

THE IMPLEMENTATION OF THE MAKASSAR CITY OMBUDSMAN DUTIES IN FOLLOWING UP ON MALADMINISTRATION CARRIED OUT BY THE REGIONAL APPARATUS ORGANIZATION

ANDI BAU MEDLIN AR

Faculty of Law, Hasanuddin University, Makassar, Indonesia

HAMZAH HALIM

Faculty of Law, Hasanuddin University, Makassar, Indonesia

ZULKIFLI ASPAN

Faculty of Law, Hasanuddin University, Makassar, Indonesia

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Abstract

This paper analyzes the implementation of the Makassar City Ombudsman duties in following up on maladministration carried out by Regional Apparatus Organizations. This type of research is empirical legal research, 2 (two) types of legal materials that the author uses, namely primary legal materials and secondary legal materials. The data obtained both primary and secondary were analyzed qualitatively and presented descriptively. The results showed that the implementation of the Makassar City Ombudsman Duties in following up on Maladministration at Regional Apparatus Organizations, especially those that occurred at the Department of Population and Civil Registration had been carried out, but was not optimal, because there were still reports related to the same thing that were submitted to the Makassar City Ombudsman in the following year, namely In 2019 to 2020, this means that the Makassar City Ombudsman still needs to improve supervision to prevent maladministration at the Makassar City Education Office and the Makassar City Population and Civil Registry Office regarding the same things that have happened before in the same place.

Keywords: *implementation, maladministration, ombudsman duties.*

INTRODUCTION

In a rule of law, supervision of government actions is intended so that the government carries out its activities in accordance with legal norms, as a preventive measure, and is also intended to return to the situation before the violation of legal norms, as a repressive effort. In addition, the most important thing is that this supervision is pursued in order to provide legal protection for the people. Supervision of the legal and policy aspects of government actions in law and the policy side of government actions in state administrative law in the context of providing legal protection for the people.¹

The Unitary State of the Republic of Indonesia is a constitutional state and a democratic country/people's sovereignty, in accordance with the provisions of Article 1 paragraph (1), paragraph (2), and paragraph (3) of the 1945 Constitution of the Republic of Indonesia. The 1945 Constitution of the Republic of Indonesia as a basic rule (fundamental norm) serves as a guideline in carrying out the life of the Republic of Indonesia.

CF. Srong stated that the essence of the Unitary State is a state whose sovereignty is not divided, or in other words, a country whose central government powers are unlimited because the

¹ Abdul Razak, *Peraturan Kebijakan (Beleidsregels)*, Republik Institute, Yogyakarta, 2012, p. 75

constitution of the unitary state does not recognize the existence of a law-making body other than the central legislative body.²

The essence of public service is the provision of excellent service to the community, which is the obligation of government officials as public servants. Public services are closely related to the government, because one of the responsibilities of the government is to provide services to the community. Various upheavals have arisen related to public dissatisfaction. In various regions in Indonesia, this was triggered by a sense of public dissatisfaction with government performance and services.

There have been developments regarding special institutions such as the National Human Rights Commission, the General Election Commission, the Ombudsman Commission and others. The independence of these institutions is considered important to ensure democracy so that it cannot be abused by the government.³

According to Jimly Asshiddiqie, state institutions are sometimes referred to as non-departmental government agencies, or just state institutions. Some are formed based on or because they are given power by the basic constitution (constitution), some are formed and get their power from the law, and some are even formed based on a presidential decree.⁴

Furthermore, in Law No. 25 Year 2009 concerning Public Services in Article 46 states that: (a) The ombudsman is obliged to form a hierarchical regional representative to support the ombudsman's duties and functions in public service activities, (b) The formation of ombudsman representatives in the regions as referred to in paragraph (3) shall be carried out no later than 3 (three) years from the promulgation of this law, (c) The mechanism and procedures for resolving complaints by the ombudsman are further regulated in the ombudsman regulations.

