



**PARTNERSHIP FOR
GOVERNANCE REFORM**
In Indonesia

What Indonesia thinks can be done about KKN

**Report of a series of 6 Workshops
to hear the views of the provinces about KKN
and what they consider needs to be done**

**by
the Partnership for Governance Reform
in collaboration with Forum Rektor
May 02**

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Richard Holloway, Bambang Widjojanto
Partnership Anti-KKN Program
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Summary and Next Steps

Summary

Six workshops comprising 661 participants from 32 Provinces were convened by the Partnership in the months of March, April, and May 2002 to discuss the problems of corruption as seen by the participants, and their suggestions for actions to overcome these problems. The participants were from many different kinds of stakeholders – the executive, the legislature, the judiciary, the universities (faculty and students), the CSOs (of many different kinds), traditional (adat) organizations, religious organizations, trade unions and businesses.

These six workshops produced a very large number of action suggestions. When we remove duplicates and synthesise very similar ideas we arrive at 15 suggestions which the participants believed were feasible. They are:

1. Promote critical debate on corruption and the ability of the citizens to challenge the corrupt status quo
2. Provide greater information to the public about corrupt practices and the harmful impact that these have on citizens and on the state
3. Create “watch” organizations to keep monitoring the most corrupt institutions in the state and expose them
4. Demand involvement in and transparency of the decisions that affect the citizens lives (e.g. APBD, Renstra, Perda, Elections)
5. Expose extortion in the illegal fees for public services
6. Build multi-stakeholder institutions to fight corruption (e.g. including the Executive, the legislature, the judiciary, the Universities (faculty and students), the CSOs (of many different kinds) adat organizations, religious organizations, trade unions and businesses.
7. Require clearer directives about corruption from Islamic clerics
8. Reform the most blatant government practices (recruitment, promotion, tenders, procurement, projects, government programs)
9. Observe and expose corruption in the Courts
10. Set up citizen’s panels to assess the corruption possibilities in new regulations or legislation
11. Protect those who speak out and expose corrupt practices
12. Teach the younger generation to have better ethical standards than their parents
13. Install a Corruption Resource Centre to track corrupt practices and suggest both good and bad practices
14. Employ social sanctions on corruptors
15. Hold direct elections so that constituents can hold their representatives responsible

The Partnership thanks those who supplied these ideas in the workshops.

Next Steps

So what is next – who is going to implement these ideas, and how?

The Partnership suggests these possibilities:

1. Regional Level

1. Existing organizations can take up some of these ideas and build them into their existing work plans.
2. New organizations can be formed to work on some of these suggestions
3. Groups of Organisations (some new, some old) can get together to tackle the problems identified.

Organisations which were present in the workshops are invited to plan in more detail how some of these ideas can be implemented in their own province, and by whom. If you have resources, good luck to you: if you need resources, the Partnership would like to hear from you, as its Trust Fund is available for such ideas.

2. National Level

1. Existing national organizations can take up some of these ideas and incorporate them into their existing work plans
2. National organizations that have not yet developed anti-KKN plans can include some of these ideas into their work
3. Organisations can start national level networks to put some of these ideas into practice.

As before, if you have resources, good luck to you: if you need resources, the Partnership would like to hear from you, as its Trust Fund is available for such ideas. Organisations which were present in Borobudur or the regional workshops are invited to make proposals to the Partnership (see Appendix 9)

The Partnership intends to bring representatives of the regional workshops and the Borobudur workshop together in June 2002 to try and prioritize the most urgent ideas, and produce a National Anti-KKN Strategy and Action Plan which will be offered for anyone to use.

What Indonesia thinks can be done about KKN

Report of a series of 6 Workshops to hear the views of the Provinces about KKN and what they consider should be done

Introduction

In its first year, the Anti KKN Program of the Partnership for Governance Reform¹ supported original research into the practices of KKN in Indonesia² together with a national workshop³ to disseminate this information and start the process of considering alternative strategies that it could support in the future.

In its second year, the Partnership has carried out a program of support for six 2 day anti-KKN workshops throughout Indonesia in the months of March, April, May 2002⁴. It has carried out these workshops in collaboration with the Forum Rektor and GeRAK. The objectives of this program were:

- To disseminate the results of the research widely
- To collect views from throughout Indonesia on KKN and how it can be controlled
- To encourage stakeholders from all over Indonesia to consider both what they can do to control corruption and what they consider could be done nationally – and what the Partnership can do to help them.

Finally the results of these workshops will feed these into a national strategy and plan for controlling corruption.

This is the report of the program of support to the six workshops.

The Organisers

The Partnership for Governance Reform in Indonesia

The Partnership is an Indonesian organization set up to work on issues of governance reform in Indonesia and supported by the international donor community. Amongst the 8 issues on which it works is the cross-cutting issue of KKN. The Partnership's Anti-KKN program is advised by a Steering Committee of 10 people⁵. In September 2001 they suggested 17 ways in which the Partnership should address KKN, and these were endorsed and expanded in a National Workshop on KKN in October 2001 in Jakarta⁶.

¹ Please see Annex 8 for a description of the Partnership and the Anti-KKN Program

² Please see Annex 8 for a list of the research and research publications

³ Please see Annex 7 for a report of the Oct 2001 Workshop

⁴ Please see Annex 4 for information on the Six Regional Workshops

⁵ Please see Annex 1 for a description of the members of the Steering Committee

⁶ Please see Annex 2 for the suggestions from the Oct 2001 Workshop

The same workshop advised the Partnership to seek the views of the regions of Indonesia before finalizing its programme, and also received a further list of suggestions from a breakaway NGO group⁷.

Forum Rektor

The Forum is an organization of Rectors of all the tertiary institutions of Indonesia. In response to the *Era Reformasi* it set up a foundation to carry out practical development work on its behalf called Yayasan Pengembangan Sumber Daya Manusia. The Partnership contracted Forum Rektor to run the six workshops, working through their affiliates in Medan, Macassar, Banjarmasin, Mataram, Bandung, and Surabaya

GeRAK

Gerakan Anti Korupsi is a network of 40 plus anti-KKN NGOs distributed at Kabupaten and Province level in many places in Indonesia. The Partnership asked Forum Rektor to work wherever possible with affiliates of GeRAK who would bring their experience in anti-corruption work. In the places where GeRAK had no affiliates, the Partnership asked them to work with other NGOs that have anti-KKN activities, like LBH or JARI.

The Participants

Altogether 661 people from every province in Indonesia attended one or another of these workshops and they were drawn from a wide range of backgrounds. The following was the process by which they were identified:

1. In each regional center the Partnership introduced the Forum Rektor representative to a local anti-KKN NGO – usually a GeRAK affiliate. This constituted the Regional Steering Committee. In consultation with them, the Partnership produced Guidelines on the kinds of people to be invited – asking for representatives from a wide range of stakeholders, fitting the Partnership’s philosophy of being a multi-stakeholder organization.
2. These two people then identified people from their affiliates at the provincial level to become a two person Provincial Steering Committee.
3. The Provincial Steering Committee then identified people in their province in accordance with the Guidelines.

The list of the Provincial Steering Committee members appears in Annex 4, and a List of all the participants appears in Annex 5.

Each agreed participant was sent a collection of the research documents that the Partnership had produced before the workshop (“National Corruption Strategy”, “Stealing from the People”, “The Poor Speak Out”).

⁷ Please see Annex 3: Suggestions from the Alternative Group in the Oct 2001 Workshop

The Process

At each workshop the focus moved from the National level to the Regional level, to the Provincial level and finally back to the Regional level. The pattern was generally the same with some local variations:

DAY 1

1. Presentation from the Partnership
Each workshop started with an introduction to the Partnership followed by a quick tour of the work that the Partnership had done at the national level to that date:
 - The National Corruption Survey
 - Stealing from the People
 - The Poor Speak Out
 - The Framework for a National anti-KKN strategy
 - The Suggestions for National anti KKN programs
2. Presentations from local Experts
A local speaker made a presentation on corruption topics of regional interest – often religion, sometimes decentralization, sometimes other topics (see List of Papers – Annex 6)
3. Mapping KKN in each province
The participants split into provincial groups and agreed a map of KKN in each province.

DAY 2

4. Building Consensus on actions plans
The participants moved from agreement on the KKN problems in each province to agreement on what was needed to overcome these problems and build an anti-KKN movement.
5. Mutual Presentations
Each province then presented these findings to the other provinces in plenary with subsequent discussion.
- 6= Regional Recommendations
The Provincial Steering committees gathered to synthesise a regional set of recommendations from the Provincial presentations, while....
- 6= Accessing Support from the Partnership
The Partnership presented guidelines on how to access Partnership support for projects or programs that participants might want to initiate.

7. Final Agreement on Recommendations

At each workshop papers were commissioned on the corruption problems in each province. As well as the commissioned papers, some workshops were offered many more papers on specific or general aspects of corruption. These are all listed in Annex 6, and are available from the Partnership on request.

What is in this Report

In the following pages there is information about each workshop, as follows:

1. Background information: Place, dates, provinces included, numbers of participants
2. Background on the participants at each workshop
3. Boxes describing a particular issue or issues that were showcased
4. Provincial Outputs (Problems and Suggested Solutions)
5. Regional Outputs (Problems and Suggested Solutions)
6. Recommendations for a National Strategy

Finally there is a digest of all the Recommendations⁸ which becomes the input for the second national Anti-KKN Workshop

The Future

The Partnership works by encouraging mutual learning and consensus on what Indonesians think needs to be done in different aspects of governance reform. It then offers itself as a funder for those Indonesian organizations (government, business or civil society) who want to do something practical about the ideas that have been agreed.

It is thus very much hoped that Indonesian organizations interested in limiting corruption will take on board some (or all) of the suggestions made at the end of this book, and propose to the Partnership ways that they would like to put these ideas into action. Together we can design and implement programs that have a good chance of reducing corruption, stopping the financial haemorrhage, and building back self-esteem and ethical behaviour.

