

Implementation of the On The Spot Report Receipt and Verification Program (PVL OTS) by the Indonesian Ombudsman, Bengkulu Province Representative Office

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Abstract

This research examines the implementation of the On The Spot (PVL OTS) report acceptance and verification program by the Ombudsman RI Bengkulu Representative, which aims to facilitate the public in submitting complaints related to public services. This research uses descriptive qualitative methods with data collection techniques through observation, interviews, and documentation. The research subjects comprised the Ombudsman RI Representative of Bengkulu and the community involved in this program. However, there are still challenges and obstacles to implementing this program. Less than optimal offline and online socialization of the program is one of the main obstacles. Furthermore, the number of people accessing services under the PVL OTS program is still low. In addition, budget fluctuations and limited infrastructure also hamper the smooth running of the program. The results showed that the PVL OTS program had been implemented as planned but not optimally. The main obstacles are unclear implementation schedules that depend on the central budget, limited socialization, and limited facilities and infrastructure. Routine evaluations are carried out for each activity, but the applied improvements still need improvement. In conclusion, for the PVL OTS program to run more effectively and efficiently, more structured schedule planning, broader socialization, and provision of adequate facilities and infrastructure are needed.

Keywords : PVL OTS, Public Service, Ombudsman RI

1. Introduction

One of the functions of the government is to provide public services to its people. Article 1 Paragraph (6) of Law Number 25 of 2009 concerning Public Services explains that the community consists of all parties, citizens, and residents as individuals, groups, and legal entities positioned as beneficiaries of public services, directly or indirectly. Article 1 Paragraph (1) of Law Number 25 of 2009 concerning Public Services explains that public services are activities or series of activities in the context of fulfilling service needs by statutory regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers (Parson, 2015)(Putri & Santoso, 2015).

The government has carried out various service innovations to improve service quality, both by utilizing technology in the form of electronic services and service innovations by picking up the ball or approaching target groups. This service innovation has been carried out in various service areas, such as population administration services; there is a Duckling innovation (mobile population), which is a service for making ID cards by going



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around to occupy specific crowd points, 3 in 1 birth services, namely 3 population documents at once for newborns, namely birth certificates, family cards, and child identity cards; tax payment services there are mobile samsat innovations, drive-thru samsat and virtu samsat; and many other service innovations (Afriani, et al. 2024)

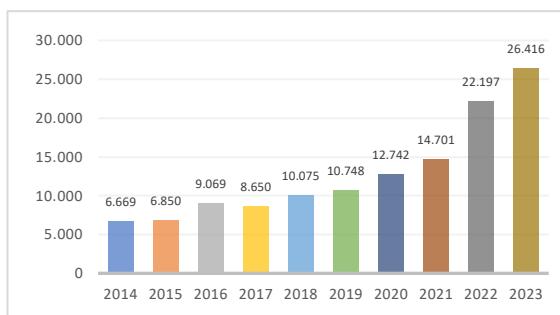
Quality services are often difficult to achieve because service providers do not always understand how to provide them (Mulyawan 2016, p.51). Furthermore, according to Ratminto and Atik (Mulyawan 2016, p.51), the success of service delivery is determined by the level of satisfaction of service recipients. Nurtjahjo et al. (2013, p.22) explain that every public service not governed by procedures, administrative ethics, and applicable statutory provisions is maladministered.

Maladministration is defined as behavior or actions against the law and ethics in a public service administration process, which includes abuse of authority or position, negligence in actions and decision-making, neglect of legal obligations, protracted delays, discriminatory actions, requests for rewards, and others that can be considered as equal to these errors (Nurtjahjo, et al 2013, p.4). The phenomenon of maladministration has become one of the main concerns in various regions in Indonesia. In Bangka Belitung, as published in (Sabri, 2020; Siti & Koesbandrijo, 2019), maladministration was found in outpatient and inpatient administration to the community and people with disabilities who were not served efficiently. In this context, 'inefficient' refers to a condition where outpatient and inpatient administration is not served quickly, precisely, and effectively to the community and people with disabilities, causing inconvenience and dissatisfaction with health services.

