will be committed in realizing Yogyakarta's local public service deliverance with the characteristics of *easy, fast and fair* in accordance with the good and clean governance principles. They believed that with the formation of LPO-Yogya, the local government of Yogyakarta can meet the public service deliverance good performance levels based on good governance and zero tolerance for corruption.

The establishment cannot be separated from the strong commitment of the Governor to fix or to improve public service deliverance and good governance in the province. After the initiative from the society approved by the governor, LPO-Yogya has been regulated by the **Governor's Decree No. 134 year 2004** and later was updated with the **Governor's Regulation No. 21 of 2008.** The latest regulation has created two main changes in LPO-Yogya's domain: *first,* they are not structurally independent anymore, because they are located under the Legal Bureau Office of Government. *Second:* They cannot investigate vertical institutions Law Enforcement and Judicial system. However these limitations do not hamper the good consensus coming both from the local government and the local society was in line with the reformation spirit on how to promote a clean government with the good performance and character which is transparent and accountable. LPO-Yogya is not an exception, because Local Ombudsman Makassar City was established later following the success

story of LPO-Yogya, so it shows that the LOC system can be implemented in another provinces or region as long as there are political commitments of the local leaders.

4.3   Vision, Mission, Function, and Authority

The vision of LPO-Yogya is *to promote public service deliverance to the people which meet the principle of easy, fast and fairness, in line with the good and clean governance.*

While on their Mission Statement, LPO Yogya dedicated to:

1. Serve and resolve public complaints about maladministration in the local government, based on the rights of citizens, fair and non-discriminatory public service deliverance;

2. Provide insight to the public about the Local Ombudsman and public service deliverance based on the basic rights of citizens an easy, fast, and fair;

3. Foster coordination and cooperation with various agencies, both government and non-governmental organization to encourage and create clean and good governance which is free from corruption, collusion and nepotism, abuse of authority and arbitrary action;

4. Review legislation to encourage the creation of local public services which easy, fast, and fair and based on the basic rights of citizens in order to realize the implementation of good and clean local government;

LPO-Yogya's function is to monitor the function of local government to ensure and to protect the interests of the public in accordance to the principles of justice, equality and democracy. While their formal duty and responsibilities are:

1. Disseminate and socialize of the existence, functions, duties and authorities of LPO-Yogya to all people and communities in the region;

2. Coordinate and cooperate with other state agencies, government agencies, universities, non-governmental organizations, community

organizations, professional organizations, experts and practitioners in order to promote and realize the implementation of state and local government and law enforcement are clean and free of corruption, collusion and nepotism, abuse of power or position and arbitrary action;

3.   Receive complaints, reports or information from the public on decisions, actions and behavior of officers or officials or state officials, local government in providing services to people who are perceived unfair, discriminatory, inappropriate, harmful or contrary to law;

4.   Follow up on complaints, reports or information from the public regarding the maladministration or deviation of state administration, local government;

LPO-Yogya holds these authorities:

1.   Able to call and ask for information in verbal or in writing of the complainant, reported institution and/or other parties related to a complaint, report, or information filed to LPO-Yogya;

2.   Examine the decision and/or other documents from the side of the complainant, reported institution and other relevant parties, to get the truth of the reports, complaints and or information;

3.   On their own initiative to call and to ask for information in verbal or in writing, to the related state officials, local government to an alleged violation of the principles of state administration, local government or law enforcement are clean and free from corruption, collusion and nepotism, abuse of power / position and arbitrary action;

4.   Make recommendations, or suggestions in order to resolve problems between the complainant and reported party, and other parties involved;

5.   Announce the findings and recommendations to be known by the public (Governor's Regulation No. 21 of 2008).

LPO-Yogya receives assistance from the local government's budget to the amount of *IDR 750,000,000 (USD 79,000)* for their activities per year. This amount is considered small compared to the scope of the region covering up to five districts including the provincial local government of Yogyakarta. Moreover, complaints reported for investigation ranges runs right from governance issues at the provincial, district, county up to the village levels.

The summary of LPO-Yogya's function and authority can be seen on the tables below:

Legal basis	Appointment	Qualifications	Vision	Length of Mandate	Dismissal
Governor's Decree No. 134 year 2004 Governor's Regulation No. 21 year 2008	Selection Committee consist of people from stakeholder (Civil Society, Mass Media, Government, and Academic Community)	Independent, have no link with political parties, or incumbent of government administrative officers	To be an local public service monitoring institution which are Independent, Impartial and with integrity to promote easy, fast and just public service deliverance to the citizens and to support a good and clean local governance	4 years, no commissioner can run the office twice.	The elected commissioners are responsible to the governor and can resign or dismissed if he or she cannot perform the mandate.

Figure 4.3.1.A Summary A (Legal basis, Appointment, Qualifications, Vision,
*Length of Mandate, Dismissal)*

Summary of functions	Structural	Points of Complaints	Power and authority	Staff	Budget
1. Giving service and handle complaint of maladministration and bad public services deliverance of the local government based on justice and non-discrimination 2. Give understanding and knowledge to the local society about Local Public Ombudsman and easy, fast and just Public Service Deliverance based on citizen rights 3. Establish a good coordination and cooperation with stakeholders in the society both government and non-government organizations to support good and clean local good governance 4. Make a policy review and recommendation for the local government to support and promote good governance in Yogyakarta.	Based on the latest Governor's Regulation No.21 year 2008, LPO-Yogya is located under Legal Bureau of Provincial Secretariat of Yogyakarta and report directly to the Governor.	1. Intervention 2. Procedural Deviation 3. Graft/Conspiracy 4. Evidence smuggling 5. Incompetency 6. Seizing rights 7. Authority violation 8. Case disturbance 9. Obvious taking side 10. Neglect responsibility 11. Gratification and Bribery Corruption, Collusion, Nepotism 12. Prolonged delays 13. Discrimination in service 14. Neglect rights	1. Ask clarification from reported institutions, 2. Perform investigation for reported complaints 3. Call a mediation for conflicting parties 4. Issue a recommendation to the reported institutions 5. Publish the settled case to the society 6. issued a policy recommendation to the local government and parliament	5 Commissioners, 6 Assistants, 4 Administration Staffs	IDR 750,000,000 per Annum (USD 79,000) Fix annual budget in the post of Legal Bureau, Yogyakarta Provincial Government Secretariat

Figure 4.3.1.B Summary B (Functions, Structural, Points of Complaints, Power and Authority, Staff, Budget)

4.4 Organizational Structure

LPO-Yogya has 15 members which consist of 5 elected commissioners (1 chair ombudsman, 1 vice-chair ombudsman, and 3 commissioners) and 10 Staffs (6 Assistant Ombudsman, and 4 Administration Staffs). LPO-Yogya has 3 divisions which are Complaint Handling, Research and Development, Socialization and Networking.