⁸ Please see Annex 1: Suggestions from the Six Regional Workshops

The Results of the Regional Workshops

MEDAN

1. Provinces included:

Sumut, Sumsel, Sumbar, Jambi, Bengkulu, Riau, Bangka Belitung, NAD Aceh

2. Dates:

12/13 March 2002

3. Place:

Medan

4. Numbers:

127

5. Participants

5.1. Gender Men 114 Women 13
5.2. Sectors

Executiv	Legislat.	Judic.	Univ	CSO	Trad.	Relig.	Union	Press	Bus.
11	6	2	30	61	1	1	-	10	5

6. Illustration

Sand Smuggling in Riau

Smuggling of sand to Singapore has become a common criminal act in Riau. In most cases, the large number of smugglers cannot be brought to the courts. Their smuggling activities generally use boats or ships and involves high-ranking officials or former officials in Jakarta. One notorious case of smuggling used the dredger called "Zest Amsterdam". This dredger, used to transport sand, was seized by law enforcement officers, but later on, the boat "disappeared" from the place where it was detained in the district of Lanal Tanjung Batu Batam. Many people suspected that those involved in the criminal act of mining the sand and smuggling it out of the country "arranged" for the boat (which had been detained as evidence) to be "borrowed" and subsequently used to continue mining and smuggling. They also requested that the seizure of the Ship's Captain was adjourned. That's why when the smuggling case was taken to court, the boat and the Captain had not been seized and detained.

Who is the APBD in Aceh for? (APBD = the Regional Budget)

The APBD formulated by Aceh's Local Government Administration is considered inefficient, wasteful and lacking any sense of crisis or awareness of conflict. It is inefficient, because only a few budget lines give priority to infrastructure development and social facilities: it is wasteful, because few funds are managed and monitored systematically - resulting in much misuse. The expenses for the Governor are Rp.16,895 billions. The three biggest budget lines from the budget are: purchase of a car for the Governor of Aceh, expenses for the household of the Governor and maintenance of the Governor's official house [see APBD Aceh 2001]. In the memo amending the 2001 APBD of Aceh, there was an increase in the routine budget lines from 80 billions to 217,075 billions. The increase in the budget lines was for: expenses of officials, buying equipment, financial aid, unexpected expenses, official trips, maintenance fees and other expenses.

7. OUTPUTS BY PROVINCE

1. North Sumatra

Problems/Issues

There is collusion between the authorities, businessmen, DPRD representatives and criminals

Possible Solutions

- Research and map the existing corruption
- Publicize the information collected
- Build an anti-corruption pressure group
- Seek public solidarity

2. South Sumatra

Problems/Issues

Nepotism to provide positions to people of the same ethnic group and criminals

Possible Solutions

- Research and map the existing nepotism
- Publicize the information collected
- Draft and lobby for a better law on recruiting and appointing public officials

3. West Sumatera

Problems/Issues

The Legislature and the Executive collude in creating slush funds for MPs to spend on local projects

Possible Solutions

- Make sure that the audits of the APBD are well publicized
- Campaign for a more responsive APBD
- Campaign to make sure that the public participate in budget design

4. Jambi

Problems/Issues

Creation of unnecessary administrative districts (kabupaten)

Possible Solutions

- Research and map the corrupt practices involved in creating more kabupaten
- Publicize the information created
- Build a network against corruption and for good governance

5. Bengkulu

Problems/Issues

Abuse of power

Possible Solutions

- Map and research patterns of corruption
- Form Anti-KKN Forums
- Network amongst involved organizations

6. Riau

Problems/Issues

Exploitation of natural resources (esp timber and sand)

Possible Solutions

- Study corruption of natural resources in Riau and publicize findings
- Create an Anti-KKN forum
- Build cooperation with other interested and involved organisations

7. Bangka Belitung

Problems/Issues

Exploitation of natural resources (esp timber and sand)

Possible Solutions

- Study corruption of natural resources in Bangka Belitung and publicize findings
- Create an Anti-KKN forum
- Build cooperation with other interested and involved organizations

8. NAD Aceh

Problems/Issues

Corruption of humanitarian aid to Aceh

Possible Solutions

- Investigate and publicize corruption of humanitarian aid
- Build controls for humanitarian donations
- Develop policies and regulations to account for humanitarian aid

8. OUTPUTS BY REGION

1. Problems/Issues

Money Politics in electing Bupatis and accountability reports, drafting and passing by-laws, recruiting government officials

Suggested Action

- Build public opinion and interest in the need for direct elections
- Non-corrupt accountability reports, transparent recruitment for Bupatis
- Lobby for bye-laws to enforce these issues
- Build an anti money-politics peoples movement

2. Problems/Issues

Regional Budgets: Need for greater public participation in the process, more sensible allocation of funds between routine and development budgets, and rational expenditure for DPRD.

Suggested Action

- Hold workshop on the design and oversight of APBD
- Creation of a local NGO which specializes in APBD issues

3. Problems/Issues

Mark Ups of Project Costs

Suggested Action

- Make a study of project mark up costs, particularly those of infrastructure projects
- Socialize the results and build public pressure to stop this.

4. Problems/Issues

Public Services – Extortion and Licencing

Suggested Action

- Make a study of extortion in public services, starting with licensing of motor vehicles
- Socialize the results and build a public campaign to stop this

5. Problems/Issues

Enforcing the law on corruption crimes

Suggested Action

Establish a local specialized court to deal specifically with crimes of corruption

9. Recommendations for a National Strategy

- Form and co-ordinate an Anti-Corruption Movement at Regional Level
- Form regional Anti-Corruption Commissions
- Form Regional Ombudsman Commissions – particularly in high risk corruption sectors specific to each region

MACASSAR

1. Provinces included:

Sulsel, Sulteng, Sultra, Sulut, Gorontalo,
North Maluku

2. Dates

1-2 April March 2002

3. Place:

Macassar

4. Numbers

112

5. Participants

5.1. Gender Men 101 Women 11
5.2. Sector

Exec.	Legislat	Judic	Univ	CSO	Trad.	Relig.	Union	Press	Business
13	6	4	32	30	-	5	1	8	7

6. Illustration

Assistance for Internally Displaced People (IDPs) in North Maluku

There is a suspicion of corruption in the channeling of assistance for IDPs in the conflict-stricken areas in North Maluku in 2001. In that year, the Central Government had allocated 33 billions of rupiah through the State Financial Expenditure Treasury [KPKN] to North Maluku Province to be used for Extra Food Assistance Funds Phase I. Subsequently, KPKN disbursed the money to the Field Humanitarian Coordinating Unit (Satkorlak) in Maluku. It was expected that the extra food funds provided to the IDPs would all have been distributed by 30 September 2001 which was the time limit. Up to this time, however, Sartkorlak has not been able to give accounts on the use of 13 billions of the funds to KPKN. Subsequently, Satkorlak requested the disbursement of Phase II funds of more than 28 billions rupiah. This request was rejected by KPKN, which resulted in each institution pointing the finger at the other to allocate fault. It is strongly suspected that there has been a lot of misuse in the humanitarian assistance funds.

Professional Associations hold out corrupt hands in Makasar.

There are indications that some PIMPROs (Project Directors) of projects carry out the work under the names of other companies. This process is done with the support of and in cooperation with the managers of business associations. Moreover, the PIMPROs own shares in companies which are themselves owned by the managers of the business associations. Thus some of the project leaders have dual positions as both consultant and supplier, and spent most of their time in the secretariat of the business associations. As a result, many irregularities occur in the execution of development projects. Furthermore, in the construction business, there is no obligation for the biggest shareholders to be responsible for the conduct of the business. Most of the company directors are only puppets of the shareholders and their job is only to sign papers for the company.

7. Outputs by Province

1. Sulawesi Selatan

Problem/Issue

Corruption in Public Policy: drafting and implementation of PERDA, drafting and implementation of APBD, civil service recruitment, Bupati's annual accountability report

Corruption in Public Services Sector: getting business licences, low quality services, practices of the professional associations, law enforcement

Corruption in the Social and Cultural Sector: public lies and deception, ambiguous regulations, selling academic titles

Corruption in the Public Finance Sector: KUT, KKP, selling of state or regional firms at a marked down price

Possible Solutions

Increase the peoples awareness about KKN

- Produce anti-KKN books for school children
- Provide critical education materials for the people
- Campaign against KKN through the media
- Provide technical training on how to investigate KKN

Improve law enforcement

- Increase knowledge of the law
- Finish the anti-KKN cases already before the courts
- Create a "watch" organization
- Impose social sanctions on corrupt people
- Change legal regulations with more effective ones
- Create networks
- Provide information to all stakeholders
- Collaborate with organizations that have special skills

2. Sulawesi Tengah

Problem/Issue

Corruption in: granting of logging permits, granting of mining permits, granting of land certificates, granting of business licences, humanitarian aid to Poso refugees, JPS program, APBD, recruiting people for the civil service/police departments/military/schools and universities

Possible Solutions

- Monitor the situation
- Give more authority to indigenous laws
- Provide political education
- Set up citizens organizations

3. Sulawesi Tenggara

Problem/Issue

Corruption in: recruitment and promotion of civil servants , natural resource exploitation (particularly forestry), ABPD and PERDA, money politics, public services, permits, justice institutions, tenders for government projects

Possible Solutions

- Make public complaints,
- Make the regulations well known
- Make investigations and form Alliances to settle cases
- Investigate cases and build a forum for direct elections
- Make the fees well known
- Build a citizens monitoring unit
- Monitor the courts
- Make the government regulations well-know
- Get the public to monitor projects

4. Sulawesi Utara

Problem/Issue

Corruption in: KUT, legal processes, bribes/commissions/fees for tenders on government projects, BRI, government grants going into personal accounts, the choosing of Bupatis and Governors (money politics), recruiting civil servants, building and transport licences, scholarships, abuse of state assets, decreasing teachers salaries, costs of utility services more than the bills, siting of bridges, "handling" imposed fines.

Possible Solutions

Public Policy

- Hold public hearings on new policies
- Implement existing laws
- Involve the public in the division of responsibilities

Public Service

- Improve the administration
- Delegate work properly
- Better quality public infrastructure

Social and Cultural

- Improve incorrect behaviour
- Do not be greedy
- Be aware of the law
- Improve public morality
- Be less permissive

5. Maluku Utara

Problem/Issue

Corruption in the Expenditure of Refugee Fund: between the Penguasa Darurat Sipil, Sekwilda, Primp[ro, Bupatis, Camats, and Lurahs

Corruption in purchase of the boat Gama 01: between the Bupati of MU, the DPRD, Sekwilda, Kabag Keuangan MU, Director of Gama Karya

Corruption in Education System: administration of the schools in Maluku Utara, extra payments are required for many aspects of educational life.