Article 1 Paragraph (13) of Law No. 25/2009 on Public Services states that the Ombudsman is a state institution that has the authority to oversee the implementation of public services by the state, government, state-owned enterprises, regionally-owned enterprises, state-owned legal entities, the private sector, and individuals who manage public services with funds from the state or regional budget. In addition to the government also making innovations to perform services E-government itself is a method of providing public services that can be improved by utilising technology and communication to meet the needs and expectations of the wider community, which requires a timely and accurate data collection process (Berliani & Antoro, 2023; Pramazuly & Rosidah, 2021). Article 18 Letter G gives the public the right to complain about implementers who deviate from service standards or do not improve services to the organizer and Ombudsman. The Ombudsman RI receives complaints and reports from the public through various means, such as coming to the office, social media, telephone, email, or the PVL OTS Programme at representative offices. Submission of reports is free of charge, and the Ombudsman also receives consultations related to public service issues. The following shows data on the number of cases handled by the Ombudsman RI in 2014-2023:



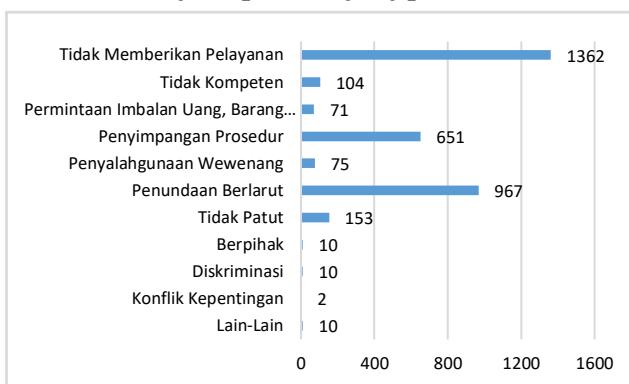
Diagram 1. Number of Cases Handled by the Ombudsman



Source: Researcher, May 2024

Based on the data presented in diagram 1, there is an increase in the number of cases handled by the Ombudsman RI from 2014 to 2023. In 2023, the central Ombudsman and representative offices dealt with 26,416 cases, and 3,415 were reports on alleged maladministration. Public reports are submitted in various ways, including by mail, directly to the office, through the PVL OTS program, WhatsApp, email, and others. Based on the type of maladministration that occurred, public reports to Ombudsman RI in 2023 are divided into several types, as shown in diagram 2 below :

Diagram 2. Number of Community Reports by Type of Maladministration in 2023



Source: Ombudsman RI, May 2024

In 2023, 3,415 allegations of maladministration occurred. From the data presented in diagram 2 above, we can see the number of public reports to the Ombudsman RI based on the types of maladministration in 2023. The kinds of maladministration that occur are not providing services, protracted delays, and procedural irregularities. Maladministration occurs in almost all regions of Indonesia, and Bengkulu is no exception. In Bengkulu, there are 158 incoming reports from the public arranged by the regency/city as follows :

**Table 1. Receipt of Incoming Reports from the Public
By Regency/City in Bengkulu 2023**

No	Kabupaten/Kota	Jumlah
1.	Kabupaten Bengkulu Selatan	15



2.	Kabupaten Bengkulu Tengah	13
3.	Kabupaten Bengkulu Utara	13
4.	Kabupaten Kaur	1
5.	Kabupaten Kepahiang	19
6.	Kabupaten Lebong	8
7.	Kabupaten Muko Muko	3
8.	Kabupaten Rejang Lebong	7
9.	Kabupaten Seluma	11
10.	Kota Bengkulu	67
11.	Lain-Lain	1
	Total	158

Source: Ombudsman Report 2023

Table 1 above shows that 158 incoming reports from the public were received and organized by the district/city in Bengkulu. 33 of these reports revealed maladministration and have been resolved by the reported agencies.

The Ombudsman RI continues to improve the quality of public services, prevent maladministration, and expand public access through the PVL OTS program. This program makes it easy for the public to submit reports and consultations on public service issues. PVL OTS aims to increase the proactivity of receiving reports and the amount of public access. This program has been implemented in Bengkulu since 2019 to reach all regions. Activities carried out include socializing the duties of the Ombudsman, providing information on report settlement procedures, receiving direct reports, and inviting the public to report if they experience maladministration.

The number of public accesses to the Ombudsman RI Representative of Bengkulu has increased and also decreased; this access comes from various types of access such as websites, social media, Whatsapp, and PVL OTS, as presented in Table 2 below :

Table 2: Public Access to Ombudsman RI Representative of Bengkulu 2022-2023

Jenis Akses	2022	2023	Jumlah
Website	1	3	4
Media Sosial	17	5	22
Whatsapp	25	24	49



PVL On The Spot	196	320	516
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Source: Ombudsman RI Bengkulu Representative, January 2024

Table 2 above shows that of the several types of access that the community can reach, PVL OTS is the most significant. This proves that in 2022 and 2023, there was more public access, and the public was more interested in PVL OTS, whose services can be accessed directly on the spot. In this case, the place in question is the PVL OTS service outlets opened by the Ombudsman in predetermined places such as disdukcapil, markets, and the Public Service Mall (MPP).

