

# ANNUAL REPORT



2023





# Table Of Content

About KEMITRAAN	04
1. Message from the Partner and Executive Board	06
2. Message from Executive Director	07

3. Anti-Corruption and Rule of Law	10
4. Securing Democracy and Human Rights	12
5. Environmental Sustainability	13
6. Social Inclusion and Pluralism	16
7. Regional Engagement	18

ANNEX 1: Organization Chart	19
ANNEX 2: Our People	20
ANNEX 3: Our Donors & Partners	24
ANNEX 4: Financial Report	26

# About KEMITRAAN

Good governance is participatory, consensus-oriented, accountable, transparent, responsive, effective and efficient, equitable, and inclusive and follows the rule of law.

It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decisionmaking.



## Vission

*A fair, democratic, and prosperous Indonesia built on sustainable good governance principles and practices*



## Mission

- To promote and institutionalize good governance principles in Indonesia and 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.
- To strengthen organizational capacity as a trusted Indonesian nongovernment organization that assists and reinforces local and regional civil society groups in promoting and institutionalizing good governance practices in Indonesia and the region.
- To introduce and improve private sector internal governance in compliance with the recognized international standards and practices.

# 1. Message from the Partner and Executive Board



**Eva Kusuma Sundari**



**Noke Kiroyan**

Key national developments in Indonesia during 2023 have included preparations for the 2024 elections. With the conclusion of incumbent President Joko Widodo's two terms in late 2024, Indonesia will have a new President from that point. As 2023 concludes the nation knows the 2024 elections will feature three presidential teams. The preparations have not been without surprises including a controversial Constitutional Court ruling that reduced the age eligibility for being a presidential/vice-presidential candidate. Issues of conflict of interest between the chief justice of the Constitutional Court (brother-in-law of the incumbent president) and a named potential beneficiary of the reduced age limit (the son of the incumbent President) by the petitioner seeking this change led to the Chief Justice being dismissed from that position.

More generally an increased focus during the past four years by the Government on outcomes at the expense of solid process has also arguably been reflected in another concerning development, namely a sudden reversal in the nation's global standing of perceptions of corruption. During the 15 years to 2019 Indonesia experienced a steady improvement in its global standing – beginning at near the bottom of the world. In 2019 the national actually entered the upper half of the world – a truly historic achievement of which the country should have been very proud. Sadly since then

the country has slipped back to where it was 10 years ago.

KEMITRAAN's commitment to eradicating corruption has been a key area of work since it was established. That commitment remains. During 2023 KEMITRAAN managed a portfolio of initiatives to continue its important work with many partners to identify weaknesses in the national system of integrity and through these networks to begin to develop solutions. Additional programs focused on more legal technical issues such as assets tracing. During the year KEMITRAAN also strengthened its partnership with the Coordinating Ministry of Politics, Law and Security with KEMITRAAN's Executive Director of the Ad-hoc Team for Legal Reform Acceleration chaired by the Coordinating Minister.

KEMITRAAN's work on reform issues related to environmental governance has also continued including its program to strengthen the protection of women environmental human rights defenders.

On our wider programs on environmental and forestry governance reform, KEMITRAAN has remained active programs supporting communities in several regions of the country to advance climate change adaptation. Many



of these program have included programs to promote livelihoods for local and indigenous communities. One practical outcome was the engagement with the City of Pekalongan that led to an agreed city budget allocation of Rp 200 billion in favour of climate change adaptation.

KEMITRAAN's work to promote social forestry continued during 2023 although with less progress than in previous years. In addition to assisting forest dependent communities secure social forestry tenure, the program has also provided support to assist these communities to secure new forms of sustainable income such as naturally occurring commodities including palm sugar and derivatives.

KEMITRAAN's programs and initiatives on wider environmental and forestry governance reform combined with its work on promoting livelihood development opportunities for forest dependent communities reach across the nation from Sumatra, Kalimantan, Java, the Southeast Islands, Sulawesi, the Moluccas, and the Land of Papua. KEMITRAAN has been able to manage these wider range of initiatives due to our close partnerships with many organisations from national level ministries and agencies to provincial authorities, local authorities and a wide network of civil society organisation and other community based organisations, many of whom we have been partnering for many years. We value greatly these critical partnerships and look forward to building further with them and

others into the future.

During the year KEMITRAAN worked to secure financing to support initiatives into the future. In this regard we have been successful and look to rolling out these initiatives in the next years.

As 2023 comes to a close KEMITRAAN must report the very sad loss of one of our partners.

Dr Kuntoro Mangkusubroto, who was a true public sector reformer of unquestioned integrity and skill, passed away on 17 December after an extended illness. His list of achievements for the nation embraced a wide range of activities. Some of these included reviving the national tin mining company to the point of it being listed in both Jakarta and London Stock Exchanges. He led the post-tsunami rehabilitation and reconstruction agency, BRR, for its 4 years achieving the world beating record of seeing over 90% of pledged funds expended. He later led the President's delivery unit, UKP4. During these five years he helped the President establish a governing arrangement for REDD+, spearheaded efforts to tackle the "judicial mafia" and worked with the President in his work to negotiate the Sustainable Development Goals. Indonesia and indeed the world have been impacted by his work. As we mourn his passing, we should continue to be inspired by his example of leadership and integrity.

## 2. Message from Executive Director



**Laode Muhamad Syarif**

During 2023, KEMITRAAN was able to advance its key initiatives both in terms of program implementation as well as through advancing its collaborative and strategic partnerships. On the latter this included a five year extension to our partnership with the Ministry of Home Affairs with its focus on promoting efforts to improve local governance and the metrics of measuring changes. Through our partnership with the Coordinating Ministry for Politics, Law and Security, KEMITRAAN has been included in the Ministry's Law Reform Acceleration Team with KEMITRAAN's Executive Director also appointed as Deputy Chair of this Team together with an additional four staff from KEMITRAAN being engaged with this team. KEMITRAAN's long term partnership with the Government Goods/Service Procurement Policy Agency (LKPP) was also extended for an additional year.

In the lead up to the forthcoming 2024 elections, KEMITRAAN has forged partnerships with electoral authorities, the Ministry of Home Affairs, provincial and local authorities together with civil society groups through leading intensive discussions on democratisation and public service.

During 2023 KEMITRAAN undertook strategic multi-stakeholder engagement with some 35 different implementing partners ranging

from international partners such as the Basel Institute on Governance, Switzerland through to nationally respected civil society groups such as Indonesia Corruption Watch, provincial level partners such as WALHI in East Kalimantan and local civil society organisations such as the Payo Payo Association of Maros in South Sulawesi.

It is through collaboration with our wide network of partners that KEMITRAAN's projects and initiatives have been able to make progress.