Corruption in Provision of Goods and Services: overpricing of goods & services

Auctions of projects

Corruption in distribution of projects

Illegal Levies in the docks of Ternate

Manipulation of the ownership of Sofifi land

Corruption in land certificates

Corruption in health services: costs charged for the JPS, medicine, the floating hospital

Corruption in civil service recruitment

Corruption in public services: the provision of ID cards, driving licenses, water, electricity

Money Politics: corruption in bribing people to cast votes for local government offices

Corruption in drafting the APBD

Possible Solutions

Socialization

- Identify local cultural practices which support corruption
- Disseminate information on KKN cases which are interesting to the public
- Mass campaigns against corruption

Investigations/Surveys/Research

- Carry out surveys, opinion polls, participatory research
- Form a network of investigators

Enforce the law

- Analyse how the law is used
- Investigate corruption cases that have reached the law courts

Empower the people

- Form a multi-stakeholder network
- Organise the communities which live around the forestry areas

Advocacy

- Recruit volunteers
- Train them in advocacy skills
- Provide legal aid

6. Gorontalo

Problem/Issue

APBD: there is collusion and corruption in the drawing up of the provincial budget

Mark Ups in Public Spending: there is regular corruption in the prices paid for public goods

KUT: there is corruption in the payments made to farmers cooperatives
Money Politics: there is corruption in the sums paid to get DPRD and executive positions
Hospitals: There is corruption in the administration of these services

JPS

Recruitment into the Civil Service

The Limboto Tower

The Judiciary

Illegal Levies within the docks

Logging permits

Fishing

Possible Solutions

Involve the people in discussing and drafting the APBD

- Disseminate documents
- Provide training on understanding budgets
- Form alliances

Standardize public services

- Hold public hearings
- Provide training in monitoring
- Develop pressure groups

Educate the middle classes

- Clarify the value of popular organizations
- Build institutions and local leaders
- Develop campaigns

8. Outputs by Region

Problems/Issues

Misuse of Power

- Corruption in setting up the APBD and bye-Laws
- Corruption in selling regional assets
- Corruption in licencing the management of natural resources
- Collusion between the Executive, the Legislature and third parties

Corruption in the Justice System : (judges, prosecutors, police, and lawyers)

Corruption in Professional Associations: (e.g. INKINDO, GAPENSI)

Corruption in Public Services:

- Education (scholarships, entry exams etc)
- Health and nutrition (JPS etc)
- Infrastructure and utilities (electricity, telephone, water etc)
- Licensing – buildings, driving etc)

Corruption in Tendering for Public Works

Corruption in informal banking systems: (KOSPIN, KSU, YAMISA etc)

Corruption in the administration of KUT

Money Politics

Corruption in awarding of academic degrees

Suggested Actions

Expand networking between national and regional anti-KKN organizations: sharing information. providing program assistance

Community Education (to prepare people more for KKN and Anti-KKN issues): formal education, questioning of cultural values (feelings of shame etc), public education and campaigning

Establish “watch” organizations for oversight of local government, professional associations etc.

Mount public pressure on law enforcement institutions to investigate corruption cases thoroughly

Carry out surveys, research and investigations

9. Recommendations for a National Strategy

- Encourage dialogue between those practicing and those fighting KKN without becoming confrontational
- Help to create communities that are very aware of the importance of fighting KKN
- Try and build a movement, not a number of institutions.

BANJARMASIN

1. **Provinces included:** Kalbar, Kalsel, Kaltim, Kalteng
2. **Dates** 17/8 April 2002
3. **Place:** Banjarmasin
4. **Numbers** 103
5. **Participants**
 - 5.1. Gender Men 111 Women 9
 - 5.2. Sector

Exec	Legis	Judic	Univ	CSO	Trad.	Relig.	Union	Press	Business
6	8	7	31	35	1	2	-	10	3

6. **Illustration**

Illegal logging in the town of Waringin Timur [Sampit], Central Kalimantan.

The city of Waringin has great potential for timber production. In many cases, however, 40% of the timber shipped from there does not have official documentation. It is estimated that 1,300 cubic metres of illegal timber leave the town every day. If the taxes that should be paid to the State are Rps.334,800 per cubic metre, then the State has suffered a financial loss of Rps 432,240,000 every day or Rps 15,387 quintillion per year. Illegal logging involves many parties starting from: the officials of Dept. of Industry, Dept. of Forestry, Dept. of Regional Income, the Kecamatan, the Police, the Harbour Administrators, the Airud Police Unit, and journalists. In brief, the existing corruption related to illegal logging involves many parties and huge amounts of money.

7. **Provincial Outputs**

1. **South Kalimantan**

Problems/Issues

Money Politics: Money politics is practiced by many MPs to pass the APBD, to pass corrupt legislation, to establish corrupt projects, make corrupt appointments and for MPs to give themselves luxurious goods and services

Public Services: KKN is practised in project maintenance, permits for new projects, fees for public services, and tax consultation

Law Enforcement

There is corruption at all levels of law enforcement

Possible Solutions

Build concerned citizens organisations and alliances, explain the evils of corruption to local religious and peoples leaders, and raise corruption issues in the media.

2. West Kalimantan

Problems/Issues

APBD: there is collusion and corruption in the making of the APBD between Bappeda, Dispenda, Biro Keuangan, Sekda, DPRD, Gubernur, Bapatis, Walikota, Kepala Dinas, Pimpros, businessmen and business associations. Prices are marked up, procurement is dishonest, reports are falsified, and special payments are made to officials

Cross Border Traffic:there is corruption and collusion in moving goods across the Indonesian/Malaysia border involving Immigration, Customs, the Military, the Police, Bupatis, Camat, Lurahs, Businessmen and Chambers of Commerce

Natural Resource Extraction: there is collusion and corruption in logging, mining, deep sea trawling and particularly land clearing

Law Enforcement: there is extensive corruption in the law enforcement process by police, lawyers, prosecutors, and judges

Provision of Public Services: there is extensive corruption in the services of PDAM, Telkom, PLN, SAMSAT, BPN

Making Local Government Regulations: there is KKN in the making of local government regulations by Mayors, Bupatis, Governors, the DPRD, business people, Chambers of Commerce and civil servants

Suggested Actions

- DPRD and the BPD should look at the APBD and publish their findings. There must be public consultation in the making of the APBD
- All tenders must be transparent
- There must be public monitoring of these practices and exposure
- Review and stop existing exploitative regulations
- Organise the victims of such exploitation to fight for their rights
- Public exposure of trials where corruption is practiced
- Improve the conduct of law enforcers
- Organise judicial “watch” groups
- Offices of public service organizations must publish their accounts
- Organize campaigns of consumers who are burdened because of KKN practices
- Analyze the potential of new laws for corrupt practices
- Set up public participation in law drafting and monitoring
- Increase skills in legal drafting

3. East Kalimantan

Problems/Issues

Lack of importance given to corruption issues: People are not serious enough about corruption and the ways that vested interests use it for their own benefit.

Natural Resource Destruction: Corrupt income is being made by the destruction of the natural resources

APBD and Projects: There is extensive corruption in the making of the APBD and the creation of projects

DPRDs: The DPRD representatives have conflicts of interest and self-dealing as well as agreeing very beneficial budgets for themselves

Development Management: There is corruption in the making of development plans, the awarding of contracts, and the implementation of projects

Suggested Actions

- Clarify what happens in corruption cases and urge citizens to become aware of this
- Organise anti-KKN groups to monitor and expose this
- Public advocacy is needed for greater honesty in the working of the bureaucracy and the DPRD
- There is a need for public consultations on budgets
- There is a need for public exposure of DPRD corruption
- There is a need for public campaigns to reform the legislature
- There is a need for public consultations on development plans
- There is a need for public monitoring of development projects

4. Central Kalimantan

Problems/Issues

Illegal Logging: There is collusion and corruption between timber businesses, the Dept of Industry, the Dept of Forestry, the Municipal treasuries, the Harbourmaster, the Navy and the Coast Guards to cut, sell, and export illegal logs

Suggested Actions

- Publicly announce the companies carrying out illegal logging and name names
- Fix boundaries and quotas for logging extraction and keep to them
- Involve indigenous people in the protection of the forests
- Increase non-logging job opportunities
- Form provincial level Anti-KKN Commissions
- Enforce asset declaration by local civil servants
- Renew Inpres 5/2001
- Extend Operasi Wanalaga
- Amend 28/99 and 31/99
- Make sure that AMDAL are enforced
- Make sure that HPH are enforced
- Punish illegal loggers

8. Regional Outputs

Problems/Issues

Social and Cultural Issues: corruption is still seen as a traditional or cultural issue which allows dominant groups room to exploit and corruption takes place between those making plans in the provinces, those granting permits and contracts and the business community

The Executive: there is corruption in the production of the APBD and Propeda, collusion between the executive and the legislative, and falsified evaluations of development projects

The Legislature : corruption is prevalent in voting benefits to themselves, hiding their own budgets from inspection, and getting commissions from middlemen for endorsing projects

Development Projects: there is corruption in badly chosen, useless development projects, in procurement and in their implementation.

Suggested Actions

- End illegal levies
- Protect those who speak out
- Make traditional and religious organizations aware of the problem
- Make all planning documents open to public inspection
- Organise public monitoring of natural resource management
- Organise public exposure of violations
- Involve the DPRD in planning APBDs
- Organise public monitoring of development projects
- Punish corrupt people
- Provide moral education to the Executive
- Provide clear ideas of what the DPRD duties and activities should be
- Publish the DPRD budget
- Prevent corruption in projects
- Development project planning must be made public
- Those responsible for useless projects must be penalized
- Law enforcers must respond quickly to violations

9. Recommendations for a National Strategy

- Increasing use of public consultation as a means of reducing corruption
- Form APBD “watch” organizations to monitor abuses in budgeting and expenditure
- Form Parliament “Watch” organizations to monitor DPRD

MATARAM

1. **Provinces included:** Bali, NTT, NTB, Papua, Maluku,
2. **Dates** 1-2 May 2002
3. **Place** Mataram
4. **Numbers** 107
5. **Participants**
 - 5.1. Gender Men 89 Women 16
 - 5.2. Sectors

Exec.	Legis	Judic	Univ	CSO	Trad.	Relig.	Unions	Press	Business
13	3	6	21	42	7	7	-	9	1

6. Illustration

The Illegal Liquor Business in Bali

Bali is one of Indonesia's main tourist destinations and it offers a lot of business opportunities. One of these is the business of locally brewed strong drink with an alcoholic content of 30-40%. In spite of the danger of this product to human health, there are approximately 350 outlets in Bali with a turn over reaching Rp.5,741,406,087 per month all over Bali. There is a 20% profit on the production cost for this liquor business.