Since 2019, the socialization of PVL OTS has only been through social media because there is no budget from PVL OTS to conduct socialization. This socialization activity is still carried out even though PVL OTS has been implemented for a long time; this is because there are still many people who do not understand the role and function of the Ombudsman, so this also causes low public participation and access to the Ombudsman. Furthermore, below is presented data regarding the budget for the On The Spot Report Reception and Verification Program (PVL OTS) at the Ombudsman RI Representative of Bengkulu and its realization for 2021-2023 as follows :

Table 3 PVL OTS Budget

Tahun	Anggaran	Realisasi
2021	Rp.47,050,000	Rp.47,050,000
2022	Rp.19,984,000	Rp.19,984,000
2023	Rp.84,060,000	Rp.83,980,000

Source : Ombudsman RI, June 2024

From the data presented in Table 3 above, it can be seen that there are differences in the budget each year. This causes PVL OTS not to be held more often with the same schedule every year and cannot reach many places far from Bengkulu City. The budget is the budget given by the central Ombudsman RI, which is then distributed to the Ombudsman RI Representative of Bengkulu. In this case, the budget has an important role because the target size and number of PVL OTS activities are determined by how much budget is given. The budget is then used for the operational cost component both in the city and outside the city. The cost of PVL OTS in the city includes banners, transport within the city, and daily allowance if PVL OTS is carried out for more than 8 hours, while if outside the city, there are additional costs for transportation outside the city, lodging, and daily allowance. Therefore, the budget is one of the important components in the implementation of PVL OTS.

This research contributes to the public administration literature by highlighting the dynamics in the implementation of public service programs, particularly in relation to the management and implementation of programs that involve various parties. This research also adds insight into how data confidentiality policies affect transparency and community participation in public service programs. In addition, this research develops a qualitative



research model that is relevant for public administration studies, particularly in the context of sensitive data management and oversight by state institutions such as the Ombudsman to ensure accountability and quality of public services.

The implementation of the On The Spot Report Acceptance and Verification Program (PVL OTS) can be analysed through the four main aspects described in policy implementation theory, especially those proposed by Riant Nugroho, namely socialisation, planning, implementation, and evaluation. So in relation to public administration theory. Different from the policy implementation put forward by Dirgantara, Pramazuly, & Mosschananza, (2023), Edward III in Edward III's policy implementation theory research which states that disposition is an important point in the success of a public policy implementation. This program is one of Ombudsman RI's innovations in getting closer to the community. By bringing complaint services directly to strategic locations, this program is expected to overcome accessibility constraints that are often faced by the community, especially those who live in remote areas or have limited mobility. However, the effectiveness of this program is highly dependent on its optimal implementation. Therefore, this study aims to examine the extent to which the PVL OTS program has achieved its objectives, identify the constraints faced, and provide recommendations for improvement, especially in Bengkulu Province.

There is an empirical gap in the literature regarding the effectiveness of programs such as PVL OTS in bridging the access gap between the public and administrative institutions. Previous studies have mostly discussed the theoretical aspects of public service delivery, but not many have focused on the operational issues faced by specific programs such as PVL OTS. Research conducted by Kadek, et al. Prabawati (2024), this research has a focus on service accountability, while the research conducted by researchers has a focus on the implementation of the PVL OT program. Research by Selfi et al. (2023), the Ombudsman conducted a survey of compliance with public service standards. The survey shows that the Denpasar PUPR Office is in the green zone, signalling high compliance with service standards. Study Muhammad et al. (2023), communication between the Ombudsman and the public is still ineffective, resulting in low public awareness of the Ombudsman's existence and reporting procedures. Difficulties include practical challenges related to budgeting, scheduling, and socialization that affect the successful implementation of the program. This research aims to fill this gap by evaluating the program's performance and providing insights into how these challenges can be overcome. This research specifically analyses the implementation of the program based on four main aspects: socialization, planning, implementation, and evaluation. The implementation of the Programme for Receiving and Verifying On The Spot Reports (PVL OTS) is crucial to addressing the problems faced in this phenomenon. The program aims to increase public access to the Ombudsman RI and improve the quality of public services. However, various obstacles such as unclear implementation schedules, limited socialization, and limited infrastructure hamper its effectiveness(Darari, 2022).

