

Promoting Improved Governance in Democratic Indonesia Strategic Plan 2022-2026

Partnership for Governance Reform

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ABOUT US

INTRODUCTION

KEMITRAAN was established to promote and institutionalize the practice of good and democratic governance in Indonesia. The purpose of this Strategic Plan 2022-2026 is to outline the key approaches, thematic priorities and recommended outcomes for KEMITRAAN together with how the KEMITRAAN business model and organization need to evolve into the future.

The Strategic Plan builds on KEMITRAAN's unique capacity to respond to changes in the context of changing governance dynamics as well as challenges in resource mobilization. Governance reform in Indonesia has progressed but there have been some setbacks and residual structural challenges to be resolved. Developing government priorities including the urgency of issues like climate change affect the reform agenda.

The adaptation and application of new technologies in strategies to support governance reform is a particular challenge. This Strategic Plan also advocates expanding KEMITRAAN's role beyond Indonesia as part of wider efforts to support Indonesia's projection of soft power and to share Indonesian experiences with friendly countries. It also reflects the strategic imperative that recognizes rising neo-authoritarianism regionally and globally constitutes an existential challenge to the constitutional integrity of democratic nations and those aspiring to be so. Governance reform increasingly has to be perceived within regional and global contexts of political commitment, policy-making, knowledge movements and interaction, which offer both new opportunities and challenges. KEMITRAAN will have to innovate itself in different ways to address the gradual decrease of Official Development Assistance (ODA) as KEMITRAAN's main source of funding for its work inside Indonesia.



This document has been prepared through several steps, including a desk review of KEMITRAAN's activities, achievements and lessons learned; an online survey and semi-structured interviews, both with internal and external stakeholders, together with an analysis of the wider context of developments impacting upon good and democratic governance. We thank all people willing to participate in our interviews and consultations.

The new Strategic Plan ensures KEMITRAAN remains relevant, viable and effective, to generate and lead meaningful governance reform in Indonesia and support such reform in Southeast

Asia and beyond during the next five years. What can be accomplished, however, partially will be influenced by but not be contingent on the government of the day.? There are some hurdles to face, and disappointments to endure including setbacks in democratic reform, weakening of the anticorruption movement and a shrinking of public space for civil and citizen activism. KEMITRAAN will continue to bring together the right people, ideas and resources to face these challenges and make a difference for the betterment of Indonesia.



WHAT IS KEMITRAAN?

KEMITRAAN, or the Partnership for Governance Reform in Indonesia, was founded by an exceptional group of prominent Indonesians from different walks of life, after the general elections of 1999. They were motivated by a strong spirit to support reform and advance democracy and improve governance in Indonesia, in the wake of the economic and political crisis in the late 1990s.

KEMITRAAN was established as a project under the umbrella of the United Nations Development Programme (UNDP) and Bappenas, and at the same time empowered to manage a multi-donor trust fund. As an institution, KEMITRAAN evolved as an independent Indonesian organization and legally registered as a not-for-profit civil law association, or '*Perkumpulan*'.

Since 2010, KEMITRAAN has assumed full fiduciary responsibility and accountability for its programs and institutional development. KEMITRAAN is governed by a Partners' Meeting, that delegates authority to an Executive Board of its members. The Executive Board in turn appoints the Executive Director, who is in charge of the day-to-day operations of the Executive Office in executing KEMITRAAN's many programs, projects and advocacy related initiatives and networking.

The conduct of KEMITRAAN is characterized by two essential features: the pre-eminence of Indonesian ownership and the importance of engaging different stakeholders in processes of governance reform. KEMITRAAN has worked with a great variety of multilateral and bilateral donors, corporate

and philanthropic organizations, as well as the Indonesian Government, civil society groups, and religious-based organizations. KEMITRAAN draws expertise from global knowledge and international best practices, but always frames its approach based on the real needs and expectations of the Indonesian people. KEMITRAAN applies a multi-stakeholder approach because governance reform demands bringing together different groups with an interest in the outcome of such reform, both inside and outside an agency that needs reform and across government, civil society and the corporate sector.

Since its establishment in 2000, KEMITRAAN has managed over 400 projects with a value amounting to more than US\$ 170 million. Due to its identity as an Indonesian institution that engages actively between different stakeholders and from across the political divides, KEMITRAAN has a strong convening power and can work in areas of governance that other bilateral and multilateral actors cannot enter easily. For example in sensitive areas where a high-profile international presence could be counterproductive to advancing a reform

agenda, such as electoral and party reform, security governance and law enforcement.

KEMITRAAN is also able to promote demand for reform and political debate, which is beyond the mandate of international partners. KEMITRAAN provides opportunities for Indonesian civil society to implement reform-related initiatives, advocate policy changes and constructively challenge policies and approaches that constrain the pace and magnitude of governance reform in Indonesia.

KEMITRAAN has established an unparalleled network of partnerships engaging state and non-state agencies across provinces in Indonesia and many initiatives at the municipal and even village levels. It has also built relationships with international civil society groups, international agencies and international think tanks and management institutions. Since 2011, KEMITRAAN has built networks of collaboration with civil society groups in Southeast Asia, notably in Malaysia, Myanmar, Timor Leste, Cambodia and the Philippines.



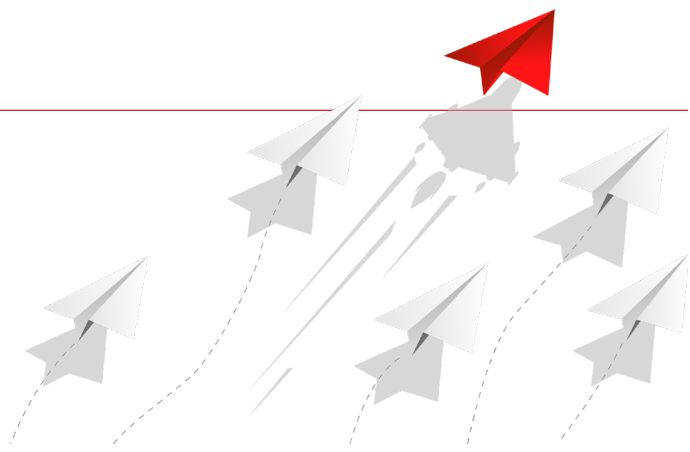
VISION AND MISSION

Vision: A fair, democratic and prosperous Indonesia built on sustainable good governance principles and practices¹.

Mission:

1. To promote and institutionalize good governance principles in Indonesia and in the region through implementing harmonized reform programs to strengthen public service governance, deepen democracy, build climate resilience, improve security and justice and improve economic and environmental governance. Consideration of gender equality and the needs of marginalized groups are integral to achieving our mission.
2. To strengthen organizational capacity as a trusted Indonesia non-government organization who assists and reinforce local and regional civil society groups in promoting and institutionalizing good governance practices in Indonesia and in the region.
3. To introduce and improve private sector internal governance in accordance with recognized international standards and practices.

1 Working definition of good governance: Given the wide range of KEMITRAAN works, this Strategic Plan adopts the good governance definition from UNESCAP (2013) as a governing strategy (especially concerning decision making, and its implementation) that brings up reform in political, bureaucracy, and societal realms by which participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. Good governance assures (still according to UNESCAP) that corruption is minimized, the views of minorities are taken into account and the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.