The commissioners, assistants and administrative staff are recruited through an open recruitment process. However, civil servants, members of political parties and the army are exempted. Recruitment was conducted by an independent selection committee; consist of stakeholders in the society: *academics, journalists, NGO, human rights and gender activists.*
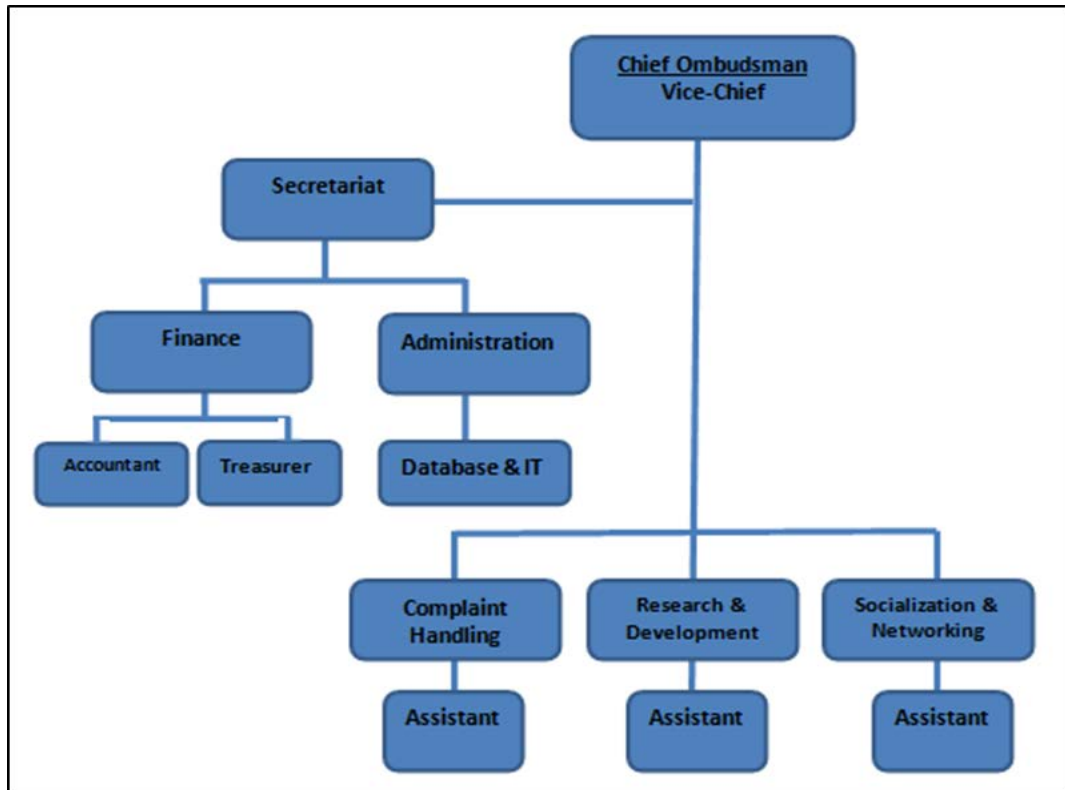
Figure 4.4.1 Organizational Structure

4.5 Complaints Mechanism

The process of complain in LPO-Yogya usually takes 2 weeks to process. Every updates on the reports are communicated to the complainant, so they can get the feedback soon. The complaint mechanism of LPO-Yogya can be seen below:
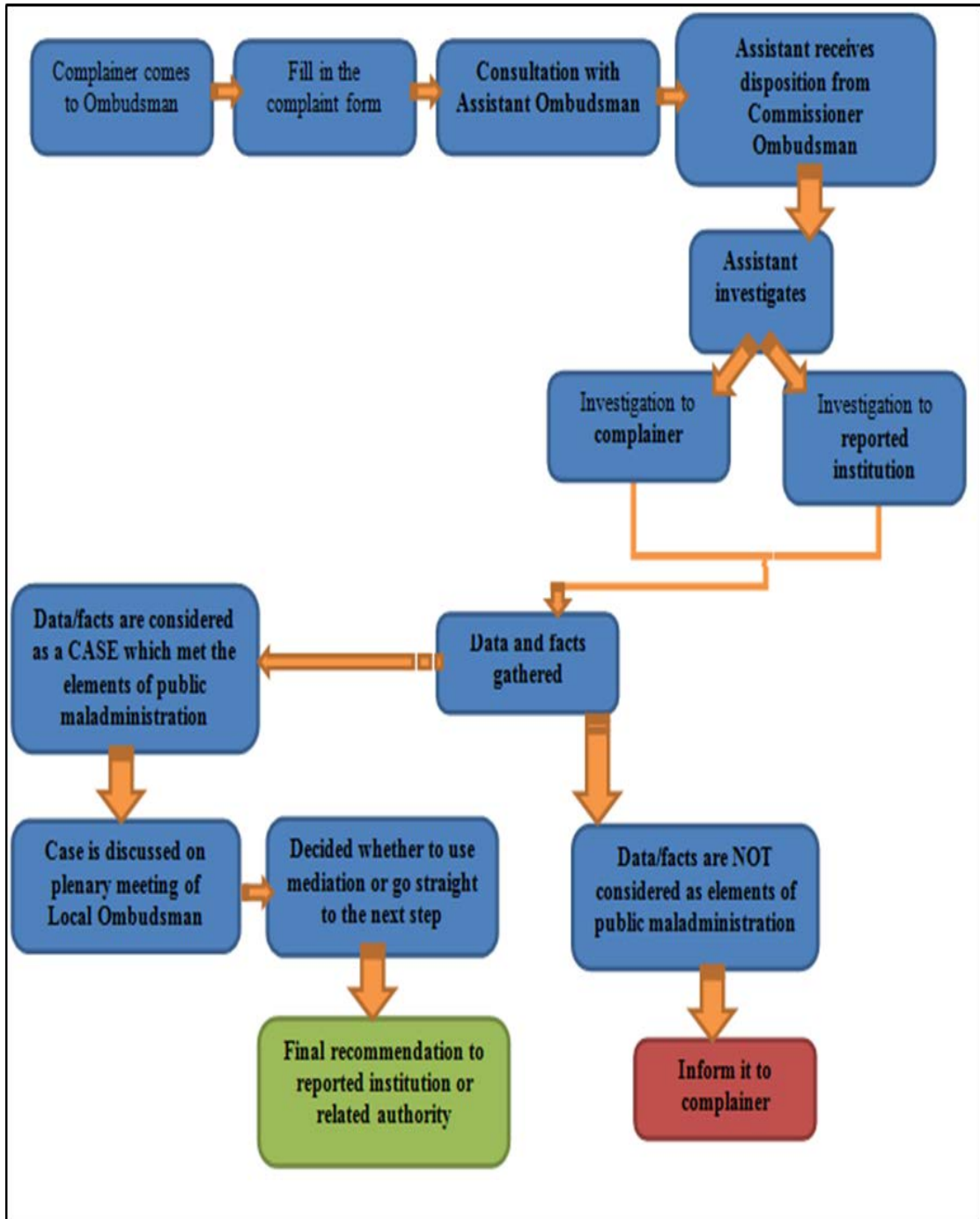
Figure 4.5.1 Complaint Mechanism

From the excerpt of Annual Reports of LPO-Yogya, researcher found these quantitative data. During the second period of ombudsmanship (2008-2011) LPO-Yogya received as many as 405 cases. In 2008, LPO-Yogya received 36 reports, then in 2009 increased as many as 130 reports, in 2010 received 119 reports, and in 2011 received 120 reports. When compared with the previous period (2005-2008) this number has decreased, nevertheless the complaints in this period had increased by 14.90%.