Based on the problems described above, researchers are interested in conducting research on the " Implementation of the On The Spot Report Receipt and Verification



Program (PVL OTS) by the Indonesian Ombudsman, Bengkulu Province Representative Office".

2. Methods

In this study, researchers used a qualitative method with a descriptive approach. Through this descriptive qualitative research approach, researchers sought to describe and provide an overview of the implementation process of the PVL OTS program by the Ombudsman RI Representative of Bengkulu.

The research used Berliani & Antoro, (2023); et al., (2021) a research method with a descriptive qualitative approach. This research uses a descriptive approach, wherein the researcher tries to provide a clear picture in accordance with the focus and phenomena studied in the field. This research focused on the Implementation of PVL OTS by the Ombudsman RI Representative of Bengkulu, with research informants using the Purposive Sampling technique. The population in this study were all parties related to the PVL OTS program at the Ombudsman RI Representative of Bengkulu Province. The sample used in this study consisted of 4 informants, which included 1 Head of the PVL Assistantship of the Ombudsman RI Representative of Bengkulu Province, 1 secretarial representative, 2 PVL OTS programme outlet officers, and 1 representative from the agency where the programme was implemented. Although the initial plan was to involve 5 people who participated in the PVL OTS program, due to reasons of confidentiality of the reporter's data, the Ombudsman RI Representative could not provide this information, so there were only 4 informants in this study.

The data collection techniques used were interviews, observation, and documentation. In this study, researchers used interactive data analysis techniques proposed by Miles and Huberman (1992), which consisted of data reduction, data presentation, and conclusion drawing.

3. Results and discussion

The implementation process of PVL OTS in this study is analyzed and described using the stages of implementation according to Riant Nugroho and elaborated with the PVL OTS flow. There are 3 stages that will be discussed as sub-aspects, namely pre-implementation, which includes activities to prepare activity plans, coordination between institutions and socialization of activities; implementation, which is the stage of implementing activities in the field; and post-implementation, namely evaluation after the program is implemented. Based on the results of research that has been conducted in the field, the researcher concludes that the PVL OTS Implementation process by the Ombudsman RI Representative of Bengkulu has been carried out according to plan but still experiences various obstacles, so its implementation is not optimal. This is based on several findings obtained by researchers in the research process. In several stages of the implementation of PVL OTS, there are still several things that become obstacles and obstacles that need to be improved.



3.1 Pre Implementation

Preparing a program implementation plan is very important to ensure a program's success. This activity involves systematic steps to design the strategies, tactics, and resources needed to achieve the desired goals and outcomes. In the context of PVL OTS, the implementation plan is prepared before the program is implemented in the field. In preparing the implementation plan, the researcher interviewed one of the informants, GS (42 years old), who stated :

"Before going to the field and carrying out PVL OTS, we first hold a meeting. The meeting discusses aspects such as the activity location, schedule, targets, and outlet officers. The decision-making process is handled internally, involving only the PVL assistantship." (GS/42, September 26, 2024).

During the planning meeting, the Ombudsman RI Representative Office of Bengkulu Province discussed several aspects, including the number of activity locations, implementation schedule, target participation in consultations, reports received, and the officers assigned to the PVL OTS outlets. At this stage, the planning of PVL OTS outlet locations only determines which cities and regencies will be visited. In contrast, the exact placement of the outlets is decided closer to the implementation date. Similarly, the implementation schedule is only planned within a specific month, with the precise date finalized just before execution. The annual target is set based on the Operational Activity Guidelines (POK) issued by the central Ombudsman RI each year. This target applies to all access channels, including direct visits to the office, website, email, phone, and the PVL OTS program.

From the results of the research, it is known that the Bengkulu Representative of the Indonesian Ombudsman carried out quite mature planning before implementing PVL OTS in the field. This can be seen from the existence of internal meetings to discuss various aspects related to the program implementation plan. However, in the research process, the researcher found that the PVL OTS implementation schedule plan was not discussed clearly and specifically during the preparation of the implementation plan. This will, of course, be interrelated in the next stage, namely the implementation of activities. Furthermore, the preparation of the implementation plan will be discussed further as follows :

a. Location

Based on the results of the research that has been conducted, it is known that in planning the location for the implementation of PVL OTS, the Ombudsman RI Representative Office of Bengkulu has implemented a somewhat effective strategy. The main priority in determining this location is affordability and accessibility for the community. PVL OTS has been implemented in almost all regencies and cities in the Bengkulu Representative Office of the Indonesian Ombudsman working area. The Indonesian Ombudsman carefully selected the location for implementing PVL OTS in places frequently visited by the public, such as traditional markets and Public Service Malls (MPP). Regarding the planning of PVL OTS program locations by the Ombudsman RI