RESULTS FRAMEWORK

The results framework of KEMITRAAN is based on the following Theory of Change:

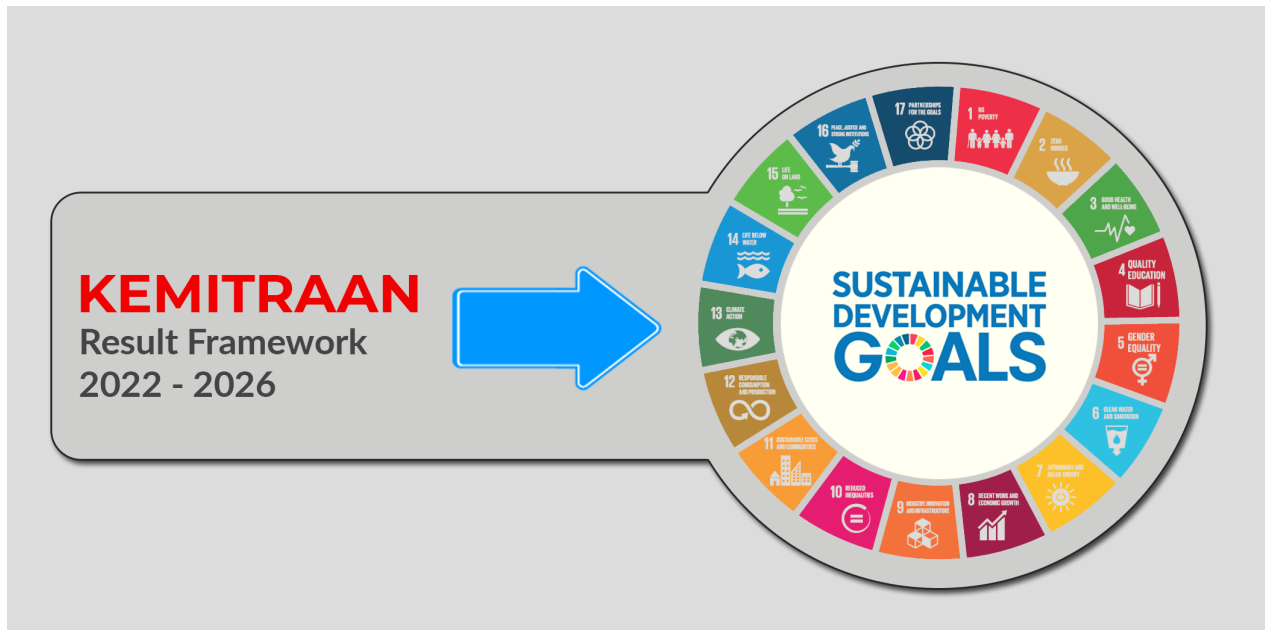
If the areas of priority are conducted through seven strategic approaches, then a greater democratic institutional coherence and integrity, increased economic opportunity and welfare, enhanced environmental sustainability, and improved citizen security & access to justice will be achieved².

Taking into account the vision and mission, the challenges and the priorities as identified in the previous sections, KEMITRAAN will map its achievements in four outcome areas: greater institutional coherence and integrity; increased economic opportunity and welfare; enhanced environmental sustainability; and greater citizen security.

The outcome areas are matched with six levels of indicators. It is proposed to use the global SDGs Framework as an additional umbrella to measure results. This does not suggest that KEMITRAAN presumes to ensure the implementation of all 17 SDGs targets in Indonesia but rather seeks to benefit from the SDGs in terms of incentives, opportunities for resource mobilization, knowledge and learning

2 Whereas the areas of priorities, and the seven strategic approaches are explained in section #6 and #7 respectively after sketching up the internal reflection and feedbacks from external partners under a simplified SWOT analysis.

Picture 1: KEMITRAAN Results Framework in alignment with SDGs.



Tabel 1. KEMITRAAN Results Framework 2022-2026

Activities/ Indicators	Outcome Areas	Greater Institutional Coherence and Integrity	Increased Economic Opportunity & Welfare	Enhanced Environmental Sustainability	Improved Citizen Security & Access to justice	Outcomes measured as a contribution to SDGs
Promoting rule of law and anti-corruption						
Protecting Human Rights and Strengthening Constitutionalism						
Enhancing public services and public sector integrity						
Promoting environment sustainability						
Enhancing social inclusion and pluralism						
Looking for regional engagement						

KEMITRAAN INSTITUTIONAL ANALYSIS



To understand the current situation of KEMITRAAN more sensibly with regards to KEMITRAAN's existence and work, this section will briefly summarize its institutional analysis using the strengths and weaknesses framework. It will then be followed by reflection on the external environment in which KEMITRAAN operates, and the opportunities and threats or challenges.

STRENGTHS

Up until now, KEMITRAAN still has an institutional brand as one of the reputable or credible non-government organizations that still consistently promotes governance reform in democratic institutions, judicial system, public services, environment, and forestry sector. KEMITRAAN's continuous engagement in various democratic reform agendas in the country and the region has transmitted confidence to its stakeholders at the national and international levels. Aside from historical works, such confidence also emanates from the existing staff calibers in program development and implementation, monitoring and evaluation that all are strengthened by their technical expertise in various issues.

Such technical capacity is fully supported by proven capable operation teams in finance, human resources management, procurement, monitoring-evaluation-and-learning, communication, as well resource mobilization. These are coupled with functioning standard operating procedures, protocols, and practices that reflect the institution spirit that aims for sound governance in its KEMITRAAN's operation institutional governance structure remains intact.

Since mid-2021, there are new blood in the anti-corruption and justice governance reform team with a strong background in promoting legal and judicial reform agendas. Meanwhile, the relatively new issues taken by KEMITRAAN on sustainable governance programmatic issues have been growing substantially in the past five years.

WEAKNESSES

Given its historical role and impact in the changing working environment (see external challenges), KEMITRAAN still faces an institutional dilemma whether to become a local donor agency or a self-implementing organization. Many partners, especially sub-national level are still expecting KEMITRAAN to become a donor agency through which they could tap the resources to support their initiatives and work in promoting governance reform at the local level.

As an organization KEMITRAAN still has enduring management restructuring. Although in many aspects it has excelled operation procedures, some are yet to be updated. Fine-tuning on results data collecting system yet to be continued, as well as more cluster approach to avoid working on silos.

Although KEMITRAAN is still attractive for its many best talents, talent loss still becoming an issues as some knowledge with outsourced project staff. With this note, the justice governance reform team looks like a start-over unit with relatively new blood.

Having a more direct engagement approach has created a dilemma of difficulty in articulating its voice publicly as it might cost the current access to the inner policy-making circle. This, for some, leaves

the feeling of loss on the strategic direction that KEMITRAAN campaigns for.

As most of the funds that KEMITRAAN received are programmatic funds, there are limits for organizational development and program investment allocation.

OPPORTUNITIES

As a non-governmental organization, KEMITRAAN still gains recognition and good reception from peer NGOs and local governments, and national government agencies. The recent (re-) accreditation on the Adaptation Fund (AF) and the Green Climate Fund (GCF) are recent proof of such recognition, opening up more chances for KEMITRAAN to grow even to energy, marine, watershed, air, and transportation issues.

The competitive-based fund availability is good as KEMITRAAN has been growing continuously with such an approach for the last ten years. With declining direct development assistance for democratic governance issues, climate change issues remain at the top of international development agencies. KEMITRAAN has invested in this area for fifteen years. Meanwhile, with growing international recognition of Indonesia's democracy decline, there is a glimpse of indication that anti-corruption and democratic governance issues might come back to the international development assistance agenda with the new approach such as using Indonesia's experiences for lessons learned in other countries.

In some areas, governance issues in the environmental and forestry sector have shown some progress over the last few years. Environment Quality Index (IKLH) has steadily improved in recent years, 66.55 in 2019 as contributed by Water Quality Index (IKA) 52.62, Air Quality Index (IKU) 86.56, and Soil and Land Quality Index (IKTL) 62.00 (KLHK, 2019).

The rate of forest and land fires has been decreasing trend over the last few years although this situation is partially assisted by the presence of the La Nina cycle which brings quite a high level of rain. This helps fire prevention efforts both from the Government and from communities around forest and peat areas that have contributed to this progress. One other factor that has contributed to reducing the rate of forest fires is the slowdown in the expansion of plantation areas, especially since 2018 for oil palm plantations. Even amongst other plantation commodities, including coconut, rubber, coffee, and cocoa, these plantation areas have experienced a reduction in hectares in the last decade

THREATS OR CHALLENGES

As the largest economy in the Southeast Asia region, Indonesia continues to recover from the COVID-19 pandemic that hit the country since April 2020. Except for a 2.07% contraction in 2020 as the result of the pandemic, the country's economic growth has been steadily above 5% in the last decade and is still projected to the same rate in the next five years. According to the World Bank's latest classification in 2021, Indonesia was categorized as an upper-middle income country with a gross national income (GNI) per capita of between \$4,096 and \$12,695, which in 2021 reached Rp. 62.2 million (\$4,349.5) per capita, 8.1 percent higher than Rp. 57.3 million in 2020.

