

OPTIMISING ADMINISTRATIVE SUPERVISION OF CIVIL SERVANTS TOWARDS GOOD GOVERNANCE (A STUDY OF MANATUTO SUB-DISTRICT, TIMOR LESTE)

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ABSTRACT

This research aims to provide a concept of Optimisation of Administrative Supervision of Civil Servants Towards Good Governance in Manatuto District, Timor Leste in particular and the Democratic Republic of Timor Leste in general. This normative legal research uses a conceptual and comparative approach, Indonesia is a country that is used as a legal comparison material. Based on the results of the research, it is known that supervision of the running of the wheels of government both at the central and regional levels is a must, this is in order to ensure that the government is running in the interests of the community. In this case, in order to ensure that the government runs according to the principles of Good Governance both at the central level of the RDTL and the Manatuto District, Timor Leste, it is better to use the concept that exists in Indonesia (APIP) by forming a body that oversees the running of the wheels of government that is internal and is given the authority to carry out its duties in this case to ensure the implementation of Good Governance.

Keywords: Good Governance; Supervision.

A. Introduction

The Constitution of the Democratic Republic of Timor-Leste has set out the rules as contained in Article 137 No. 2 that Public administration has been structured in such a way as to avoid bureaucratisation, bring services closer to the people and ensure effective participation of interested parties.¹ By establishing a Pre-deconcentration administrative structure, the Government seeks to implement the aforementioned constitutional provisions, guaranteeing equitable coverage of basic public services throughout the national territory, by ensuring public services to citizens regardless of their area of residence. In addition to establishing administrative structures in all districts of the national territory of Timor-Leste in order to promote social and territorial coherence of the RDTL based on the Decrees of Law/DL NO 4/ 2014, dated January which regulates the existence of a close approach, called (Postu Administrativu) or Sub-District to facilitate access to services to all the needs of the population, especially for those living in remote areas of Manatuto District. As a place for public administration services, to support government organizations in community development initiatives. This organisation will also oversee the administration configuring the sub-districts called (Postu Administratif) as instrumental organic sub-units of the service. A sub-district secretary heads the district headed by a (*Administrator do Postu*) as the head of the area. The district secretary hierarchically leads the area and the sub-district consists of four local services: namely the administrative bureau, the finance bureau, the planning and development bureau and the community development bureau.²

Given the nature of administrative law as well as the provisions established by Decree Law No. 4/2014, to determine the competencies that can be entrusted to the public service in full implementation of its mission, at the same time, to continue the adequate distribution of work among the organisational units of the (Postu Administratif). With a view to the good use of public facilities as public resources from the optimisation of the results to be achieved or the expectations of the programmes to be achieved as targets. Therefore, the Government, through the Minister of Administrative Services, should issue an order under the provisions of Article 2(d) of Presidential Decree No. 7 of 2013, dated 22 May, to issue a Lei called a Ministerial Diploma to serve as a basis for work supervision for all civil servants in the Manatuto District area where the staff concerned is assigned.³

In Manatuto District, performance issues are one of the government's tasks that needs improvement. This can be seen from a survey conducted by the Manatuto District Civil Service Agency, Manatuto District, Timor Leste City, until the end of September 2018. The survey results show that the number of communities implementing public services is still at the ideal level. The factors that influence it are quite diverse. One of these factors is the performance and supervision of employees in services that still need to be improved. Based on data owned by the local government from 2018 to 2020, many civil servants or *Pegawai Negeri Sipil* (PNS), from the data held as many as three civil servants in Manatuto District, Timor Leste legal cases, entangled by the ministry of Timor-Leste by the local government. Supervision is a crucial element in state management to ensure that local governments' tasks, functions, and programs can continue to run as planned. This is because supervision plays an important role in influencing performance. After all, through this process, the implementation of policies that government employees have set can be controlled to achieve optimal performance. The supervisory function in state administration aims to keep the state clean and free from

¹ Konstitusi Republik Demokratik Timor Leste tahun 2002

²Acacio Frenandes Vassalo, 'Penegakan Hukum Disiplin Pegawai Negeri Sipil Dalam Mewujudkan Good Governance Di Timor Leste', *Masalah-Masalah Hukum*, 43.3 (2014), 330–39.