Representative Office of Bengkulu Province, the researcher obtained information from one of the informants. GS (42 years old) stated:

"For the location, we consider which areas have not yet been covered and schedule activities there. Almost all cities and regencies have been covered. However, deciding where to set up the outlet is usually based on places where many people gather, and the exact location is determined before implementation. So, during the planning stage, we only decide which city or regency will host the OTS. Government institutions with high public traffic, such as Public Service Malls (MPP), are preferred because most people now access services there. Therefore, we frequently conduct PVL OTS at MPPs. Additionally, we also hold PVL OTS at markets and other public institutions with high visitor traffic." (GS/42, September 26, 2024).

Based on the information obtained from one of the informants above, it is known that to bring services closer to the community, the Ombudsman RI Representative of Bengkulu Province has routinely held services in the PVL OTS program in various regions. The number and locations of PVL OTS programs each year depend on the budget allocated by the central Ombudsman RI to the Ombudsman RI Representative Office of Bengkulu Province. This was conveyed by an informant, GS (42 years old), who stated :

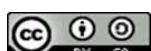
"The number of PVL OTS activities conducted annually depends on the budget provided by the central office. For example, the budget allocated for PVL OTS is 30 million rupiahs for three sessions once it reaches the regional office. In that case, we can reassess and extend it to five sessions. This is because the standard cost estimates provided by the central office are often higher than the actual expenses in Bengkulu. So, based on that, we can adjust and redistribute the number of activities accordingly." (GS/42, September 26, 2024).

From the information provided by the informant above, it is evident that the number and locations of PVL OTS programs conducted each year largely depend on the annual budget allocation from the central Ombudsman RI to its regional representative offices. The number of places where PVL OTS is implemented varies each year and is influenced by the budget availability from the Central Indonesian Ombudsman. The budget provided by the center is the main factor in determining the number of PVL OTS implementation locations. This shows the importance of having adequate resources available to support PVL OTS.

b. Execution time

Program implementation time is one of **the crucial aspects of program planning and implementation**. Informant GS (42 years old) stated:

"The implementation schedule we discussed only covers the months the program will take place. For example, this year, we plan to hold it in March, May, and July. However, the exact dates are not fixed and may change depending on the situation." (GS/42, December 24, 2024).



Based on the information provided by the informant, it is evident that at this stage, the implementation schedule is only determined in terms of the month, while the exact dates remain flexible and subject to change based on circumstances. The research results show uncertainty in determining the specific timing of the implementation of PVL OTS. Informants stated that the period for program implementation was determined only at the monthly level without any more detailed scheduling. Uncertainty regarding the implementation time can potentially confuse the community. This can also hinder active community participation in PVL OTS.

c. Target

The target referred to in the PVL OTS program is the quantity or number of reports expected to be received in implementing the PVL OTS program. Based on the study's results, it is known that this target is given by the central Indonesian Ombudsman every year to the Bengkulu Representative of the Indonesian Ombudsman as a performance reference. To achieve the set target, the Bengkulu Representative of the Indonesian Ombudsman then divides the target into several activities that will be carried out throughout the year.

This was conveyed by one of the informants, GS (42 years old), who stated:

"The target in this context refers to the number of consultations and reports received as part of the program's achievements. Typically, the central Ombudsman sets the annual target. Since the target is determined every year, the Ombudsman RI Representative Office will divide it into several activities conducted throughout the year." (GS/42, September 26, 2024).

To gain further insight into the targets and their achievements, the researcher conducted another interview with informant GS (42 years old), who stated:

"In 2023, our target for Community Reports (Laporan Masyarakat/LM) was 150; for consultations, it was also 150. The actual achievements included 152 LM, 4 RCO, and 292 consultations. So, the total number of reports reached was 156, including RCO. RCO stands for Ombudsman Rapid Response (Respon Cepat Ombudsman), which refers to urgent reports such as hospital services and new student admissions (PPDB). These are issues related to the right to life or time-sensitive matters like PPDB." (GS/42, December 18, 2024).