This GDP growth in 2021 was contributed by among others manufacturing (19.25 percent), agriculture, forestry and fishing (13.2 percent), construction (10 percent), and mining and quarrying (8.98 percent). Aside from this still modest economic growth, there are still around 26.50 million poor people, equal to 9.71 percent of the 272.68 million population as of September 2021 (BPS, 2022)³. Of the total population, 140.15

³ Statistical Yearbook of Indonesia 2022, BPS-Statistics Indonesia

million people are economically active (angkatan kerja), but there are 9.1 million total unemployment, meaning 93.51 million of the economically active population are working. Also of the total population, 74.93 million or 27.94 percent is categorized as Generation Z or millennials.

In terms of development trajectories as measured by Sustainable Development Goals (SDGs), Indonesia ranks at 97 out of 165 with a 66.3 score. In this matrix, the country is on track for three goals (4 on quality education, 6 on clean water and sanitation, and 8 on decent work and economic growth), on moderate improvement and insufficient to attain on 7 goals (1, 2, 3, 5, 7, 9, and 16), on stagnating or increasing at less than 50% of the required rate at 5 goals (11, 13, 14, 15, and 17), and on unavailable trend information on two goals (12 on reduced inequality, and 14 on responsible consumption and production)⁴.

In the political realm, Indonesia still progressing as the third democracy in the world although it has been backsliding or regressing in some areas. The last General Election was still conducted in a free and fair manner in 2019, with nine (9) political parties gaining seats in the House of Representatives⁵. Unfortunately, the coalition and opposition blocks established for the Presidential Election 2019 later left only 15.98 % (2 political parties) of oppositions and 84.02% as governing seats (7 political parties)⁶.

Sub-national representations, provincial and regency or municipality, vary among those parties and other political parties that did not pass through the national parliamentary threshold. Meanwhile, the Presidential Election in 2019 was

only cast by two candidates. It was 270 Regional Elections conducted in 2020, and prior to that, in 2017, it was conducted in 171 regions. No regional election in 2022 and 2023 as it was ruled that all regional elections be conducted simultaneously at the same time after the General Election 2024 for all regions.

Going deeper, aside from the fact that Indonesia's political system is still functioning with no significant opposition to shape check and balance, one of the features of Indonesia's democracy is the effective control, directly or indirectly, of political parties, law enforcement, media, and government by oligarchs (Winters, 2021)⁷. As political actors with significant concentrations of material resources, oligarchs use their influence to defend or increase their wealth and their exclusive standing in Indonesia's political economy landscape. According to Winters, the Jokowi administration has provided many benefits to oligarchs, such as deregulation policies like the Omnibus Law on Job Creation (UUCK)⁸ that benefited Indonesian oligarchs and will allow them to accumulate more wealth at the expense of human rights and environmental protection.

KEMITRAAN's working environment has become challenging in the past years as democracy and the country's anti-corruption campaign that was previously so vibrant for civil society movement now has regressed or back-sided. Freedom House, an organization that releases a comparative measure of democracy around the world, has put Indonesia in early 2022 as "**partly democracy**" and only gains a score of 59 out of 100, contributed by political rights 30 (out of 40) and civil liberty 29 (out of 60)⁹. According to this index, Indonesia

4 <https://dashboards.sdgindex.org/profiles/indonesia> (last visit, 28 February 2022)

5 PDIP (128 seats ~ 19.33 percent), Partai Golkar (85 seats ~ 12.31 percent), Partai Gerindra (78 seats ~ 12.27 percent), Partai Nasdem (57 seats ~ 9.05 percent) PKB (58 seats ~ 9.69 percent), Partai Demokrat

6 There were 54.9% seats for Joko Widodo and Ma'ruf Amin pair, 27.32% for Prabowo Subianto and Sandiaga Uno pair, and 7.77% of Partai Demokrat stayed neutral.

7 Reflection on Oligarchy, Democracy and the Rule of Law in Indonesia, A Lecture Presented at the Open Senate Meeting on the Occasion of the Seventy-Fifth Anniversary of the Gadjah Mada University School of Law, February 17, 2021

8 UUCK stands for Undang-undang Cipta Kerja (Job Creation Law)

9 <https://freedomhouse.org/country/indonesia/freedom-world/2022> (last visit 11 April 2022)

still has challenges in safeguards against official corruption and the openness and transparency of government operation, civil liberties, rule of law, and personal autonomy and individual rights metrics. Another measurement released in the Freedom on the Net 2021 by Freedom House as well call Indonesia as only “partly free”, score 48 out of 100, measured on obstacles to access, limits on content and violation on user rights.

Working on corruption issues since its inception has brought KEMITRAAN to a new challenge. After impressive progress in this area since the establishment of the Corruption Eradication Commission (KPK) in 2003, the significant backsliding of KPK institutional arrangement and bureaucratic approach through the revision of the KPK Law in 2020. This regression is not only reflected in the decreasing Corruption Perception Index (CPI) and Freedom House scores, but data from the KPK itself show that the number of resolved cases has fallen over the past two years.

Indonesia’s CPI score in 2021 was only 38 on a scale of 0 to 100, the same rank as countries of Argentina, Brazil, Turkey, Serbia, and Lesotho. While in the ASEAN region ranking, Indonesia’s CPI is in fifth place below Vietnam (which CPI 39), Timor Leste (41), Malaysia (48), and Singapore (85).

The above records of Indonesia’s democracy and political backsliding have also been confirmed by a number of academic publications. Thomas Power and Eve Warburton et al (2020) in their recently edited book, *Democracy in Indonesia, From Stagnation to Regression*, showed that Indonesia’s democracy, once considered a vibrant democracy with impressive achievements, turns into regression in the past few years. According to Ken M.P. Setiawan and Dirk Tomsa (2022) in *Politics in Contemporary Indonesia, Institutional Change, Policy Challenges, and Democratic Decline*, according to Setiawan and Tomsa, Indonesia’s democracy emanates from the

fading appeal of democracy as a compelling narrative, the increasingly brazen capture of democratic institutions by predatory interests and the narrowing public space for those who seek to defend the values of democracy. For them, the declining of Indonesia’s democracy quality diminishes prospects for Indonesia to confront its most pressing policy challenges in the areas of public health, gender equality, human rights, and environmental conservation.

In other words, the democratic backsliding is not only political and human rights issues but taking shape in a broader context, including in the issues of forestry and environment which have become the areas of KEMITRAAN’s concern in the last fifteen years. Policy making process, especially the strategic ones, takes shape in a non-democratic fashion. The recent Omnibus Law under the title Job Creation Law (UUCK), for instance, has bypassed most of the procedural steps with no objection from the House of Representatives and overturned many social and



environmental safeguards for attracting foreign direct investments. The law on the New Capital City (IKN) has also taken a similar approach with no significant public feedback. The lack of consideration concerning social and environmental aspects has been dominant in signaling the main feature of the current government approach to boosting infrastructure projects.

With Indonesia's economy still very much dependent on commodities exports, Indonesia will remain to face the volatility risk due to global demand. With the slow pace of manufacturing growth, or, even called de-industrialization by some experts, Indonesia's economy will always be sensitive to commodities prices. The current administration's ambition to produce food to reduce dependency on imported commodities has also posed another risk for Indonesia's environment, especially in Kalimantan and Papua, in which the food estate project has taken its initial form.

Beyond the domestic realm, in the region, the

challenges of democracy and human rights are quite similar or even worse. Some ASEAN members state still hesitant toward democratic and human rights ideas¹⁰. There are a lot of chances for Indonesia to take lead or just to share its rich experiences in the democratization process since 1999, though ASEAN member countries approach to, for instance, reserve human rights and democratization agendas, and prioritize consensus approach among its members, making progressive agendas are difficult to be promoted however needed they are.

