

# Strengthening The Capacity of the Indonesian Ombudsman to Optimize Inclusive and Responsive International Cooperation

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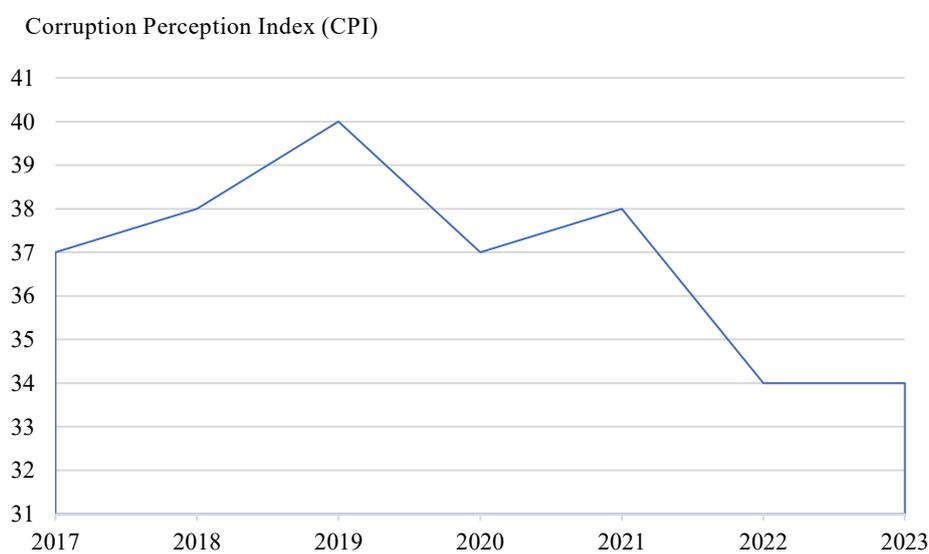
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## ABSTRACT

*Globalization and technological developments have expanded the scope of maladministration, which is no longer limited to domestic issues. Cross-border collaboration is becoming increasingly relevant to prevent and deal with mismanagement, especially in dealing with the complexity of problems in various fields. This requires a strategy that is effective nationally and capable of reaching a global dimension. Currently, the role of the Indonesian Ombudsman in the worldwide framework has not been utilized optimally. The involvement of the Indonesian Ombudsman in international collaborative efforts still faces various obstacles. Analyzing the potential and role of the Indonesian Ombudsman towards a strategic position for global cooperation is interesting to review as input for policymakers in the development context, which directly impacts public services, the economy, and society. This research aims to present a synthesis of the philosophy of establishing the Ombudsman, identify challenges that hinder the optimization of the Indonesian Ombudsman's contribution to cooperation, formulate strategies for strengthening capacity in its active role on a global scale, as well as provide policy considerations for strategic cooperation opportunities with international Ombudsman institutions or other global organizations to improve the quality of supervision of maladministration of public services. The analysis method used is qualitative through literature studies from various sources and Focus Group Discussions (FGD) in the PESTLE framework (Political, Economic, Social, Technological, Legal, and Environmental). By exploring strategic opportunities and discussing existing obstacles, it is hoped that this article can contribute to strengthening global governance of Ombudsman supervision that is more inclusive and responsive to the challenges of maladministration and providing comprehensive and integrated policy recommendations.*

## Introduction

Maladministration has become a global challenge that undermines good governance and negatively impacts society (Ismail et al., 2024; Purba & Jaidun, 2025). In various countries, maladministrative practices such as abuse of authority, administrative corruption, and bureaucratic inefficiency have weakened public trust in state institutions. In the global context, the role of institutions monitoring public service maladministration is vital to ensure accountability and justice in government administration (Agustina, 2019; Pambudi, 2024a). This is because the tasks assigned by regulations to this institution are related to maladministrative behavior, which is the initial gateway before acts of corruption (Widyawati, 2024). Corruption worldwide is measured through the Corruption Perception Index (CPI) published globally by Transparency International. The CPI value is a composite indicator to measure perceptions of public sector corruption on a scale of zero (very corrupt) to 100 (very clean) in 180 countries and regions based on a combination of 13 global surveys and corruption assessments according to business actors' perceptions and world expert assessments since 1995 (Kumi & Saharan, 2022). Indonesia's Corruption Perception Index (CPI) was recorded at 37 points on a scale of 0-100 in 2017. In 2018, the CPI value in Indonesia was 38 points, which increased the following year. The highest CPI value was recorded in 2019 at 40 points. In 2020, the CPI value in Indonesia was 37 points, which decreased the following year. The decline in CPI also caused Indonesia's global ranking to drop. It is recorded that Indonesia's CPI in 2021 is ranked 110th. Last year, Indonesia's CPI was ranked 96th globally (Transparency International, 2025).