³Simon Fenby, 'Re-Building the State: Public Administration in Timor-Leste', *Policy and Society*, 25.1 (2006), 178–89 <[https://doi.org/10.1016/s1449-4035\(06\)70132-1](https://doi.org/10.1016/s1449-4035(06)70132-1)>.

corruption, collusion, and nepotism. In the context of management, socialization is considered the basis for decisions that the minister of state apparatus empowerment regulates.⁴

The implementation of supervision in government administration as stipulated in DL, supervision is an important element to increase the empowerment of the state apparatus to carry out government tasks and work on development towards the realization of a clean and authoritative. Civil servants need to be considered stronger regarding control and supervision, especially in their capacity to build a more competitive employee infrastructure.⁵ Supervision is an overall activity that compares and measures what is being and has been carried out according to a predetermined plan with standardized norm requirements. Manatuto District is one of the government areas responsible for implementing administrative tasks in the sub-district, striving to provide the best possible service to the community. To achieve optimal service standards, employees in the Office are expected to be able to work effectively by their duties and functions. Unfortunately, the situation is the opposite, where employees often arrive late and even leave the office before the end of working hours.⁶

In this situation, the leader's supervisory function is expected to manage employees to carry out their duties and responsibilities. The main goal is to work effectively to realize the desired organizational goals, which in turn contributes to the desired work effectiveness. Sub-district heads and their employees must work together to achieve this.⁷ As is known, during the first government (*Governo Anterior*), there was no ministry of state administration, it was only after a year after the independence that the ministry of state administration was born where the duties of the ministry of the interior were not sufficiently focused on attention, therefore it was deemed necessary to have the authority of the ministry of state administration, which is in charge of public administration (hereinafter referred to as the national institute of public administration) to handle all state administrative processes concerning civil servants which must have representatives in each sub-district or district which are regulated at the level of laws and regulations.⁸

Therefore, the National Institute of Public Administration in the Democratic Republic of Timor Leste or *Republik Demokratik Timor Leste* (RDTL) is under the Ministry of Public Administration in the function and purpose of the National Institute of Public Administration as a centre of education, training and supervision for civil servants in the Democratic Republic of Timor Leste (hereinafter RDTL).⁹ Based on the author's inventory, there are at least 3 (three) factors that explain the need for supervision to be carried out on civil servants in Manatuto Sub-District, Timor Leste in particular and the country of Timor Leste in general, including:

1. The first factor is: Human Resources due to the lack of legal socialisation to civil servants, so that civil servants often commit or violate the rules of law in the civil service in the Manatuto Regency office. and likewise, civil servants are recruiting only limited because they see from the State budget every year that it is minimum.
2. The second factor is: The lack of a screening process for new civil servants because the salary is small, there is a lot of work, so that civil servants are not enthusiastic about working, lack of facilities in the office, such as computers, printers, projectors and others.
3. The third factor is: the use of State assets by civil servants, official cars should not be taken to their homes, ideally after leaving the office all official cars should be parked at the office.

In the functions and objectives of the National Institute of Public Administration, it is still trying its best to establish cooperative relationships with donors to facilitate and assist in planning in accordance with the training requirements. This is carried out to improve the quality of the ability of civil servants to improve current work performance and anticipate increasingly complex and complex needs in the future.¹⁰ This is in line with the mission of the national institution of public administration in developing the ability or capacity of human resources (HR) of civil servants through research development. In addition, it also includes the development of information services, consulting policy studies and also education and training in the field of public administration which is carried out in an interdisciplinary manner according to the position of both internal and external challenges and responsibilities of civil servants in the state government system.¹¹

The main idea that the author mentions in the introduction above is actually in line with the principles of good governance. The issue of good governance is the main discussion regarding public administration. The main reason is reflected in the demands from the public to the holders of state power. These demands, complaints, or grievances include the central government, local

⁴Shaun Goldfinch and Karl Derouen, 'In It for the Long Haul? Post-Conflict Statebuilding, Peacebuilding, and the Good Governance Agenda in Timor-Leste', *Public Administration and Development*, 34.2 (2014), 96–108 <<https://doi.org/10.1002/pad.1679>>.