In short, Indonesia's democracy, anti-corruption, and environmental governance campaigns are facing a difficult time though some foundations of democracy are functioning at a minimum and still intact. There is still a strong national consensus on the regular election though some groups expressed otherwise, some degree of freedom of press and freedom of expression, some degree of political and representations, some degree of independence and sense of justice in judiciary and law enforcement. All cannot be denied and should be seen as a modality to be built on. The same token goes for the remaining governance institutions and practices that used to be progressing, and relatively sound economic stability amid the COVID-19 pandemic. All still potentially be strengthened in the near future, especially in the upcoming electoral cycles.

The progress below shows much that still needs to be pushed harder by KEMITRAAN to continue its cause in promoting good governance reforms in the sectors that it has paved the way for political and judicial, as well as forestry and environmental governance reforms, to meet the general qualitative aspiration in Indonesia and beyond, as one of the leading countries in ASEAN, member of G20 (and holding its Presidency in 2022), the third biggest democracy in the world to name just a few.

¹⁰ ASEAN stands for Association of South East Asia Nations, ten countries at the moment but could be added by Timor Leste



1. Reforms that used to be successful need to be rectified

It is difficult to sustain momentum for reform over a longer period of time. A number of indicators in the field of anti-corruption and rule of law show that after several years of good progress, the situation in Indonesia is stalling, or even backsliding. Legal, institutional and accountability frameworks that used to be created or improved now facing intensified challenges for accelerating state-driven development agendas, especially on what is called national strategic priorities, both infrastructures and foreign direct investment.

Successful attempts of weakening the KPK's institutional arrangement through legislation and its leadership selection approach have put the country's campaign in the fight against corruption in danger. The recent proposal by some senior cabinet members to extend the current administration term for another two to three years citing economic slowdown due to the pandemic, or extension of the current term limit in the constitution, is a clear and significant challenge to the country's constitutional democracy. There are people in the governing elites who undermine democratic principles and want to play the autocratic game in the name of the country's development.

2. Civil rights and inclusivity need to be safeguarded and promoted

The Indonesian Nation was founded on the premise of inclusivity, equality of citizenship, and the notion of unity in diversity. In the past years, the encroachment on minorities and civilian rights has taken place in several places and law enforcement failed to defend them.

On a broader spectrum, there have been genuine concerns about shrinking civic and

public space due to the enlargement of a security approach and excessive use of the Electronic Information and Transaction Law (UU ITE). Freedom to form an organization has been limited with the new law allowing the government to dilute an organization without due process of law. A number of political rallies or demonstrations were banned citing without permits; banners and graffiti were robbed and destroyed as it raises critical voices to the governments. Donor agencies' grant-making policies were scrutinized with a security approach, preventing its support for policy advocacy works of non-governmental organizations. Critics through social media also have frequently become libel cases of defamation. This backsliding of democratic open public space needs to be rescued and rectified.

3. Sustainable growth needs more integrated and coherent policies

President Jokowi has prioritized economic growth, trade, and investment to build the conditions of greater welfare for all Indonesian citizens. In his second term of the administration, the efforts to catch up on the backlog of infrastructure development have been boosted by the Omnibus Job Creation Law (UUCK) and an additional agenda of the New National Capital City (IKN). Unfortunately, this approach is taken by compromising sustainability and human rights principles such as free prior and informed consent (FPIC).

With its wealth in natural resources, Indonesia is at the forefront of climate change, biodiversity preservation, and the pursuit of defining governance for sustainable development. This requires much more integration of government policies and coherency in policy implementation, greater collaboration between national and provincial

governments, as well as with governments in the Southeast Asia region, and active engagement from the corporate sector and civil society at all levels.

4. Technology needs to be understood and applied for good governance

Indonesia is among the most active social media users in the world. This is but one sign of how people have embraced the information age. It opens tremendous possibilities to gather information to support fairer, more transparent, accountable, and sustainable governance. But data flows can also be monopolized, manipulated, and abused to disseminate hate speech and disrupt relations between communities. Indonesia needs a good governance strategy for utilizing technology, to manage information and data in democratic ways for public purposes, including for the advancement of greater transparency, accountability, and ease access of public information and services for greater public benefits, as well as protection of private information and documentation.

The expansion of digital technology has brought the widespread use of animation, videography, and artificial intelligence for various purposes. These technologies should be optimally used for KEMITRAAN's works in advancing public education, emancipatory communication, and good governance practices.

5. Financing governance reform in Indonesia requires a new approach

Official Development Assistance (ODA) to Indonesia has been decreasing for some time, mostly because Indonesia's poverty rate no longer qualifies the country for ODA but also because ODA worldwide is decreasing. To the extent ODA is still available for Indonesia

however focused on a limited scope, foremost environmental issues and climate change, and to a lesser extent on anti-corruption, judicial, and security sector reform, the latter with an emphasis on preventing violent extremism. The main traditional source of external funding for governance reform is diminishing, also for KEMITRAAN.

A decisive action to end the deforestation pact with Norway in 2021 shows growing confidence within the Government of Indonesia to take care of development issues on its own and take a tough line toward foreign country assistance.

Furthermore, the tough line has also been taken towards local and international NGOs as the government could simply revoke the assistance agreement that makes critical engagements with them difficult to be continued as it did in the past. Left their works that could only be carried out if it is supporting the government's agendas, positions, and statements. International NGOs who operate as a donor have also faced security approach clearing mechanisms in their grant-making practices, which prevent them to support policy advocacy types of works and other works that are not supporting the government's agendas.

If this current approach continues to persist without any change, it will lead to the loss of critical or alternative voices from NGOs as is normally the case in a healthy democracy. This development requires revisiting KEMITRAAN's business models and developing new approaches to diversify its resource base, sources of revenue from donors, mode of engagement with donors, and expanding its activities and operations to the regional level. As many local NGOs continuously experiencing diminishing funding support. KEMITRAAN can utilize its posture and credential to support

local and regional NGOs and groups in promoting good governance.

6. Good Governance needs to be linked to complexity and building resilience

Many of the challenges that Indonesia is facing are interconnected. If Indonesia wishes to build a healthy society, it needs to address the increasing complexity of providing sufficient food and nutrition, clean and safe water, health care, disaster risk reduction, waste and pollution management, infrastructure, and clean energy, while maintaining biodiversity, and natural resources and dealing with tensions resulting from religion, identity, security and justice. How can Indonesia make its people and institutions resilient to deal with such a dazzling agenda? We use a figure developed by Open Science Meetings to illustrate how the complexity of governance can be perceived in an overview of building resilience that KEMITRAAN can use to build knowledge and craft its interventions.

7. Securing progress in achieving its Sustainable Development Goals (SDGs)

Since the inception of the Sustainable Development Goals (SDGs), Indonesia has played a leading role. The global framework with seventeen goals and an agreed set of indicators to measure development impacts has put SDGs far more accommodative of governance issues compared to the preceding Millennium Development Goals (MDGs). Thus, SDGs provide both an incentive for reform as well as a means to measure and compare achievements across Indonesia, reinforced by information from other countries.

As an institution, the recent (re-)accreditation on the Adaptation Fund (AF) and the Green Climate Fund (GCF) put new challenges for KEMITRAAN as it requires extensive administrative tasks and being reassessed or review periodically. It also requires some investment level in areas among others, human resources and system development. To tap more on AF and GCF resources, investment in new talents and expertise for new areas are imperative. This situation is apparent as financing remains a big issue for most non-governmental organizations in Indonesia with the current depleting of the traditional source, i.e., direct funds from foreign assistance.



PRIORITY AREAS

Based on the reflection on external conditions and its ongoing capacity and works. In the next five years, KEMITRAAN will prioritize its work in these areas.

a. Promoting rule of law and anti-corruption

The struggle to uphold the rule of law, corruption eradication, and effective law enforcement in Indonesia is far from resolved. KEMITRAAN has an unparalleled track record of working with the KPK and other monitoring bodies, pioneering reform work with the Indonesian National Police, and strengthening the watchdog function of civil society, for example during elections. More recently, KEMITRAAN has established an important relationship with the Indonesian National Counter-terrorism Agency (BNPT) and developed an Indonesian terrorism index. This work demonstrates KEMITRAAN's capacity to work on more sensitive issues.