Based on the interviews, it is evident that in 2023, the Ombudsman RI Representative Office of Bengkulu Province set a target of 150 Community Reports (LM) and 150 consultations, with actual achievements surpassing the target in several aspects. This target is a benchmark for the success of PVL OTS in collecting community aspirations regarding public services. Thus, achieving this performance target is one of the indicators of the success of PVL OTS. In 2023, the Bengkulu Representative of the Indonesian Ombudsman has 150 Community Report (LM) targets and 150 consultations. This target is



the total target that is expected to be met in 2023, and the target of PVL OTS is not explicitly determined.

d. Outlet Officer

In the results of the research that has been conducted, it is known that the management of the PVL OTS outlet is directly handled by a team from the Assistantship for Receiving and Verifying Reports (PVL) of the Indonesian Ombudsman Representative Office of Bengkulu Province. This shows that the PVL assistantship has a central role in the PVL OTS in the field. However, members of other assistantships can also be involved and participate in implementing PVL OTS in the field. This was conveyed by one of the informants, EJ (32 years old), who stated:

"The officers assigned to manage the PVL OTS outlets in the field are usually from the PVL assistantship. Typically, it is handled by Ms. Mbak, Mr. Nanda, and Mr. Gusri as a team of three. However, it is also possible for others to join if they are interested. However, those officially required to be on duty at the PVL OTS outlets are from the PVL assistantship." (EJ/32, September 26, 2024).

Based on the information provided by the informant, it is evident that the Assistantship primarily handles the management of PVL OTS outlets for Report Receipt and Verification (PVL). However, participation from other members is also possible if they wish to contribute.

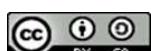
1. Inter-Institutional Coordination

From the research that has been conducted, researchers have obtained several findings regarding coordination between institutions in PVL OTS. In carrying out coordination between institutions at a location that is becoming the location for the implementation of PVL OTS for the first time, it is known that The Indonesian Ombudsman Representative Office in Bengkulu conducted a direct visit. This visit was carried out as a step for direct review, providing a deeper understanding of PVL OTS to related parties and building good relationships. During this visit, the Bengkulu Representative of the Indonesian Ombudsman also provided a letter that contained the schedule for the implementation of PVL OTS at the location.

The researcher conducted an interview with informant GS (42 years old), who stated:

"Coordination with institutions is usually done by visiting the agencies or locations where we plan to implement the PVL OTS program. We should try to see, even if the location is outside Bengkulu City. The Ombudsman needs to explain the PVL OTS outlet in person. However, if the area has already been used for PVL OTS in the past, sometimes we only contact them by phone. In this case, we also send a letter and include the schedule for the PVL OTS implementation." (GS/42, September 26, 2024).

Informant DA (53 years old), representing the institution where the PVL OTS program was held, stated:



"In 2023, the Ombudsman set up a PVL OTS outlet. We provided an empty table for the outlet. Before the event, they met with DPMPTSP for coordination, and a letter was also provided." (DA/53, December 24, 2024).

The coordination between institutions covers aspects such as the activity schedule, the location of the PVL OTS outlet, and the necessary facilities and infrastructure required by the Ombudsman RI Representative Office of Bengkulu at the location. Furthermore, the Indonesian Ombudsman usually only coordinates by telephone at places that have previously been used as PVL OTS implementation locations. This shows that the Bengkulu Representative Office of the Indonesian Ombudsman has good relations with related agencies or parties at that location so that communication can be carried out more efficiently.

2. Socialization

The Bengkulu Representative Office of the Indonesian Ombudsman conducted two methods of socializing the PVL OTS program: online and offline. Online socialization involves sharing information through social media platforms like Instagram and Facebook. To gather more information about the socialization of the PVL OTS program, the researcher interviewed informant GS (42 years old), who stated:

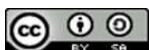
"We mainly conduct socialization online. Since the PVL OTS program started in 2019, it has only been socialized online by spreading information about the opening of the PVL OTS outlet. This is shared on the office's social media and sometimes on the institution's social media. However, last year, in 2023, we also carried out offline socialization through an activity called 'Increasing Access to Complaints.'" (GS/42, September 26, 2024).

There are several parties involved in conducting online PVL OTS program socialization. This information was provided by one of the informants, GS/42 years old, who said:

'There are not that many parties involved in online socialization. It's just us from the PVL assistance and the office's social media managers. Sometimes, the institution where we carry out the PVL OTS is also involved, especially if they have social media; they usually help share the information as well' (GS/42, September 26, 2024).