**Figure 1.** Indonesia Corruption Perception Index (CPI)

*Source: (Transparency International, 2025)*

In terms of trends, Indonesia's CPI tends to improve compared to the last two decades. The highest CPI value was in 2019, which reached 40 points, while the lowest was in 2002, namely 19 points. Transparency International involved 180 countries in its CPI survey. A score of 0 means that there are many corrupt practices

in that country, whereas a score of 100 indicates that the country is free from corruption. The world average CPI in 2022 was recorded at 43. This value has not changed for 11 consecutive years. Two-thirds of countries still have scores below 50, indicating that these countries have serious corruption problems (Koeswayo et al., 2024).

Maladministration or bad administration can be one of the initial sources of corruption. If government administration is not transparent and accountable, this creates loopholes that allow corrupt practices to occur (Andhika, 2017; Pambudi & Hidayat, 2022). When decision-making and resource allocation processes are not open to public scrutiny and accountability, corrupt officials can easily exploit them for personal gain. To prevent maladministration, it is necessary to strengthen ethics and governance in public services, strengthen the act of maladministration prevention, and build an anti-corruption culture.

The globalization dynamic and technological developments have expanded the scope of maladministration, which is no longer limited to domestic issues. Cross-border collaboration is becoming increasingly relevant to preventing and dealing with maladministration, especially in facing the complexity of international cooperation in the fields of trade, investment, and humanitarian assistance. This challenge demands a strategy that is not only effective at the national level but also capable of reaching a global dimension.

The Ombudsman carries out supervision and inspection of public services and government institutions (Ombudsman RI, 2022; Septianingtiyas & Sulistyowati, 2020). In this process, the Ombudsman can identify indications or practices of corruption that occur through preventing maladministration (Ambala, 2024). They can investigate allegations of maladministration, conduct investigations, and provide recommendations for resolving maladministration cases, which, in some cases, are the precursor to corruption. The decline in Indonesia's CPI indicates that the public perception of corruption in politics and public office in Indonesia is deteriorating and needs to be responded to seriously by various parties. The Ombudsman, as a non-pro-justice institution, has a crucial role in preventing and influencing maladministration. According to the 2025-2045 RPJPN draft, Indonesia's corruption perception index (CPI) in 2045 is targeted to reach 60 through strengthening enforcement of criminal acts of corruption towards zero corruption. The countries that pioneered the establishment of the Ombudsman currently have a CPI above 80, tax revenue/GDP > 20%, and GDP per capita > 50 thousand USD. The population is the happiest in the world (Danish & Nawaz, 2022).

Currently, the role of the Indonesian Ombudsman in the global framework has not been utilized optimally (Pambudi, 2024b; Solechan, 2018). Despite having a strong mandate and authority at the national level, the Indonesian Ombudsman's involvement in international collaborative efforts still faces various obstacles, such as limited frameworks, regulatory differences between countries, and a lack of international recognition of the Ombudsman's role in preventing maladministration.

As times change, the Ombudsman's mandate has expanded to not only target maladministration practices but also other vulnerable behaviors that can weaken the role of government and damage democracy, namely corruption. In several countries, Ombudsman institutions have adapted to oversee issues that fall outside the classic model. The Ombudsman can build an anti-corruption culture by carrying out anti-corruption training and outreach activities.

In general, the Ombudsman has a significant role in handling complaints of maladministration and preventing corruption involving parties from other countries, but still by the regulations in force in that country (Amalia et al., 2025; Ombudsman RI, 2023). The form that can be used is cooperation between Ombudsman across countries adapting to existing conditions, institutions, regulations, and policies. The Ombudsman of the Republic of Indonesia can be involved in this process.

Strengthening the role of the Ombudsman of the Republic of Indonesia in the global arena needs to be encouraged based on the potential of institutions, regulations, budgets, and authorities it has. The Ombudsman, as a global institution with its universal principles, continues to develop and has been established in many countries. Indonesia, which has this institution, must be able to take an essential role in realizing better prevention of maladministration by utilizing its strategic position to optimally cooperate in a positive sense with other Ombudsman institutions in the world. This is in line with the role of the Ombudsman, which is common in other countries where the Ombudsman plays a crucial role in enforcing accountability in the public sector. They can supervise the implementation of the duties and responsibilities of public officials, as well as encourage transparency in the management of public finances.

Despite its formal mandate and growing domestic authority, the Indonesian Ombudsman (ORI) remains underutilized within the landscape of international cooperation. The central issue lies in institutional constraints, misalignment with global regulatory standards, and limited engagement in strategic transnational networks. These challenges give rise to a critical research question: How can the ORI reposition itself as a strategic actor in global governance to effectively address cross-border maladministration? Accordingly, this study seeks to: (1) examine the philosophical foundations of the Ombudsman institution globally and its relevance to Indonesia; (2) identify structural and operational barriers impeding ORI's international engagement; (3) formulate strategic pathways to strengthen ORI's institutional capacity for global participation; and (4) offer policy recommendations for advancing strategic cooperation with international Ombudsman bodies and global governance institutions to enhance oversight of public service maladministration. By addressing this research inquiry, the study aims to contribute to the advancement of a more inclusive, adaptive, and responsive global oversight framework in the face of evolving transnational maladministration dynamics.