In the first period of membership LPO-Yogya overall number of reports of as many as 441 cases in which 119 were consultations and 322 were complaints. While the number of reports during second period with as many as 405 cases in which 37 were consultations and 370 were complaints. While on the period of 2012 there are 109 cases coming in. Therefore if it is summed up, for LPO-Yogya has been running for 7 years has received the report as many as **955 cases** and **692 of cases** hase been processed by LPO-Yogya. (Annual Reports, 2008-2011)

The researcher also notices that the trending complaints that came in to LPO-Yogya are closely related with the daily life of the people. This is very easy to understand, because of when the daily life of the people is hindered by bad public services, the people will try to pursue justice and claim their rights. Therefore the service of ombudsman as complaint handler facilitates them in pursuing their interest. In details, trending complaints of the last three years are on the field of *education, land and social welfare.* The most popular issue is education which many people complained on the issues of: *additional school fees on the primary education, new student admission, certificate seizing and teacher certification process*. Then, issue of land came in second with issues of: *unclear information of land title certification, land information access at the village level, land consolidation program.* Social welfare issue came in third that many people complained, about: *poor data collection process, welfare distribution, and social support for the poor and vulnerable.* The reports about health came in such as: *health insurance data collection, services in health centers and hospitals, health care for the poor, the service of a claim for health*

insurance. The report about licensing and permit such as: building permit of the house/building and tower. While the other issues comprise of employment including: *recruitment of civil service, the distribution of salaries in divorced families, civil service pension status, and registration of honorary workers* (Annual Reports, 2008-2011).

4.5.1   Sample of Complaint Handling: Case of Ms. Vita

Interestingly, there is an example of successful complaint handling by Local Ombudsman. LPO-Yogya received a complaint on 23 May 2011 from Ms. Vita Desi Eka Wahyuni, regarding **Social Welfare I.D. Card** (in Bahasa Indonesia *Kartu Menuju Sejahtera/KMS*). Ms. Vita is a university student and the first child of three. They are orphans living together with their grandmother. In 2007, she and two of her siblings were included in her grandmother's Family Card *(Kartu Keluarga)* and got Social ID-Card which gives access to social welfare benefit from the govenrment. Since June 2008, she received a separated family card but lost the access to Social ID-Card. The education of Ms. Vita and her siblings were supported by the scholarship given by the institution where their late father used to work. Without Social ID-Card she was very worried about the free healthcare support and school registration of her younger brother. During the Interview with researcher, she mentioned several points:

> *"I don't have permanent jobs. Outside my study hour, I try to sell cakes, clothes, and others to support myself and my siblings. I got really upset when I got bounced back from the district office when I complained about my problem. It seems that the people do not care about the poor people, One of the officer mentioned that it is better for me to put my younger brother to orphanage if I cannot support him anymore."* **–Ms. Vita** (Interview, 17 July 2012)

Later, she knew about Ombudsman as one of the commissioners of LPO Yogya who lives in her neighbourhood, suggested her to file a complaint. LPO-Yogya processed the complaints and invited several related representatives of government

institutions which were the Community Leader, District Head and Head of Social, Labor and Transmigration Division of Yogyakarta Provincial Government. They tracked down the process, and it was revealed that during the survey for Social-ID Card, she wasn't at home. According to the surveyor, she was not considered to be the recipient of Social-ID Card. Later LPO-Yogya called for mediation and found maladministration occurring through the process. LPO-Yogya issued a recommendation for the Social Division to prioritize her as the recipient of Social-ID Card for year 2012. Here is her impression about Local Public Ombudsman:

> *"It is really good to have LPO in Yogyakarta. They are really helpful for me. The process from report to mediation and recommendation until I got the Social ID-Card took 2 months. It is much better than that time when I tried to report complains from the lower administration to the top administration since 2008 to 2011. I hope that LPO can serve more people who have the similar problems with me."* **–Ms. Vita** (Interview, 17 July 2012)

This case is a good example of how simple maladministration by the government could result in problems for the citizen, and how the service of Ombudsman can help citizen claim their rights.

4.5.2 Sample of Complaint Handling: Case of Mr. Widiastjarjo

However, there is also an example of **unsuccessful** complaint handling by Local Ombudsman. LPO-Yogya received a complaint on 7 February 2011 from Mr. H.R. Widiastjarjo (Mr. Widi) and friends, regarding the case of **Telecommunications Tower's Permit of PT. TELKOMSEL**. Mr. Widi is a retired bureaucrat and also holds the position of the community leader in *Samirono Baru* Village. His main concern was about the telecommunication tower in the village which has been endangered the community because of electrical sparks coming out from the tower. During Yogyakarta Earthquake in 2006, the tower was leaning toward collapsing and

it was assumed that it could damage several houses nearby. As said by Mr. Widi during interview:

> *"The telecommunication tower endangers the people. I think that is our main concern. Actually, in the very beginning, the community rejects the tower construction, but the company managed to construct in the middle of our village. I suspected that there must be something 'under the table' involved and later I knew that the construction had used a fake community signature, therefore the Regent issued the permit." –**Mr. Widi** (Interview, 17 July 2012)*

As the community leader, Mr. Widi held several meetings with the community and complained to related government institution. It revealed that the Tower whose permit *(29/IMB/IMB/DCK/2001 dated on February 2001)* has already been expired and need to be demolished or removed. The Public Works and Housing Institution of Sleman Municipality has issued two warnings to PT. Telkomsel per June 2010 and November to renew the permit. However since then, Mr. Widi and the community felt that the telecommunication company had been delaying the application process of the new permit. They truly suspected that bribery was again involved between the company, government institutions and local people. Mr. Widi insisted to know about the status of latest permit and ask the company to check the condition of the tower. So he reported the case to LPO-Yogya to seek justice. As said by Mr. Widi during the interview:

> *"Finally, we reported a complaint to LPO-Yogya. We are disappointed and tired with the game they play. I used to work for the government, so this is not a new thing for me. Other disappointed moments were that we had been intimidated by some people that hired by the company to shut our mouth. One of the people who lives near by the tower came to me one day, and told me 'Sir, I am promised to get IDR 500,000,000 (USD 52,000) by the company as long as we support the Tower and be quiet.' See, this is very bad. Finally, we sealed the*

*tower and reject any bribery from outside while waiting for mediation by LPO-Yogya." –**Mr. Widi** (Interview, 17 July 2012)*

The case is processed by LPO-Yogya, and then followed up by clarification and mediation. The Public Work and Housing Department of Sleman Municipality, Mr. Widi and friends, and PT. Telkomsel were invited, and a recommendation was issued for government to decide about the new permit, and the need to give sanction to the company if they are still not extending the permit. The company said that it takes time to extend the permit, and they promise they will check and repair the tower. But Mr. Widi and friends are still not satisfied. After the case was closed now they are trying to report it to National Ombudsman. As said in the interview:

*"LPO-Yogya has tried their best, but we are very upset that the recommendation issued by LPO-Yogya is not followed by the reported government institutions. Now, we are trying to file the complaint to National Ombudsman (NO) in Jakarta through Branch Ombudsman (BO), they promised me they will process this case. I will let you know the progress. I hope this time the case could be settled." –**Mr. Widi*** (Interview, 17 July 2012)

This case is a good example of how maladministration could happen induced by the business sector. These also show that LPO-Yogya as Local Ombudsman has limitations in the area of authority, so the role of National Ombudsman was seeked to cover this weakness. We also could see that the people was not disappointed with LPO-Yogya but really upset with the government.