In KEMITRAAN's work on climate change and in partnership with the Adaptation Fund project in the City of Pekalongan, we were able to support the city authorities to establish a Working Group on Climate Change engaging eight suburbs in the city to advance the city's Regional Action Plan on Climate Change Adaptation, RAN-API. The success of supporting the work with communities in Pekalongan City on its RAN-API, KEMITRAAN has begun to be replicated in partnership with four other regions across the Province of Central Java. More practical outcomes from this work in Pekalongan City has included support for the planting of new mangrove forests as part of efforts to reduce the long term impact of tidal surges.

Redressing the structural challenges of corruption requires an integrated approach

that includes prevention, enforcement and education. KEMITRAAN's work through its INTEGRITAS program conducted a series of gap assessments on conflict of interests with regards to 17 governing institutions together with a study on the issue of sextortion. The results of this work undertaken with partners such as the Basel Institute, Transparency International and Indonesia Corruption Watch were submitted to the Ministry of Public Sector Utilisation and Bureaucratic Reform.

KEMITRAAN's long term program of working with customary communities and other local forest dependent communities with a focus on economic empowerment was continued during 2023. This includes supporting them to secure social forestry permits to ensure the basis for long term economic security and also to support them develop new forms of livelihood and incomes derived sustainably through from the lands contained in their newly secured social forestry permits.

In addition to further fostering these important relationships, KEMITRAAN played host to 20 representatives from 20 nations through the Adaptation Fund Country Exchange Programme. In other work with the Adaptation Fund, KEMITRAAN hosted an Adaptation Fund Project Monitoring Mission. KEMITRAAN also supported a Green Climate Fund Field Visit.

To ensure its long-term sustainability, KEMITRAAN has implemented a continuous resource mobilization program. During 2023, we were able to secure future program support

to the value of USD 3.7 million. Together with partner commitments for current and ongoing programs KEMITRAAN has resources to the value of USD 7.1 million.

Key to KEMITRAAN's vitality is its human resources. At the end of 2023 KEMITRAAN's full complement of staff, including contractors was 102 people. During the year some 36 people departed including those who projects were concluded. Meanwhile some 25 new people joined the KEMITRAAN team. At the end of 2023 over 43 percent of our staff and contractors were women.

KEMITRAAN remains active in promoting openness and transparency across its management, programme and project systems. During 2023, KEMITRAAN was re-accredited with its ISO 9001:2015 certification together with securing due diligence endorsement from the World Bank. Once again KEMITRAAN also secured an Unqualified Opinion (valid without exception) from its auditors.

As 2023 concludes, Indonesians are preparing to conduct their 13th national elections for Parliament and their fifth election for President/ Vice-president. Whatever the results, Indonesia will have a new President from late 2024 as incumbent President Joko Widodo concludes his second and final term. KEMITRAAN will remain active in engaging all key electoral stakeholders during this period and beyond and looks forward to forging new and productive partnerships with the new Government.







## Our Journey in 2023

KEMITRAAN continues its public work in 2023, a pivotal year for Indonesia which holds elections in early 2024. We continue to strengthen governance in areas such as anti-corruption, safeguarding democracy, environmental sustainability, social inclusion, and local government engagement.

### 3. Anti-Corruption and Rule of Law



KEMITRAAN's continuing flagship program on anti-corruption and the rule of law during 2023 was INTEGRITAS. Among the most important steps towards preventing corruption is effective management of conflicts of interest. During the year the program completed a conflict of interest gap analysis and implementation gaps in COI management in 17 institutions. The findings were disseminated at the national level, and also with the program's five priority provinces. In addition the program conducted a case study on sextortion. These outputs contribute to our work (with other consortium member) with the Ministry of Public Sector Utilisation and Bureaucratic Reform.

The program also worked with our five pilot provinces to provide support to revitalize Regional Advocacy Committees (KADs) in identifying, aggregating, and advocating for integrity improvements. At the university level, the program supported multidisciplinary research grants for five university-based anti-corruption research centers.

Additional initiatives conducted during the year included the provision of integrity risk assessment training to officials from the Ministry of Marine Affairs and Fisheries as well as conducted internal investigative training to participants from six SOEs and 3 government agencies and ministries.

The INTEGRITAS program also conducted an impact assessment of the National Strategy on Corruption Prevention (Stranas PK) 2021-22; as well as completing a modified version of Transparency in Corporate Reporting (TRAC) together with assessing the correlation of Politically Exposed Persons and appointments to 47 BUMDs. An additional integrity risk assessment including internal controls reviews were conducted with the state owned forestry company, Perhutani.

The program delivered a study on political party financial reporting standards as well as conducted an information access assessment for political parties at the provincial level. Finally

the program promoted the Opentender.net platform that permits allows users to oversee public procurements. A total of 300,667 users made use of this platform, a clear demonstration of its value.

Beyond the INTEGRITAS Program, KEMITRAAN's work on Anti-Corruption and rule of law engaged in several other projects and initiatives. This included working closely with the Legal Reform Acceleration Team of the Coordinating Ministry for Politics, Security and Law to advance a number of its key areas of work. KEMITRAAN has played a very strategic role in this process with the Executive Director of KEMITRAAN working as Deputy Chair to this Team.

During the year the Team developed a number of reports that included recommendations. These were shared both with the President as well as with presidential campaign teams. They were also shared by the Office of the Coordinating Minister with the public. Among well received recommendations included supporting the

independence of the KPK and the Constitutional Court together with limiting the placement of police officers in non-police positions together with the granting of clemency for drug users.

To advance this work towards policy application, KEMITRAAN engaged with the National Development Planning Agency, Bappenas, in its work to develop the national medium and long term development plans. The focus of engagement was to the issues of anti-corruption and criminal procedural law issue. Most of these recommendations have been incorporated into their drafts. Our work with the Team also completed an assessment of the Indonesian criminal justice system.



## 4. Securing Democracy and Human Rights

The key program managed under KEMITRAAN's securing democracy and human rights work is the ELEVATE Program. One key component has the work to support and advance women environment human rights defenders (WEHRD). This included conducting a gap analysis of the legal framework on protection for WEHRDs. To advance the work of the program at the national level KEMITRAAN established sub-grants with EKNAS WALHI, SAFEnet and ICIR while at the sub-national level KEMITRAAN contracted six organisations across the three provinces of Riau, East Kalimantan and Central Sulawesi.

On program implementation the program trained 16 participants connected with the sub-grantees in the three provinces on the gender-sensitive community-based protection mechanism for environmental HRDs (EHRDs). The training achieved the expected results by 62.5% of participants increasing their score in the post-test results.

The program provided an emergency response to 44 human rights defenders, mainly supporting legal assistance to communities in Rempang Island (Riau Islands Province) Air Bangis Village (West Sumatera), and Bangkal Village (Central Sulawesi).