KEMITRAAN will continue to emphasize the rule of law, prevention and eradication of corruption, and the integrity of elections, as well as the fulfillment of public jobs. Strengthening the rule of law, access to justice, and law enforcement integrity will also improve the ease of doing business and promote a fair level playing field for the corporate sector.

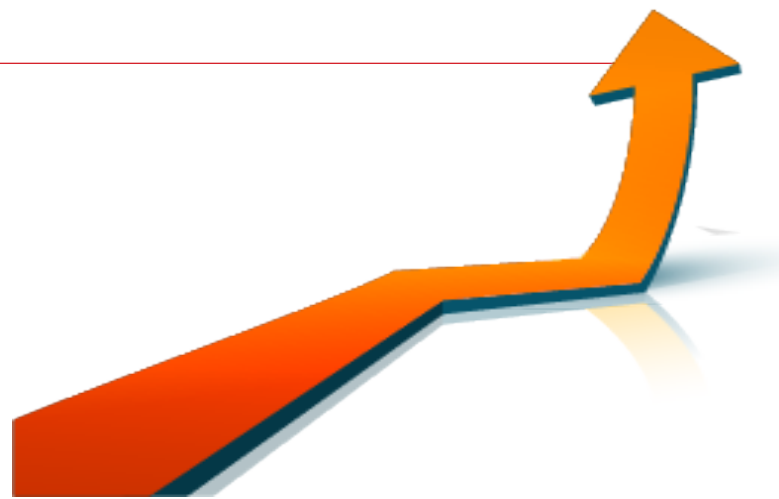
b. Protecting Human Rights, Democratization and Strengthening Constitutionalism

One of the challenges of having state-led development agendas is the slippery path that goes with the thinking of a strong state. Indonesia's experiences in the past ten years showed that democratic regression came about since there is no meaningful opposition

in the House of Representatives. The making of strategic political decisions such as the change of KPK institutional arrangement (the revised of KPK Law), the omnibus Job-Creation Law (UUJCL), the establishment of New Capital (IKN), the Government Regulation in-lieu-of Law on (Perppu) Covid-19 Pandemic Emergency, and the Annual State Budget (APBN) went without serious challenge and even by-passing proper legislation procedure.

On the issue of human rights, it began when the government disbanded the hardline Islamic group Hizbut Tahrir Indonesia (HTI) in 2017 through executive order without due process of law, followed by disbanding of the Islam Defenders Front (FPI) into another hardline group citing its hardline stance. These actions have divided civil society groups but the decision persists as the Court who review it decided they are legally acceptable. Across the table, freedom of expression, and critics of the government's agendas continue to be dismissed by policing actions and harassment, especially on social media platforms, in which government supporters and endorsers, called buzzers, play pivotal roles in various issues.

The recent call for delaying the 2024 General Election and/or prolonging the current administration to another two or three years have shown the deep weakening of constitutionalism within some political and government elites, following the weakening of human right protection. As the aspiration



for a constitutional amendment is still in the air of the political establishment, KEMITRAAN should renew and further reinforce its works to prevent backsliding of democracy and human rights protection, and re-direct the reform to regain full constitutionalism.

c. Enhancing public services and public sector integrity

Among the key challenges to good governance in Indonesia is to ensuring quality public service delivery and institutionalizing high levels of public sector integrity. These two issues are closely related. In many areas, public service quality is compromised and becomes substandard due to poor levels of integrity, mismatched systems of incentives within the civil service that lead to inefficiency, and a lack of commitment to pursuing improvements in program delivery.

Within the resource limitations that KEMITRAAN faces, it will remain engaged insofar as possible to see all of its beneficiaries enjoy a good quality of public services without significant barriers and discrimination. KEMITRAAN will also continue to work across its thematic and technical engagements to optimize the potential to advocate for service delivery improvements.

Likewise, KEMITRAAN is committed to promoting the integrity of the public sector at an institutional and professional level. KEMITRAAN will demand the integrity of public office holders in performing their tasks. Raising the standards of integrity will enable improvements in the quality of public services that can be provided for Indonesian citizens in every corner of the country, especially to target the marginalized groups, women, children, the disabled, and other vulnerable groups.

d. Promoting environmental sustainability

The classic definition of sustainable development is a development that meets the needs of the present without compromising the ability of future generations to meet their needs. In ecology, sustainability is the property of biological systems to remain diverse and productive indefinitely. Indonesia is one of the world's mega- biodiversity nations. The promotion of sustainable development will remain an overarching priority for years to come. It will to a large extent determine how Indonesia will be seen by the rest of the world, as taking its responsibility to protect and prevent, as a place to invest and as a destination to visit. Being home to the world's third largest tropical forests Indonesia has much at stake in tackling the threats posed by global climate change. With one of the world's longest coastlines, Indonesia is also very vulnerable to the effects of climate change.

Building on its current work, KEMITRAAN will focus on four areas. First, the institutional landscape for sustainable development is very complex and there needs to be continued efforts to promote interagency collaboration. Second, KEMITRAAN will continue to contribute to unlocking and promoting new and creative forms of environmental finance. Third, there will continue to focus on supporting sustainable development at the lowest level of governance, in villages and coastal communities. Fourth, sustainable development is a particular area where KEMITRAAN will undertake the endeavor to deploy technology for public purposes, for example, to strengthen data collection in support of climate and wider economic governance at the village level.

e. Enhancing social inclusion and pluralism

KEMITRAAN can help to fashion a common ground in Indonesian political society and contribute to social cohesion and the human security of its citizens. Engagements will focus on strengthening the justice system, especially where it contains institutionalized discrimination against the weak, marginalized and vulnerable, and improving law enforcement's imperative to protect minorities from bullying and persecution by vigilante mobs including online.

KEMITRAAN will work to bridge norms between different communities and strengthen legal and operational space for civil society so that civil society can foster plurality and contribute to sustainable development. This will mean working together to push back against a growing encroachment into the personal domain of the citizenry by sectarian groups seeking to force their exclusivist views of society. In this regard, there will be an emphasis on working with young people to promote the long-term embrace and indeed celebration of Indonesia's plural foundations.

In another sense of inclusiveness, KEMITRAAN could work to correct the current unhealthy view in certain influential circles that NGOs need to work to support, and not criticize the government agendas. Achieving inclusive development goals requires the presence of genuine societal participation, be it as the counter-partners, critics, or offering different paths than what an incumbent government may seek to apply. Community may well agree with the government's priorities, but they can also disagree legitimately and chose to pursue a different path in solving their problems. As long as there is no violent action taken against officials or Government or

private property, or threatening public order, disagreement and dissection of society groups toward government has to be protected and respected as legitimate. KEMITRAAN should campaign to protect such legitimate different stances and genuine societal participation, either led by community groups or civil society organizations, and without threat or co-option by the government.

f. Looking for regional engagement

Building on a series of engagements in the Southeast Asia region, KEMITRAAN will further strengthen its regional approach by seeking new partnerships to mobilize resources, learn and share its experiences, and seek greater impact where it is relevant. Thwarting corruption or advancing sustainable development often has to be dealt with in regional scope. Successful experience in conducting a regular free and fair election is something that Indonesia could share more frequently with its regional neighbors. Deforestation is an important issue in Vietnam and Myanmar. Money laundering and asset recovery require better Mutual Legal Assistance within the ASEAN. Extremist networks in Indonesia are linked to similar networks in the Philippines and Thailand. Inclusivity for all citizens is something with which all ASEAN countries struggle.

These are just a few examples underlining the need for KEMITRAAN to seek a greater regional profile and collaboration. As the largest democratic Muslim majority nation, Indonesia also has a particular role to play in the wider world to better secure its own plural roots from subversion by intolerant strains of Islam, and to support other Muslim majority nations as they too confront the challenges of securing their own national coherence and integrity.

With other democratic nations in the region, both developed and developing there is a clear need to share experiences and seek to find answers to the challenging conundrum is redressing the use of cyber-space for promoting hatred, hyper-partisanship, and sectarian echo chambers and exclusivism – all without subverting the essence of freedom of expression and undermining the merits of the digital economic revolution. While authoritarian and certainly totalitarian states have certain tools at their disposal to confront these challenges, often at the expense even of their digital economies, democratic societies must find more sophisticated measures to confront these multifaceted challenges. These answers are best found by exchanges among members of nations who share a similar fundamental vision for their nations and societies in this case of commitment to democracy as the constitutional basis of their nations.