4.6   Stakeholders

Various opinion and perspective were gathered during the field research, most of them agreed that LOC is a good product of democracy, and really helpful for the society. Here are some opinions about LPO-Yogya, good governance, and

decentralized public service monitoring and discussion will be followed on the next section.

LOC (LPO-Yogya):

The *first* stakeholder is LPO-Yogya as the Local Ombudsman Committee. It was initiated by the people and approved by the commitment of Governor. If we could see here, there are also some point that with limitations as fixed budget and human resources LPO-Yogya still manage to serve the people of Yogyakarta through their innovations such as develop a participatory training program for local communities, and socialization through mass media. The details can be seen below:

"One of the key strength of LPO-Yogya is the proximity of the people; we are established through the commitment of Sri Sultan as the Governor and also the supports coming from the elements of civil society are really beneficial to us. There was one famous case about CDMA (Code Division Multiple Access) which involved the governor's decision, and LPO-Yogya issued a recommendation that Sultan was involved in the maladministration which occurred. He accepted it decision and even came to the mediation session. Since then all the bureaucrats follow his example to come and cooperate with LPO-Yogya during investigation, mediation, and recommendation. For us, as the commissioner, to be magistrate of influence in the society, honesty is the key. If we have the willingness to give the best service as ombudsman, I believe there will be solution for every obstacle." –Mrs. Ratna Mustika Sari, Chief Ombudsman (Interview, 6 July 2012)

"If we could see the bureaucratic culture, we still found that discrimination, unfair treatment to the people were there, but it has been improved much better than how it used to be, LPO-Yogya we play our role according to the mandate and authority given, we understand that Good Governance is truly a consensus of every stakeholder, and it is good in Yogya that our governor hold the commitment toward good

governance. Good Governance is not a western concept, we could adopt and apply the positive principles within the culture of our local society" – **Mr. Mukhsin Ahmad, Vice-Chief Ombudsman** (Interview, 16 July 2012)

"To deal with limitations of resources and staffs, Complaint Handling has been developing initiatives. We assessed that the complaint box being placed in public areas is not effective, so we shifted the approach with people participation, so instead of waiting complaints to come, we encourage communities to be aware of the maladministration cases and communicate with LPO-Yogya. This advocacy through providing seminars and trainings are very effective. For this period we develop a program called "Social Audit" so we give training for volunteers in the society to facilitate their community, so when maladministration cases happen they can post complain to related institutions, and if there are no feedback, they can report to Ombudsman." –**Mr. Buyung Ridwan Tanjung, Commissioner Ombudsman 'Complaint Handling'** (Interview, 5 July 2012)

"To prevent similar complaints keep coming in to LPO-Yogya, we also do policy review and recommendation so that we can fix the loophole on the policy level especially for issues that really close with the people. Popular complaints which are coming in to LPO-Yogya are Social Welfare, Healthcare, Education, Licensing Permit, and land certificate. It is very close with daily life of the people. We publish journal and bulletin and conduct a small research to analyze systemic maladministration which occurs in the local government. " – **Mr.Eko Agus Wibisono, Commissioner Ombudsman, 'Research and Development'** (Interview, 10 July 2012)

"We use our networks to spread the information about ombudsman in Yogyakarta, beside that we already set online-complaints mechanism,

so people can post the initial complaint via Internet, and later to be followed up in person. Another issue is that Socialization, it is still a challenge, although we have been using many different methods to socialize the existence and function of ombudsman to the society, there are still people, especially who lives in remote areas who says that they have no idea about ombudsman, so socialization is still a priority for us." – **Ms. Siwi Dwi Lestari Dian Kustanti, Commissioner Ombudsman, 'Socialization and Networking'** (Interview, 10 July 2012)

National Ombudsman & Branch:

The *second* stakeholder is The National Ombudsman *(Ombudsman Republik Indonesia)* which operates from the national headquarted in Jakarta and runs in provinces such as Yogyakarta through the Branch Ombudsman Office. In the national framework, after the transformation from National Ombudsman Committee become National Ombudsman, They enjoy larger authority (such as budgeting, legal standing, and authority) and functions with different steps right now Some of the programs such as opening Branch Ombudsman in every Provinces in Indonesia. They think that the Local Initiatives such as LPO-Yogya is really difficult to be applied in the national framework, since not much province can commit to establish LOC in their region. The details can be seen below:

"Branch Ombudsman is basically the NO in regional level. It has larger authority and power than Local Ombudsman, for example if the reported institutions neglect to respond to our mechanism (Clarification, Investigation, Mediation) we may use our authority to call them or the case will go to the police and to be processed in administrational court. We can process complaints related with vertical institutions such as law enforcement, police, and judge. Every reports and complaint are processed at the head quarter in Jakarta. At Branch Ombudsman, we sometimes receive complaints from the people who have reported to Local Ombudsman, but don't feel satisfied with

the result. We have unwritten agreement and understanding to prevent case overlap with Local Ombudsman, if the case is being processed in LPO-Yogya, we won't overtake the case." – **Mr. Budhi Masthuri, Head of Branch Ombudsman Yogyakarta and Central Java** (Interview, 9 July 2012)

"Decentralized public service monitoring is difficult to apply in Indonesia, every region and provinces have different bureaucratic cultures. Yogyakarta is quite good because the situation is one of the best with solid civil societies, universities, mass media and a more important point that there is public trust. But what about the other provinces? That is why starting from early this year, NO plans to open Branch Ombudsman to cover 33 Provinces of Indonesia. We have more resources and higher legal standing right now. Our funding is located on the national budget post approved by national parliament (in 2011 was IDR 16,000,000,000/USD 1,700,000; in 2012 is IDR 60,000,000,000 / USD 6,250,000). We are optimist to perform our role both in the national framework to the local level. While for LOC, I see it as a local asset, but it is very difficult to expect another local initiative like Yogya and Makassar to mushroom again, so in NO, we have our own approach." –**Mr. Budi Santoso, Commissioner Ombudsman, National Ombudsman 'Complaint Handling'** (Interview, 30 July 2012)

Local Government:

The *third* stakeholder is Local Government as the local state administration providing public services the local society. The Governor supports (annual budgets) LPO-Yogya through the office of Legal Bureau in the provincial secretariat. The legal bureau thinks that LPO-Yogya is quite an achievement of the Yogyakarta's local government but to achieve bureaucratic reforms, a good internal complaint handling

and monitoring system should be enhanced. The details can be seen below:

"LPO-Yogya is not the only monitoring mechanism that Yogyakarta Government has, we have Inspectorate General, and Local Monitoring Authority I think that the internal monitoring mechanism is more important to achieve bureaucratic reforms. LPO-Yogya receives fix annual budget under our Bureau based on the post that set by the Governor. About the performance, I think LPO-Yogya still manages their job well, or else the Governor will not support them anymore." – **Mr. Harris Suhartono, Law Bureau Yogyakarta Provincial Secretariat** (Interview, 17 July 2012)

Society (People, NGO, Academic Community, Mass Media):

The *third* stakeholder is the Society as the rights holder to receive good public services from the government. Society thinks that LPO-Yogya has been doing a good job but yet socialization to remote area still need to be improved. Media thinks that coordination and usage of press relations approach should be used. Academic Community and NGO think that LOC is a good form of decentralized public service monitoring, but seeing the challenge being faced by LPO-Yogya, they are always support and ready to assist. The details can be seen below

"We are (the people) are nothing compared to the public officials, sometimes we cannot argue with them, so with Ombudsman system in Yogyakarta, we have some place to go and complain if we meet some problems with the public officials. I think LPO-Yogya should take more active role, especially for people like us who live far from the capital (Yogyakarta City), the people in the village are unadorned, take everything for granted. So it is better that LPO-Yogya do more socialization so the people can understand about their rights and

*where to complain if they meet corrupt officials." –**Mr. Heribertus Subari, Local Neighborhood Leader, Wonosari Village, Gunung Kidul Municipality*** (Interview, 30 July 2012)

*"I think that socialization of ombudsman to the society is still low, Public Relations could also extended to Press Relations, If LPO-Yogya want to expand the socialization, mass media could be used more effectively, it doesn't have to be about budget, we could support as long as we share the same vision." –**Mr. Yohanes Bambang Margantoro, Editor 'Bernas Jogja'*** (Interview, 5 July 2012)

*"For us as the largest local newspaper of Yogyakarta, we record every case which occurs in the society, and it also gives a big impact to ensure good governance in the local government, LPO is a good example of political commitment of the governor in decentralized democracy. I was a member of selection committee once, and I am sure that the people who work in LPO-Yogya are the selected ones, with capability, and integrity." – **Mr. Okto Lampito, Chief Editor, Kedaulatan Rakyat*** (Interview, 5 July 2012)

*"The establishment of LOC in Yogyakarta was initiated by us together with Partnership, and NOC. PUSHAM-UII has a role on the formation, we prepared the draft of the bill, we give training and semimanrs and also I got the chance to visit Sweden to study about Ombudsman at that time, and we were very pleased with the first period of LPO-Yogya, seeing the volume of complaints, socialization in the society. Now, we don't get involved directly with LPO-Yogya, but if they need some assistance, we usually help. In my opinion good governance needs to be interpreted and translated with local understanding and circumstances, and so far LPO-Yogya manages to follow it." – **Mr. Eko Riyadi, Head of Human Rights Center, Universitas Islam Indonesia.*** (Interview, 12 July 2012)

> *"We believe that Local Ombudsman is a good initiative to answer the demands of reformation. At that time Partnership support the establishment of LOC and LEOC in Yogya. Yogya is the best practice for establishing LOC; it can be seen from other province and region who has studied LPO-Yogya in order to establish their own LOC. I see that LOC could be a political incentive for the running local candidate to promote good and clean governance like what happened in Makassar City. Seeing the recent development of Ombudsman in Indonesia, Partnership has seen that Government of Indonesia is inconsistent in regulating decentralisation by not recognising the exisiting local ombudsman as local initiative and regulated sentralised ombudsman commission. Partnership has still supported these ombudsman commissions through our networks."* – **Mrs. Natalia Hera Setiyawati, Program Coordinator, Partnership** (Interview, 1 August 2012)

4.7   Constraints

In performing their functions, LPO-Yogya meets these constraints:

Internal: With fixed annual budget of IDR 750,000,000 (USD 79,000) they feel that it gives them constraint to innovate new programs, especially related with research and development, and also with the socialization to remote area in the province. In the regulation, there is a clause that mentioned about LPO-Yogya is able to do fundraising outside of the fixed annual budget. However, the issue is with the nature of the institutions which is now embodied in the local government structure under Legal Bureau of Provincial Secretariat. This lead to the condition where there are not much donors who are interested in funding their activities. So for some public activities such as seminar and workshop, LPO-Yogya sometimes cooperates with NGO or INGO in join their budget for venue, and seminar kit and materials.

External: LPO-Yogya is still thinking on how to get a higher legal basis above the governor regulation, which is the local regulation that should be approved by the local

parliament/legislature. This discourse has been discussed since the first period of LPO-Yogya. However, the trends show that the local parliament has shown no interest to approve the legal draft. The incised pattern of functions and authority with Branch ombudsman office is also need to be settled to prevent overlapping, since there are no formal written agreements between these two ombudsman institutions in Yogyakarta. Recently, there have been talks and discussion from both ombudsman institutions on the issue of how to embody the coordination into a written agreement.

CHAPTER V
DISCUSSION AND ANALYSIS

Based on the research findings, discussion and analysis are made on several topics: *Contribution of LPO-Yogya, Ombudsman and Good Governance, Decentralization in support of democracy, Relationship between NO and LOC, Ombudsman and development,* and as supplement to the findings *Cultural side notes.*

5.1   Contribution of LPO-Yogya

LPO-Yogya serves these functions: *public service monitoring, receiving complaints regarding public service deliverance and maladministration, promoting good governance principles to the government and society through socialization and dissemination.* Beside the main functions, they give free legal consultation for the people who ask and they perform policy review for issues which considered being 'systemic maladministration' such as healthcare policy, education policy to prevent the similar complaints repeat coming in.

In the national framework, the role of LPO-Yogya is considered outside the NO has been developing the system of Branch Ombudsman Office (BO) since 2004. Nonetheless, LOC is categorized as the asset of the local government. BO-Yogya and Central Java which is located in Yogyakarta has set up some coordination with LPO-Yogya to prevent that there will be no overlapping in doing their functions. NO also plans to open more BO in to cover all 33 Indonesian provinces where there are no LOC.

Henk Addink in "Ombudsman as the fourth power" concludes that from Crince Le Roy's perspective fourth power is the one who do check and balances among the other three powers (first - legislature, second - executive, third - judicative). He mentions that the balance of power within the State was already entertained by Aristotle, and nowadays it is translated as the need of fourth power, to

support the check and balance or monitoring of the other 3 pillars of democracy (Addink 2005: 19).

The role of LPO-Yogya which is advisory in nature can be interpreted to fit the functions as the fourth power of the local government. The only peculiarity is LPO-Yogya is structurally located under the executive, so it is not merely 'the fourth', but they still hold the commitment to be independent and impartial in functions. The role of Ombudsman as the fourth power is in line with the democratization principles, since it allows citizen to express their concern towards the maladministration that occured. The element of people participation is also one of the important features to support ombudsman, with respect to the participation of the people in knowing and using the service of ombudsman in the society. It will sustain the existence of fourth power, furthermore sustaining democracy.