Article 1 Paragraph (1) of Law Number 37 Year 2008 concerning the Ombudsman of the Republic of Indonesia states that the Ombudsman is a state institution that has the authority to supervise the implementation of public services, both those organized by state and government administrators, including those organized by State-Owned Enterprises, Business Entities. Regional-owned and state-owned legal entities as well as private or individual bodies assigned the task of providing certain public services whose funds partly or all originate from the state revenue and expenditure budget and/or regional revenue and expenditure budget.⁵

Article 1 Paragraph (1) of Law Number 37 Year 2008 concerning the Ombudsman of the Republic of Indonesia states that the Ombudsman is a state institution that has the authority to supervise the implementation of public services both organized by state and government administrators including those based on the Makassar Mayor Regulation No. 2 Year 2019 concerning the Ombudsman for Makassar City, the Ombudsman carries out the following tasks:

- a. Serve and follow up complaints and/or public reports on allegations of maladministration and unethical business, and are against the law;
- b. Checking reports;
- c. Take steps to mediate between the reporter and the reported;
- d. Making recommendations to resolve maladministration and unethical business behavior, both casuistic and systemic;
- e. Disseminate understanding of the rights and obligations of the community towards local governments and business actors;
- f. Disseminate understanding of the position, function, duties and powers of the Ombudsman;
- g. Coordinating and collaborating with related institutions or local governments both at the regional and national levels;
- h. Develop a code of ethics and Standard Operating Procedures (SOP) tailored to the needs of the organization.

Maladministration is the behavior of actions against the law, beyond authority, using authority for other purposes than what is the authority. Including negligence or neglect of legal obligations of government and government administrators that cause material and/or immaterial losses to the public or individuals.

² CF. Strong, *Konstitusi-Konstitusi Politik Modern Kajian Tentang Sejarah & Bentuk-Bentuk Konstitusi Dunia*, Penerbit Nuansa dan Nusamedia, Bandung, 2004, p. 115

³ Syamsul Bachri, *Politik Hukum Perburuhan*, Republik Institute, Yogyakarta, 2015, p. 22

⁴ Muh Hasrul, et.al., *Hukum Kelembagaan Negara*, Republik Institute, Yogyakarta, 2019, p. 17

⁵ Angger Sigit Pramukti, *Hukum Pengawasan Terhadap Aparatur Sipil Negara*, Pustaka Yustisia, 2016, p. 122

The Ombudsman has the authority to:

- a. Requesting information orally and/or in writing from the reporter, reported, or other related parties regarding a submitted report;
- b. Checking decisions, correspondence, or other documents, either on the reporter or the reported party, to obtain the accuracy of the report against the reported party;
- c. Request clarification and/or copies or photocopies of documents required from any agency for examination of reports from the reported agency;
- d. Making recommendations or suggestions regarding the completion of the report, including recommendations to pay compensation and/or rehabilitation to the injured party;
- e. In the public interest, announce the findings, conclusions and recommendations to be widely known;
- f. Delivering suggestions to the City Government for the improvement and refinement of the organization and/or procedures for the service of government officials to the public;
- g. Suggesting to the City Government that changes are made to regulations and/or regional policies in order to prevent maladministration and similar business behavior from recurring.⁶

Based on the provisions of the laws and regulations above, the ombudsman function in following up on maladministration of regional apparatus organizations has been strictly regulated, but based on the facts that the author obtained from the results of the pre-research that the author conducted, there is information from the 2019 Ombudsman Annual Report for the City of Makassar⁷ in connection with the existence of maladministration carried out by a number of Regional Apparatus Organizations in Makassar City, it was revealed through the notes of the Makassar Ombudsman that there were 13 reports and complaints from the public regarding Maladministration, including the Makassar City Education Office and other maladministration complaints. There were also 5 reports from the Population and Records Office. Civil, namely: related. Taking care of moving out cards for family cards that have been taken care of through e-mail from Department of Population and Civil Registration which responds very slowly, and comes directly to the Department of Population and Civil Registration office but only meets brokers outside the office and is asked for a fee of Rp. 250,000, with the excuse of Rp. 200,000 for people in Capil and Rp. 50,000 for himself.