Based on information received from one of the NGOs in Bali, demand for hard liquor which are supplied from the illegal market, is not very different from the demand from the official markets. Profits are around 45%. The illegal liquor business is full of corruption since it involves so many officials and law enforcers. These people have made it their duty to protect this illegal business. Moreover, many fake stickers for proprietary brands of liquors can be found in the illegal markets.

7. Provincial Outputs

1. Bali

Problems/Issues

Judicial institutions are corrupt and the law is not enforced

- Corruption in the legislative
- Corruption in the executive

- Opportunistic NGOs
 - Corrupt people not brought to justice
 - Corruption cases not solved
- Little Anti-KKN sensibility amongst Balinese society

- People are willing to pay bribes
- People feel helpless

Suggested Actions

- Form alliances from anti-KKN organizations, religious institutions, traditional Institutions, and students
- Hold workshops to clarify understanding of KKN
- Research daily performance of public figures
- Give the community more power in society
- Send peoples delegations to officials to complain about KKN

2. NTT

Problems/Issues

The bureaucracy does not work for the benefit of the people

- Government personnel have limited capacity
- Law enforcement is weak
- Development projects ignore local culture

People do not have a common understanding of the dangers of KKN

- People do not understand KKN
- Journalists are not committed to fight KKN
- Religious organizations do not attack KKN
- The Anti-KKN struggle is sporadic
- Traditional institutions are marginalized

Suggested Actions

- Investigate KKN cases to understand the conflict between regulations and culture: publish and disseminate them
- Educate the public on anti-KKN understanding, particularly through a media campaign
- Build and extend networks of organizations to fight KKN
- Build peoples understanding of the budget: form a budget watch organization, learn how to advocate for alternative public policies

3. NTB

Problems/Issues

- Vows made on taking office are ineffectual
- The family does not give guidance to children about KKN
- Religion does not give specific advice of attitudes and practice
- People do not participate in the policy decision making processes
- Public policy is not transparent
- Reporting of government finances is not accountable

- Laws against KKN are not enforced
- The culture accepts bribery
- Recruiting new civil servants is very corrupt
- Procurement processes for projects is corrupt

Suggested Actions

- Rewrite the Vows and the system of making them, including local content and formally apply this
- Introduce an anti-KKN education into formal and informal institutions
- Give more power to women in anti-KKN training
- Develop materials for Friday sermons
- Make alliances of civil society organizations to press for participation in policy making
- Emphasise the Freedom of Information bill
- Create a Parliamentary “Watch” Organisation
- Publish and communicate all regional regulations
- Publish cases of corruption
- Introduce an independent regional auditing organization
- Form community alliances against KKN
- Form a regional commission against KKN
- Carry out social sanctions against KKN
- Mount a campaign against bribery
- Improve the system
- Form an independent commission for civil servant recruitment
- Cancel regulations compelling bidders membership in professional associations (KADIBN, ARDN, GAPENSI etc)
- Announce all steps in the bidding process in the media
- Make all needed funds available at the start of the fiscal year

4. Papua

Problems/Issues

Repressive policies of the State which are corrupt

- Military/police action
- Intelligence gathering operations
- Matoa 2000 operation
- Organic personnel deployment

Corrupt Development programs

- Transmigration
- Mining
- Plantation
- Logging permits
- Fishing

The Special Autonomy Program

- The fund for socializing the special autonomy program
- PPK

Suggested Actions

Build Civil Society Organisations to fight KKN

- Anti-KKN workshops at provincial and municipal levels
- Investigate KKN cases, and research KKN practices
- Develop campaigns against specific KKN cases
- Train people in investigative skills
- Train people in legal drafting to produce alternative laws

5. Maluku

Problems/Issues

Moral bankruptcy

Abuse of power by the Executive and the Legislative

The law is not enforced

Weaknesses in social and cultural factors

Government monopoly on natural resource management

Return of militarism

Religious separatism among the people

No freedom of the press

Suggested Actions

- Develop anti-KKN sentiments through different religions
- Train religious teachers on anti-KKN matters
- Produce a local curriculum for anti-KKN
- Build critical understanding in society of their political rights
- Rebuild traditional institutions
- Develop a law abiding culture
- Produce regulations to recognize traditional institutions and customary laws
- Produce regulations to recognize the citizens rights over natural resources
- Develop peoples participation in and control over decisions on natural resources
- Research the role of the military in Maluku
- Implement civil-military dialogue
- Build pluralism through dialogue
- Produce alternative media on anti-KKN topics

8. Regional Outputs

Problems/Issues

Development funds and funds for humanitarian aid are not transparent or properly accounted for

There is insufficient action in fighting KKN in the region

Suggested Actions

Create an independent body to monitor the use of these funds

Create anti-KKN organisations

9. **Recommendations for a National Strategy**

- Form alliances from anti-KKN organizations, religious institutions, traditional institutions, and students
- Educate the public on anti-KKN understanding, particularly through a media campaign
- Build peoples understanding of the budget: form a budget “watch” organization, learn how to advocate for alternative public policies

BANDUNG

1. **Provinces included:** Lampung, DKI, Banten, Jabar
2. **Dates** 20/21 May 2002
3. **Place** Bandung
4. **Numbers** 105
5. **Participants**
 - 5.1. Gender Men 97 Women 8
 - 5.2. Sector

Exec	Legis	Judic	Univ	CSO	Trad.	Relig.	Serikat	Press	Business
12	8	3	17	37	1	-	5	6	14

6. **Illustration**

Bribery in the Prison

Corruption not only occurs in the judicial process in the courts - there are also many "illegal" collections made in the Prisons, to such an extent that it is now considered quite a common thing. Visitors to the Prison- that is people who have come to visit their relatives detained in the Prison - have to pay illegal fees of Rp. 10.000,- up to Rp. 50.000,- per visit. Even worse than that, the prison guards often ask for money from the prisoners who are found to have received money from their relatives. Apart from this, prisoners who want to take leave of absence for a maximum of 2 [dua] days have to pay a minimum of Rp. 500.000 - up to Rp. 1.000.000. There is even a fee to be paid for parole of between Rp. 4.000.000 to Rp. 7.000.000,-

7. **Provincial Outputs**

1. **Lampung**

Problems/Issues

- There is not yet comprehensive data on which a regional budget can be Formulated
- There is no mechanism for citizens involvement in the formulation, the implementation, the monitoring and the evaluation of the APBD
- There is no dissemination of information about the APBD
- The role of the citizens in negotiating policies is still very limited
- There is no alliance or coalition to fight corruption

- Law enforcement on matters of corruption is still weak
- Practices of good governance have not yet been established
- Organisations fighting corruption are not financially sustainable
- We have little feedback concerning the achievements of the anti-corruption movement

Suggested Actions

- Carry out more research on poverty
- Open a centre for information on corruption
- Greater knowledge of legal drafting
- Formulate local regulations with the involvement of the citizens
- Formulate local regulations with full access to information
- Media campaigns (alternative media and talk shows)
- Community dialogues
- Education about budget preparation at the community level
- Hold meetings of stakeholders
- Form a grand coalition
- Monitor the justice system
- Build the capacity of government officials through dialogues and regular discussions
- Build the capacity of political parties through dialogues and regular discussions
- Fund-raising from the public
- Carry out more monitoring and evaluation

2. DKI Jakarta

Problems/Issues

Transparency

- Regulations are not disclosed, are unclear, and are overlapping
- The citizens rights are not clearly disclosed
- There is no public participation or access in decision making
- The bureaucracy is inefficient
- Civil servants have little honesty and integrity
- There is little control

Accountability

- There is little capacity to control the public services at all levels
- Lack of appropriate control systems in recruiting civil servants at all levels
- Little contact between constituents and their representative in Parliament

Standards

- There are few Standard Operating Procedures (SOP)
- There is little enforcement of the law or punishment for false reports
- There are no punishments for those who break the law or the regulations – civil servants above all.

Suggested Actions

- A campaign to build the public's awareness about their rights and responsibilities
- Urge communities to build village "clearing houses" for information
- Prepare a draft for direct elections of the executive at every level.

- Disseminate and clarify the draft.
- Push for direct presidential elections
- Organise a draft for direct elections
- Bring public civic education on rights and responsibilities into the school curricula
- Build a communications channel to the legislature – hardware, a website, and an active secretariat

Instruments of the Law

- Investigate the articles of the law which frustrate efforts to stop corruption
- Create regulations in the districts which encourage participation
- Create regulations in the districts which give freedom of information
- Create regulations which can facilitate class actions or “legal standing” for cases concerning corruption
- Speed up the passing of bills for Witness Protection, Freedom of Information, Anti-Corruption Commission
- Set up the Anti-corruption Commission

Instruments for Law Enforcement

- Set up information systems which increase citizens control over enforcement institutions
- Monitor and enforce strong discipline for officials of law enforcement agencies
- Provide sentencing guidelines to judges and prosecutors concerning corruption

Citizens and the law

- Increase peoples awareness of their legal rights
- Organise citizens in town and country
- Campaign for public rights
- Start an effective communication network
- Work on witness protection measures in corruption cases

3. Banten

Problems/Issues

- Money politics in choosing the governor and deputy governor in Banten
- No transparency in the budget for the strategic plan and regional regulations
- Misuse of the APBD
- Corruption in the transfer of assets to Banten
- Leakages in donor assistance
- KADIN's bribery in the making of policies
- Fictional training programs by the regional government
- Problems in the recruitment of government officials and bribery to get promotion
- Educational aid does not reach those to whom it is intended
- Fraud in funds for the poor
- Fraud in KUT
- Little commitment to limiting corruption in this *era reformasi*

Suggested Actions

Government

- Collect concrete and detailed information
- The DPRD must follow up on the problems identified
- Government assistance programs must be monitored and evaluated

- Government regulations in the APBD and the Strategic Plan must be monitored

Business

- Businesses should follow a code of ethics in a clean business environment

The Citizens

- Publicize the results of the transition election body for DPRD representatives in Banten.
- Clarify and publicize the rules and regulations about elections

4. West Java

Problems/Issues

Law and Justice

- No clear definitions for collusion and nepotism
- Many projects go through a tender system but the winners are often clear in advance
- Many opportunities for bribery in licences and permissions
- Institutional bank accounts mixed up with private bank accounts
- Projects always have “mark-ups”
- Many budget lines are not controlled e.g. Governors assistance to mass organizations
- Many regional governments have set up Foundations which are not audited

Legislature

- Many bribes e.g. bribes to become a member of the legislature

Local Government - DIK

- Regional activities from start to finish are carried out haphazardly
- Activities that have been agreed are not carried out in the agreed manner
- The budget for agreed activities is frequently cut for personal requirements
- Many infrastructure and maintenance costs are marked up
- Expenses are used up at the end of the budget year without proper control

Local Government – DIP

- Projects in Jabar frequently have to pay off those who were responsible for giving them the project
- A lot of money from project costs is used in smooth the way through the bureaucracy (table to table)

The Citizens

- Marriage licenses cost different amounts
- Camats, Notaries and Lurahs all take a percentage of the Land Tax and no-one knows where it goes.
- Kab. Bandung has 400 projects, but many of them are “family businesses”
- Community land is sold by the Lurah for factories without informing the people.