Without LOC's existence, the only complaint mechanism is through internal complaint mechanism on each government institutions. There is no sense of advocacy and people participation in which the LOC has been giving. LOC is important since it meets these criteria: proximity to the local people, product of decentralized government, and support from stakeholders in the society, the mandate and authority given to them enable them to perform well. According to the function of Ombudsman, it divides into two main roles: *a.) Legal protection b.) Power monitoring.* LPO-Yogya imparts the first function: legal protection for the society, particularly related with the public service deliverance.

The weakness of LOC that being pointed out by NO is the *limited authority* that they cannot investigate the complaint or cases coming in which related with vertical institutions such as law enforcement (police) and judicial system (court, judges). On this point, the Branch Ombudsman (BO) Central Java and Yogyakarta which is located in Yogyakarta has set coordination with LPO-Yogya, if those complaints are coming in they may refer the complainant to report to BO.

After 7 years of the establishment of LPO-Yogya, 955 cases/complaints came and 70% were followed-up and settled, with top complaints comprise of day-by-day issues which are close to the people such as: *Healthcare, Education, Social Welfare, Licensing and Land Certification*. Therefore, it could be considered that LO contributes positively to good governance. People such as Ms. Vita and Mr. Widi who used the service of LO, feel that the existence and role of LO has really helped them to claim the rights as citizen in receiving basic public services according to the standard set by the government itself.

People in community feel that with trainings and socialization sessions conducted by LPO-Yogya they are more involved, it also develops their capacity and capability in become the agent of changes in society start with a small role in their community by inform their neighbours about ombudsman and lead to reporting complaints when they meet problems with the bureaucracy. Plus, the development of ombudsman system in Indonesia is still on progress with the expected situation that established LOC in the Local Framework could be beneficial for the local society, while the NO is developing different approach but share the same vision toward a better public services and good governance practices in every Indonesian Provinces.

5.2   Ombudsman and Good Governance

The concept of good goverrnance was developed as a manifestation of disappointment over the condition that put the state or government in a very dominant position. In the concept of (authoritarian) government, the state as a public institution has a valid powerful strength to suppress public interest. The governance mechanism being used has the most decisive power in ruling and regulating capacity which makes the government capable of directing and organizing all the components in the society. This idea was considered to encourage and to allow the government which is not only powerful, but also play too dominant role and underestimate the power that lies in the society. This concept has many shortcomings, especially on the side of national dominance that puts the fate of the effectiveness of the country alone. In addition, the potential benefit of synergy between the state and people are not explored and

developed. Therefore, the concept of good governance was coined to focus on how to create synergies between the state and society. It is firmly based on the attitude to build consensus, cooperation and mutual understanding which will lead the condition that accommodate every stakeholder interest based on the ideal of mutual respect and justice (Pratikno, 2004).

Good governance is one of the core infrastructures to development. It will ensure that development will reach the society. In practice, the existence of Ombudsman in state system is important because it drives the creation of good governance through public service monitoring and giving legal advice and protection to the society. So, it surely plays the role of 'the middleman' between state and society. A good public service can be seen if the society as the rights holder can access the services given by the state in an easy, fast, accountable and efficient way. On other hand state also needs to set a basic standard of services, where the society could understand what the limitations faced by the state while are doing their responsibilities.

With these, we may see strong correlations between ombudsman and good governance where ombudsman will try to investigate what the standard that the state has and what is desired quality of services that the society wants, especially in the situation where there are no transparencies and good communication between state and society. Ombudsman can be the institutions that facilitate complaints and bring it to the government for further clarification. That is why the independency of ombudsman is really important in order to create no sides between the state and the society. Although ombudsman does not have legally binding sanction like the classic judicial system as court and judge, they act as the Magistrature of Influence or Court Influence Giver. *In developed countries, the recommendation of ombudsman can be used in the court as a supporting proof* (Agustina, 2004). Therefore, there should be no problem for ombudsman as a morally binding institution, since it will keep spread the awareness to both state and society, and someday along with the maturity of democracy and supremacy of law, then good governance will be achieved.

5.3   Ombudsman and Social Justice

Social justice is still a big concept, since it has many things to do in the other area such as Supremacy of Law, Law Enforcerment, and Judicial Reformation. Within the aspect of local administrative government, particularly public service deliverance, LOC assists the government in ensuring to deliver their functions to the society in which if every complaint or cases are settled. It means that the people receive their rights, and it brings social justice to the local society. As mentioned in the framework, social justice according to Amartya Sen, it should encompass the essential elements; one of them is concerning for the distribution of opportunities within society.

The distribution of opportunities has been an issue since it often found that discrimination happens for people from different class in receiving basic public services. The poor of the society often be marginalized by government institutions such as hospital, school, and civil administration. Sen emphasizes on Social justice imposes on each of us a personal responsibility to work with others to design and continually perfect our institutions as tools for personal and social development. There are strong correlations between good governance principles with social justice which encompass element of participation, rule of law, transparency and accountability. Good governance only can be attained when these elements are met. Hence, social justice can be ensured if the initiatives of society meet the commitment of the government. The following figure is the illustration on the role of Local Ombudsman:
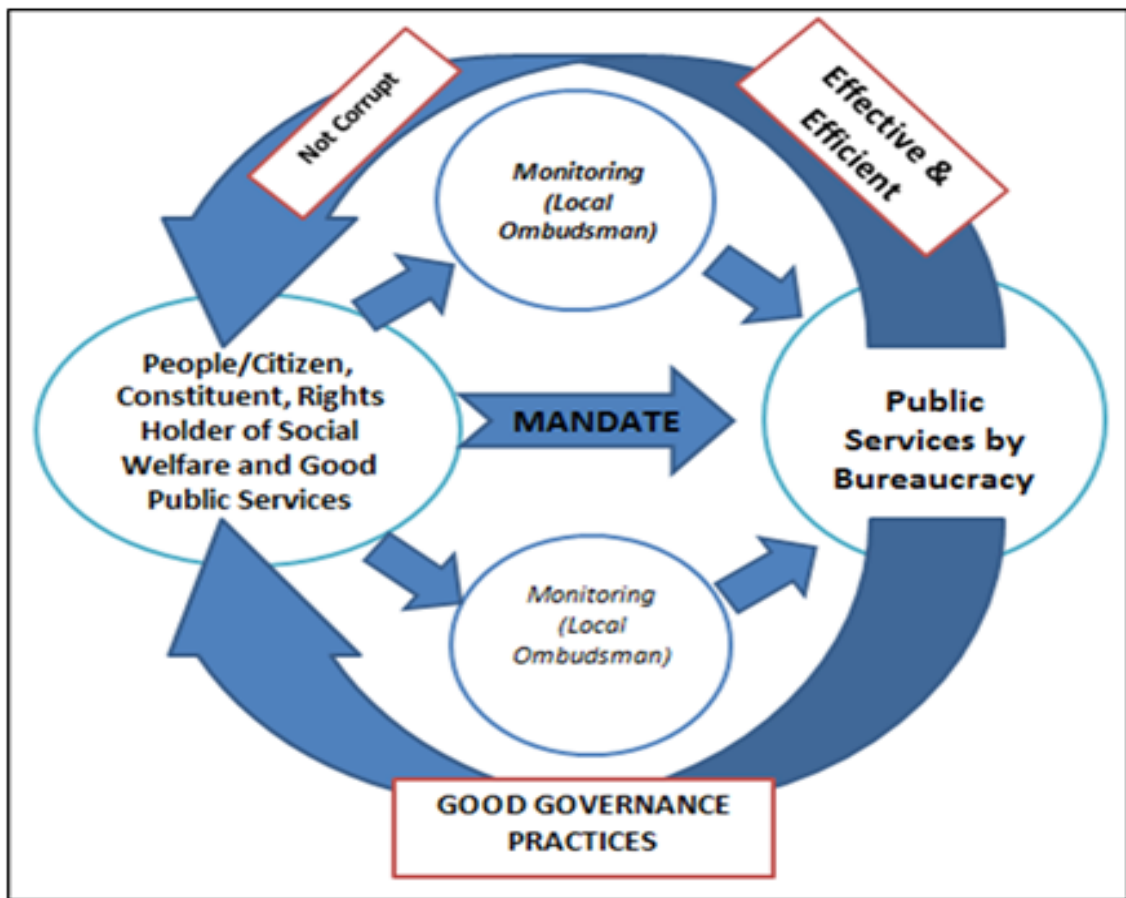
Figure 5.3.1 Role of Local Ombudsman