Conducting offline socialization, the Ombudsman of the Republic of Indonesia Bengkulu Province Representative involves several parties. One informant, GS/42 years old, mentioned:

"For offline socialization, our office involves the PVL Assistance, social media managers, and other assistants like the prevention assistant, the assistant for the



Lebong District Government, the Amen Sub-district Office, and the community as the target audience. In 2023, we invited 150 people, representatives from each village in Amen Sub-district, Lebong Regency" (GS/42, September 26, 2024).

From the information provided by informant GS, it is known that the Ombudsman involves representatives from their office, local government, the Amen Sub-district Office, and community representatives from each village in Amen Sub-district, Lebong Regency, for offline socialization. This offline socialization is conducted only once a year. As stated by GS/42 years old:

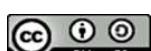
" This complaint access enhancement activity is held once a year. It started last year, on November 22, 2023, at the Amen Sub-district Office, Lebong" (GS/42, September 26, 2024).

Based on the information above, it is known that offline socialization for complaint access enhancement is held only once a year. In 2023, it occurred on November 22 at the Amen Sub-district Office, Lebong Regency. However, this method was limited because not all people have access to communication devices and the internet, and it was mainly shared through the Ombudsman's channels. Collaboration with other widely accessed platforms in Bengkulu is recommended to improve outreach. Additionally, the Ombudsman should introduce the institution itself before starting PVL OTS socialization. Offline socialization aimed at increasing complaint access was conducted through events like education about maladministration and reporting procedures. In 2023, offline socialization occurred only once, limiting public interaction with the Ombudsman. The infrequent socialization and reliance on budget availability created information gaps between communities.

In the pre-implementation stage, the interviews showed that data confidentiality was a barrier to public participation. This is in line with the findings in the introduction, which stated that the Ombudsman RI functions to oversee public services and receive reports and complaints from the public through various channels. Secondary data shows that incoming reports from the public continue to increase, but limited socialization is a significant obstacle. Interviews confirmed that this limited socialization hampered people's access to information about the program. The pre-implementation stage, which is essentially an activity to prepare and introduce the programme, is an important stage in achieving the objectives of the PVL OTS programme due to indications of public ignorance about the existence of the Ombudsman and that maladministration can be reported. PVL OTS became an indirect educational medium about the existence and function of the Ombudsman.

3.2.Implementation

The Ombudsman Representative Office in Bengkulu City believes that its presence is sufficient to accommodate and follow up on public reports, with PVL OTS as a flexible supplementary activity. PVL OTS is coordinated beforehand to determine the outlet location,



schedule, and other necessary details, followed by online and offline socialization to the community. In 2023, PVL OTS was held once at the Amen District Office in Lebong. The program includes providing consultation services and receiving and verifying reports. The facilities are adapted to the location, with costs regulated by Service Note Number 44/PV.04/V/2019. By 2023, there were 320 accesses to PVL OTS and 160 by 2024. Implementing the PVL OTS program in the field is a shared responsibility among all the on-site officers. This was stated by one of the informants, EJ/32 years old, who said:

"For the entire PVL OTS program, the person in charge remains the Head of PVL Assistance, who also manages the schedule, location, and coordination. However, the implementation in the field is a shared responsibility among the team assigned for that day" (GS/42, September 26, 2024).

An implementation plan will first be developed before the PVL OTS program is carried out on the ground. The PVL OTS program is implemented by setting up complaint booths or counters at planned locations. Implementing the PVL OTS program in the field is a shared responsibility among all the on-site officers. This was stated by one of the informants, EJ/32 years old, who said:

"For the entire PVL OTS program, the person in charge remains the Head of PVL Assistance, who also manages the schedule, location, and coordination. However, the implementation in the field is a shared responsibility among the team assigned for that day" (GS/42, September 26, 2024).

An implementation plan will first be developed before the PVL OTS program is carried out on the ground. The PVL OTS program is implemented by setting up complaint booths or counters at planned locations. The procedures for consultation and reporting follow the Decree of the Chairman of the Ombudsman of the Republic of Indonesia Number 244 of 2020, ensuring uniformity in service. However, the unclear schedule for PVL OTS implementation hindered community participation. It showed a lack of thorough planning, potentially affecting the program's effectiveness and public perception of the Ombudsman's commitment to providing good service. This made achieving the goal of increasing community participation in Ombudsman services more challenging.

At the implementation stage, the interviews mentioned the unclear schedule for implementing PVL OTS, which made it difficult for the community to participate. This reflects secondary data that shows schedule uncertainty related to the central budget, which hinders successful implementation. Table 2 in the document indicates that the number of community access to PVL OTS is increasing, but the uncertainty of the schedule hinders their participation. Offline socialization, which was only conducted once in 2023, also exacerbated this problem.