In line with the definition of maladministration is behavior or actions against the law, exceeding authority, using authority for purposes other than those of the said authority, including negligence or neglect of legal obligations in the administration of public services carried out by State Administrators and the government which cause material losses and/or immaterial to society and individuals.

Furthermore, in 2020 there are several news about the existence of several reports or complaints to the Ombudsman of Makassar City regarding maladministration carried out by several OPDs in Makassar City, including the following:

- a. Sindonews.com Makassar - The Makassar City Education Office is listed as the OPD with the most reports in the annual report on the handling of the Makassar City Ombudsman case. In addition to the Education Office, other maladministration reports and complaints were also recorded there were 5 reports from the Population and Civil Registry Office, 4 from the Health Office, 3 from the Social Service, 2 from the Spatial Planning Office, the rest such as DLH, Tourism Office, DPMPTSP and Housing and Settlement Areas each 1 report.⁸
- b. Sindonews.com Makassar - Allegations of cheating in the implementation of new student admissions (PPDB) at the SD and SMP levels continue to be investigated by the Ombudsman of Makassar City. If it is proven that there is a violation, his party will recommend that the implementation of PPDB be repeated. Allegations of fraud, such as data manipulation through domicile certificates and family cards (KK), are admittedly true. That is based on reports that have been submitted to the Makassar City Ombudsman since PPDB was opened. "We are still exploring and looking for strong evidence and data to prove it", he explained.⁹

⁶ Mayor Regulation No. 2 Year 2019 concerning Ombudsman for Makassar City, Articles 4, 5, 6 and 7.

⁷ 2019 Annual Report, Ombudsman of Makassar City.

⁸ See <https://makassar.sindonews.com/berita/39760/1/ombudsman-dinas-pendidikan-kini-terbanyak-dapat-aduan-maladministrasi>

⁹ See <https://makassar.sindonews.com/read/96208/711/jika-manipulasi-terbukti-ppdb-di-makassar-terancam-diulang-1594336047>

This indicates that the cases that occurred in 2019 to 2020 are still related to the same thing, it means that the Ombudsman in carrying out its duties to follow up on maladministration carried out by OPD is not optimal. This paper will analyze the implementation of the Makassar City Ombudsman duties in following up on maladministration carried out by Regional Apparatus Organizations.

METHOD

This type of research is empirical legal research, which is a legal research method that uses empirical facts taken from human behavior, both verbal behaviors obtained from interviews. Supporting legal materials in scientific research that the author conducts consists of 2 (two) types of legal materials. namely primary legal materials and secondary legal materials. The data obtained both primary and secondary were analyzed qualitatively¹⁰ and presented descriptively.

RESULTS AND DISCUSSION

Receipt and/or Public Reports on Allegations of Maladministration

Maladministration literally comes from the Latin "malum" (evil, bad, ugly) and "administrare" (to take care or serve), Maladministration means bad and bad service or management.¹¹ Another opinion was expressed by Hartono that Maladministration is behavior that is not reasonable, disrespectful and does not care about community problems, acts of abuse of power, unfairness, discrimination, decisions that make no sense and are against the law.¹² The Ombudsman has a role to protect citizens from rights violations, abuse of power, mistakes, neglect, unfair decisions and administrative errors. Through this role it is hoped that the Ombudsman can improve and improve the performance of government administration, encourage more openness of the government and can help the government in accountability with its bureaucracy to be more accountable to the wider community.¹³

A report is a complaint regarding the submission of facts that is resolved or followed up by the Ombudsman which is submitted in writing or orally by every person who has become a victim of Maladministration (Article 1 point 4 of Law No. 37 Year 2008). The reporter is an Indonesian citizen or resident who reports to the Ombudsman. The reported party is a government official who has committed maladministration which is reported to the Ombudsman. Recommendations are conclusions, opinions and suggestions prepared based on the results of the Ombudsman's investigation to the Reported Party's superior to be implemented and/or followed up in order to improve the quality of good government administration.¹⁴