5.4   Decentralization in support of Democracy

Decentralization could be understood in juridical and functional fashion. As juridical, we can see that in Indonesia there have been numbers of established regulations on decentralization, and in particular local government and local society can set their LOC as long as it is approved by local executives such as Governor, Mayor, District Head or local legislature, the local parliament. This can be seen from the form of another LOC in Indonesia, Makassar City Ombudsman which is a city level ombudsman, not a provincial like LPO-Yogya. This means that the spirit of decentralization is already embedded in decentralized government with respect to local commitment and political will.

On the functional aspect, it is still a debate whether an ideal monitoring system should be decentralized or not. However, the LOC still delivering their function because of the mandate from local regulation (commitment of the local government) and support from the society participation (local initiatives). The decentralized function of ombudsman now applies to LPO-Yogya, since it has juridical basis of the local regulations, while in another hand, centralized function is still maintained through the National Ombudsman by opening Branch Ombudsman offices covering every provinces. So, we could say that decentralized ombudsmanship is still partial.

Decentralization means to make the decision-making process become closer to the people or citizens. In this case, it is not only about making the decision making closer to the people but also on how to make the monitoring system closer to the people. This unique monitoring system was a direct result when the initiative of the society is responded by political commitment of the local government. The findings affirm that decentralization is important since there is belief that if the administration or government is further from the central government, it is more difficult to monitor the whole process. It is very ideal when decentralized governance taking place, monitoring system which promotes check and balance and the good governance principles is established as well to sustain the decentralization process.

5.5   The Relationship between NO and LOC

As mentioned earlier, the inception of LOC was a part of NOC's grand scheme to establish LOC in 33 provinces in Indonesia. With limited resources and fundings and Presidential Decree was considered a weaker legal basis than what they have now. LOC were considered as the only way to promote decentralized public service monitoring. However, the changes in the system on 2008 enable NO to develop new plan and leave the LOC plans behind. Anyhow, it doesn't mean that the established LOC is not important anymore. NO still maintains relationship with established LOC through coordination, while they are also establishing National Framework by opening Branch Ombudsman in 33 Provinces by 2013, with their larger resources and funding supported by the national parliament.

Yogyakarta has two systems of Ombudsman. There are BO-Yogya and Central Java, as the extension of NO in Jakarta and LPO-Yogya, as the local initiative. Both institutions have different legal standing, structural position but share similar function: Ombudsmanship. So, there have been some friction and small clashes in doing their functions. Conversely, during the process, they have set some adjustment to prevent functional overlapping. Yet, until today there is no written agreement among them. So, they maintain their function through formal and informal coordination.

The research results meet the definition of deconcentration of administrative functions. LO has more advantages in dealing with local issues which covered in their authorities, while BO-Yogya and Central Java can investigate case/complaint related with law enforcer and judicial court. The essence of administrative deconcentration is to improve allocative and productive efficiency of public service deliverance. The only peculiarity is that this system is only sustained by coordination and understanding from both ombudsman institutions since they are different in judicial nature. One is the product of national law, and the other is product of local law. We might see in the near future that Branch Ombudsman will become more dominant and LOC could be embodied as internal complaint handling of the local government.

5.6   Ombudsman and Development

LOC is categorized as Auxiliary Institution which supports the functions of established government institutions. It also ensures citizen rights as the stakeholder in the society, in receiving their basic public services. The aspects of development that found in the field consist of: *public initiatives toward better local administration, public participation towards better public service deliverance, public awareness toward democracy, freedom of speech, and good governance, and the efforts to mainstreaming corruption as human rights violations.* Public initiatives could be seen from the movement of civil societies with PUSHAM-UII as the academic community in supporting the establishment of LPO-Yogya as one of Yogyakarta's LOC. Public

participation could be seen from the public enthusiasm, to join LPO-Yogya as commissioner and member, to be the member of selection committee, and to use the service of their LOC. This point also lead to better public awareness toward democracy, with such a supportive community from civil societies, mass media, and academic communities which has been promoting the importance of freedom of speech in democracy ever since. The people of Yogyakarta have developed a better awareness about their rights and where to go to make their voices and aspirations heard by the government.

In answering the discourse of mainstreaming corruption in bad governance as a human rights violation, LOC guards the rights of the people through its functions such as becoming the magistrate of influence, and giving moral sanction to the perverse institutions. Good governance is also needed to be interpreted and translated in the local ways, since the established democratic institutions in Indonesia (general) and in Yogyakarta (particular) is still not yet finished and matured.

Rodrik (2002) says that weak, missing or perverse institutions are the roots of underdevelopment. In this context, weak government institutions will cause underdevelopment. In line with his view, Ombudsman institutions give support in maintaining the functions of government institutions (Rodrik, 2002). While Keefer finds that young democracies are prone to clientelism. Rather than take positions on policy issues or provision of public goods, politicians act as patrons and provide services to their clients or voters to get reelected. By solidifying a support base of clients, they avoid being thrown out of office despite poor government performance. In this case adequate monitoring system such as Ombudsman will do their function as a formal yet auxiliary institution between the government and society. Ombudsman as democratic institution has a positive contribution to development, especially on the aspect of social justice and people participation (Keefer, 2002).

5.7　　Cultural Side Notes

During the field research, the researcher found some cultural aspects which might not contribute directly to the existence of LOC in Yogyakarta, but it might have certain correlations with LOC, since local culture might shape the local policy.