⁵Rebecca Ellen Engels, 'The State, Society and International Interventions in Timor- Leste: Creating Conditions for Violence?', 2015, 282 <<http://eprints.soas.ac.uk/22809>>.

⁶S M S Hutabarat, 'Land Dispute Resolution Mechanisms in the Perspective of Good Governance : The Case Study in Indonesia', 2011.

⁷'Aulia Achyar Mubarak, 'Optimization of Career Development Through Transformation of Functional Position of Customs and Excise Inspector at Indonesian Customs', *Journal of Accounting and Finance Management*, 2.6 (2022), 202–17 <<https://dinastires.org/JAFM>>.

⁸Dadang Hartanto and others, 'Perceived Effectiveness of E-Governance as an Underlying Mechanism between Good Governance and Public Trust: A Case of Indonesia', *Digital Policy, Regulation and Governance*, 23.6 (2021), 598–616 <<https://doi.org/10.1108/DPRG-03-2021-0046>>.

⁹I Putu Adi Septiawan and Komang Krisna Heryanda, 'Effect of Work Environment and Work Discipline on Employee Performance', *Prospek: Jurnal Manajemen Dan Bisnis*, 2.2 (2021), 174 <<https://doi.org/10.23887/pjmb.v2i2.27513>>.

¹⁰Sjahrudin Rasul, 'Penerapan Good Governance Di Indonesia Dalam Upaya Pencegahan Tindak Pidana Korupsi', *Mimbar Hukum*, 2009 <<https://doi.org/10.22146/jmh.16276>>.

¹¹Muhammad Ilham Arisaputra, 'Penerapan Prinsip-Prinsip Good Governance Dalam Penyelenggaraan Reforma Agraria Di Indonesia', *Yuridika*, 28.2 (2013), 188–216 <<https://doi.org/10.20473/ydk.v28i2.1881>>.

governments, representative institutions, and judicial bodies with the aim of running effective governance. These demands come not only from the people of Timor Leste, but also from the international community.¹²

A number of parties have interpreted the concept of good governance from various perspectives. One of them is the UNDP, which defines "the exercise of political, economic, and administrative authority to manage a nation's affairs at all levels". Thus, governance has three interrelated pillars: economic, political, and administrative. The economic pillar of governance includes the decision-making process that facilitates various economic activities in a country. This shows that economic, political, and administrative aspects are an integral part of the concept of governance. Not only that, economic governance is also related to the process of formulating a policy. Meanwhile, administrative governance is about the system of implementing a policy.¹³

The last point that the author states is appropriate in this legal writing, where an effort to implement policies in accordance with the policy's objectives can be done through supervision.¹⁴ Supervision is widely used as an instrument in administrative law enforcement; for example the concept of supervision policy needs to be comprehensively regulated. This comprehensive arrangement includes self-monitoring, self-recording, and self-reporting. The form of implementation is by reporting the results to the relevant agencies and is open to the public.¹⁵ Primary oversight is by inspectors from the agency, which in this context is the "national institute of public administration"; secondary supervision is carried out by provincial or government (central) agencies as a substitute measure if oversight from the first agency is unsuccessful. Other forms of oversight involve external or public scrutiny.¹⁶ Therefore, the formulation of the problem discussed in this study is how to optimise administrative supervision of civil servants towards good governance (Study in Manatuto District, Timor Leste City, Timor Leste).