## Literature Review

The Ombudsman institution has evolved into a critical mechanism for promoting accountability, transparency, and good governance across jurisdictions. In the context of democratic states, its function extends beyond national borders, aligning with the challenges of globalization and transnational public service delivery (Ambala, 2024; Sebayang et al., 2021). Recent studies emphasize the growing need for cross-border oversight institutions as public administration increasingly intersects with global economic, social, and technological systems (Izzati, 2020; Zuegel et al., 2018).

In Indonesia, the role of the Ombudsman remains primarily domestic despite possessing a formal legal mandate under Law No. 37/2008. While effective in addressing maladministration at the national level, the Indonesian Ombudsman (ORI) has yet to exert substantial influence in international arenas (Ombudsman RI, 2023). Ismail, Safriani, and Asmar (2024) argue that without institutional agility and transnational cooperation, the Ombudsman's role will remain reactive and constrained by domestic limitations (Ismail et al., 2024). Comparative analyses show that institutions like the Swedish or Philippine Ombudsman have embraced transnational roles through strategic positioning within global networks (Koskimaa & Raunio, 2024; Lestari, 2019; Medalla, 2023).

Theoretically, this study is anchored in the concept of the Magistrature of Influence, which conceptualizes the Ombudsman as a soft power entity relying on legitimacy rather than coercion (Agustina, 2019). This aligns with the institutionalist theory of governance, where norm diffusion and institutional trust shape compliance (Taumoepeau, 2019; Zuegel et al., 2018). According to this framework, for ORI to influence global public administration standards, it must be seen as epistemically credible, legally harmonized, and strategically networked.

Furthermore, the literature highlights that preventing maladministration is intertwined with corruption control and trust-building. The preventive capacity of the Ombudsman when integrated into a responsive, participatory governance model (Creutzfeldt & Kirkham, 2020; Pambudi, 2024b). Nonetheless, capacity constraints in digital systems, regulatory misalignments, and limited diplomatic infrastructure hinder ORI's global integration.

Empirical evidence supports the view that active membership in international Ombudsman organizations enhances institutional learning and norm adoption (Hooghe & Marks, 2021; Imbaruddin et al., 2021). Therefore, strategic capacity-building and international networking are essential for ORI to function as an agent of transnational integrity and governance reform. This literature forms the basis of the present study's analytical framework, which synthesizes institutionalist theory and global governance to examine ORI's readiness and strategic trajectory in contributing to international oversight.

**Table 1.** Literature Review of the Basic Principles of the Ombudsman Universally

No.	Principle	Explanation
1	Transparency	This means that the Ombudsman institution must provide transparent and honest information about its duties, functions, and the outcomes of its work and decisions. It also involves being open to public feedback and independently evaluating government policies and programs.
2	Accountability	This means that the Ombudsman must be responsible for their duties and functions and ensure the accountability of the government and other public institutions. The Ombudsman must ensure that the government and other public institutions carry out their duties following applicable laws and regulations.
3	Fairness	This means that the Ombudsman institution must ensure that the rights of discriminated individuals and groups are respected and protected. The Ombudsman must ensure that the public has equal access to public services and that there is no discrimination in the provision of public services.
4	Independence	This means the Ombudsman institution must work independently from other parties, including the government and other public institutions. The Ombudsman must have sufficient authority and resources to carry out their duties and functions independently.
5	Non-discrimination	This means that the Ombudsman institution must ensure that there is no discrimination in the provision of public services and that the rights of discriminated individuals and groups are respected and protected.

Source: (Ambala, 2024; Kirkham, 2016; Pambudi & Hidayat, 2022; Putri et al., 2021)

## Research Methods

This study employs a qualitative research design with a combined approach, integrating *case study and policy-oriented analysis* to examine the strategic role of the Indonesian Ombudsman in international cooperation and maladministration prevention. The case study design enables in-depth contextual exploration of institutional dynamics and stakeholder experiences, while the policy analysis framework supports the development of strategic recommendations based on empirical insights (Lynn et al., 2001; Yin, 2018).

This research applied a purposive sampling technique to select information-rich participants with relevant institutional and technical experience. The participants consisted of:

- Senior and mid-level officials from the Indonesian Ombudsman Central Office

- Representatives from five regional Ombudsman offices (Lampung, NTT, South Kalimantan, Gorontalo, East Java)
- Experts from the Ministry of National Development Planning (Bappenas), particularly from the Directorate of Public Services and Bureaucratic Reform

The sampling aimed to achieve *maximum variation* in institutional perspectives, and a total of 21 individuals participated in three rounds of Focus Group Discussions (FGD). The participants were chosen based on their roles in handling maladministration, international relations, and strategic planning.

The study used three data collection techniques. First, a literature review was conducted where academic journals, legal documents, international best practice guidelines, and policy briefs were reviewed systematically to build theoretical foundations and understand current practices (Dubey & Kothari, 2022; Poth, 2023). Second, Focus Group Discussions (FGD) were guided by a semi-structured protocol designed around the Political, Economic, Social, Technological, Legal, Environmental (PESTLE) framework to explore multidimensional challenges. Discussions were recorded, transcribed, and translated where necessary. The last method is document analysis, where official government reports, Ombudsman annual publications, and international cooperation records were also reviewed as supplementary data sources.