The reports from the ombudsman are non-binding. It will depend on the persuasiveness of which he must seek to obtain them, the extent to which his reports will remain effective. The authority of the ombudsman must comply with several restrictions. Thus, he is not authorized to conduct an examination, if it relates to a situation which is included in general government policy or regarding general binding regulations.¹⁵

The Ombudsman Law uses the terms authority and duties. There is an opinion that says that authority (*Bovoegdheid*) contains the meaning of duties (*Plichten*) and rights (*rechten*). According to Bagir Manan. Authority implies power (*macht*) in the organs, while the duties and rights are officials from the organs.¹⁶

Mayor Regulation No. 2 Year 2019 in Article 6 regulates the duties of the Ombudsman of Makassar City, namely to serve and follow up on complaints and/or public reports on suspected maladministration. In 2019 there were 52 reports, while in 2020 26 reports were submitted to the Ombudsman of Makassar City, but the ones that received the most reports from the public, namely from the Education Office with the number of reports and followed by the Population and Civil Registry Office with the number. The two agencies are the focus of the author's research, while the follow-up is carried out by the Ombudsman of Makassar City through Verification, Clarification, Investigation, Mediation, Recommendations and Monitoring. This is what the Ombudsman of Makassar City then

¹⁰ Kadarudin, *Penelitian di Bidang Ilmu Hukum (Sebuah Pemahaman Awal)*, Semarang: Formaci Press, 2021, p. 151

¹¹ Ridwan HR. dan Nurmalita Ayuningtyas Harahap, *Hukum Kepegawaian*, UII Press, Yogyakarta, 2018, p. 141

¹² Rody Wahyudi, et.al., *Perilaku Maladministrasi Birokrasi Dalam Pelayanan Publik di Kota Pekanbaru, Provinsi Riau: Faktor Penyebab dan Solusinya*, Jurnal Administrasi Publik, No. 1, Volume 12, 2015, p. 59

¹³ Idris Patari, *Ombudsman dan Akuntabilitas Publik*, De La Macca, Makassar, 2015, p. 38

¹⁴ Riawan Tjandra, *Hukum Administrasi Negara*, Sinar Grafika, Jakarta, 2019, p. 195

¹⁵ Philipus M. Hadjon, *Pengantar Hukum Administrasi Indonesia*, Gadjah Mada University Press, Surabaya, 1994, p. 304

¹⁶ Sirajuddin, et.al., *Hukum Administrasi Pemerintahan Daerah*, Setara Press, Malang, 2016, p. 292

does to people affected by maladministration, such as what happened to the Education Office and the Population and Civil Registry Office, namely through the following process.

- 1) the reporter describes the incident, which was complained by the parents of students against the Makassar City Education Office on the implementation of New Student Admissions (PPDB) for alleged fraud such as data manipulation through domicile certificates and family cards (KK), then followed up through clarification and investigation with attach evidence at the time of registering PPDB online.
- 2) Furthermore, at the related Population and Civil Registry Office Manage the transfer of outgoing cards for KK which have been taken care of online for 1 week in the e-mail of the Department of Population and Civil Registration which responds very slowly, and comes directly to the Department of Population and Civil Registration office but only meets brokers outside the office and is asked for a fee of Rp. 250,000, with the excuse of Rp. 200,000 for people in Capil and Rp. 50,000 for himself. The Makassar City Ombudsman then follows up the cases at the Population and Civil Registry Service through clarification, investigation and Mediation of the reporter and the reported but the Makassar City Ombudsman.¹⁷