B. Research Method

This legal research was conducted using a comparative law and conceptual approach.¹⁷ The conceptual referred to in this legal writing is the concept of Good Governance which regulates supervision in an effort to optimise Administrative Supervision of Civil Servants Towards Good Governance (Study in Manatuto District, Timor Leste City). The expected output in this research is a contribution in the form of providing ideas or concepts related to supervision of civil servants and government officials to realise Good Governance.¹⁸ While the comparative approach to state law that the author makes as a comparative reference is Indonesia.

C. Result and Discussion

1. The Role of State Administrative Law on Supervision in the Field of Public Services

Generally, the government is involved in all aspects of the lives of its citizens, especially when it comes to administrative order. Almost all community activities are always related to the government at the central and local levels, especially in the administrative context. In various aspects of administrative life, people have interests such as finding work, improving the economy, and other matters.¹⁹ Therefore, the increase in the quality and number of tasks carried out by government officials has implications for the need to implement a supervisory system seriously and optimally. The aim is to improve the existence of maladministration practices that may be carried out by officials who have the authority to perform their duties.²⁰

This means that what needs to be considered is the existence of public services within the bureaucracy that aim to fulfil the needs of the people. Therefore, in government administration, it is necessary to remember and evaluate whether the government's obligations have been carried out in accordance with the provisions.²¹ For example, the Indonesian Ombudsman describes maladministration as unreasonable behaviour, delays in service delivery, lack of courtesy, and lack of concern for the problems faced due to the abuse of power. This includes improper, unfair, intimidating, or discriminatory use of power, which is inconsistent in whole or in part with the provisions of law or fact, unreasonable, and based on unreasonable, unfair, oppressive, inappropriate,

¹²Rasul.

¹³Yu Keping, 'Governance and Good Governance: A New Framework for Political Analysis', *Fudan Journal of the Humanities and Social Sciences*, 11.1 (2018), 1–8 <<https://doi.org/10.1007/s40647-017-0197-4>>.

¹⁴Robert F. Weber, 'The FSOC's Designation Program as a Case Study of the New Administrative Law of Financial Supervision', *Yale Journal on Regulation*, 36.1 (2019), 359–446.

¹⁵Rahman Mulyawan, 'THE IMPLEMENTATION OF DEFENSE DEVELOPMENT POLICY IN INDONESIA – TIMOR LESTE TERRITORIAL BORDER (A CASE STUDY AT BELU REGENCY NUSA TENGGARA TIMUR PROVINCE)', *British Journal of Multidisciplinary and Advanced Studies*, 2.1 (2018), 669–75.

¹⁶Mukhlis Mukhlis, 'Konsep Hukum Administrasi Lingkungan Dalam Mewujudkan Pembangunan Berkelanjutan', *Jurnal Konstitusi*, 7.2 (2016), 067 <<https://doi.org/10.31078/jk724>>.

¹⁷Rian Saputra and others, 'REFORM REGULATION OF NOVUM IN CRIMINAL JUDGES IN AN EFFORT', *JILS (JOURNAL OF INDONESIAN LEGAL STUDIES)*, 6.2 (2021), 437–82 <<https://doi.org/https://doi.org/10.15294/jils.v6i2.51371>>.

¹⁸Michael S. Barr and Geoffrey P. Miller, 'Global Administrative Law: The View from Basel', *European Journal of International Law*, 17.1 (2006), 15–46 <<https://doi.org/10.1093/ejil/chi167>>.

¹⁹Gillian E. Metzger and Kevin M. Stack, 'Internal Administrative Law', *Michigan Law Review*, 115.8 (2017), 1239–1307 <<https://doi.org/10.36644/mlr.115.8.internal>>.

²⁰Daniel K. Tarullo, 'Bank Supervision and Administrative Law', *Columbia Business Law Review*, 2022.1 (2022) <<https://doi.org/10.52214/cblr.v2022i1.9983>>.