5.7.1 My King and My Governor

It was mentioned earlier that **Sri Sultan Hamengkubuwono X,** the Governor of Yogyakarta as the head of local government is also the King of Yogyakarta because of the special status that the province had right after the Independence of Republic of Indonesia. Therefore, it also affects the bureaucratic culture and furthermore the culture of people of Yogyakarta.

Many local government officials pay highest respect to the King, and it could means both positive and negative. On the positive side, after the case of CDMA (Code Division Multiple Access) which involved the Governor, LPO-Yogya felt that it was a breakthrough for them, since that precendent, every case has become much easier. All the local bureaucrats follow the example of their Governor. They have the willingness to cooperate with LPO-Yogya in doing case investigation, mediation, and recommendation. The people also feel the benefit from it, so they become more respect to the Governor. As for the negative side, it might be for LPO-Yogya in doing check and balance could be a bit difficult if they touch the area of the Governor and his relatives, since the precedent case like CDMA might not be repeated again. So in the end, it will come back to the wisdom of the Governor, whether he wants to maintain and improve the LOC system under his administrative or not.

5.7.2 *Topo Pepe*

Topo pepe is Javanese words which has a unique link with rights of the people in complaining about the government. *Topo* means meditate, and *Pepe* means to have dried with sun burn. It was rooted back with the Kingdom's tradition during **Sultan Agung**, the first king of New Mataram Kingdom. At his time, if the people (commoner) have some question or objection (complaint) about the ruler policy, he

may come to the palace hall and remove his tops during the noon and wait until the King or his aid come out and grant him audience to talk.

Nonetheless, this culture is not related with Ombudsman, since the concept came from Sweden. However there are similarities with the nature of the people of Yogyakarta in the context of state and society's relations, they often want to communicate or ask about the government policy which they feel improper or not benefiting them directly.

5.7.3 *Ewuh Pakewuh*

Ewuh Pakewuh is another Javanese term for the culture of people that tend to please others, feel hesitate, and fear of offending others. Ewuh Pakewuh is totally bad since the purpose of being reluctant to others was to maintain relationships, to mind the feeling of the person, and to keep the peace within society.

This soft culture lies and roots deep in the heart of People of Yogyakarta, therefore it also affects them in using the service of ombudsman, mainly because of reason like afraid to offend the public officials, want to keep the peace, and accept their condition without complaining. Therefore socialization to people in remote area should always bear that Ewuh Pakewuh is not needed in the aspect of Public Service Deliverance, since the one that concerned is the rights of the people not the solely the norms.

5.7.4 *Dadi Orang sing di Wongke*

The last cultural note is a bit contrary with *Ewuh Pakewuh*. It roughly means: *"being a human by being treated as a human; in other word, to be a human one has to be treated as a humanized being"*. It is rooted from the Kingdom's culture where commoner and noble men have different rights and respects. Therefore the culture basically implies that if you treat other people as human, with high regards pay respect, and give appreciation they will be complete as a human.

This note related with how the people who use the service of LPO-Yoyga and get their way out of the problem with the good feeling that they are complete as a citizen who deserve a good public services from the government. Usually they face these kinds of barriers when they have to face the bureaucracy which made them feel less human, Ombudsman does *"wongke"* the people.

CHAPTER VI
CONCLUSION

6.1   Conclusion

These are several points of conclusion to be made according to research question:

1. The role of ombudsman as the fourth power is in line with the democratization principles because it allows citizen to express their concern towards the maladministration that occurs. The element of people participation is also important to support Ombudsman, by knowing and using the service of Ombudsman in the society. It will sustain the existence of fourth power, furthermore sustain democracy

2. Local Ombudsman Committee is important since it meets these criteria: proximity to the local people, product of decentralized government, and support from stakeholders in the society, the mandate and authority given to them enable them to perform well

3. According to the function of Ombudsman, it divides into two main roles: *a.) Legal Protection* and *b.) Power Monitoring*. Local Public Ombudsman in Yogyakarta imparts the first function: legal protection for the society, particularly related with the public service deliverance

4. The correlation between good governance principles with social justice which encompass element of participation, rule of law, transparency and accountability. Good governance only can be achieved when these elements are met. While social justice can be ensured if the initiative of society meet the commitment of the government

5. Decentralization means making decision-making governance closer to the people or citizens. In this case, it is not only decision making which closer to the people but also the monitoring system, which rose from initiatives of the society and responded by political commitment of the local government. The findings affirm that decentralization is important since there are beliefs that if

the administration or government is further from the central government, it is more difficult to monitor the whole process

6. It is very ideal when decentralized governance taking place, monitoring system which promotes check and balance and the good governance principles is also need to be established to sustain the decentralization process

7. The findings meet the definition of deconcentration of administrative function, LO has more advantage in dealing with local issues which covered in their authorities, while BO (as the extension of NO) can investigate case/complaint related with law enforcer and judicial court. The essence of administrative deconcentration is to improve allocative and productive efficiency of Public Service Deliverance. The only peculiarity is that this system is only sustained by coordination and understanding from both ombudsman institutions, since they are different in judicial nature, one is the product of national law, and the other is product of local law

8. Ombudsman as democratic Institution has a positive contribution to development, especially on the aspect of social justice and people participation

In new democracies such as Indonesia, ombudsman institutions can be understood as the fourth power which supports the democratic system. LOC promotes good governance by ensuring local governments to conduct good public service deliverance to society which is according to standards and will stimulate the legitimacy of the public authority. Concurrently, it also gives legal protection related to public services to the society. This research found that LOC can be seen as a breakthrough within the national development framework. Some of the problems being faced include limitation of human resources and operational budget and the shift in national policies which affect the existence of some LOCs. Users of the LPO-Yogya service find that the presence of LOC in the society helps them to claim their rights, get settlements through mediation, and receive informal legal consultation. Furthermore we can see that the expectation that the role of LOC in conduct public service monitoring and in ensuring good governance practices will bring social justice which will contribute to development of the local society.

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Hobby and Interest: reading, making friends, involve in discussion, jokes, lifelong learning, leading and motivating others, international development and living a joyful life.

Motto: *Live up your life!*

FORMAL EDUCATION

2011-2012	Chulalongkorn University, Thailand, International Development Studies (MA)
2010-2011	Trinity College Dublin, Comparative European Politics Program (Resign)
2005-2010	Universitas Pelita Harapan, International Relations (BA)
2002-2005	Don Bosco II Senior High School
1999-2002	Don Bosco II Junior High School
1993-1999	Tarakanita V Elementary School

NON FORMAL EDUCATION

2012	Thai Basic Conversation Course
2009	CCF French Course (A2 Level)
2005	UPH Mandarin Course (Basic Level 2)
2002-2004	Gakushudo Japan Language School (Shokyu Level 3)
2002-2003	LBPP LIA - General English Advance Level
1996-1998	LBPP LIA - First Step In English

WORKING EXPERIENCES

2007	Intern Officer at The Partnership for Governance Reform. Anti-Corruption Program
2006	Assistant Lecturer on "Introduction to International Relations" at Faculty of Social and Political Sciences, Universitas Pelita Harapan