In collaboration with the Human Rights Commission for Women, the ELEVATE program supported the Commission's work to disseminate information on its WEHRDs Security Guidance to 20 participants from 20 civil society organizations, to commemorate International WHRD Day by conducting a Public Discussion with the topic "Introducing Regulations for the WHRDs Protection". The Discussion was attended by more than 170 participants online and offline. The program also facilitated a caucus of WHRDs with a total of 34 national and local organizations involved.



## 5. Environmental Sustainability



KEMITRAAN's partnership with the Adaptation Fund continued to grow in strength during the year. We partnered on implementing projects in several regions of Indonesia. The regions across in which key components of our partnership with the Adaptation Funds were invested included the City of Pekalongan in Central Java, the Kabupaten of Bulukumba in South Sulawesi, the Kabupaten of Central Maluku in Maluku together with a broader program focused on redefining public spaces as solutions for the effect of climate change in urban areas in the city of Samarinda, East Kalimantan.

The program in the City of Pekalongan made significant progress covering a range of initiatives. These included the planting of 1.4 hectares of new mangroves and finalizing permits process to establish breakwater infrastructure as part of efforts to strengthen resilience to tidal surges. KEMITRAAN worked with local authorities together with Central Java provincial authorities to develop Local Action Plan for Climate Change Adaptation (RAD API), as well as prepare draft City Regulation as the legal basis for the enforcement of its RAD API.

The program also helped establish Pekalongan City and Climate Change Working Groups in 8 city wards. These groups worked to influence development planning and budgeting through the city wards helping to influence the creation of an IDR 200 billion budget for climate adaption.

Among additional outcomes from this program has been the upscaling of its approach that has now been embraced in four addition regions across the Province of Central Java.

KEMITRAAN, hosted a Country Exchange from June 5-9, 2023, bringing together 19 NIEs from around the globe. The Exchange took place in the coastal cities of Semarang and Pekalongan located in the Central Java Province, which is particularly vulnerable to the impacts of climate change. The province is in a low-lying area prone to flooding and sea level rise. It is also home to several important ecosystems, such as mangrove forests, which are threatened by climate change. Participants saw firsthand these impacts while visiting the affected areas.



The objective of the country exchange visit was to facilitate direct experience and cross learning of the full project life cycle based on the KEMITRAAN Ecosystem-based Adaptation project. During the first two days, NIEs were able to interact with various institution representatives directly involved with the project ranging from the Director General of Climate Change Control at the Ministry of Environment and Forestry to the Central Java Provincial Government Secretary. They also heard lessons learned from KEMITRAAN along with innovative approaches to ecosystem-based adaptation.

Key themes that emerged from the exchange included the importance of community-based planning and the use of data to improve national policies. The visit was especially timely as it highlighted Indonesia's efforts to adapt to climate change, including the country's efforts to reduce greenhouse gases by 31.89 percent on its own, or 43.2 percent with international support by 2030.

The program in Bulukumba has partnered with the customary community of the Ammatoa Kajang region. The focus of work has been on establishing a watershed forum and a Local Action Plan for Climate Change Adaptation (RAD API) working group. During the year the program produced planning documents for three river systems within the wider watershed as well as the RAP-API Document. To support

sustainable livelihoods the program has assisted through field schooling as well as environmental conservation through a land conservation field school. The program in Central Maluku has worked with fishing communities to develop fish aggregating devices as well as to assist build and operationalise floating net cates.

The redefining of public spaces as a solution for the effects of global climate change in urban areas has been focused in the City of Samarinda in East Kalimantan. Work has included producing literature on public spaces as well as creating profiles on users of these public spaces. The results of the study were also disseminated to public to build an urban mindset that is responsive to climate change. Based on the results of the study, the process of building public spaces that are responsive to climate change in Samarinda is currently underway.

Beyond these programs KEMITRAAN's work on sustainability has also included further work on promoting social forestry as a means to advance sustainable livelihoods of forest based communities. KEMITRAAN has been a major supporter of the social forestry movement for several years contributing significantly to the total expansion of social forestry permits across Indonesia. During this final year of this project almost 13,000 additional hectares of social forestry were legalised for customary and other forest base communities in Sarolangan in

Jambi, Sintang in West Kalimantan and in Sinjai in South Sulawesi. In addition to supporting communities secure permits the program also worked to support the communities increase their knowledge and capacity to produce forest based commodities such as palm sugar and liquid palm sugar.

On improved governance of social forestry KEMITRAAN worked with authorities to develop the SIMPAS (Social Forestry Information System) to accelerate the process from monitoring, data documenting until the usability of land after permit has been issued.

KEMITRAAN also supported other livelihoods related programs. For example we supported 16 communities across three villages in the Kabupaten of Ketapang in West Kalimantan to develop a multistakeholder landscape forum as the first step toward creating income generation opportunities in the production of pig, goat, chicken and fish farms.

An additional program focused on working with Forest Program IV (based in Sulawesi) and Forest Program V (based in the Nusa Tenggara region). In the former the program focused on strengthening water shed management and facilitators in the Jeneberang Saddang area of South Sulawesi and the NPDAS Karama in West Sulawesi including the production of social economic surveys in 12 villages. The program also supported the conduct of household surveys in Sanggau in West Kalimantan and in Sikka in East Nusa Tenggara. The program also provided technical assistance to implement baseline a data survey, commodity survey, business development scenario dan development of business plan as part of a social

forestry investment plan.

KEMITRAAN's long term partnerships in Papua continued through the program to promote low carbon development in Papua. This policy focused program promotes dialogue between Jakarta and Papuan regional stakeholders to formulate the direction of development in Papua that applies low carbon development. This includes identifying policy analysis gaps between Papua local regulations (Mid-term development planning/RPJMD, Low Carbon Development Planning) with the national policies and regulations such as the mid-term development plan (RPJMD). The program also supports local authorities in Papua to improve their capacity to calculate carbon economic value (NEK) in accordance with the NDC target (Nationally Determined Contribution).

One further program with a climate change policy advocacy focus, Think Climate Indonesia, produced two sets of research namely the IGI-Climate Resilience and the Climate Budget Tagging Study. Related outputs included a collaborative evidence-based position with other Think Climate Indonesia partners, i.e. Pattiwo, WRI, Kaleka and Kota Kita. The paper was designed with a view to push further the climate agenda, especially approaching the scheduled national elections in early 2024. This program also included a skills capacity development component to strengthen organization through the development five-year strategic plan and organization's development, as well as capacity building to internal staff. This included English proficiencies, gender, research, procurement, knowledge management, and communication.



## 6. Social Inclusion and Pluralism



Among the most important elements of governance reform is the nexus between issues of social inclusion, access by marginalized communities to public services and the capacity, and at time even willingness, of governing institutions to deliver services to all citizens.

One key program being implemented by KEMITRAAN is Estungkara. The program focuses on fulfilling the citizen rights for the indigenous groups, mainly the women, children, and people with disabilities and represents part of a larger Australian Government supported program, Inklusi.