Data were analyzed using thematic analysis, following the steps of coding, categorization, and abstraction as proposed (Braun & Clarke, 2006). Open coding was first applied to identify initial patterns, followed by axial coding to form conceptual categories. Coding was conducted by two independent researchers and reconciled to enhance analytical rigor. To ensure credibility, data triangulation was employed across multiple sources: FGDs, literature, and official documents (Strauss & Corbin, 1998). Member checking was conducted during follow-up FGDs, where participants validated initial interpretations. Dependability was maintained by documenting a full audit trail of the coding process and analytic decisions. **Transferability** was supported by thick description and clear contextual framing, enabling relevance to other emerging Ombudsman institutions worldwide (Lincoln et al., 1985).

## Results and Discussion

### *Synthesis of the Establishment of Ombudsman in the World and Its Relation to Indonesia*

The term "Ombudsman" originated in Sweden in 1809 and has since become a globally recognized institution for ensuring government accountability and protecting citizen rights (Ambala, 2024). While the model has been widely adopted, its implementation varies according to each country's legal, political, and cultural context. In Indonesia, the Ombudsman was formalized through Law No. 37 of 2008, building on earlier reforms since the Presidential Decree No. 44/2000. Despite a strong legal framework, the institution continues to face operational challenges,

such as limited enforcement power, low follow-up rates by public agencies, and insufficient public awareness.

Unlike established Ombudsman systems in countries like Finland or Australia, where institutional legitimacy is embedded and compliance with recommendations is high, Indonesia's political fragmentation and bureaucratic complexity undermine the Ombudsman's influence. The 2023 Annual Report revealed that over 40% of its recommendations were disregarded, pointing to a critical implementation gap between formal authority and real impact.

Historically, oversight institutions existed before the formalization of the Ombudsman. England's 19th-century Parliamentary Commissioner, France's *Médiateur*, Belgium's Ombudsman of the Communities, and Norway's Ombudsman for Public Administration reflect similar roles (Gill et al., 2020; Taumoepeau, 2019). The Swedish model, however, became the global reference point, especially post-20th century, as governments worldwide sought to institutionalize checks and balances in public administration.

Today, the Ombudsman serves not merely as a complaint mechanism but also as a proactive agent for improving public service delivery. Anchored in principles of transparency, fairness, and independence, the Indonesian Ombudsman investigates maladministration, issues recommendations, and conducts oversight across national and local governments, state enterprises, and private entities delivering public services (Pambudi, 2024b; Solechan, 2018).

Indonesia's legal framework reinforces the Ombudsman's position. Key regulations, including Law No. 25/2009 on Public Services, Presidential Regulation No. 108/2017, and Government Regulation No. 4/2021, strengthen its institutional authority, resources, and administrative independence. Law No. 34/2014 on Regional Government further expands its jurisdiction. Recent reforms empower the Ombudsman to impose binding recommendations, carry out unannounced inspections, and act independently without needing prior complaints.

Still, structural and political limitations hamper its performance. The "Magistrature of Influence" concept emphasizes that an Ombudsman's power derives from institutional credibility rather than coercive force (Agustina, 2019). In countries with robust democratic norms, this influence translates into policy change and administrative responsiveness. In Indonesia, however, weak legal culture, limited public trust, and fragmented governance reduce the institution's normative leverage.

On the international front, Indonesia's Ombudsman is part of the International Ombudsman Institute (IOI), with over 200 members globally. It also engages with regional networks such as the Asian Ombudsman Association and the ASEAN Ombudsman Forum. These bodies promote collaboration, peer learning, and standard-setting, helping national Ombudsman offices improve oversight and public trust.

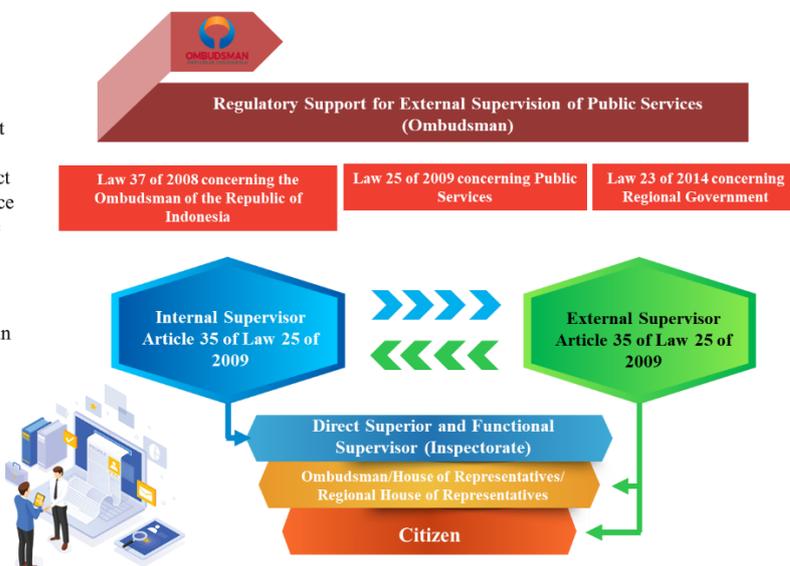
In sum, the Indonesian Ombudsman occupies a critical but evolving role in the governance ecosystem. While its legal mandate is extensive, translating this into

institutional authority remains a challenge. Strengthening compliance, building trust, and enhancing regional cooperation are essential steps toward transforming the Ombudsman into an effective guardian of public accountability and service excellence.