At this implementation stage, the PVL OTS contributed the most reporters compared to other reporting accesses such as websites and social media or even direct complaints to the Ombudsman's office. The high level of reporting may indicate that more and more people are



familiar with the Ombudsman, or indeed, many people are experiencing maladministration. But at least PVL OTS has been several complaints, which can be interpreted as a result of problems in public services and has become the basis for future policymaking.

3.2 Post Implementation

The final stage in the PVL OTS implementation process is post-implementation. In the context of PVL OTS, the post-implementation stage is focused on evaluation activities. This evaluation is conducted internally by the PVL Assistantship after each implementation of the PVL OTS. In this evaluation, a review is carried out on the entire program implementation series. The PVL team will analyze the data that has been collected, such as the number of reports received, target achievements, and obstacles faced during the activity.

To obtain more information about this stage, the researcher conducted an interview with one of the informants, GS/42 years old, who said:

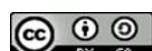
"For the final stage, we evaluate, not monitor. This evaluation is discussed again, reviewing the achievements of the PVL activities and the targets that have been met, identifying the challenges, and finding solutions to improve the implementation of PVL OTS in the future. In this activity, we only involve the PVL Assistance, and a report will be made to be submitted to the Head of the Representative" (GS/42, September 26, 2024).

Based on the interview with the informant, it is known that the PVL OTS program is evaluated by the Ombudsman of the Republic of Indonesia Bengkulu Province Representative by reviewing the results of the PVL OTS activities. In this case, the researcher interviewed one of the informants to identify the challenges typically discussed during the review of activity results. Informant GS/42 years old, said:

"For us, the main issues are the budget, which could be increased. Because the budget comes from the central government. Then, facilities also become a challenge. We could hold the event at the agency and in spaces with sufficient facilities. We have portable tables for the booth, but it isn't easy to bring them outside of Bengkulu City" (GS/42, September 26, 2024).

The results from this review will be compiled into an activity report, which will then be submitted to the Head of the Ombudsman RI Representative Office in Bengkulu Province. The evaluation results are then compiled into a comprehensive report. This report contains a summary of the findings during the evaluation process, including achievements, obstacles, and recommendations for improvement. This evaluation report is an important consideration for the leadership of the Bengkulu Representative of the Indonesian Ombudsman in making decisions regarding the development of PVL OTS in the future.

After implementation, evaluations are conducted internally by the PVL Assistantship team, and interview results show that although there are regular evaluations, the



improvements implemented are still not optimal. This is relevant to the secondary data that shows budget fluctuations affecting the effectiveness of program implementation. Table 3 indicates that there are fluctuations in the budget, which impacts the limited facilities and infrastructure available. Internal evaluation must be followed by more substantial improvements to achieve the program objectives optimally.

Evaluations conducted after the PVL OTS implementation will consider whether the program will be continued for the coming year. On the one hand, PVL OTS can capture more complaints than other access points, but some obstacles hinder its implementation. At least, that is what happened in Bengkulu. As PVL OTS is a national program, evaluation also needs to be done by comparing its implementation in other regions so that it can be an input for the center to take action.

4. Conclusion

Based on the analysis conducted by the researcher, it can be concluded that the Implementation of On The Spot PVL OTS by Ombudsman RI Bengkulu Representative has been carried out according to plan but not optimally due to various obstacles. The uncertainty of the implementation schedule, which depends on the central budget, has led to low community participation. The socialization of the program is still limited, with the dominance of online media and the lack of offline socialization, so information is less widespread. In addition, limited infrastructure is an obstacle to service delivery. Post-implementation evaluations are conducted after each activity, but improvements still need to be made. To optimize the program, it is necessary to plan a more structured schedule, expand the reach of socialization, and provide adequate facilities and infrastructure so that services are more effective and efficient in meeting community needs.

Implication

Theoretically, this research strengthens the theory of public policy implementation proposed by Riant Nugroho, which emphasizes that the success of a program is strongly influenced by socialization, planning, implementation, and evaluation. In addition, this research adds a new perspective to housing policy studies by showing that the involvement of local governments in program implementation is significant, especially in the beneficiary data verification stage. The findings also confirm that the effectiveness of housing policy is not only determined by technical aspects such as the availability of funds and building materials but also by social support and coordination between stakeholders who play a role in the smooth running of the program.

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