KEMITRAAN's Estungkara program concluded its second year in operation during 2023. During the year the program operated at a number of levels. At the level of community the program raised the awareness of understanding of almost 1,000 people, through KEMITRAAN's

network of local CSO partners, on issues related to gender equality, disabilities and social inclusion, GEDSI. Progress here has also included the issuance of village level regulations in Maros, South Sulawesi to advance the mainstreaming of GEDSI.

In order to better understand the issues related to sexual violence and customary communities, the program produced a study on sexual violence in indigenous communities as evidence-based input for consideration to inform the Draft Law on Customary Communities.

On accessing public services at the community level, the program supported over 3,700 women, indigenous communities and ethnic minorities to access basic services and government social assistances. An additional 830 people from indigenous communities were able to be brought into the local development planning processes



thus giving them a solid voice in the development trajectory in their regions.

At the level of service delivery agencies, the program engaged with 51 public services with a focus on providing inclusive public services in areas such as education, social services, health centres and community health clinics, local offices for trade and industry services, Local Planning Agency/ Bappeda, and village governments.

In terms of supporting the development and implementation of local level regulations and ordinances that focus on supporting and advancing the rights of traditionally marginalized communities and citizens, the program was able to advocate successfully for the issuance of Village Regulation (Perdes No. 05 Tahun 2023), which mainstreamed GEDSI, in Bonto Somba Village, Maros District, South Sulawesi, together with District Regulation (Perbup No. 33 Tahun 2023) concerning education services for the Marapu Believers (Penghayat Marapu) in East Sumba, East Nusa Tenggara.

On issues of economic empowerment of marginalized and indigenous/customary communities the program was able to assist strengthen the capital base of cooperatives for the Cina Benteng community in Banten and the Suku Anak Dalam community in Jambi.

KEMITRAAN's partnership with the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration, Kemen DESA PDDT, continued to strengthen through the Inclusive Village and Social Accountability program. The focus of work during 2023 was to facilitate capacity building strengthening of villages in the eastern regions of Indonesia. This included the implementation of field schooling in some 110 villages across eastern Indonesia. The program reached 28 districts/cities in 11 provinces, namely Gorontalo, North Sulawesi, Central Sulawesi, South Sulawesi, Southeast Sulawesi, West Sulawesi, East Nusa Tenggara, North Maluku, Maluku, West Papua, and Papua. This program also recruited some 112 village cadres to further accelerate the achievement of its objectives. Our work with the Kemen DESA PDDT supports the Ministry's Program for Government Development and Village Development (P3PD). Through being connected to this national program, KEMITRAAN's activities and initiatives through its Inclusive Village and Social Accountability program are able to enjoy an amplified impact.



## 7. Regional Engagement

In partnership with The Asia Foundation and support from USAID, KEMITRAAN has been working with the Ministry of Home Affairs to strengthen its local government monitoring and evaluation systems through the ERAT program. The program represents a concrete example of the implementation of the MoU arrangement KEMITRAAN has established with the Ministry. During 2023 the program was able to undertake the following initiatives:

In collaboration with the Directorate General of Regional Autonomy (OTDA) of the Ministry of Home Affairs (Kemendagri), we were able to strengthen their sub-national government evaluation tool including through verifying 7,687 points of data involving other ministries/agencies, as well as conducting a review focused on improving the evaluation methodology.

The program was also able to advocate and prepare the draft revision of the Ministerial Regulation on Local Government Evaluation Tool. This included a more robust methodology and the process of evaluation, mainly ensuring the provision of quality of data provided by local

governments. The approach that KEMITRAAN has been applying has been to incorporate more metrics that identify the impact of local governments on the betterment of services delivered to their communities in addition to the Ministry's well established compliance based metrics.

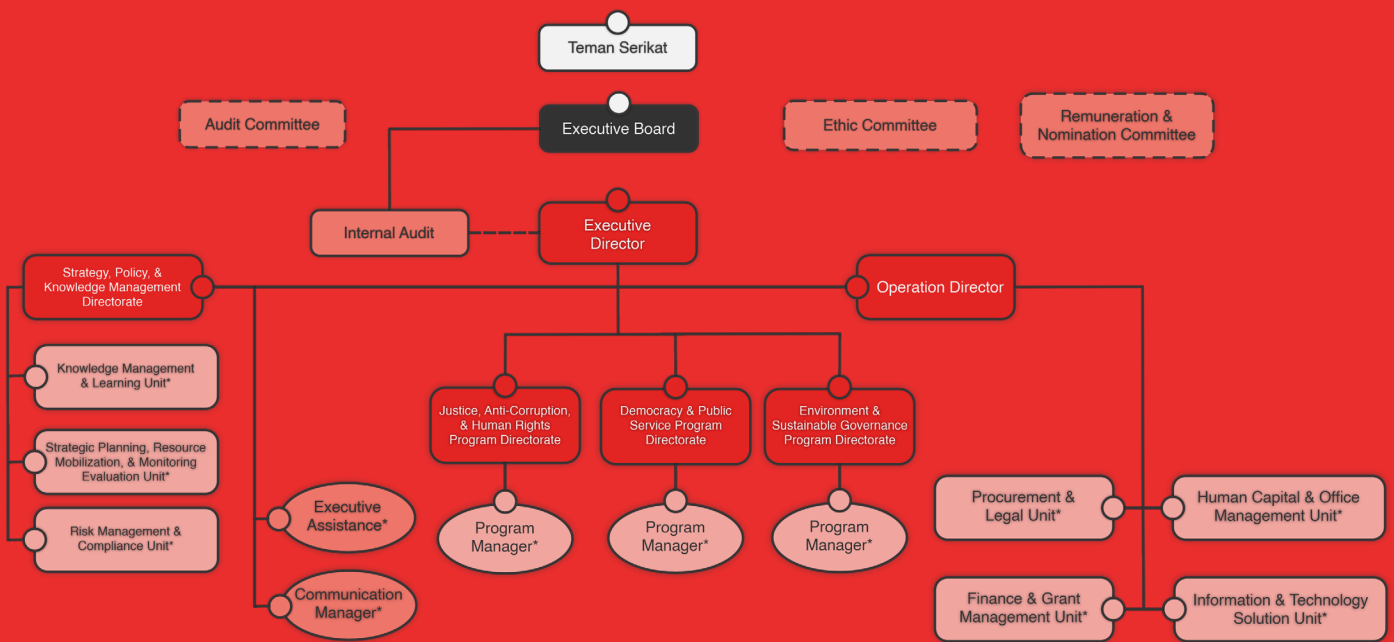
In addition, KEMITRAAN through its ongoing partnership with the Ministry's BSKDN, Domestic Affairs Policy Strategy Agency, (BSKDN) was able to support the enhancement and usability/utility of data to formulate domestic affairs policies through the development of meta-analysis index through the Local Governance Management Index (Indeks Tata Kelola Pemerintahan Daerah - ITKPD).