Business

- The speed of dealing with licences depends on the amount paid
- Payments have to be made to the Ministry of Industry for import licences but there are no regulations
- The KUT payment scandals in Bandung are not finished yet
- Money for release to the district is not clear even though it is listed in the national budget
- There is collusion between the Directory of Medicines, doctors and pharmacies

- Cooperatives and Foundations are only established to get projects.
- Small scale credit programs do not reach their target people.
- Project contractors have to put aside money for “welfare” costs e.g. costs of the Mayor and his family to go to Singapore
- 30% of project costs have to be kept for bribes
- There is no proof of bribe payments, thus impossible to prove anything in court

Education

- KKN in Universities – accepting students, lecturers “sell” their title but never teach,
- Students report cards are sold by lecturers and university staff
- KKN in High schools – accepting students, paying for reports to move up a grade, cheating on exams for people who hire teachers privately, students have to buy school equipment from the teachers, private teachers know exam questions in advance.

Suggested Actions

Government

- Make a better structure in Political parties
- Implement quickly transparent regulations to prepare the APBD with peoples participation
- Hold a massive demonstration outside the DPRD concerning KKN
- Use regulatory bodies to monitor political affairs
- Set up direct election systems for the district so that the people have some control
- The way in which DIP and DIKs are managed must be transparent and professional
- Civil service recruitment must be carried out professionally, with consistency, and ethically.
- Change the legal system of dealing with KKN from judge to jury
- Prosecutions must be carried out in an open way
- Heavy punishments for corruptors
- Witness protection

Citizens Affairs

- Ethical education should be given at home
- Ethics education should be given at school
- There should be public audits – particularly of Universities
- Control payments for education
- Build cultural constraints to KKN, and avoid ignoring it.
- Make religious organizations take a stronger role in fighting corruption
- Strengthen religious control in payments for education
- Build cultural constraints to KKN, and avoid ignoring it.
- Make religious organizations take a stronger role in fighting corruption
- Strengthen religious instruction in the corruption environment e.g. bureaucracy, courts, legislature etc.

Business

- Simplify and make open the licenses for import/export
- Punish those who play around with tenders
- Business Associations must have a code of ethics

- Avoid playing games with labeling foodstuffs.

8. Regional Outputs

Problems/Issues

Lampung's APBD reflects the interests of the government not the needs of the people

Banten's problems in the field of government are: recruitment and accountability of civil servants: the application of the strategic plan and APBD: misuse of project budgets

Banten's problems in the field of business are that business associations interfere with the regulation of projects

Banten's problems in the field of civil society are that data is manipulated so that people who have the right to be elected do not get such a chance.

Jakarta's problems are in three sectors: public services, law enforcement and the reform of BUMN. In the field of public services, accountability and transparency are the most important topics. In law enforcement, there is a need for systematic reform of the legal apparatus, the setting of laws, and the awareness of the public. In the field of business, we need to establish trade unions as islands of integrity.

Jawa Barat's problems are the government's strategy, the problems of building awareness about KKN amongst the people at home, the problems of business elsewhere).

Suggested Actions

These are shown in the Provincial Outputs section

8. Recommendations for a National Strategy

- Formulate local regulations with the involvement of the citizens
- Bring public civic education on rights and responsibilities into the school curricula
- Create regulations which can facilitate class actions or "legal standing" for cases concerning corruption
- Government regulations in the APBD and the Strategic Plan must be monitored
- Build cultural constraints to KKN, and avoid ignoring it.

SURABAYA

1. **Provinces included** Jateng, Yogyakarta DIY, Jatim
2. **Dates** 12/13 May 2002
3. **Place** Surabaya
4. **Numbers** 105
5. **Participants**
 - 5.1. Gender Men 95 Women 10
 - 5.2. Sector

Exek	Legis.	Judic.	Univ.	CSOs	Trad.	Relig.	Unions	Press	Business
18	4	6	37	24	1	4	-	6	4

6. **Illustration**

Corruption in the Construction of Yogyakarta Expo Centre [JEC]

Indonesia has been appointed to be the Organizer of the Asian Tourism Forum 2002 and Yogyakarta was designated the host for the this event. In support of this, an "EXPO" building was required which would represent this theme. The Local Government decided to construct a JEC building and put the program in the Local Government Planned Budget (APBD) for Fiscal Year 2000 with a budget of Rps 9,5 billion. A number of problems arose during the construction process of the building. These were: [1] the tender was not conducted in a transparent manner; [2] There is a huge budget increase from an original figure of around Rps. 9.5 billions, to Rps.19.5 billions and finally to Rps. 42,5 billions [3] the design, quality and materials did not conform to the plans which had been proposed; [4] there was another budget in the APBD for 2001. There is a strong indication that bribery was taken place through deals which concern the value of the JEC building. These deals have been made between Board members sitting in the Budget Committee, Local Government and Contractors who smooth the ways for the budget increase in the the expenses for the construction of the building.

7. **Provincial Outputs**

1. **Central Java**

Problems/Issues

- The people have a right to information but it is not easily available
- The APBD, the promotion of civil servants, and the work of the DPRD should all be accountable to the people, but they are not
- The work of the DPRD is not of high enough quality

- People's values need to be changed

In the field of culture:

- Social norms have changed for the worse
- Professional and moral standards have declined
- There is no culture of shame

In the structural field

- The patron/client relationship is too strong
- There is little distinction between public and private goods

In the instrumental field:

- The quality of policy making is very poor
- The regulations are badly designed
- Law enforcement has declined

Suggested Actions

- Stronger systems for regional policy making
- Regional policies which promote public accountability
- Build greater capacity in the members of the DPRD
- Workshops, education, campaigns, and socialization
- Set up forums and networks to collect and disseminate information against corruption
- Set up a peoples movement against corruption
- Positive models and examples on non-corrupt organizations
- New regulations for prevention and punishment of corruption

2. DI Yogyakarta

Problems/Issues

Central and Regional Government

- Public policies are made without any intervention by the people
- There is political intervention in policy making
- Regulations are insufficient
- The procedures for handling corruption cases are very complicated

The People

- They have very little participation in decisions which affect them
- Networks of organizations to fight corrupt are insufficient
- People are ashamed to talk about corruption
- The capacity of people to resist the attractions of corruption is weak

Suggested Actions

- Make policy making more participatory
- Set up systems of checks and balances
- Set up systems of accountability and transparency
- Remove discriminatory services for richer people
- Extend the scope of socializing decisions
- Set up participatory decision making processes
- Expand and improve the network of anti-corruption activists
- Set up a value system based on the law

- Build the capacity of all actors who want to create a network against corruption

3. East Java

Problems/Issues

- Public services are deficient
- Law enforcement is poor
- The APBD is corrupt
- People with authority and people in political positions do not use their positions properly
- Civil service recruitment is corrupt

Suggested Actions

- Improve systems
- Increase professionalism
- Increase punishments
- Make all anti-corruption actors as effective as possible

8. Regional Outputs

Problems/Issues

- Anti-corruption organizations are not well synchronized or integrated, and they do not involve all stakeholders
- There is insufficient information on corruption in Indonesia
- The laws against corruption are weak and ineffective
- The regional government offices include many corrupt people

Suggested Actions

- There should be clear follow ups to these workshops and the results of the workshops should be well disseminated
- Networks of anti-corruption activists should be formed and should gather information
- on the state of corruption in Indonesia
- Information and knowledge on corruption should be spread widely through formal and informal education
- Many kinds of people should be urged to join an anti-corruption movement
- The local government should bring out regulations on public accountability, public information, and standards of government service
- There should be a regional Ombudsman's office, offices for internal monitoring of government offices.
- People should be helped to have the capacity to build an anti-corruption movement

9. Recommendations for a National Strategy

- Greater commitment from all stakeholders to start and promote an anti-corruption agenda and movement to support it
- Greater involvement of the public in all policy creation such that they are transparent and accountable to the people

Suggestions for the National Level

Medan

- Form and co-ordinate an Anti-Corruption Movement at Regional Level
- Form regional Anti-Corruption Commissions
- Form Regional Ombudsman Commissions – particularly in high risk corruption sectors specific to each region

Macassar

- Encourage dialogue between those practicing and those fighting KKN without becoming confrontational
- Help to create communities that are very aware of the importance of fighting KKN
- Try and build a movement, not a number of institutions.

Banjarmasin

- Increasing use of public consultation as a means of reducing corruption
- Form APBD watch organizations to monitor abuses in budgeting and expenditure
- Form Parliament Watch organizations to monitor DPRDs

Mataram

- Form alliances from anti-KKN organizations, religious institutions, traditional Institutions, and students
- Educate the public on anti-KKN understanding, particularly through a media campaign
- Build peoples understanding of the budget: form a budget “watch” organization, learn how to advocate for alternative public policies

Bandung

- Formulate local regulations with the involvement of the citizens
- Bring public civic education on rights and responsibilities into the school curricula
- Create regulations which can facilitate class actions or “legal standing” for cases concerning corruption
- Government regulations in the APBD and the Strategic Plan must be monitored
- Build cultural constraints to KKN, and avoid ignoring it.