Based on the interview conducted by the author by Muhammad Faisal,¹⁸ he said that the Ombudsman of Makassar City received many reports from the public which were addressed to the Makassar City Education Office. The community then reports complaints by coming directly to the Ombudsman Office of Makassar City regarding the implementation of PPDB, there is a change in the Family Card data which is hereinafter abbreviated as KK carried out by the School Operator by attaching evidence in the form of report documentation via the Makassar City PPDB Online link. It is known that the Makassar City Ombudsman stated that the previous reporter sent a letter to the Head of the Makassar City Education Office regarding complaints regarding the implementation of PPDB, namely the unsynchronized Basic Education Data (DAPODIK) and Population Data. However, the reporter has not yet received a resolution from the agency. Therefore, the Ombudsman of Makassar City receives the report and then it is verified based on the formal and material requirements. Apart from coming directly to the Ombudsman, in certain circumstances the Ombudsman of Makassar City can also receive reports from the public through social media, namely WhatsApp and the public reports complaints related to the same thing.

Furthermore, Ahmad Hidayat as the education office said that it was true that the Ombudsman of Makassar City had made an MoU to supervise the implementation of PPBD. According to him, his party had carried out according to the procedure. However, he admitted that there are people who are not responsible, in this case the school operator, if there are people who experience mismatches in the data presented in the registration of prospective new students. Then his party asked the Makassar City Ombudsman if he received a report from the public to be coordinated with the Makassar City Education Office to get an explanation regarding the errors that existed at the Makassar City Education Office.

Furthermore, the interview with Chaidir at the Department of Population and Civil Registry of Makassar City, hereinafter abbreviated as Department of Population and Civil Registration, stated that in carrying out his duties, Department of Population and Civil Registration did not confirm that the Ombudsman of Makassar City appointed 2 teams to supervise the implementation of public services during population administration services. However, he said that the Ombudsman of Makassar City regularly conducts evaluation meetings. Furthermore, Muli received many reports/complaints from the public regarding the protracted service. She also acknowledged that the people/brokers were outsiders who had an interest. However, he could not go too far for the ASN involved.

Based on the data above, according to the author, the Education Office and the Population and Civil Registry Service are the OPDs that have the most reports of alleged maladministration, which are then accepted by the Ombudsman of Makassar City to be followed up. As for the follow-up form of the existence of maladministration reports, namely through Verification, Clarification, Investigation, Mediation, Recommendations and Monitoring.

As for the cases that occurred at the Population and Civil Registry Service, Department of Population and Civil Registration did not respond to e-mails for 7 days because they did not respond to e-mails from people who had a need for processing out cards from their KK, therefore the community decided to come directly to the Department of Population and Civil Registration Office. However, they only meet brokers outside the office and are asked for a fee. This was what the community then reported and conveyed verbally by coming directly to the Ombudsman office of Makassar City. after the reporter reports to the Ombudsman of Makassar City, it is followed up through clarification and investigation to Department of Population and Civil Registration. Therefore, it can be said that the Ombudsman of Makassar City in carrying out its duties, namely following up on complaints/public reports has been carried out, even though some have not reached the

¹⁷ Makassar City Ombudsman Monitoring Result Data for 2020

¹⁸ Interview with Muhammad Faisal, Assistant for Case Handling, Ombudsman Office for Makassar City, January 6, 2020

recommendation stage. With this incident the Ombudsman of Makassar City needs to increase its supervision, in order to prevent the practice of brokering in the management of population administration, as well as if there are Department of Population and Civil Registration ASN officials who are involved in this practice.

Examining the Report

Muhammad Faisal said that during the supervision, there were many maladministration acts in the form of protracted services, non-transparency, incompetence, and other findings that indicated criminal charges (bribery and gratification). As well as in conducting supervision, there are several steps for Document Checking, Examination of Witnesses, and Examination of Parents of Students as Reporters who Report Actions Taken by Organizing New Student Recipients. From these findings, a plenary meeting of the commissioners was held together with the Case Handling Assistant to contain all the contents of the recommendations based on the attached evidence.

According to Ahmad Hidayat, the errors that occur in the implementation of PPDB are carried out by irresponsible people, in this case the school operator, namely deliberately changing student data to be out of sync. Then he also said that the school operator in charge of implementing PPDB has a personal interest so that the mistakes that exist in the Makassar City Education Office are increasing. He also said that basically the community/parents of many students wanted to change the KK for the benefit of PPDB.