A key focus of these program with the Ministry is to support a consolidation of consideration of monitoring and evaluation from local government compliance to include more work on the efficacy and positive impacts of programs on the local communities being served by the local governments.



# ANNEX 1

# OUR ORGANISATION CHART



**Note:**

- Resource Mobilization is coordinated by SPKM Directorate.
- Project/Program Proposal is Developed collaboratively with Program Director and Operation Director.

**Legend**

- Ad-Hoc Structure
- Functional Position
- Structural Position

## ANNEX 2

# Our People

No	Position	Gender	Name of Person
<b>EXECUTIVE OFFICE</b>			
1	Executive Director	Male	Laode Muhammad Syarif
2	Internal Auditor	Female	Irma Herwinda
3	Executive Assistant	Female	Hindijani Novita
4	Communication Manager	Female	Trinzi Mulamawitri (departed April 2023)
5	Communication Manager	Male	Rakhmat Nur Hakim (joined November 2023)
6	Multimedia Officer	Male	Niccolo Attar
7	Program Development – Consultant	Male	Kevin Evans
8	Operation Director	Male	Henry Himawan (joined February 2023 - departed September 2023)
9	Operation Director	Male	Saiful Syahman Doeana (joined December 2023)
<b>PEOPLE &amp; OFFICE MANAGEMENT</b>			
1	Head of People & Office Management	Female	Heny Pratiwi
2	HR Officer	Female	Edityas Nur Hutami
3	Receptionist	Female	Citra Oktaviani
4	HR Admin Assistant	Female	Fauzia Fadila
5	IT Manager	Male	Andre Raditya Makmur (joined Sept 2023)
6	IT Officer	Male	Iwan Samsul Ridwan
7	IT Programming – Consultant	Male	Irfan Nasrullah
8	GS & Procurement Officer	Female	Titik Wahyuningsih (departed December 2023)
9	GS & Procurement Assistant	Male	Muhammad Zulfadhli Prasetyo (joined Sept 2023)
10	Office Helper 1	Male	Fajri Salim
11	Office Helper 2	Male	Mei Utomo
12	Photocopy Operator - Consultant	Male	Akhfandra Defrian Adipraja
13	Security	Male	Watono
<b>FINANCE &amp; GRANTS</b>			
1	Head of Finance & Grants	Male	Budi Setiawan
2	Finance and Grants Manager	Female	Noviani Dewi Utami
3	Finance Officer	Male	Jumali
4	Junior Finance Officer	Female	Isnawati Dewan
5	Finance Assistant	Female	Kurniasih Paturrahman
6	Finance Assistant	Female	Rina Bahar
7	Finance Assistant	Male	Muhammad Afif Abdillah
<b>KNOWLEDGE MANAGEMENT &amp; LEARNING</b>			
1	Head of Knowledge Management & Learning	Female	Inda Presanti Loekman
2	Knowledge Management Officer	Male	Arif Nurdiansah
3	Knowledge & Research Management Officer	Female	Amalia Fubani (departed November 2023)
4	Research Specialist - Consultant	Male	IG Sigit Murwito
5	Research & Resource Center Officer	Female	Riana Ekawati
6	Research and Admin Support	Female	Hana Alfahani Syafrilla (departed October 2023)

No	Position	Gender	Name of Person
7	Researcher – Consultant	Female	Tites Eka Agustine
8	Researcher – Consultant	Male	Hery Sulistyoyo Jati
9	Research Assistant IDRC	Male	Regitri Darmawan (departed October 2023)
10	Monitoring Evaluation Officer	Male	Moch Ghufon
11	Monitoring Evaluation Learning Specialist	Male	Marselino Djeer
12	Monitoring Evaluation Assistant	Female	Rr. Ajeng Chandra Purnamasari

#### SUSTAINABLE GOVERNANCE STRATEGIC

1	Program Director of SGS	Female	Dewi Lestari Yani Rizki (departed November 2023)
2	Program Manager of SGS	Male	Abimanyu Sasongko Adji
3	Finance and Grants Officer of SGS	Female	Adetya Rahmi
4	Program Assistant AF	Male	Fadly Wiramandiri
5	Data and GIS Officer AF	Male	Mohammad Ichwan Hidayatullah
6	Project Officer CLUA Papua	Male	Yudha Utama
7	Research Assistant CLUA Papua - Consultant	Male	Regitri Darmawan (joined November 2023)
8	Knowledge Management & Learning Officer AF	Female	Suci Maisyarah
9	Technical Procurement Officer AF	Male	Niknik Jatnika
10	Program Manager of SGS	Male	Moch Yasir Sani
11	Grant Officer Estungkara	Male	Wahyu Pamuji
12	Project Officer Estungkara	Female	Widya Anggraini
13	Project Officer Estungkara	Female	Tracy Pasaribu
14	Communication Officer Estungkara	Female	Melya Findi Astuti
15	Admin and Finance Estungkara	Female	Ina Desilia Fridayanti
16	Grant Controller Specialist Estungkara	Female	Siska Yulyarti Rusli
17	Team Leader AF Pekalongan	Male	Andi Kiki
18	Project Officer AF Pekalongan	Female	Widi Artanti (departed July 2023)
19	Project Officer AF Pekalongan	Male	Anindita Sulistyono (Joined August 2023)
20	Monitoring & Evaluation Officer AF Pekalongan	Female	Feriska Achadiati (departed April 2023)
21	Monitoring & Evaluation Officer AF Pekalongan	Female	Febrianti Nur Ajizah (joined August 2023)
22	Finance and Admin Assistant AF Pekalongan	Female	Samiaty
23	Finance officer AF Pekalongan	Female	Endang Sulastriningsih (joined November 2023)
24	Junior Livelihood AF Pekalongan - Consultant	Female	Eva Shokhifatun Nisa (joined November 2023)
25	Junior Livelihood AF Pekalongan - Consultant	Female	Fatmasari Hutagalung (joined November 2023)
26	Adaptation & Mitigation of Climate Change - Consultant	Female	Eka Melisa
27	Junior Communication - Consultant	Female	Shabrina P.P
28	Data Specialist - Consultant	Male	Irendra Radjawali
29	Office Helper in Pekalongan	Male	Muhlasin
30	Local Facilitator - Consultant	Female	Ani Wiwit Anita
31	Local Facilitator - Consultant	Female	Drygin Dayaningrum
32	Local Facilitator - Consultant	Male	Eko Budi Prijono
33	Local Facilitator - Consultant	Male	Handoyo
34	Local Facilitator - Consultant	Male	Hatta Adi Failasuf
35	Local Facilitator - Consultant	Male	Mochamad Baihaqi
36	Local Facilitator - Consultant	Male	M. Fahrurozi
37	Local Facilitator - Consultant	Male	Syariful Mal
38	Social Accountability Expert Kemendes - Consultant	Male	Arry Chandra Kurnia