Surabaya

- Greater commitment from all stakeholders to start and promote an anti-corruption agenda and movement to support it
- Greater involvement of the public in all policy creation such that they are transparent and accountable to the people

Annex 1: *Suggestions from the Six Regional Workshops*

1. Promote critical debate on corruption and the ability of the citizens to challenge the corrupt status quo
2. Provide greater information to the public about corrupt practices and the harmful impact that these have on citizens and on the state
3. Create “watch” organizations to keep monitoring the most corrupt institutions in the state and expose them
4. Demand involvement in and transparency of the decisions that affect the citizens lives (e.g. APBD, Renstra, Perda, Elections)
5. Expose extortion in the illegal fees for public services
6. Build multi-stakeholder institutions to fight corruption (e.g. including the Executive, the legislature, the judiciary, the Universities (faculty and students), the CSOs (of many different kinds) adat organizations, religious organizations, trade unions and businesses
7. Require clearer directives about corruption from Islamic clerics
8. Reform the most blatant government practices (recruitment, promotion, tenders, procurement, projects, government programs)
9. Observe and expose corruption in the Courts
10. Set up citizens panels to assess the corruption possibilities in new regulations, or legislation
11. Protect those who speak out and expose corrupt practices
12. Teach the younger generation to have better ethical standards than their parents
13. Install a Corruption Resource Centre to track corrupt practices and suggest both good and bad practices
14. Employ social sanctions on corruptors
15. Hold direct elections so that constituents can hold their representatives responsible

Annex 2: Suggestions from the Borobudur Workshop

17 Suggestions from the Oct 2001 Meeting

A. Civil Service Reform

- Improve critical public service processes
- Develop and extend the capability for carrying out process audits (as well as financial audits)
- Clarify the language used in issues concerning corruption
- Inform the public about e-governance possibilities and introduce strategically
- Introduce a professional staff recruitment, performance evaluation, and promotion system
- Clarify and socialize the value and need for good governance Practices

B. Legal Sector Reform

- Prosecute and punish all cases involved in BLBI
- Speed up the introduction of a Witness Protection Act
- Create and operationalize a National Commission for Justice to review cases of “flagrant miscarriage of justice”
- Provide better information and publicity on corruption cases
- Replace/remove corrupt judges, prosecutors and police

C. Civic Education

- Educate the public on their rights as citizens and users of public Services
- Introduce formal and informal civics courses
- Shift the value system, introducing a shame culture and codes of Ethics

D. Financial Sector Reform

- Amend the Banking Act and the Central Bank Law

E. Political Sector Reform

- Improve the “Money Politics” law

F. Regional Government Law

- Improve the Bupati electoral process

Annex 3: Suggestions from the “Alternative Group” at the October 2001 Workshop

1. Provide critical education about an anti-corruption movement
2. Punish those cases of corruption which provide the greatest difficulties to people in the provinces
3. Make amendments to Laws 28/99 and UU 31/99
4. Political pressure to withdraw bad laws
5. Close monitoring of those who enforce the laws
6. Political pressure to pass
 - The Witness Protection Act
 - The Freedom of Information Act
 - The Anti-Money laundering Act
 - The Anti-Corruption Commission Act
 - The Notification of Financial Transaction Act
7. To push the Government to be accountable through giving people more involvement in passing and implementing public policies
8. To empower peoples organizations as a pillar of the anti-corruption movement
9. To provide access to information concerning public policies that have the potential to cause corruption
10. To protect witnesses, victims, and those who report cases of corruption
11. To make public service institutions transparent
12. To synchronise and integrate the work of the governments internal oversight institutions with those which are independent
13. To provide transparency in recruiting and nominating public servants at both national and district levels
14. To employ and increase the use of the social sanctions which exist in every district

Annex 4 Information about the Six Regional Workshops

Please contact the people listed below if you have any questions about the Regional Workshops.

Medan (127)	13-14th March 2002 Medan	Steering Committee Ir. Zulkarnain Lubis, Forum Rektor, UMA John Dee Wilson, Simalungan Corr. Watch Drs Heri Kusmanto, UMA Drs.Burhanuddin Harahap, UMA H. Pandapotan Nasution SH, Pemerintahan Syafarudin, SH, FKP-GI/LSM Pengacara Dr. Meneth Ginting, Mantan Bupati Karo
	South Sumatera	Fahmi Joesmar Ar. SH, MS, Forum Rektor Maramis SH Mhum, Forum Rektor
	North Sumatera	Ir. Zulkarnain Lubis, Forum Rektor, UMA John Dee Wilson, Simalungan Corr. Watch
	NAD Aceh	Prof Drs Utju Ali Basya MA, Univ. Syiah Kuala Teuku Azrizal, SH, SAMAK
	West Sumatera	Firman Hasan SH LLM, For. Rektor/U.Andalas Ardian, BAKO, Padang
	Bangka Belitung	Fahkrizal Pulungan, S. Sumatra Corr. Watch M. Iskander Sabani, S. Sumatra Corr. Watch
	Bengkulu	Dr. Johna Setianto, Forum Rektor Hamdani SH, Mhum, Forum Rektor
	Riau	Prof. Dr. Sudirman M. Johan, Forum Rektor Firdaus Basir, SH, Riau Corruption Watch
	Jambi	Prof. Dr. Ir. Ali Rahman MA, Forum Rektor Feri Irawan, WALHI, Jambi
Macassar (112)	1-2 April 2002 Makasar	Prof. Dr. Ir. A. Mappadjantji, UNHAS Irfan Yahya, PERAK Institute
	North Sulawesi	Drs Rony Gosal, FISP UNSRAT Franky D. Wongkar, SH, LBH Manado
	South East Sulawesi	Drs. Fatta Nasrah, Univ. Haluleo M. Ichsan, Sultra Corruption Watch, Kendari

	South Sulawesi	Prof. Dr. Ir. A. Mappadjantji, UNHAS Irfan Yahya, PERAK Institute
	Gorontalo	Ir. Alim S. Niode, Msi, IKIP Gorontalo Arusdin Bone, LP2G, Gorontalo
	North Maluku	Drs. Said Hasan MPd., For. Rektor Tern. Mukshin Abdulah, ISPM, Ternate
Banjarmasin (107)	17-18th April 2002 Banjarmasin	H. Abdurrachman SH MH, UNLAM Hermawansyah, GEMAWAN, Pontianak
	West Kalimantan	Hermawansyah, GEMAWAN, Pontianak
	Central Kalimantan	Suriansyah Murhaini SH, UNPAR Jaya Budi Santoso, LRPLP, P'karaya
	South Kalimantan	H.Abdurrachman, SH MH, UNLAM Arief N. Furqon, Yayasan Air, B'masin
	East Kalimantan	Prof Arifin Leo, UNMUL Kahar Al Bahri, POKJA 30, Samarinda
Mataram (105)	29-30th April 2002 Mataram	Gatot Dwi Hendro Wibowo, For. Rektor Gatot Sulistoni, SOMASI NTB Thatok Asmony, For. Rektor Papua Zadrak Wamebu SH, FOKER Willem Reba SH, Mhum, UNCEN
	Bali	Prof Dr. Putu Sukardika, Forum Rektor
	Maluku	Janes Leatemia, SH, MH, UNPATTI Pieter Elmas, LSM BAILEO, Ambon
	NTT	Dr. Kotan. Y. Stefanus, UNCEN Blasius Lododai, S Fil, Yay. YUSTITIA
	NTB	Gatot Dwi Hendro Wibowo, For. Rektor Gatot Sulistoni, SOMASI NTB
Bandung (105)	8-9th May 2002 Bandung	Prof. Dr. H Tjahjo S., UNPAS Harlans Fachra, W. Java Corr. Watch
	West Java	Prof. Dr. H Tjahjo.S, UNPAS Harlans Fachra, W. Java Corr. Watch
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		Dindin Hadiyudin, SE, GPRI Banten
	Jakarta DKI	H. Komang Suka'arsana SH U. Trisakti Irfan Muktiono, ICW
	Lampung	M.Toha B. Sampurna Jaya, U. Lampung Ahmad Yulden Erwin, LOAK Lampung
Surabaya (105)	21-22 May 02 Surabaya	Drs Ec Eko Waluyo S. MM, U. Surabaya Prof. Anton Priyatno, U. Surabaya Deddy Prihambudi, SH, LBH Surabaya
	Central Jawa	Drs. Dwi Sasongko, Univ Diponegoro Sri Widada, Solo Corruption Watch
	East Java	Drs Ec Eko Waluyo S. MM, U. Surabaya Deddy Prihambudi, SH, LBH Surabaya
	Yogyakarta DIY	B. Hestu Tjipto Handojo SH, U. Atmajaya Wahyu Widiarto Basjir, IDEA Yogyakarta

Annex 5: List of Participants

Name	Position / Organisation	Province
MEDAN		
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Iqbal Farabi	KOMNASHAM	Aceh
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M. Yusuf Aziz	UNSYIAH	Aceh
Mahdi Aba Aminy	UNSYIAH	Aceh
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Fahrurrozi	FK LSM	Bangka Belitung
Rikky Permana	FK LSM BABEL	Bangka Belitung
M. Nurdinasyah	FK LSM	Bangka Belitung
Zamhari	FOKUS	Bangka Belitung
Efredi Effendy	LSM	Bangka Belitung
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Rahmad Jaya	Yay Lem Perlindungan Konsumen	Bangka Belitung
Hamzah Hatrik	Universitas Bengkulu	Bengkulu
Basuki Sigit	Forum Rektor	Bengkulu
Dedy Wahyudi	Harian Rakyat	Bengkulu
M. Ali Akbar	KANOPI	Bengkulu
Abner Pasaribu	Kejaksaan Tinggi	Bengkulu
Ahmad Kenedi	LBH	Bengkulu
Afrizal Arifin	LKPERA	Bengkulu
Heri Sunaryanto	LPM UNIB BL	Bengkulu
Iskander Ibrahim	POLRI	Bengkulu
Bowo Tantulistio	WALHI	Bangkulu
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Syafri Syam	Univ. Jambi	Jambi
Rudi Darmawan	Forum 19	Jambi
Agus Dini Putra	Jambi Expres	Jambi
Kartini	Kaliptra Sumatra Jambi	Jambi
Edy Syam	LBH Justitia	Jambi
H. Dheny Kurnia	LSSB	Jambi
A. Hamid Yamin	PDODAK/PALM	Jambi
Sigit Eko Yuwono	PALM	Jambi
M. Chudori	PWI Reformasi	Jambi
Ansorullah	Univ Jambi	Jambi