STRATEGIC APPROACH

Good governance is about the processes for making and implementing decisions to advance the public good by ensuring transparency, accountability, and meaningful public participation in an open democratic environment. It is not merely about making 'correct' decisions, but rather about the best possible process for making those decisions, in support of building a resilient society. KEMITRAAN has established a unique added value in solving governance problems, foremost by the capacity to generate political will among different actors, by convening, trust-building, and fostering collaboration. In due course, KEMITRAAN can support capacity development and the institutionalization of relationships between state, market, political and civil society, and community groups that produce more fair and sustainable outcomes.

From 2000-2006, KEMITRAAN implemented programs under six priority headings: Anti-corruption, Decentralization, Civil Service Reform, Legal and Judicial Reform, Security and Police Reform, and Electoral/Representation Reform. As of 2007, the six programs were restructured into three clusters: Public Sector Governance (PSG), Democratic Governance (DEG), and Security and Justice Governance (SJG).

Under the Strategic Plan for 2012-2016, KEMITRAAN worked with five program areas coordinated in two clusters; the Democracy and Justice Governance (DJG) cluster focused on Democratic and State Governance, Decentralization, Bureaucratic Reform and Public Service Governance, and Human Rights, Justice and Anti-corruption; the Sustainable Development Governance (SDG) cluster focused on Poverty Eradication and Economic Governance and Sustainable Environmental Governance.



In the past five years, 2017-2021, KEMITRAAN worked with three clusters; Democratic, Justice & Governance, Sustainable Environment Governance- Strategic Focus, and Community Focus, as a response to the growing programmatic works on environment and forestry.

Ongoing efforts are done to make all programs apply an integrated approach to avoid overlap and to ensure that all programmatic initiatives are communicable internally, and to beneficiaries, partners, and even the public in general. During the 2017-2021 period, KEMITRAAN directly implemented 23 out of 30 new projects commissioned to KEMITRAAN. KEMITRAAN has established a clear results framework in which different projects can be mapped and their results systematically measured by proximity to its mission statement. This period is a continuation of the framework with some refinements.

Based on the lesson learned from the previous period, KEMITRAAN contends to undertake the below seven strategic approaches as guidance in its efforts to mobilize resources and to help shape the organization's works.

1. Continue to support the reform agendas of state public institutions

Since it was established, KEMITRAAN has been dedicated to supporting and promoting the reform agendas of state public institutions, at national and sub-national levels. KEMITRAAN has been witnessing first-hand experiences on how the reform agendas evolve from core political institutions, including the press, into bureaucratic practices, from political representative bodies into legal enforcement agencies, into judicial institutions. Collectively these changes have seen Indonesia recognized as one of the most vibrant democracies in the world, even though recent developments have begun to create serious reservations from many observers about the

sustainability of this earlier progress.

Having more than twenty years of practicing democracy and rolling out reform agendas have also made traction within the government agencies and set public demand on how should state public institutions should be governed and managed. Therefore, it is general hope, perhaps forlorn, among observers, pro-democratic actors, and the public at large that the current regression of democracy, protection of human rights, and fight against corruption and preservation of the environment will be temporary, at the maximum until the upcoming elections in 2024.

However, as a civil society organization, KEMITRAAN does not expect to see a rebound of democratic reforms happening naturally. Continuous work on promoting democratic principles, protecting the human rights of all citizens, upholding the rule of law, and bureaucratic reforms have to take place through a network of programmatic initiatives, public advocacy on creating public demands, and public pressure for this to work. KEMITRAAN's works should take the election cycles seriously to promote demand for future reform of state public institutions.

2. Continue to strengthen the capacity of civil and political society, and empower community groups

One of KEMITRAAN's strengths since its establishment has been its continued commitment to work with civil society and community groups, as well as political parties, in promoting democratic principles and practices, protection of human rights, rule of law, judicial reform, inclusive and sustainable development. Having remained able to engage with successive Executive and Legislative leaders despite the changing partisan contours of each era is a testament to KEMITRAAN's success in being able to work across Indonesia's various political divides.

KEMITRAAN cannot work on its own to deliver tasks at hand but also has to expand its impacts and sustain the efforts beyond the timeline of any projects.

Beyond that, in a country as big and diverse as Indonesia, no one should presume themselves capable of implementing a reform agenda unilaterally. Even government agencies with much bigger resources can only accomplish their reform missions by engaging other groups and organizations. Therefore, KEMITRAAN will continue to engage and support the capacity of civil and political society, and empower community groups in promoting democratic and sustainable reform agendas in partnership with government agencies.

3. Continue to support good corporate governance and sustainability agendas.

KEMITRAAN has learned from its practical and comparative experiences that the corporate sector played a pivotal role in shaping governance reforms and sustainability agendas. In some areas, corporates endorse reform agendas brought about by civil society groups or by government agencies, in others corporates take an opposite stance, or at other times corporates sometimes promote reform agendas that are considered to be beneficial for them.

Needless to say, the agenda of corporates are not always in line with the public interest. Sometimes they are even in conflict even when this need not be given appropriate mediation and efforts to creatively align interests. The challenge is how to strike a good balance to uphold wider public interests that nonetheless continue to allow the commercial and development interests of corporates to thrive. In such efforts, KEMITRAAN can engage across sectoral interests believing that mutual benefits are not only achievable by laying down governance reform agendas, but are also desirable for greater mutual benefits.

KEMITRAAN is not only in favor of transparency on licensing, for instance, but also takes a leading role in promoting disclosure of contracts, beneficial ownership, results of an environmental compliance review, and other public interest contained in government and business deals. KEMITRAAN is in support of reforms to ease doing business and remove superfluous, overlapping, and burdensome administrative costs for businesses, for another instance, but not by scarifying labor rights and environmental sustainability to name just two principles that require careful calibration.

In other words, KEMITRAAN will continue to dedicate its works to support good supporting governance and sustainability agendas.

4. Promote a multi-stakeholder approach

As reform agendas cover a broad spectrum, some require going beyond single-handed design, planning, and implementation, by any government agency. KEMITRAAN recognizes well that public-private interfaces require a multi-stakeholder involvement to define a problem and proposed outcome, as well as paving the way to enact the transformation from bringing in a broader range of actors into decision-making processes. This is in part how KEMITRAAN defines a multi-stakeholder approach. Such an approach is also reflected by integrating efforts of building pressure from those outside officialdoms which supports the capacity of those seeking to promote reform from within an agency.

KEMITRAAN has been supporting such an approach and will continue to do so as part of efforts to re-energize reform agendas as well as expand them. For example, although KEMITRAAN is not an active member of RSPO and ISPO¹¹, it has been supporting groups that directly participate in these initiatives. KEMITRAAN has also supported

¹¹ RSPO: Roundtable for Sustainable Palm Oil. ISPO: Indonesia Sustainable Palm Oil

civil society coalitions that promote transparency and accountability from the extractive industries. KEMITRAAN will continue to apply the multi-stakeholder approach, directly or indirectly to deepen and expand the frontiers of governance reform.

5. *Promote evidence-based decision making*

One of the aspirations of being a democratic country decision-making policy decision-making should be based on evidence to support the public goods, and not to serve vested interests that subvert the wider interest of the public. Science, through which evidence is generated, reviewed, and calibrated, could help mediate and reconcile different views and interests in examining public policy options. Good public policy is based on evidence, not on pre-determined political, and social-economic preferences that are scientifically untested or unattainable let alone in contravention of the fundamental principles and laws of the nation.

KEMITRAAN has been committed to this evidence-based decision-making approach since its inception. In doing so KEMITRAAN has engaged experts in many efforts to enlighten targeted policymakers, partners of advocacy, and the public in general on reasoned pathways forward. KEMITRAAN has also produced hundreds of knowledge products cutting across many subjects that demonstrate its commitment to working with this approach, and also to spreading knowledge and evidence to a wider audience.