Law 25 of 2009 concerning Public Services has regulated that the Public Service Provision Supervisor consists of :

- **Internal Supervisor**, namely by the direct superior of the Organizer or by the Functional Supervisor (Example: the direct superior of the Head of Section in a Service is the Head of Service, Inspectorate of the Regency/City or Provincial Government)
- **External Supervisors**, namely by the community through public reports or complaints, by the Indonesian Ombudsman and by the House of Representatives/ Regional/District/City House of Representatives

The Indonesian Ombudsman as an institution that has the authority to supervise the Provision of Public Services is stated in Article 1 paragraph 1 of Law 37 of 2008 concerning the Indonesian Ombudsman



**Figure 2.** Supervisory Board of Public Service Provision Based on Regulation in Indonesia

Source: (Ismail et al., 2024; Ombudsman RI, 2022; Pambudi & Hidayat, 2022; Putri et al., 2021; Zuegel et al., 2018)

The Indonesian Ombudsman possesses extensive investigative authority, including access to essential documents and the ability to initiate inquiries, supported by legal protections such as criminal sanctions against obstruction and immunity for its members to ensure independence. Positioned strategically within the public service framework, it issues policy and governance recommendations targeting systemic weaknesses, promoting transparency, accountability, and procedural efficiency. By collaborating with national and international anti-corruption bodies, the Ombudsman aids in preventing corruption through expertise sharing and joint investigative efforts. It also advises public institutions on maladministration prevention, emphasizing participatory and rights-based approaches in decision-making. In fulfilling these functions, the Ombudsman safeguards the integrity of public administration, strengthens democratic governance, and fosters public trust by ensuring public services adhere to legal, ethical, and equitable standards. Pursuant to Law No. 37 of 2008, its mandate covers supervision of public services provided by central and regional government bodies, SOEs, ROEs, SOLEs, and private entities or individuals entrusted with delivering designated public services.

To further contextualize Indonesia's position, Table 2 presents a comparative overview of Ombudsman institutions across several countries, focusing on their

legal foundation, mandate, independence, enforcement power, and international engagement.

**Table 2.** Comparative Analysis of Ombudsman Institutions in Selected Countries

Country	Establishment Year	Legal Status	Mandate Coverage	Independence Level	Enforcement Power	International Engagement
Indonesia	2000 (PD 44/2000), strengthened by Law 37/2008	Constitutional State Institution	Public services (central, regional, SOEs, private)	High – guaranteed by law	Final and binding recommendations	Member of IOI, AOA, SEAO, ASEAN Ombudsman Forum
Sweden	1809	Parliamentary body	Public administration oversight	Very High – under Parliament	Can initiate prosecution or discipline	Founding member of IOI, active globally
United Kingdom	1967	Parliamentary Commissioner	Complaints against government departments	Moderate	Advisory only (non-binding)	Member of European Ombudsman Network (EON)
Japan	1949	Administrative agency	Citizen complaints and public administration reform	Moderate	Non-binding recommendations	Bilateral cooperation, regional engagement
Australia	1977	Independent statutory body	Federal government, postal services, immigration	High	Binding in select jurisdictions	Active in IOI, regional networks (APOA)
Philippines	1979 (1987 Const.)	Constitutional Commission	Public officials, anti-corruption, service complaints	Very High	Can prosecute and impose sanctions	Member of AOA, ASEAN platforms, anti-corruption forums

*Source: (Ambala, 2024; Creutzfeldt & Kirkham, 2020; Gregory & Giddings, 2000; Pambudi et al., 2025; Septianingtiyas & Sulistyowati, 2020).*

### *Synthesis of Challenges in Optimizing the Contribution of the Republic of Indonesia Ombudsman to International Cooperation*

The Ombudsman of the Republic of Indonesia can enhance its role through international cooperation with counterpart institutions abroad. Establishing a global network enables collaboration, knowledge exchange, and shared learning to improve public services and protect citizens' rights. One key approach is bilateral cooperation, allowing mutual sharing of experiences and best practices in monitoring public services.

Additionally, the Ombudsman can participate in regional and global organizations such as the International Ombudsman Institute (IOI), fostering partnerships with ombudsman institutions across the world. Attending international conferences, seminars, and meetings also offers valuable

opportunities for dialogue and benchmarking on administrative oversight and human rights protection.

Personnel exchange programs with foreign Ombudsman institutions further support institutional capacity building. These initiatives expose Indonesian Ombudsman staff to alternative oversight mechanisms and enhance their competencies in public service supervision.