Furthermore, according to Muhamad Faisal¹⁹ regarding the practice of brokering at Disdukcapil, he admitted that it was difficult to prove it in the case of taking out the Family Card (KK), he asked for proof in the form of a photo as documentary evidence but the reporter could not prove it. Then he admitted that this is what is also a challenge for the Ombudsman of Makassar City, according to him, in terms of proof, it is difficult to do the practice of brokering.

Based on the report above, it can be concluded that the reporter fulfills the requirements to be examined in the form of a written statement to the Ombudsman of Makassar City for the many frauds that occurred at the time of the implementation of New Student Admissions (PPDB) from the results of the examination conducted by the Ombudsman of Makassar City, then it was determined in the form of recommendations. Whereas at the Department of Population and Civil Registry of Makassar City, the practice of brokering by describing the events that occurred was then investigated at the Makassar City Disdukcapil but did not reach the recommendation stage. According to the authors, to prove the existence of brokering, steps must be taken, namely documenting the perpetrators / brokers and proof of transfers.

Make Recommendations for Resolving Maladministration

Muhammad Faisal said that the results of the commissioner's meeting then issued recommendations containing 5 objects of findings and maladministration actions, recommendations were then addressed to the Makassar City Education Office, Acting Mayor, Chairperson of the DPRD, Head of the Organization and Administration Section of the Makassar City Government, South Sulawesi Education Council, South Sulawesi LPMP, Director General of Basic Education, Ministry of Education and Culture. Then monitoring and evaluation of the recommendations issued by assigning an assistant commissioner for handling ombudsman cases, and the results of monev show the effect of being removed from the position of Head of the Makassar City Education Office.

Based on the recommendations of the Makassar City Ombudsman regarding Maladministration, namely there is a report on the results of the supervision of the Makassar City Ombudsman, then in the form of a Special Team for Supervision of PPDB based on assignment letter Number: 44/ST/ADM/OKM/VII/2020, the Makassar City Ombudsman Special Team shall supervise (Acceptance Process) New Students (PPDB) directly at the Makassar City Education Office and found many deficiencies, as well as gaps in cheating that occurred in the implementation of PPDB, to be precise in the registration, announcement and re-registration process. Timsus OKM which goes directly every day escorts operators and candidates Parents of students who have difficulty accessing the PPDB server that have been provided, as for the problems that have been found by Timsus OKM for PPDB, namely: There are inconsistencies in the rules found in the implementation of PPDB. This is due to the unsynchronization of basic education data (DAPODIK), and data. Population as in the PPDB 2020 Technical Guidelines. City of Makassar. In the implementation of the Education Office, maladministration acts carried out at the Education Office, namely "neglecting obligations" as the definition of Maladministration is contained in the statutory regulations. From the findings that maladministration carried out by the Education Office, namely, there is a mismatch of rules found in the implementation of PPDB. This has been found in several practices by the committee outside the technical guidelines (Juknis) which have been stipulated in the Decree of the Head of the Makassar City Education Office, Makassar Mayor Regulation Number 26 Year 2020, a circular of the minister of education and culture, and a regulation of the minister of education and culture on Guidelines PPDB implementation at the kindergarten, elementary and junior high school education levels in 2020. Such as the discovery of schedule changes and several reports notes that prove that many PPDB processes do not comply with procedures and are flawed in its implementation. And it is also caused by the lack of socialization of the application system in the New Student Admissions (PPDB). This