No	Position	Gender	Name of Person
39	Social Inclusion Expert Kemendes - Consultant	Male	Yaury GP Tetanel (joined January 2023)
40	Digital Learning Expert 1 Kemendes - Consultant	Male	Abi Nugroho (joined January 2023)
41	Digital Learning Expert 2 Kemendes - Consultant	Male	Moh Taufiq Anas (joined January 2023)
42	Digital Learning Expert 3 Kemendes - Consultant	Male	Achmad Abdullah Farchan (joined January 2023)
43	Computer Operator Kemendes - Consultant	Male	Kaustar Ibnu Muharam (joined January 2023)
<b>SUSTAINABLE GOVERNANCE COMMUNITY</b>			
1	Program Director for Sustainable Governance Community	Male	Hasbi Berliani
2	Project Manager RIMBA	Male	Yesaya Hardiyanto (departed Apr 2023 project ended)
3	Proposal Writers SGC - Consultant	Male	Yesaya Hardiyanto (joined May 2023)
4	Finance & Grant Officer RIMBA	Female	Yunidar (departed Apr 2023 project ended)
5	Finance Management SGC - Consultant	Female	Yunidar (joined May 2023)
6	Project Officer RIMBA	Male	Sudarwan (departed Apr 2023 project ended)
7	Project Manager CBFM	Male	Gladi Hardiyanto (departed November 2023 project ended)
8	Project Assistant CBFM	Female	Fajarwati (departed November 2023 project ended)
9	Monitoring & Evaluation Specialist for GFA - Consultant	Female	Eri Trinurini Adhi
10	Technical Specialist RIMBA - Consultant	Male	Iman Soedrajat (departed Apr 2023 project ended)
11	Knowledge Management - Consultant	Male	Hasantoha Adnan
12	Social Forestry Expert - Consultant	Male	Aloysius Tao
13	Admin & Secretary RIMBA - Consultant	Female	Annisah (departed April 2023)
14	Finance Specialist RIMBA - Consultant	Male	Yus Santoro (departed April 2023)
15	Institutional Development & Communication Specialist RIMBA - Consultant	Female	Cut Sevka Sachrul (departed Apr 2023 project ended)
16	NRM Specialist RIMBA - Consultant	Male	Barano Siswa Sulistyawan (departed Apr 2023 project ended)
17	National Consultant for Sustainable Forest Management & Social Forestry - Consultant	Male	Suwito
18	Peatland Governance & Community Monitoring - Consultant Retainer	Male	Joko Waluyo
19	Forest Based Community Enterprise Development - Consultant	Male	Wisnu Caroko
20	Field Coordinator ISLA Phase - 2 - Consultant	Male	Stepanus Djuweng (departed November 2023 project ended)
21	Admin Finance ISLA Phase-2	Female	Ari Kristiani (departed November 2023 project ended)
22	Field Facilitator ISLA Phase - 2 - Consultant	Female	Intan Wulandari (departed October 2023 project ended)
23	Field Facilitator ISLA Phase - 2 - Consultant	Male	Muhammad Mursin (departed October 2023 project ended)
24	Junior Oil Palm - RIMBA - Consultant	Male	Rahmadha Akbar Syah (departed April 2023 project ended)
<b>DEMOCRATIC JUSTICE GOVERNANCE &amp; REGIONALISATION</b>			
1	Program Director for Democratic Justice Governance	Male	Rifqi Sjarief

No	Position	Gender	Name of Person
2	Project Officer Siaga eco	Female	Belinda Sahadati Amri (departed February 2023-project ended)
3	Chief of Party Integritas	Male	Justin Snyder
4	Deputy Chief of Party Integritas	Female	Diah Astuti Sri Januarti
5	Finance Manager Integritas	Male	Ernest Elliot Simatupang (departed October 2023)
6	Finance Manager Integritas	Female	Femi Wulandari (Joined December 2023)
7	Monitoring & Evaluation Specialist Integritas	Male	Irvan Josua P Sibarani
8	Communication Officer Integritas	Female	Juliarti Sianturi (departed January 2023)
9	Project Manager IR 1 Integritas	Female	Frida Rustianti (departed January 2023)
10	Project Manager IR 1 Integritas	Female	Natalia Hera Setyawati (Joined April 2023)
11	Project Manager IR 2 Integritas	Female	Meissy Sabardiah
12	Project Officer IR 1 Integritas	Female	Evi Mala Wijayanti
13	Project Officer IR 2 Integritas	Female	Hariyani Putri (departed November 2023)
14	Project Assistant IR 1 Integritas	Female	Hanifah Mahaly
15	Project Assistant IR 2 Integritas	Female	Azzahra Lesti Pratiwi (departed November 2023)
16	Finance and Grant Officer Integritas	Female	Sri Lestari (departed January 2023)
17	Admin and Finance Assistant Integritas	Male	Pedro Horas Sirait
18	Grants & Procurement Assistant - Integritas	Female	Freya Murti Pramudita (departed September 2023)
19	Grants & Procurement Assistant - Integritas	Female	Fani Ginting (joined November 2023)
20	Project Officer DJGR	Male	Refki Saputra (departed October 2023)
21	Consultant DJGR	Female	Elsa Marlina (joined June 2023)
22	Project Manager Elevate	Female	Dewi Damayanti
23	Finance and Grant Officer Elevate	Female	Ratih Komala Wahyuni
24	Project Officer Elevate	Female	Mila Oktaviani (joined January 2023)
25	Monitoring & Evaluation Officer Elevate	Female	Dina Ika Kusumaningsih (joined January 2023)
26	Finance Admin Assistant Elevate	Female	Annisah (joined May 2023)
27	Project Manager Recreate	Female	Nur Syarifah (joined January 2023 - departed November 2023 project ended)
28	Admin and Finance Officer Recreate	Female	Trinia Prabawani (joined January 2023 - departed September 2023)
29	Communication Specialist Elevate	Female	Rhemawati Wijaya (Joined July 2023 - departed Sept 2023)
30	Translator/Interpreter - Consultant	Male	Indra V A Krishnamurti