Engaging in international networks strengthens the Indonesian Ombudsman's ability to uphold government accountability, improve service delivery, and advance citizen protection. Moreover, such cooperation promotes global solidarity in addressing governance challenges and refining oversight systems. Nevertheless, the Indonesian Ombudsman still faces several constraints, such as institutional limitations and administrative barriers, that must be addressed to fully realize the benefits of international collaboration in combating maladministration.

**Table 3.** Synthesis of Challenges of the Indonesian Ombudsman's Contribution to International Cooperation

No.	Challenge	Explanation
1	Regulatory Inconsistency with International Standards	The regulations governing the role and authority of the Indonesian Ombudsman still have limitations in supporting cross-country collaboration. Differences in legal systems and public administration in each country often become obstacles to creating an effective joint framework.
2	Capacity and Resource Limitations	The Indonesian Ombudsman faces challenges related to limited human resources and budget constraints, which impact its ability to actively participate in international forums and establish intensive cooperation with similar institutions abroad.
3	Lack of Technology Infrastructure and Integrated Data Systems	The availability of technology that supports real-time data and information management to prevent maladministration is still limited. In the context of international cooperation, the inability to share data and best practices with global technology standards is a significant obstacle.
4	Lack of Strong International Networks	The relationship between the Indonesian Ombudsman and international ombudsman institutions or global organizations such as the International Ombudsman Association (IOI) still needs to be strengthened. The lack of involvement in strategic alliances limits the exchange of knowledge, experience, and resources.
5	Political and Cultural Challenges	Differences in political priorities and cultural values between Indonesia and other countries affect the effectiveness of international cooperation. Some countries may have different perceptions of the Ombudsman's

No.	Challenge	Explanation
		function, which can affect the harmonization of common goals.
6	Lack of Domestic Awareness and Support	Domestically, public awareness and the recognition among officials of the Indonesian Ombudsman's strategic role remain low. This reduces the legitimacy of the Ombudsman in establishing international cooperation and playing a leading role in preventing global maladministration.

*Source: Analysis Result (FGD), 2024*

To enhance its contribution at the international level, the Indonesian Ombudsman needs to address these challenges through strengthening regulations, capacity building, and strategic networking. These initiatives should also be supported by modern technology adoption and increasing public awareness of the importance of the Ombudsman's role. This integrated approach will help improve the effectiveness of international cooperation in preventing maladministration.

### *PESTLE Analysis of the Indonesian Ombudsman's Role in Global Cooperation*

The Indonesian Ombudsman (ORI) plays a strategic role in promoting good governance and preventing maladministration domestically. However, globalization and technological advancements have expanded the scope of maladministration, making cross-border collaboration increasingly necessary. To navigate the complexities of global cooperation effectively, a comprehensive analysis of external factors influencing the Ombudsman's role is essential. The PESTLE framework (Political, Economic, Social, Technological, Legal, Environmental) provides a systematic method to evaluate these factors, enabling a holistic understanding of the external environment (Amega et al., 2024).

Political factors assess regulatory frameworks and government support critical to enabling ORI's active participation in international forums. This includes the alignment of national legislation with international standards, diplomatic endorsement, and the integration of ORI's mandate into Indonesia's broader foreign policy and global governance strategies. Economic considerations highlight budgetary constraints and the need for financial resources to improve institutional capacity. Meanwhile, social dimensions focus on public awareness and cultural differences that influence perceptions of the Ombudsman's role in global governance. These factors are fundamental to addressing the challenges and opportunities faced by ORI in expanding its international presence.

Technological, legal, and environmental aspects further emphasize the need for innovation, regulatory alignment, and cross-border collaboration. Technological advancements, such as AI-driven systems, are crucial for enhancing operational efficiency, while harmonized legal frameworks enable effective cooperation on transnational maladministration cases. Environmental factors highlight globalization dynamics, reinforcing the importance of ORI's strategic role in

addressing global governance challenges. The table below summarizes these factors and their implications.

**Table 4.** PESTLE Analysis of the Indonesian Ombudsman’s Role in Global Cooperation

Factor	Key Aspects	Implications
Political	Regulatory alignment with international standards; Government support for global engagement	Enhanced legitimacy and capacity to engage in cross-border governance.
Economic	Limited budget and resources; Need for financial partnerships	Increased financial capacity through international funding and collaboration.
Social	Low public awareness of Ombudsman’s global role; Cultural differences in governance perceptions	Need for public education and cultural sensitivity to enhance influence and collaboration.
Technological	Lack of advanced infrastructure; Need for AI-driven case management systems	Improved operational efficiency and global collaboration through technological innovation.
Legal	Gaps in regulatory framework for transnational cases; Need for harmonization with global standards	Facilitated handling of cross-border maladministration and enhanced international recognition.
Environmental	Globalization dynamics; Cross-border challenges in trade, investment, and humanitarian aid	Increased relevance of Ombudsman in addressing global governance issues.