¹⁹ Interview with Muhammad Faisal, Assistant for Case Handling, Ombudsman Office for Makassar City, January 6, 2020

then resulted in many complaints/reports from parents of prospective students having difficulty accessing servers and applications. The direct impact of this was that the parents of students who then wanted to consult directly with the implementing committee finally arrived at the Makassar City Education Office, even though the technical guidelines were clearly set on the letter F, PPDB Procedure number 3-point b. 1) Socialization of the system for admitting new student candidates at the school concerned with the online system. In the end, the PPDB implementing committee also provided a complaint desk / report related to the PPDB process by forming a queue for the community and parents of prospective students to ask directly about the obstacles encountered. In addition, the neglect of health protocols in implementing PPDB amid the Covid-19 Pandemic. Throughout the complaint process, the queue of the prospective students' parents and the community ignored health protocols by not maintaining a distance, not carrying out the sterilization process before contacting each other, even though there were many residents who did not use masks during the queuing process for complaints at the City Education Office. Makassar, even though, in the technical guidelines that have been stipulated, it also refers to regulations on Health Protocols, especially in Makassar Mayor Regulation Number 31 Year 2020 concerning Guidelines for the Implementation of PPDB 2020 which are regulated online by minimizing face-to-face meetings and ultimately cannot be dammed due to the many deficiencies in the system. PPDB in progress. This is also due to the lack of system integration in the related agencies involved in implementing PPDB. Lack of direct and intensive coordination between the parties involved in PPDB implementation results in disinformation with each other. This has a direct impact on registrants and PPDB service users who have difficulty carrying out the process that takes place during PPDB, such as Diskominfo Makassar as a PPDB server service provider and Disdukcapil Makassar as a population data provider.

Integration that should have been carried out from the start was not carried out with many findings that prove a lack of coordination, such as the incompatibility of DAPODIK with population data at the Department of Population and Civil Registration (Disdukcapil) of Makassar City which also resulted in the adjustment of zoning routes which were not quite correct.

Recommended Points

The main focus of supervision by the Makassar City Ombudsman Team is as an effort to improve the implementation of PPDB, namely:

1. Evaluating the PPDB committee assigned to carry out the PPDB process from the opening of registration to the re-registration stage.
2. Making changes to data through validation of population data at the Makassar City Population and Civil Registry Service (Dukcapil) to get the latest student population data.
3. Postpone the implementation of PPDB if there are still technical violations in the field in the process of registration, announcement, and re-registration on the non-zoning route and the zoning route in progress.
4. Implement integrated integration with the Makassar City Information and Communication Service (Diskominfo), the Makassar City Population and Civil Registry Service (Disdukcapil), and the Makassar City Social Service.
5. Conducting socialization actively to the parents of prospective students to the maximum so that there are no more difficulties in accessing the registration and re-registration process.

To Coordinate and Cooperate with Related Institutions or Regional Governments, both at the Regional and National Levels

Based on an interview with the Ombudsman Deputy Commissioner for Makassar City, Muhammad Irwan,²⁰ he said that the Ombudsman made an MoU with the Education Office after it gave birth to a decision to appoint 2 Teams from the Makassar City Ombudsman to supervise during PPDB (New Student Admission) so that if there are parents of students those who feel objections but the Education Office does not respond to them, so the Ombudsman will go to the technicalities.

Furthermore, the authors conducted research at the Makassar City Education Office, interviewing Ahmad Hidayat²¹ as Head of the Basic Education Development Division, he confirmed that the Makassar City Ombudsman appointed 2 teams to supervise when PPDB was implemented. He said he did not justify the practice of maladministration at the Makassar City Education Office, he said that if there were parties on behalf of the Makassar city education office carrying out maladministration practices, they were irresponsible persons or commonly referred to as brokers, related to the Family Card, hereinafter abbreviated as KK, the fake document. the deeds of the school operator. Therefore, he refused to say that the Education Office had committed maladministration. According to him, the case was an error from the school operator concerned resulting in a mismatch of new student candidate data.