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Ali Rahman	Forum Rektor	Jambi
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Elwi Danil	U. Andalas	Sumbar
Rusmazar Rujuar	KADIN	Sumbar
Khaidir Ramli	Kejaksaan Tinggi	Sumbar
Zenwen Pador	LBH	Sumbar
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Zainul Daulay	PK Huk Ibu Barat	Sumbar
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Emereldy Chatra	SC Dev UNAND	Sumbar
Nanda Oetama	UNAND	Sumbar
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Firman Hasan	Forum Rektor	Sumbar
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Nurchaya Jal	Forum Rektor	Riau
Muchtar Ahmad	Forum Rektor	Riau
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Elfenda Ananda	FITRA	Sumut
Maya Manurung	Forum Perempuan	Sumut
Burhanuddin Harahap	Akademisi	Sumut
Heri Kusmanto	Akademisi	Sumut
Syafaruddin	LSM	Sumut
Pandapotan Nasution	Pemertintah	Sumut

Zulkarnain Lubis	Akademisi	Sumut
John Dee Wilson	Simalungun Cor. Watch	Sumut
Meneth Ginting	USU	Sumut
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Songkupan Siregar	Pemerintah	Sumut
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Hermawansyah	Gemawan	Kalbar
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Syaifuddin	Akademisi	Kalsel
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Ana Suheri	Mahasiswa	Kalteng
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Slamet	BUMN	Kalteng
Sri Sujayati	Dharma Wanita	Kalteng
Suriansyah Murhaini	UNPAR	Kalteng
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Tingang Sofyan	LSM	Kalteng
Wasiyat	BUMN	Kalteng
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Micahel Adams	Mahasiswa	Kaltim
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Rixal Effendi	Wartawan	Kaltim
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Leo Mali	Keuskupan	NTT
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Kongso Sukoco	Tabloid Kilas	NTB
Zadrak Wamebu	FOKER	Papua
William Reba	U. Cendrawasih	Papua
Constan Ansanay	Jaksa	Papua
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Leny Giay	Org. Perempuan	Papua
Frits Ramandey	AJI	Papua
Demianus Wakman	LBH	Papua
Laurens Lani	Tokoh Adat	Papua
Ida Kelasin	LBH	Papua
Selfiana Wompere	Org Perempuan	Papua
Alex Sanggenafa	Guru SMP	Papua
Yan CH Warinusi	Pengacara	Papua
Yance Hara	Pengacara	Papua
Frans Mulaben	Ketua Klasis	Papua
Liza Arronggear	Pegawai	Papua
Thomas Wamang	Tokoh Adat	Papua
Victor Maningkey	UNCEN	Papua
Magdalena Aromiar	?	Papua
Demmy Bebary	Lemasa Timika	Papua
Stefanus Butu	Yebinu Nabire	Papua
Yohana Mandowan	?	Papua
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Gede Baktiyasa	MAK	Bali
Nyoman Sunarta	DPD Pemuda Hindu	Bali
Wayan Ariawan	BCW	Bali
A. Anom Wedaguna	Paruman Walaka PHDI	Bali
Putu Wirata Dwikora	BCW	Bali
Agus Samijaya	PBHI	Bali
Made Endrawan	BCW	Bali
Dewantara		

Wawan Edi Prasetyo	Mahasiswa	Bali
Nyoman Sutaya	BCW	Bali
Wayan Sedana	PHDI	Bali
Gde Muliarsana	PHDI	Bali
N. Netra Subadiyasa	UNUD	Bali
K. Sukardika	UNUD	Bali
N. Bhaskara	UNUD	Bali
Ketut Wiana	STAHN	Bali
I Dewa Gede Basudewa	Yay. Putra Sasana	Bali
Jiwa Atmaja	UNFREL	Bali
Gusti Ngr Suprpta	STAHN	Bali
Konsumajaya	UNUD	Bali
Indayati Lanya	UNUD	Bali
Oni Tasik	LSM	Maluku
Mercy Barent	LSM	Maluku
Eda Sahulata	Pers	Maluku
S. Tanolak	Pers	Maluku
Manyur Wael	LSM	Maluku
Popy Mailoa	UNPATTI	Maluku
George Leasa	UNPATTI	Maluku
Syukur Leasa	UNPATTI	Maluku
Hasbullah Toisuta	STAIN	Maluku
Janes Leatemia	UNPATTI	Maluku
Sodri Renhoran	Tokoh Adat	Maluku
Alo Yamlean	Tokoh Adat	Maluku
Maxi Bukutubun	Tokoh Adat	Maluku
Dahlan Tamber	LSM	Maluku
Sabtu Obirat	LSM	Maluku
Tina Rettob	LSM	Maluku
Pieter Elmas	BAILEO	Maluku
Peni Renwarin	Wartawan	Maluku
BANDUNG		
Dindin Hadiyudin	GPRI	Banten
Tubagus basuni	Gerakan Pemuda Reformasi	Banten
Urip Venus	DIKNAS	Banten
Syamsul Bahri	DPRD	Banten
Agus Setiawan	Lembaga Adilan	Banten
Mohamed Syadeli	Forum Masyarakat Banten	Banten
Rasidi	KADIN	Banten
A. Jala S.	Pusat Studi Pengembangan Masyarakat	Banten
Taufiq Rahman	STEMIK	Banten
Safullah Taher	HNSI	Banten
Lim Oei Ping	Bisnis	Banten
Sudrayat Syahrudin	HUMANIKA	Banten
Syafruddin	BPW Banten	Banten
Suherman	Forum Rektor	Banten
Johan Setiawan	UNTINTA	Banten
Ade Kusnadi	Kapolsek	Banten
Hadi Mulyana	KADIN	Banten
Ayip Fauzi	Deperindag	Banten
Razid Chaniago	LBH	Banten
H. Chausen	DPRD	Banten
Neng Nurmalia	Wartawan	Banten

Supradi	Pengusaha	Banten
Budi Prakosa	LSM	Banten
Firdaus	SPSI	Banten
Arifudin	Lembaga Keuangan Mikro	Banten
Toha B. Sampurna Jaya	UNLAM	Lampung
Marcellina Djaya	?	Lampung
Soedjarwo	?	Lampung
Rasono Ak.	BPKP	Lampung
Subradayani Mursalin	KADIN	Lampung
Syabirin HS Koenang	LSM	Lampung
Armen Yasir	Lampung Parliament Watch	Lampung
Zulkifli	Bawasda	Lampung
Edi Swasono	Polisi	Lampung
Agus Sudarnadi	Polisi	Lampung
Abdul Hakim	DPRD	Lampung
Idhan Djanuwardana	PUSSbik	Lampung
Oyos Saroso	AJI	Lampung
Syamsuri	WALHI	Lampung
Tisnanta	UNLAM	Lampung
Imam Ghozali	LBH	Lampung
Edwin Hanibal	LBH	Lampung
Nurlela	DAMAR	Lampung
Ahmed Yulden Erwin	Koak	Lampung
Efan Tolani	DPRD	Lampung
Musakir Noor	DPRD	Lampung
Wahyu Sasongko	GeRAK	Lampung
Budisantoso Budiman	LKBN	Lampung
Adian Saputra	Partai Keadilan	Lampung
Agus Sahlan Mahbub	GeRAK	Lampung
H. Komang Sukaarsana	U. Trisakti	DKI
R. Akbar Lubis	Pengacara	DKI
Teresnana Kdel	Pengusaha	DKI
Hilman Salim	PKK	DKI
Salim Alhaddar	Wiraswasta	DKI
S. Soemiarno	Univ/ Bung Karno	DKI
Husni Hasan	Akademisi	DKI
Sutanto	Univ. Pancasila	DKI
Intan Novia Cahyana	Doisen	DKI
Veronika Iswinahyu	LSM	DKI
Asep Rahmat	UI	DKI
Andi Syahputra	GOWA	DKI
Wasingatu Zakiyah	ICW	DKI
Gharis Kunaon	Serikat Pekerja Telkom	DKI
Amin Abdurachman	Serikat Pekerja Kereta Api	DKI
Ramli Asyafa	JAWARA	DKI
Kowara	Serikat Pos Indonesia	DKI
Novan Andri	BMS	DKI
Agus Sanyoto	PERUMNAS	DKI
Rival G. Ahmed	PSHK	DKI
Nizar Suhendra	MTI	DKI
Irfan Muktiono	ICW	DKI
Sapto Waluyo	GeRAK	DKI
Subarsyah	UNPAS	Jabar

Thahjo S.	Forum Rektor	Jabar
Dindin Abdurohim	UNPAS	Jabar
Atin Hafidiah	Pengusaha	Jabar
Emron Putra Agung	POLRI	Jabar
Rijal Padilah	DPR	Jabar
Nana Sukama	Pemda	Jabar
Hidayat Hafidi	Serikat Tani	Jabar
Iwa Kartiwa	Wartawan	Jabar
Jujun Jumarman	LSM	JabaR
Deni Pramaja	DEPHUB	Jabar
Edi Suryana Efendi	GMNI	Jabar
H. Marwan Effendi	Kejaksaan	Jabar
Imam Sudirman	Forum Rektor	Jabar
Tresna Dermawan Kurnaefi	KOPERTIS	Jabar
Sidik Priandana	Forum Rektor	Jabar
H. Benyamin Harits	Forum Rektor	Jabar
Harlans Fachra	WJCW	Jabar
Joko Trijono	Bisnis	Jabar
Arif	Bisnis	Jabar
Tommy Gubardi	Bankir	Jabar
Ahmad Dedi Abidin	Pemda	Jabar
Furqon	FAMU Urisba	Jabar
Joko	UNPAS	Jabar
Gagak Lumayung	Wartawan	Jabar
Abidin	Gerah JabaR	Jabar
R. Valentina	Institut Perempuan	Jabar
Achmad Diat	SDM	Jabar
Mamat	Warga Arjasari Banjaran	Jabar.
SURABAYA		
Sutrisno	Sekda	DIY
Hudit Wahyudhi	Polisi	DIY
Yauzi GP Tertanel	Parwi Foundation	DIY
Dati Fatimah	IDEA	DIY
Eko Budi Marwanto	Lembaga Budaya Masyarakat	DIY
Aman Saragih	Yogyakarta Cor. Watch	DIY
Nanang Ismuhartoyo	Yay. Lembaga Konsumen	DIY
Kamarrudin Syam	BPKP	DIY
Martinus	BPKP	DIY
I Ketut Rudis	BPK	DIY
M. Faried Cahyono	?	DIY
Rahman Toha	?	DIY
Herry Dendy	?	DIY
Abdul Munir Mulkhan	Depag	DIY
Hantoro Sumaryo	?	DIY
Wahyu Basjir	IDEA	DIY
Paulinus Soge	Univ Atmajaya	DIY
E. Sundari	Univ Atmajaya	DIY
G. Aryadi	Univ Atmajaya	DIY
Anny Retnowati	Univ/ Aymajaya	DIY
Marcus Priyo Gunarto	UGM	DIY
Martino Sardi	Bonaventura	DIY
Taufiq El Rahman	UGM	DIY
Aminoto	UGM	DIY