*Source: Analysis Results (FGD), 2024*

This analysis provides a detailed view of the external influences shaping the Indonesian Ombudsman’s capacity to optimize its role in global governance. By addressing these factors strategically, ORI can strengthen its contribution to international efforts to prevent maladministration.

Although a comprehensive mapping of historical development, institutional structure, and strategic opportunities through the PESTLE framework has been presented, a critical reflection is necessary to assess the Indonesian Ombudsman’s (ORI) actual strategic position in the global arena. The findings indicate that ORI possesses strong formal legitimacy but lacks substantial presence in international diplomacy and influence within the global governance ecosystem.

Three key aspects merit further scrutiny. First, there is a regulatory mismatch between national legal instruments and the expectations of cross-border

collaboration. This reveals a lack of regulatory foresight to extend ORI’s mandate beyond domestic boundaries. Second, human resource limitations and digital infrastructure deficiencies undermine governance readiness in handling transnational issues. Third, the weak participation in international coalitions reflects a low epistemic presence – the ability of institutions to shape narratives, norms, and standards in global discussions on maladministration.

For example, while ORI is a member of the International Ombudsman Institute (IOI), it has yet to fully leverage this network to influence public service reform agendas across countries. In essence, its formal membership has not translated into substantive leadership. This suggests that ORI acts more as a reactive joiner than a proactive norm entrepreneur.

**Table 5.** Critical Analysis of Strategic Findings of the Indonesian Ombudsman

Key Finding Aspect	Critical Analysis	Strategic Implication
National legal framework does not address international scope	ORI regulations do not anticipate the need for cross-border cooperation and lack a defined cross-border mandate.	Revision of Law No. 37/2008 needed to adopt transnational governance principles.
Human resource and technological infrastructure limitations	Training is limited to domestic scope and lacks real-time, integrated data systems.	Enhance digital capacity and implement global leadership training aligned with cross-border needs.
Limited international participation	ORI is present administratively but lacks normative influence in global discourse.	Develop epistemic diplomacy strategies to position ORI as a thought leader in global governance.
Low domestic support for ORI’s global role	ORI is still perceived as a purely local entity. No clear public communication strategy on its global relevance.	Launch strategic public communication campaigns to build support for ORI’s transnational role.

*Source: Analysis Results (FGD), 2024*

### *Strategy for Strengthening the Capacity of the Indonesian Ombudsman in Optimizing its Role in the Global Scope*

The Ombudsman of the Republic of Indonesia actively engages in multiple international and regional organizations, including the International Ombudsman Institute (IOI), the Asia Pacific Ombudsman Association (APOA), and the Asian Ombudsman Association (AOA). At the subregional level, it is a member of the ASEAN Ombudsman Association, established in 2017 to foster cooperation among Ombudsman institutions in ASEAN member states. Indonesia also plays a pivotal role in the Southeast Asia Ombudsman Forum (SEAOF), a platform designed to encourage public participation and strengthen complaint-handling mechanisms

across the region. SEAOF promotes collaboration among national Ombudsman institutions to advance human rights protection and good governance.

Indonesia has been an active SEAOF participant since its inception, hosting the forum in 2014 and consistently contributing to initiatives such as knowledge exchange, capacity-building programs, and thematic seminars. In 2019, the Indonesian Ombudsman was re-elected to the Asian Ombudsman Association’s Board of Directors (2019–2023), alongside representatives from China, Japan, South Korea, and Turkey. Furthermore, Indonesia assumed the SEAOF Chairmanship from December 8, 2022, to December 7, 2024 – a strategic position for strengthening institutional influence and promoting Ombudsman values regionally.

Through these memberships, the Ombudsman of Indonesia benefits from global knowledge-sharing, exchange of best practices, and the enhancement of institutional capacity and legitimacy in the international arena. These engagements position the Ombudsman as a potential global leader in advancing good governance and combating maladministration.

However, maximizing this potential requires addressing structural, operational, and strategic challenges. Critical areas for capacity building include regulatory frameworks, human resource development, technological infrastructure, international networking, and public awareness. A comprehensive, integrated capacity-strengthening strategy – combining robust regulations, skilled personnel, modern technology, broad global linkages, and strong support from both government and the public – would enable the Indonesian Ombudsman to play a more influential role in preventing maladministration, contributing not only to national governance reforms but also to Indonesia’s standing in the global governance landscape.

**Table 6.** Synthesis of Strategy to Strengthen the Capacity of the Indonesian Ombudsman in the Global Scope

No.	Strategy	Target Result
1	Strengthening Regulations	The Indonesian Ombudsman needs to revise its regulations to be more compatible with international standards, such as those adopted by organizations such as the International Ombudsman Institute (IOI). This includes expanding the Ombudsman’s mandate to cover cross-border issues and adopting best practices from other countries.
2	Human Resource Capacity Building	Training for Ombudsman staff in international diplomacy, foreign language proficiency, and understanding of global standards is a priority. Active participation in international forums is also needed to improve their skills and insights.
3	Modernization of Technology and Data Systems	Sophisticated technological infrastructure such as a data-based case management system, analytical tools for predicting maladministration, and an international communication portal will

No.	Strategy	Target Result
		strengthen the Indonesian Ombudsman's ability in global collaboration.
4	Development of International Networks	The Indonesian Ombudsman has to expand collaboration with ombudsman institutions in other countries and international organizations such as the IOI, the ASEAN Intergovernmental Commission on Human Rights (AICHR), and the United Nations Development Programme (UNDP). This will open opportunities to share knowledge, resources, and best practices.
5	Increasing Domestic Awareness and Government Support	To strengthen its legitimacy globally, support from domestic governments and communities must be increased. Public education about the Ombudsman's role in global issues, such as preventing transnational corruption, can increase its influence at the international level.