Based on the results of the above interview, it can be concluded that in implementing PPDB he did not confirm or find any maladministration practices carried out at the Education Office related to this due to ignorance of the essence of Maladministration, he said that if there were parties acting on behalf of the Makassar City Education Office were brokers/individuals. who are not responsible for fraud such as manipulating data through a domicile certificate and family card (KK). However, based

²⁰ Interview with Muhammad Irwan, Ombudsman Deputy Commissioner for Makassar City, November 23, 2020

²¹ Interview with Ahmad Hidayat, Head of Basic Education, Makassar City Education Office, December 23, 2020

on the Regulation of the Minister of Education and Culture of the Republic of Indonesia Number 44 Year 2019 in Article 27 states that the Provincial or District/City Education Office coordinates, monitors, and evaluates the implementation of PPDB. It is better if the Makassar City Ombudsman first explains the job descriptions of the Makassar City Ombudsman so that there are no misunderstandings regarding maladministration and can also raise awareness to the State Civil Apparatus at the Education Office through the dissemination of job descriptions from the Makassar City Ombudsman.

The empirical conditions that occur in the field show that there are some actual problems that have occurred, including the lower quality of service, unclear service standards and low service accountability, which are indicated by the absence of transparency in services both in terms of cost, time and quality of service. On the other hand, the community is increasingly making demands for quality services from the government. As stakeholders, the community also demands that they be involved in determining quality standards and service quality. In addition, as a customer as well as a citizen, the community has more influence in determining the type and quality of services provided and is involved in determining what types of services are needed, how to provide these services and who provides them.

From the point of view of good governance, government is the domain that plays the most important role in realizing good governance, which, among other things, is manifested in providing quality services to the community. For this reason, the aspect of apparatus resources is very important in creating a government that is characterized by public service or community service. With regard to strategic management, the human resource factor, in this case government apparatus resources, is a factor that also influences its implementation, because strategic management is a prerequisite and must even be embedded in every public service so that the goals and objectives set out in public policy can be achieved effectively and efficiently.

As service providers in the regions, professional regional government apparatus resources need to be prepared in the context of implementing blood autonomy. It is necessary to prepare local government apparatus resources due to the fact that in general the quality of human resources in the autonomous regions has not been too promising. Therefore, as one of the strategic internal factors, the quality of human resources is the main key that can turn various weaknesses into strengths and turn challenges into opportunities. And to be able to seize the various opportunities that have opened in front of their eyes, the main effort that must be made by the community and local government is to build quality human resources.

The meaning of the Principle of Openness is the principle of opening oneself to the rights of the public to obtain correct, honest, and non-discriminatory information regarding state administration while still paying attention to the protection of personal, human rights, and state secrets.²²

The policy of preparing professional regional government apparatus resources in the context of implementing regional autonomy is a must because with regional autonomy the community expects the presence of a government that is higher in quality and more capable of carrying out public service functions. Public services are closely related to government functions in the context of empowerment or social education to the community and are the responsibility of all elements integrated into a partnership pattern between the government, the private sector and the community. Government officials are very dominant in providing services. As one of the most important main tasks of government is to provide public services to the community, the government is often called public service.

There are 4 recommendations from the case of Maladministration which are followed up by the Ombudsman of Makassar City so that it can be concluded that the Role of the Ombudsman of Makassar City in Following Up on Maladministration in Regional Apparatus Organizations, especially in the Makassar City Education Office, is properly followed up until the issuance of a recommendation, but even though the Population and Civil Registry Office does not issue a recommendation related to maladministration, however, the Ombudsman of Makassar City only follows up to the mediation stage, while this may result in other indications that can also lead to recommendations.

CONCLUSION

The implementation of the Makassar City Ombudsman Duties in following up on Maladministration at Regional Apparatus Organizations, especially those that occurred at the Department of Population and Civil Registration had been carried out, but was not optimal, because there were still reports related to the same thing that were submitted to the Makassar City Ombudsman in the following year, namely In 2019 to 2020, this means that the Makassar City Ombudsman still needs to improve supervision to prevent maladministration at the Makassar City Education Office and the Makassar City Population and Civil Registry Office regarding the same things that have happened before in the same place.

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²² Zulkifli Aspan, *Tinjauan Yuridis Izin Reklamasi Pantai Makassar Dalam Mega Proyek Centre of Indonesia*, Bina Hukum Lingkungan, Volume 1, 2017, p. 185

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