²¹Mohamad Fasyehudin and Muhyi Mohas, 'The Urgency of Supervision in Improving the Performan- Ce of Village Apparatus in Village Government as The Embodiment of Good Governance', *Jurnal Dinamika Hukum*, 20.1 (2015), 153–73 <<https://doi.org/10.20884/1.jdh.2020.20.1.2875>>.

and discriminatory conduct. Malaadministration can be in the form of actions, attitudes, or procedures and is not limited to administrative or administrative aspects alone.²²

In situations where government officials commit acts of maladministration in providing public services, internal supervisors are obligated to oversee any public services provided. Their leaders carry out this oversight process through an inspectorate.²³ According to George R Terry, the proposed supervision model includes: a) Optimisation of the achievement of common goals; b) Efficient use of funds, energy, materials and time to achieve efficiency; c) Assessment of the implementation of work that can be done through reports (oral and written) or direct inspections; d) Comparison between supervision that has been carried out with field results, as well as corrections for evaluation purposes; e) Evaluation of the results becomes the basis for immediate improvement in the parts that need to be improved or that are still less important than the results of supervision.²⁴

Additionally, external supervision is carried out by the community, Ombudsman, DPR, and DPRD. In addition, the State Administrative Court has a role in overseeing maladministration actions that harm the people committed by government officials. In order to prevent mistakes that can result in violations of people's rights when the government carries out its social duties, it is stipulated that there is an institution authorised to adjudicate the actions or decisions of these officials, which can be submitted by the public and civil legal entities who feel aggrieved.²⁵

The reason is related to the community's rights, including community-owned enterprises. The government as government and the government as state administration make decisions using the same authority: "state authority". The basis for the implementation of state administrative actions is certainly based on state administrative law, which legitimises these actions legally (*juridische rechtsvaardiging*). These legal rules are related to the organisational structure of state administrative agencies (*organische rechtsregels*), and the functions of state administration (*functionele rechtsregels*).²⁶

In theory, administrative law provides guidelines for any legal action undertaken by the government in the public sector. This almost always involves the use of legal instruments, including reference norms and guiding norms. In this context, administrative law contains legal norms to ensure that is accessible and understandable to the public when interacting with the government. The use of these norms may be either to influence or advise the government in the performance of administrative duties (*inspraak*), or to bring claims against the government in cases of irregularities (*bezwaar*).²⁷

Marbun S.F. explained that a simple understanding of the norms when interacting with the government that is suitable for assessing the above is the general principles of good governance, especially the principle of prohibition of abuse of office.²⁸ Meanwhile, to distinguish the sectors under the authority of government officials, it can be seen that administrative law is divided into two parts, namely the special sector (*bijzonder deel*) for special norms, such as tax law, health law, and environmental law. In contrast, the general sector (*algemeen deel*) emphasises the theories and principles that apply to all aspects of administrative law. Thus, the authority attached to the official or functionary is continuous with his or her responsibilities. As a result, the office holder is able to act on behalf of his or her office, enabling the authorised official to carry out his or her duties, providing legal certainty, and giving protection to his or her decisions. Reasons include the dependence of the public and business entities/legal entities on government decisions, such as their licences to establish themselves.²⁹ Therefore, legal certainty and guarantees are needed for these interests, especially when disputes arise due to unilateral intervention from the government.

This is because every government around the world is faced with demands to provide services to the public quickly, without delay or complexity, so that governments must provide more efficient services to meet the needs of the community.³⁰ The challenge faced by the government implies criticism that the government should not only provide services without consideration, but must provide services with high quality. At the very least, all aspects of governance, including public policies related to public services and development in the regions, must be known by the public.³¹

Transparency involves disclosing the substance and arguments whenever government officials issue policies aimed at the public. Therefore, the right of access to know the intent and purpose of the substance of the policy must be given to the public so that they can respond to it.³² Likewise, all types of activities carried out by policy implementers must be known by the public and easily accessible to the public. Therefore, government administrators have the responsibility to continuously provide information and facilitate public access to this information. In the realm of administrative law, this information disclosure includes openness

²²Nehru Asyikin, 'Pengawasan Publik Terhadap Pejabat Publik Yang Melakukan Tindakan Korupsi: Perspektif Hukum Administrasi', *Jurnal Wawasan Yuridika*, 4.1 (2020), 80 <<https://doi.org/10.25072/jwy.v4i1.316>>.