Source: Analysis Results (FGD), 2024

### *Synthesis of Strategic Cooperation Opportunities between the Republic of Indonesia Ombudsman and International Ombudsman Institutions or Global Organizations*

Strategic cooperation between the Indonesian Ombudsman, international ombudsman institutions, and other global organizations is essential to strengthen the quality of supervision of maladministration in public services. This opportunity involves various dimensions of collaboration, from knowledge exchange to reinforcing institutional capacity. The analysis results provide several syntheses of strategic cooperation opportunities that can be developed by the Ombudsman of the Republic of Indonesia in supervising the maladministration of public services.

**Table 7.** Synthesis of Strategic Cooperation Opportunities of the Indonesian Ombudsman in the Global Scope

No.	Strategic Cooperation	Opportunities and Benefits
1	Knowledge Exchange and Best Practices	The Indonesian Ombudsman can leverage global forums like the IOI and AOA to exchange best practices, enhance supervisory standards, and adopt innovations – particularly data-driven technologies – for more effective maladministration oversight and improved governance in Indonesia.
2	Strengthening Human Resources Capacity and Training	Through collaborative training with bodies like UNDP or OECD, the Indonesian Ombudsman can enhance staff capacity to address complex, cross-border maladministration, fostering professional competence

No.	Strategic Cooperation	Opportunities and Benefits
		and institutional capability in intergovernmental and international organizational contexts.
3	Collaboration in Global Research and Advocacy	The Indonesian Ombudsman can advance global research on maladministration and public service challenges through collaborations with institutions like the World Bank Institute, enriching domestic policy with robust evidence while gaining international recognition for its contributions.
4	Establishment of a Joint Protocol for Cross-Border Maladministration	The Indonesian Ombudsman could partner with ASEAN counterparts via AICHR to establish joint protocols for cross-border maladministration, expediting case resolution and enhancing its standing as a regional leader in public service oversight.
5	Access to International Funds and Technical Support	The Indonesian Ombudsman can leverage partnerships with international donors, such as USAID or the EU, to obtain financial and technical assistance, thereby enhancing operational capacity and deploying advanced technologies to strengthen maladministration oversight.
6	Global Public Campaign and Education	The Indonesian Ombudsman could collaborate with organizations like Transparency International to globally promote citizens' rights to maladministration-free public services, thereby strengthening public trust and fostering active community participation in preventing governance misconduct.

Source: Analysis Results (FGD), 2024

## Conclusion

This study examines how the Indonesian Ombudsman (ORI) can enhance its role in global governance to address transnational maladministration. Four main conclusions emerge. First, as a “Magistrature of Influence,” the Ombudsman’s legitimacy depends on public trust rather than coercion. In Indonesia, this soft power remains underutilized due to political fragmentation, weak legal literacy, and limited institutional culture. Second, ORI faces structural obstacles – regulatory misalignment with global frameworks, inadequate human capital, and outdated digital systems – hindering its participation in international platforms and its influence on global public service standards. Third, ORI lacks epistemic influence and strategic positioning in global oversight networks. Despite membership in the IOI and SEAOF, it has not leveraged these affiliations to shape norms or lead transnational reforms. Fourth, weak domestic recognition of ORI’s global relevance undermines its legitimacy; without political backing and public understanding, its regional leadership potential remains unrealized.

To address these gaps, four policy recommendations are proposed. First, amend Law No. 37/2008 to include provisions for international cooperation and align with global oversight standards. Second, implement capacity-building in diplomacy, multilingual communication, data-driven investigation, and adaptive leadership, partnering with institutions such as UNDP, OECD, and the World Bank. Third, create a digital transformation roadmap with interoperable case management systems and AI-based analytical tools to boost efficiency and facilitate cross-border data exchange. Fourth, launch a national awareness campaign to elevate ORI's visibility through public communication, government endorsement, and civic education. By adopting these strategies, ORI can reposition itself as a proactive global actor, strengthening integrity, accountability, and inclusive public service delivery across national boundaries.

This study is limited by its qualitative design, purposive sampling, and small stakeholder group, reducing generalizability. Findings are context-specific to Indonesia's institutional and regulatory environment and may not reflect diverse global practices. Reliance on literature, reports, and perceptions risks bias, while the absence of quantitative metrics restricts empirical measurement. The evolving nature of international cooperation also necessitates ongoing reassessment to maintain policy relevance and effectiveness in addressing maladministration.

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