6. *Advance the use of ICT for governance reform*

Advances in information and communication technology (ICT), including animation and artificial intelligence, have changed the way people communicate. This affects journalism and broadcasting networks as well as how markets operate and even shapes political tone and discourses. KEMITRAAN has to have a coherent

approach in its programmatic design and implementation to ensure such technological developments are embraced in pushing through governance reforms in areas of its intervention. At the minimum, KEMITRAAN will promote the use of technology to promote transparency, responsiveness, and public participation in reform agendas. Furthermore, the use of technology should promote accountability, efficiency, and effectiveness, as well as deepening public interests.

In practical path and at the national and sub-national levels, KEMITRAAN will promote improved governance by using technology to improve public services and coordination between different government agencies and in establishing effective and efficient systems of data collection that produce information supporting public purposes. The Sustainable Development Goals (SDGs) framework will be the basis for further building an online depository of data that enables us to accommodate and cross-check information available in different agencies, groups, and societal institutions, to measure governance performance in various fields and provide input to measuring Indonesia's performance under the SDGs.

7. *Strengthen KEMITRAAN institutional capacity*

During its 22 years of its existence KEMITRAAN has tracked through a number of different paths and circumstances, sometimes Playing a leadership role while at other times providing support to others to play that leadership role. Throughout these years too KEMITRAAN has faced different external operating environments and has adapted accordingly to remain a relevant and active partner to the nation's reform imperatives.

As an institution, KEMITRAAN has been and will continue to adapt to future changes. KEMITRAAN will continue to strengthen its institutional capacity, retain good talents and manage knowledge and

learning to expand its institutional strength. Success in expanding and growing its work on reform to environmental governance in the past ten years for instance demonstrates how KEMITRAAN has adapted to new challenges while remaining focused on the issue of reform as its core mission

Although changes have been part of KEMITRAAN's organizational development, in some areas, there is also a conviction that further bold changes need to be made to streamline KEMITRAAN's business processes. Change is needed in talent management, program design and delivery, resource mobilization, program implementation, strategic communication, evaluation, monitoring, and learning, or back office and operational issues. All of these areas have been continuously updated though at different speeds and scales in the last decades or so. It is time for a more systematic change for organizational development purposes as recommended by the Organizational Development (OD) Plan in the next five years.

RISKS

Governance reform often entails operating in uncharted waters of different powers and interests. The risk of frustration or failed efforts is relatively high. Groups that benefit from corruption invariably push back, as regularly becomes apparent by the actions of the corrupt networks that continue to infest the Indonesian judicial system and political society against anti-corruption efforts. Trying to coordinate different government agencies may mean working at the pace of the slowest partner.

While KEMITRAAN works on the principle of a longer-term vision and commitment, the results of an election at the national, regional, or local level may interfere in negative ways, by changing government priorities or raising the power of vested interest that may not only be uncondusive for reform but also seek to reverse some of the

progress achieved during these past twenty years of reform. The over-relying on a state-led development path has caused some irreparable damages in environmental and societal terms.

Challenging groups in society that promote exclusion ('uncivil society' as some would say) may bring the risk of slander or even violent response, especially when they have demonstrated the capacity to "bully" state agencies into impotence. The reverse is also quite damaging when campaigns against such groups have triggered heavy official action against these types of organizations by disbanding their existence without due process of law. KEMITRAAN will continue to advocate for the protection of the rich pluralism of the nation and against efforts to suppress or criminalize minorities or other heterodox groups while also demanding that any



4. Corporate Social Responsibility (CSR)

KEMITRAAN is already benefitting from the growing availability of CSR sources in Indonesia and will make efforts to further tap into this source of financing.

5. New Philanthropy

In North America, Europe, and Asia, new philanthropies have emerged, usually based on generated in the technology or financial sector. KEMITRAAN needs to further work on reaching out to these funders, for example, to support efforts to develop a good governance strategy for technology.

6. Explore Indonesian government co-funding

The question asked by traditional external donors is why the Indonesian government itself is not paying for governance reform. As a matter of fact, the government has long been paying for many reform efforts, such as the great majority of the costs of the KPK. KEMITRAAN's projects and activities have frequently been supported by parallel funding or direct payment by government agencies. Even so, there would be great value for the Indonesian Government to develop a structured form of co-financing civil society (not for KEMITRAAN alone) out of the State budget (APBN), aside from BPD LH that has been operating in the last two years for

environmental issues. This has some pros and cons that require further research and negotiation.

One recent government funding opportunity is the Swakelola (self-management) Type #3, a scheme of government procurement for goods and services that involve community organizations, i.e., foundations and associations. Through such a scheme, the planning and implementation are supervised by government agencies (ministry/ agency/local government offices or (K/L/OPD) and they are remaining in charge of the budget accountability through the implementations by community organizations. This new partnership has yet to take shape but it is certainly promising for Indonesia's NGOs as it could evolve like other development aid schemes.

The rise of Indonesia's development assistance infrastructure centered around Indonesian Aid offers important prospects for partnering potentially with third country agencies in support of initiatives in areas of strategic interest to the Government of Indonesia notably in South East Asia, the Pacific, and among the Muslim majority nations. These engagements by Indonesia should be seen as part of efforts by Indonesia to defend its constitutional integrity from neo-authoritarianism as well as advance Indonesia's interests through soft diplomacy including as a pathway to expanding Indonesia's economic interests in these nations.



ORGANIZING KEMITRAAN TO DELIVER ITS STRATEGY

KEMITRAAN has to think and work in a politically-changed and ever-changing environment. To ensure that the organization is fit for purpose, this strategic plan must be implemented in a convergent fashion alongside its organizational development plan, its communication strategy, and its resource mobilization strategy. Gender equality, respecting diversity, nurturing critical engagement, commitment to ecosystem sustainability, and striving for work excellence are the working spirit within KEMITRAAN as an organization.

KEMITRAAN will always adjust its approach based on new knowledge and lessons learned as well as the adaptation of new technologies. The monitoring and evaluation unit has been integrated into the knowledge department. This merger is intended to support all research and learning and ensure the evidence-based KEMITRAAN activities are integrated into future work. Technology and data will also be given a higher profile in terms of integration across different projects.

Overall, KEMITRAAN will improve the collection and consolidation of data, and enhance its skills and approach towards documenting and analyzing change and articulating impact. Other priority investments in the organization will be better coordination of resource mobilization and an improvement of the work on communications.

To become more integrated, coherent, and efficient in the way it works, KEMITRAAN has been aware of the need to solve the silo problem, as suggested in the organizational development (OD) plan that



shows the current thinking on how KEMITRAAN's team works are nurtured, structured, and supported in developing, planning and delivering programmatic objectives and desirable results.

At the operational level, KEMITRAAN will continue to ensure that financial and human resource management systems and policies keep up with developments in compliance and with current and emerging due diligence requirements. KEMITRAAN will sustain its annual re-accreditation of ISO-2015 and similar quality management standards certification. In 2020 KEMITRAAN secured Green Climate Fund Accreditation and followed by Re-accreditation of Adaptation Fund in 2021. Working with an increasing variety of partners and funders, including from the corporate sector, will require particular attention in upholding KEMITRAAN's safeguard policies.

Last but not least, KEMITRAAN has to examine and update its own governance structure. It would be desirable to review the membership of the Partners' Meeting and recruit some new members, in particular those that can review and provide input to emerging areas of strategic priority as well as to consolidate and expand KEMITRAAN's networks in key areas of society. Consideration should be given to inviting Partners and/or Executive Board members as a component of a wider strategy of regionalization. This could also be realized via an Advisory Board, which could be open to key donors and other international representatives as well.

ANNEX

KEMITRAAN'S ACHIEVEMENTS 2017-2021

Governance reform is rarely a linear process and substantive results are not always easy to measure, let alone be claimed as the 'success' of the interventions of one actor. Nevertheless, there is ample evidence to highlight three long-term contributions of KEMITRAAN to good governance in Indonesia.