²³Septiawan and Heryanda.

²⁴Sri Nur Hari Susanto, 'Good Governance Dalam Konteks Hukum Administrasi', *Administrative Law and Governance Journal*, 2.2 (2019), 205–17 <<https://doi.org/10.14710/alj.v2i2.205-217>>.

²⁵Fan Wei and Qian Zhang, 'Research on the Application of Microservice Architecture in Administrative Law Enforcement Supervision System', *Journal of Physics: Conference Series*, 1237.2 (2019) <<https://doi.org/10.1088/1742-6596/1237/2/022055>>.

²⁶Abdul Haris and Heri Kusmanto, 'Fungsi Pengawasan Inspektorat Kabupaten Serdang Bedagai', *Jurnal Administrasi Publik*, 6.1 (2016), 75–86.

²⁷Fenby.

²⁸Bagus Anwar Hidayatullah, 'Rekonstruksi Pengawasan Etik Hakim Mahkamah Konstitusi Dalam Perspektif Hukum Administrasi Negara', *Staatsrecht Jurnal Hukum Kenegaraan Dan Politik Islam*, 1.1 (2021).

²⁹Diasa Inas Wishesa, 'Kewenangan Komisi Aparatur Sipil Negara Dalam Pengawasan Sistem Merit', *Jurist-Diction*, 3.5 (2020), 1617 <<https://doi.org/10.20473/jd.v3i5.21969>>.

³⁰Reuel E. Schiller, 'The Era of Deference: Courts, Expertise, and the Emergence of New Deal Administrative Law', *Michigan Law Review*, 106.3 (2007), 399–441.

³¹Viza Vadilla, 'The Role Of The Inspectorate In The Implementation OF Regional Autonomic Supervision In The Province Of North Sumatera View From A State Administrative Law Perspective', *Journal of Law Science*, 4.1 (2022), 12–20.

³²Diane Geraghty, 'Administrative Law: Judicial Supervision of Administrative Decision-Making in Action', *L. Rev.*, 57.1 (1981), 1 <<http://scholarship.kentlaw.iit.edu/cklawreviewhttp://scholarship.kentlaw.iit.edu/cklawreview/vol57/iss1/2>>.

in trials (*openbaarheid van vergadering*), procedural (*openbaarheid van procedures*), and access to documents (*openbaarheid van register*).³³

2. Optimising Administrative Supervision of Civil Servants Towards Good Governance (Study in Manatuto Sub-District, Timor Leste)

Supervision in the realm of administrative law involves several elements, including: 1) From the perspective of the body or organ responsible for supervision, a distinction can be made between internal control and external control. Internal control is carried out structurally or organisationally within the internal sphere, while external control is carried out by institutions from outside the government that are assigned and function to oversee the running of the government. 2) From the perspective of the timing of the implementation of supervision, supervision can be grouped into two categories, namely a priori and a posteriori supervision.³⁴ A priori controls are in place before a government decision or decree is issued. Meanwhile, a posteriori control occurs after a government decision or decree has been issued. 3) In terms of the object of supervision, there is a difference between supervision in terms of legality or *rechtmatigheid* (legal considerations only / legality), namely government actions; meanwhile, *doelmatigheid* or efficiency supervision (in terms of benefits) aims to assess whether the action is justified or not.³⁵

In another dimension, the body/organ that conducts internal oversight is in accordance with the law (*rechtmatigheid*). In this regard, for example, Timor Leste can take Indonesia as an example in the implementation of supervision of its civil servants. For example, in the Indonesian context, supervision is carried out by the government internal supervisory apparatus (APIP), whose mechanism is based on Article 20 of Law No. 30/2014 on Government Administration. This internal supervision specifically examines an action issued by an official derived from his authority, and the examination focuses on 3 (three) main things, namely: (1) there is no error; (2) there is an administrative error; or (3) there is an administrative error that causes state losses.³⁶