## ANNEX 3

# Our Donors & Partners

Donors	DONOR CONTRIBUTION 2000 - 2022	Y2023	DONOR CONTRIBUTION 2000 - 2023	Proportion (%) total
Government of Netherlands	39,562,931	0	39,562,931	21%
Government of Norway	21,411,836	0	21,411,836	11%
Government of Australia	15,257,688	0	15,257,688	8%
European Union	12,807,037	0	12,807,037	7%
Government of United States Of	6,605,290	2,668,870	9,274,161	5%
Adaptation Funds	5,499,961	3,051,068	8,551,029	5%
Government of United Kingdom	8,464,273	0	8,464,273	5%
Government of Sweden	7,353,799	0	7,353,799	4%
United Nations Office For Project Services	7,221,524	0	7,221,524	4%
World Bank (Int'l. Bank For Reconstruction	6,113,655	0	6,113,655	3%
Asia Foundation	4,575,710	72,145	4,647,855	2%
Government of Japan	4,084,312	0	4,084,312	2%
Government of Denmark	4,023,265	0	4,023,265	2%
Clua	2,977,927	0	2,977,927	2%
Ford Foundation	2,127,236	205,207	2,332,443	1%
RTI International	2,106,173	0	2,106,173	1%
UNDP	2,015,139	0	2,015,139	1%
Government of New Zealand	1,874,005	0	1,874,005	1%
Chemonics International Inc	1,726,633	0	1,726,633	1%
UNEP	1,395,759	178,375	1,574,134	1%
Cowater International Inc.	671,207	806,092	1,477,298	1%
Siemens	1,311,266	0	1,311,266	1%
BP Berau Ltd.	1,244,344	0	1,244,344	1%
IDLO - International Development Law Organization	1,228,109	0	1,228,109	1%
MCAI - Millenium Challenge Account Indonesia	1,143,920	0	1,143,920	1%
UNODC	902,130	136,607	1,038,737	1%
Government of Canada	845,058	157,421	1,002,479	1%
IDH The Sustainable Trade Initiative	700,755	176,407	877,162	0%
The David And Lucile Packard Foundation	849,000	0	849,000	0%
Genting Oil Kasuri Pte.Ltd	795,612	0	795,612	0%
Oxford Policy Management Asia	780,692	0	780,692	0%
Cardno Emerging Markets (Australia) Pty Ltd	768,557	8,843	777,400	0%
P3pd - Pill -Directorate of Socio-Cultural, Enviro	127,730	487,792	615,522	0%
Government of Finland	597,812	0	597,812	0%



Donors	DONOR CONTRIBUTION 2000 - 2022	Y2023	DONOR CONTRIBUTION 2000 - 2023	Proportion (%) total
NIMD - The Nedherlands Institute For Multiparty Democracy	596,235	0	596,235	0%
University of Colorado	537,187	0	537,187	0%
NDI - National Democratic Institute	371,814	0	371,814	0%
Rockefeller Philanthropy Advisors, Inc	347,000	0	347,000	0%
Axis	343,696	0	343,696	0%
MSI - Management System International	284,409	0	284,409	0%
Government of Indonesia	245,773	0	245,773	0%
Bosch Foundation	192,227	0	192,227	0%
PT Eos Consultants	149,726	0	149,726	0%
Government of Switzerland	139,285	0	139,285	0%
Outright Action International	120,015	0	120,015	0%
Good Energies Foundation	97,372	0	97,372	0%
Government of Spain	83,343	0	83,343	0%
Food And Agriculture Organisation	75,776	0	75,776	0%
BSR - Business For Social Responsibility	72,171	0	72,171	0%
CIFOR - Center For International Forestry Research	64,707	815	65,521	0%
The Samdhana Institute	63,808	0	63,808	0%
IOM	49,624	0	49,624	0%
Government of France	49,062	0	49,062	0%
LTL - Lembaga Temu Kabupaten Lestari	47,629	0	47,629	0%
TII - Transparency International Indonesia	38,053	0	38,053	0%
University of Sydney	37,582	0	37,582	0%
Plan-C	31,489	0	31,489	0%
Kompak - Kolaborasi Masyarakat Dan Pelayanan	30,128	0	30,128	0%
Global Green Growth Institute (GGGI)	25,000	0	25,000	0%
Woods And Wayside International	24,876	0	24,876	0%
AUAF - American University of Afghanistan	20,000	0	20,000	0%
British Embassy	13,193	0	13,193	0%
UNESCAP	9,143	0	9,143	0%
IFES - International Foundation For Electoral Systems	0	8,619	8,619	0%
Government of Korea	2,190	0	2,190	0%
GFA Consulting Group	0	0	0	0%
<b>INTERNAL FUNDS</b>	<b>4,902,828</b>	<b>339,287</b>	<b>5,242,115</b>	<b>3%</b>
<b>TOTAL DONOR CONTRIBUTIONS</b>	<b>178,235,687</b>	<b>8,297,547</b>	<b>186,533,234</b>	<b>100%</b>

## ANNEX 5

# Financial Report



**DIRECTORS' STATEMENT LETTER  
RELATING TO  
THE RESPONSIBILITY ON THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED DECEMBER 31, 2023  
THE PARTNERSHIP FOR GOVERNANCE REFORM**

We, the undersigned:

1. Name : Laode M. Syarif  
Office address : Jl. Taman Margasatwa Raya No. 20C, Ragunan, Jakarta Selatan  
Domicile as stated in ID Card : Makasar  
Phone Number : 021-22780580  
Position : Executive Director
2. Name : Budi Setiawan  
Office address : Jl. Taman Margasatwa Raya No. 20C, Ragunan, Jakarta Selatan  
Domicile as stated in ID Card : Jakarta  
Phone Number : 021-22780580  
Position : Head of Finance and Grants

State that:

1. We are responsible for the preparation and presentation of the financial statement;
2. The financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards;
3. a. All information contained in the financial statements is complete and correct;  
b. The financial statements do not contain misleading material information or facts, and do not omit material information and facts;
4. We are responsible for the Organization internal control system.

This statement letter is made truthfully.

Jakarta, October 7, 2024

Executive Director

Head of Finance and Grants



Laode M. Syarif

Budi Setiawan

**Kemitraan bagi Pembaruan Tata Pemerintahan di Indonesia**  
Jl. Taman Margasatwa No. 26C, Kel. Ragunan, Kec. Pasar Minggu, Jakarta Selatan 12550  
telp. 021 22780580 \* fax. 021 22780588 \* [www.kemitraan.or.id](http://www.kemitraan.or.id)



## INDEPENDENT AUDITORS' REPORT

**No: 00199/2.0641/AU.1/11/1670-3/1/X/2024**

Board of Trustees, Supervisory, Executive and Management  
**The Partnership for Governance Reform**

### Opinion

We have audited the financial statements of The Partnership for Governance Reform (the "Organization"), which comprise the statement of financial position as at December 31, 2023, and the statement of activities, statement of changes in net assets of cash flows for the years then ended, and notes to the financial statements including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at December 31, 2023 and its financial performance and its cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

### Basis for Opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements paragraph of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Other Matter

Our audit was conducted for the purpose of expressing an opinion on the basic financial statements taken as a whole. The inventory list of non-consumable equipment and the summary statement of activities by project as presented in the Supplementary Information are presented for additional analytical purposes and are not required to be part of the audit procedures applied in the audit of the basic financial statements. Such information has been subject to the audit procedures applied in the audit of the basic financial statements and, in our opinion, is fairly stated in all material respects in relation to the basic financial statements taken as a whole.

### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.



### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Standards on Auditing, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**RAMA WENDRA**  
Registered Public Accountants

**Pandapotan Gabriel**, CA, CPA  
Public Accountant License No. AP. 1670

Jakarta, October 7, 2024



**RAMA WENDRA**  
REGISTERED PUBLIC ACCOUNTANTS

Statement of Financial Position  
**THE PARTNERSHIP FOR GOVERNANCE REFORM**

As of December 31, 2023 and 2022

(Expressed in USD, unless otherwise stated)

	Notes	2023	2022
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalent	2e, 4	4,793,929	3,614,797
Program receivable	5	359	142,863
Advances	6	233,303	42,882
Prepaid expenses	2f, 7	45,676	24,268
<b>Total Current Assets</b>		<b>5,073,267</b>	<b>3,824,810</b>
<b>TOTAL ASSETS</b>		<b>5,073,267</b>	<b>3,824,810</b>
<b>LIABILITIES AND NET ASSETS</b>			
<b>Current Liabilities</b>			
Accruals	8	264,829	446,983
Taxes payable	9	447	149
<b>Total Current Liabilities</b>		<b>265,276</b>	<b>447,132</b>
<b>Noncurrent Liabilities</b>			
Post-employment benefit obligation	2g, 10	81,582	70,988
<b>TOTAL LIABILITIES</b>		<b>346,858</b>	<b>518,120</b>
<b>NET ASSETS</b>			
Restricted	2h, 11	4,512,318	3,061,635
Unrestricted		214,091	245,055
<b>TOTAL NET ASSETS</b>		<b>4,726,409</b>	<b>3,306,690</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>		<b>5,073,267</b>	<b>3,824,810</b>

See accompanying Notes to Financial Statements  
which are an integral part of the Financial Statements taken as a whole

Statement of Activities  
**THE PARTNERSHIP FOR GOVERNANCE REFORM**

For the Years Ended December 31, 2023 and 2022

(Expressed in USD, unless otherwise stated)

	Notes	2023			2022		
		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
<b>REVENUES</b>							
Contributions	2i						
Interest income	12	478,574	7,958,260	8,436,835	381,459	4,719,058	5,100,517
Other income		33,284	4,924	38,208	26,520	3,637	30,157
		86,890	-	86,890	81,882	-	81,882
<b>Total Revenues</b>		<b>598,748</b>	<b>7,963,184</b>	<b>8,561,932</b>	<b>489,861</b>	<b>4,722,695</b>	<b>5,212,556</b>
<b>EXPENSES</b>							
Programme expenses	2i, 13	(320,209)	(6,436,847)	(6,757,056)	(348,238)	(4,485,357)	(4,833,595)
Operational support expenses		(337,745)	-	(337,745)	(433,526)	-	(433,526)
Other expenses		-	(7,128)	(7,128)	-	(212,940)	(212,940)
Refund to donors		-	(40,284)	(40,284)	-	(34,604)	(34,604)
<b>Total Expenses</b>		<b>(657,954)</b>	<b>(6,484,259)</b>	<b>(7,142,213)</b>	<b>(781,764)</b>	<b>(4,732,901)</b>	<b>(5,514,665)</b>
<b>(Decrease) increase in net assets before other comprehensive income</b>		<b>(59,206)</b>	<b>1,478,925</b>	<b>1,419,719</b>	<b>(291,903)</b>	<b>(10,206)</b>	<b>(302,109)</b>
<b>OTHER COMPREHENSIVE INCOME</b>							
Actuarial gain or loss		-	-	-	27,915	-	27,915
<b>(Decrease) increase in net assets after other comprehensive income</b>		<b>(59,206)</b>	<b>1,478,925</b>	<b>1,419,719</b>	<b>(263,988)</b>	<b>(10,206)</b>	<b>(274,194)</b>

See accompanying Notes to Financial Statements  
which are an integral part of the Financial Statements taken as a whole

Statements of Changes in Net Assets  
**THE PARTNERSHIP FOR GOVERNANCE REFORM**

For the Years Ended December 31, 2023 and 2022

(Expressed in USD, unless otherwise stated)

	Notes	2023			2022		
		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
<b>NET ASSETS AT BEGINNING OF THE YEAR</b>		<u>245,055</u>	<u>3,061,635</u>	<u>3,306,690</u>	<u>400,152</u>	<u>3,180,732</u>	<u>3,580,884</u>
(Decrease) increase in net assets after other comprehensive income		(59,206)	1,478,925	1,419,719	(263,988)	(10,206)	(274,194)
Adjustment for closing project ended December 31, 2023 and 2022		<u>28,242</u>	<u>(28,242)</u>	<u>-</u>	<u>108,891</u>	<u>(108,891)</u>	<u>-</u>
<b>NET ASSETS AT END OF THE YEAR</b>	11	<u>214,091</u>	<u>4,512,319</u>	<u>4,726,409</u>	<u>245,055</u>	<u>3,061,635</u>	<u>3,306,690</u>

See accompanying Notes to Financial Statements  
which are an integral part of the Financial Statements taken as a whole

Statement of Cash Flow  
**THE PARTNERSHIP FOR GOVERNANCE REFORM**

For the Years Ended December 31, 2023 and 2022

(Expressed in USD, unless otherwise stated)

	<u>2023</u>	<u>2022</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Contributions	8,436,834	5,100,517
Interest income	38,208	30,157
Other income	86,890	81,882
Expenses	(7,142,213)	(5,514,665)
Adjustment for increase in employee benefits obligation	10,594	34,247
Increase (Decrease) in net assets from operating before changes in working capital	<u>1,430,313</u>	<u>(267,862)</u>
(Increase) decrease in program receivable	142,504	(142,863)
(Increase) decrease in advances	(190,422)	15,328
(Increase) decrease in prepaid expenses	(21,408)	2,009
Increase (decrease) in accruals	(182,154)	97,155
Increase (decrease) in taxes payable	<u>299</u>	<u>(5,079)</u>
<b>NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENT</b>	<u><b>1,179,132</b></u>	<u><b>(301,312)</b></u>
<b>CASH AND CASH EQUIVALENT AT BEGINNING OF THE YEAR</b>	<u><b>3,614,797</b></u>	<u><b>3,916,109</b></u>
<b>CASH AND CASH EQUIVALENT AT END OF THE YEAR</b>	<u><b>4,793,929</b></u>	<u><b>3,614,797</b></u>

See accompanying Notes to Financial Statements  
which are an integral part of the Financial Statements taken as a whole







PARTNERSHIP FOR  
GOVERNANCE REFORM

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