First, KEMITRAAN has accompanied the Indonesian Anti-Corruption Commission (KPK) from its inception through all phases of its development, providing key support to the KPK in corruption eradication. Second, KEMITRAAN has facilitated the development of the legal, institutional and operational framework to organize and monitor Indonesian elections at both national and sub-national levels. Elections in Indonesia are highly contested but are mostly conducted peacefully, which is a significant achievement. Third, KEMITRAAN has developed unique evidence-based metrics to measure governance performance. This is expressed in the Indonesia Governance Index, and also in specific knowledge products, such as the Indonesian Police Governance Index.

KEMITRAAN has established ongoing monitoring and evaluation in which its achievements are viewed at three outcome levels, according to the Result Framework of the Strategic Plan 2017-2021: (1) contributions to policy change for greater institution coherence and integrity, (2) enhancing environmental sustainability, and (3) improving economic opportunity and welfare.

Distinct achievements in contributing to policy change are seen at different levels, i.e.

at local, national, and beyond Indonesia's level. KEMITRAAN's contributions to governance reform in Indonesia in the past five years can be highlighted in the following results.

1. Achieved results in greater institution coherence and integrity pillar (through providing technical assistance bridging the coordination with relevant government agencies):

- Strengthened the capacity of 7 DG offices of KLHK to achieve the NDC to reduce emissions by 29%, and strengthened sustainable environmental governance regulatory framework.
- Helped the institutional arrangement of the environmental trust fund management agency (BPD LH) as it was approved by all relevant Ministries and Agencies, as well as endorsed by relevant stakeholders through inclusive processes.
- Met 3R (Rewetting, Revegetation, Revitalization) target of the Peatland Restoration Agency (BRG) to contribute to emission reduction target, and (2) bridged coordination with local governments (especially in 7 provinces) for strengthening and synchronizing central and local policies.
- Increased the National Human Right Commission (Komnas HAM) institutional capacity and procedures to handle environmental-based human rights violations – review the Komnas HAM Regulation No. 5 of 2015, and the Revised

Draft of Law No. 39/1999 on Human Rights

- Strengthened National Police (Polri) performance through data-based police governance from the Headquarters level to the Resort level, with specific recommendations for the border, conflict, remote, and water areas.
- Strengthened Bintuni and Fakfak Governments, in Papua Barat (1) in preparing sustainable development plans, and (2) overseeing the preparation of the special autonomy regulation (Perdasus) on Oil and Gas Revenue Sharing (DBH).
- Initiated the preparation of security protocols for the protection of journalist.

2. Achieved results in increased economic opportunity and welfare pillar (through providing technical assistance bridging the coordination with relevant government agencies):

- Built capacity and empowered communities to access livelihoods, through among others improving the quality of village products, the establishment of village-owned companies (BUMDes) and cooperatives, as well as enhanced capacity of community collective business governance.
 - ◇ +20,000 households in 4 provinces (NTB, NTT, South Sulawesi, and Central Sulawesi) through social forestry programs,
 - ◇ 8 social forestry community groups have been able to develop business plans and post-harvest management.
 - ◇ 159 villages, in the management of paludiculture (plants on peatlands) as

an alternative livelihood.

- Enabled people to access public services, and increased awareness of citizen rights and the importance of involvement in development processes:
 - ◇ 38,820 people were able to access social assistance,
 - ◇ 37,860 people were able to access the civil administration registry (adminduk),
 - ◇ 21,643 people were able to access clean water, and
 - ◇ 23,869 people were able to access education.
- Obtained permits for 13 social forestry proposals from the Ministry of Environment and Forestry (KLHK), as well as obtained funding assistance of Rp. 50 million per community group.
- Drafted the Bill of Indigenous Peoples together with NGO partners. KEMITRAAN specifically promoted the rights of the child.
- Succeeded in pushing a budget allocation of IDR 507 million in the local budget (APBD) for inclusive development programs.
- Increased public awareness, especially indigenous peoples, indigenous Papuans, remote and disadvantaged about their rights as citizens.

3. Achieved results in enhanced environmental sustainability pillar (through providing technical assistance bridging the coordination with relevant government agencies):

- Developed policies related to the environment and climate change, including:

- ◈ GR on Environmental Trust-Fund Governance Instruments and its derivative regulations;
- ◈ Policy Paper of the environmental carrying capacity of Papua ecoregion as the basis for formulating a Safety Belt policy;
- ◈ Draft revision of DG PSKL (KLHK) Regulation on the development of social forestry enterprises;
- ◈ Draft the Local Special Regulation on Oil and Gas Revenue Sharing (DBH) of Bintuni and Fakfak;
- Mainstreamed conservation aspects of deep peat in 106 village plans spread over 7 provinces; and regulatory framework for the protection of biodiversity in the conservation area or the Conservation Strategy and Action Plan.
- Drafted preparatory technical instrument documents for REDD+, such as: MRV, SRN, SIDIK, FREL, SOIFO, budget earmarking for the environment, etc.
- Strengthened technical and institutional infrastructure, among others:
 - ◈ GAKKUM of KLHK to handle environmental cases;
 - ◈ Construction of 50 canal blocks and 252 drilled wells for peatland wetting and forest fire prevention covering 4,447 hectares and 25,760 hectares of forest (78 villages have committed to manage and maintain the infrastructure).



THE PARTNERS (TEMAN SERIKAT)

KEMITRAAN is an independent legal entity established as a non-for-profit civil law association under Indonesian law. Its peak governing body is the Partners (Teman Serikat). These are senior and respected Indonesian citizens who are active across, and representative of, various sectors and communities of Indonesia



- **Azyumardi Azra** (Director of the School of Graduate Studies at Syarif Hidayatullah State Islamic University)
- **Noke Kiroyan** (Founder of Kiroyan Partners)
- **Agustin Teras Narang** (Governor of Central Kalimantan Province 2005 – 2015)
- **Agus Rumansara** (NGO Activist)
- **Endy M. Bayuni** (Senior Journalist at the Jakarta Post)
- **Hikmahanto Juwana** (Professor of Law at University of Indonesia)
- **Ida Fauziah** (Member of Parliament 2014 – 2019, Minister of Manpower (2019 – current))
- **Nurul Arifin** (Member of Parliament 2019 – 2024)
- **Kuntoro Mangkusubroto** (Chairperson of the Steering Committee of the Tropical Landscapes Finance Facility)
- **Lukita Dinarsyah Tuwo** (Head of Batam BP (Badan Pengusahaan))
- **Nursiti** (Head of Presidium for Balai Syura Ureung Inong Aceh)
- **Sylviana Murni** (Deputy Head of the 2018 Indonesia Asian Para Games Organizing Committee)
- **Yopie Hidayat** (Member of Board of Commissioner at PT Pegadaian (Persero))

EXECUTIVE BOARD

A committee of the Partners, the Executive Board, meets more frequently and maintains a more day to day oversight of KEMITRAAN's Executive Office. The full meeting of Partners provide long-term and high level strategic direction, while the Executive Board monitors overall implementation.



- **Agus Widjojo** (The Indonesian Ambassador to the Republic of the Philippines)
- **Eva Kusuma Sundari** (Member of Parliament, 2014 – 2019)
- **Farouk Muhammad** (Member and Vice Chairman of the Regional Representatives Council/DPD 2009 – 2019, passed away on 18 Feb 2021)
- **Felia Salim** (Board of Director of the Indonesia Eximbank)
- **Petrus Turang** (Archbishop of Kupang Archdiocese, East Nusa Tenggara)
- **Valina Singka Subekti** (Senior Lecturer and Head of Department of Political Science at University of Indonesia)

SENIOR MANAGEMENT

Executive Director and Senior Management, who is in charge of the day-to-day management and operations of the Executive Office.



- **Laode Muhamad Syarif** (Executive Director KEMITRAAN)
- **Hasbi Berliani** (Programme Director, Sustainable Governance, Community)
- **Dewi Rizki** (Programme Director, Sustainable Governance, Strategic)
- **Rifqi Sjarief Assegaf** (Programme Director, Democratic Justice Governance & Regionalization)
- **Inda Loekman** (Head of Knowledge Management & Learning)
- **Budi Setiawan** (Head of Finance & Grants)
- **Heny Pratiwi** (Head of People & Office Management)