In the case of maladministration, it occurs due to violations of procedures that occur during administrative activities or administrative processes that cover all activities and the application of rules in issuing administrative actions indicating deliberate actions for personal gain or influencing someone by taking advantage of their position. Furthermore, if an administrative error occurs, APIP will return the results of the examination to the administrative official who issued the action to be corrected in accordance with the procedures and rules stipulated in the law, provided that there is no loss to the state. However, if there are signs of potential state losses, APIP provides an opportunity to administrative officials for 10 working days after the results of the examination of administrative errors to restore the total state financial losses or state assets.³⁷

APIP in Indonesia, as an internal supervisory institution, is tasked with detecting from the early stages of corruption allegations related to the actions and / or decisions of officials still face failures and many obstacles. This is due to the large number of corruption cases committed by officials in government administration. From a theoretical perspective, in internal control, each work unit should have an in-built nature, that is, when a deviation occurs, it must be known from the start and corrected immediately. The cause of the malfunctioning of internal control in each unit is usually caused by corruptive behaviour of related officials or employees. The step to overcome obstacles in implementing internal control carried out by APIP is to include internal supervision (APIP) in the legislation to meet public expectations and government needs. In addition, those conducting internal oversight need to have an independent position to reduce the impact of the negative "culture" that previously reflected a lack of loyalty and involvement from local leaders and heads of institutions. Therefore, it is important to achieve harmony between the law and the duties and functions of internal supervisors, so that in the future there will be no confusion and ambiguity in carrying out internal supervision.³⁸

From the other side, the judiciary handles the object of violating the norms of the law. The judiciary examines formal compliance and tests whether the action is in accordance with or violates the law (*rechtmatigheid* and *onrechtmatigheid*). In addition to supervision by the judiciary, there is political supervision carried out by the DPR in accordance with the constitution, and supervision that is outside of that is carried out by the community. The form is to evaluate administrative policies implemented by the government.³⁹ This means that in the context of optimising the supervision of state officials or civil servants in RDTL, it is better to use the concept that exists in Indonesia (APIP) by forming an agency that oversees the running of the wheels of government that is internal in nature and is given the authority to carry out its duties in this case to ensure the implementation of Good Governance.

D. Conclusion and Suggestion

Oversight of the running of the government at both the central and local levels is a must, in order to ensure that the government is running in the interests of the community. In this case, in order to ensure that the government runs according to the principles of Good Governance both at the central level of the RDTL and the Manatuto District, Timor Leste, it is better to use

³³Asyikin.

³⁴ Muhammad Bagus Adi Wicaksono and Rian Saputra, 'Building The Eradication Of Corruption In Indonesia Using Administrative Law', *Journal of Legal, Ethical and Regulatory Issues*, 24.Special Issue 1 (2021), 1–17.

³⁵Ridwan Arifin, Rodyah Rodyah, and Fitria Puspita, 'A Comparative Analysis of Indonesia's KPK and Hong Kong ICAC in Eradicating Corruption', *Jambe Law Journal*, 2.2 (2020), 163–79 <<https://doi.org/10.22437/jlj.2.2.163-179>>.

³⁶Muhammad Fatahillah Akbar and Dian Agung Wicaksono, 'The Reform of Corruption Eradication in Indonesia: The Prismatic Law in the Recent Context', *Mimbar Hukum*, 25.1 (2013), 178–90.

³⁷Junaedi Junaedi, 'Efforts to Prevent Bureaucratic Corruption Based on the Piercing Principles of the Governance Veil in Realizing Good Governance and Clean Governance in Indonesia', *Journal La Sociale*, 1.2 (2020), 10–16 <<https://doi.org/10.37899/journal-la-sociale.v1i2.87>>.

³⁸Wicaksono and Saputra.

³⁹Schiller.

the concept that exists in Indonesia (APIP) by forming a body that oversees the running of the wheels of government that is internal and is given the authority to carry out its duties in this case to ensure the implementation of Good Governance.

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