Enny Nurbaningsih	UGM	DIY
Supriyadi	Pengadila	DIY
Dwi Haryadi	UGM	DIY
Dwi Prasetyo	UGM	DIY
Salamat Simunjuntak	Kejaksaan	DIY
Ranu Mihardja	Kejaksaan	DIY
Heny Wahyu Purwati	Kejaksaan	DIY
B. Hestu Cipto Handoyo	Univ Atmajaya	DIY
Tengku Agusri	BAWASDA	DIY
Risang Bima Wijaya	Jawa Pos Radar	DIY
Anton Sunarto	Semarang Cor. Watch	Jateng
Eko Budihardjo	UNDIP	Jateng
Tri Ari Soegito	Univ Negeri	Jateng
Abu Su'ud	Mohammediyah	Jateng
H. Gatot Lubrijatomo	DPRD	Jateng
Dannie Soe-oed	Solo Pos	Jateng
Komari	Univ Jend Soedirman	Jateng
Dwi Sasongko	Forum Rektor	Jateng
Budi Prayitno	UNDIP	Jateng
Arief Hidayat	UNDIP	Jateng
Muhammed Adnan	NU	Jateng
Hendrawan	Polda	Jateng
H. Faedhoni Yusuf	Univ. Pandanaran	Jateng
H. Mahful Ali	Univ Islam Sultan Agung	Jateng
Jarot Digdo Ismoyo	Univ Atmajaya	Jateng
Sudiharna	LADAST	Jateng
Husein Sifa	DPRD	Jateng
?	Kepala Kejaksaan Solo	Jateng
Sri Widada	Solo Corruption Watch	Jateng
?	Kapolresta Solo	Jateng
Rusban Juzry	KORAK	Jateng
Mukafi Fadli	FORMAS	Jateng
HJ Maria Ardie	Radio Solo	Jateng
Moh Amin	JARI	Jateng
Sudaryono	UMS	Jateng
S. Bagus Triyono	YAHPI	Jateng
?	Univ Atmajaya Pati	Jateng
Haris Mudjiman	UNS	Jateng
Rahmat Wahyudi	Advokat	Jateng
Anton Pajitno	Univ Surabaya	Jatim
Erlangga Satriagung	KADIN	Jatim
Sam Santoso	PT Kuda Laut	Jatim
Musodiq Fikri	Pesantren	Jatim
Eko Waluyo	Forum Rektor	Jatim
Kukuh Setyo Wibowo	AJI	Jatim
Sugihartoyo	UTAG	Jatim
R. Sadewo	LBH	Jatim
Dondy Ariesdianto	Harian Surya	Jatim
Saifuddin	Surabaya Post	Jatim
Hary Suprianto	SORAK	Jatim
Rony Sy'aroni	SPEKTRA	Jatim
Frans Lopyy	Pengadilan	Jatim
Muchlasin Afan	LSPM	Jatim

Ibnu Tricahyu	PPOKDA UNIBRAW	Jatim
Suhariyanto	UnMER	Jatim
Ismu Gunadi	POLDA	Jatim
Slamet Pribadi	POLDA	Jatim
Priyatmoko	UNIV Airlangga	Jatim
Hendy Prayogo	Koran Mandarin	Jatim
Soepomo	DPRD	Jatim
Achmad Ruba'i	DPRD	Jatim
Sari Mandiana	UNAIR	Jatim
Bambang Budiono	UNAIR	Jatim
Hesti Armiwulan	Univ Surabaya	Jatim
Ali Imron	FITRA	Jatim
I Wayan Titip Silaksana	UNAIR	Jatim
Antonius Benny Susetyo	POKJA	
Muhadjir Effendi	UNMah	Jatim
Pinky Sabtandari	Dewan Kota Surabaya	Jatim
Dedy Prihambudi	LBH	Jatim
Fatchur.A.S	LPHAM	Jatim
Kresnayana Yahya	ITS	Jatim

Annex 6: List of Papers

(only available in Indonesian)

1. Medan

General:

1. Strategi Pemberantasan KKN – Perspektif Sosial-Budaya dan Agama
Bpk. Nur A Fadhil Lubis
2. Pemberantasan KKN di Sumatera Utara
Chairuman Harahap

Provincial:

1. Membangun Partisipasi Publik membangun Nanggroe Tanpa Korupsi
J. Kamal Farza
2. Pemberantasan KKN di Sumatera Utara
Irham Buana Nasution
3. Ketidakterdayaan hukum dalam Pemberantasan Tindak Pidana Korupsi
Elwi Danil
4. Pemetaan Korupsi-Kolusi dan Nepotisme di Riau
Husni Thamrin
5. KKN Pembangunan Fisik di Kabupaten Pemekaran
Tim Forum Anti-KKN Propinsi Jambi
6. Deskripsi Tindak Pidana Korupsi di Propinsi Sumatera Selatan dan Solusinya
Sri Sulastris dan Tim
7. Korupsi dan Birokrasi Otonomi Setengah Mati
Sehabuddin dan Zamhari
8. Pendayagunaan Penegak Hukum dan Peran Masyarakat Dalam Pemberantasan Korupsi
Hamzah Hatrik

2. Macassar

Sulawesi Utara

1. Strategi Polri dalam Menanggulangi KKN
Grubert Ughude
2. Mengenai UU 28/99 tentang UU Anti-KKN
AMN Herlambang
3. Peranan Akademisi dalam Pemberantasan KKN
Rony Gosal
4. Berantas Korupsi, Sebuah Tugas Berat
Jeane Rondonuwo
5. KKN pada Lembaga Peradilan
Decroly Poluan
6. Judul: Upaya Pemberantasan KKN
Albert Tungka
7. Realitas Pandangan Mahasiswa tentang KKN di Sulut
Iwan Moniaga
8. Korupsi ... Siapa Takut?
Novita Simbala
9. Penanggulangan KKN dalam Era Otonomisasi Daerah
Toar Palingan
10. Penaegakan Hukum KKN
Hereman Nayoan
11. Pandangan dan Sikap saya tentang Pelaksanaan Gerakan Anti-KKN

12. *Alex Wowo*
Ber-KKN Adalah Dosa
Richard Siwu

Sulawesi Tengah

1. Korupsi Permasalahan Dan Penanggulangannya
As'ad Lawali
2. Mengapa Orang Korupsi
?
3. Anti-Corruption Strategy in Central Sulawesi
Z. Mangitung, Main Labaso, Moh. Nofal
4. Budaya KKN Mengakar di Indonesia
Rahmat Nur Alamin

Sulawesi Selatan

1. Kasus KKN 2001: Jenis – Proyek Padat Karya di Kota Makassar
Muhadar
2. Pers harus ikut mem-“pressure” mencegah KKN
HM Dahlan Abubakar
3. Ketika KKN Bersemayam di Badan Pertanahan Nasional Sulsel
Kahar Lahar
4. Penegakan Hukum tindak pidana Korupsi
Farida
5. Pokok-Pokok Pikiran Kebijakan Penanggulangan Tindak Pidana Korupsi
Aswanto
6. Asosiasi Profesi Sebagai Mata Rantai Korupsi
Triyatni
7. Korupsi di Indonesia
Tajuddin Parenta
8. Pemberantasan Korupsi
Anwar
9. ?
Akib Patta
10. Pemberantasan KKN: Pembakangan Sosial Alternatifnya
Iwan Sumantri
11. Korupsi Dan Cara Pembwerasannya
Natsi Hamzah
12. Perusahaan Daerah Air Minum Kota makassar
Edward Poelingomang
13. Strategi Pemberantasan Korupsi Nasional
Muh Jafarang
14. Korupsi di Luwu, Entah Sadar atau Tidak
H. Hidayat
15. Kapankah Penyusunan Anggaran Daerah Berpihak ke rakyat
Asram Jaya
16. Sindikat Perda – mencuri uang rakyat
Aziz Gapnal
17. Memerangi KKN di Kabupaten Bone
WAC
18. Sistem Pembuktian Terbalik dan Efektivitas Pemberantasan Kejahatan Korupsi
Abrar Saleng

Sulawesi Tenggara

1. Negara Demokrasi, Kekuasaan, Korupsi dan Pemberantasanya Dayan
?
2. Korupsi: Apa, Mengapa, dan Bagaimana?

- ?
3. Siapa Mengawasi Siapa?
Laode Abdul Natsir Muthalib
 4. Korupsi Wakil Rakyat dalam Masalah Pemilihan Wali Kota Kendari
M. Djufri Rachim
 5. Mencuri – sebuah Kejahatan
Nianto Ibrahim
 6. Budaya Korupsdi
Pangerang Agus Hardi
 7. Money Politics
Patta Nasrah
 8. Syndrom Korupsi versus Supremasi Hukum
Syahlan Launu

Gorontalo

1. Gorontalo dan Bayang Bayang Korupsi
Basri Amin
2. Menara Keangkuhan
Faiz Mahmud
3. Gorontalo dan Bingkai Sosial Budaya Korupsi
Alim Niode
4. Menciptakan Visi Baru Gerakan Anti-Korupsi
Arusdin Bone
5. Masalah Korupsi dan Nurani Keadilan
Bahtin Tomayahu
6. Menengok Budaya Korupsi di Propinsi Terbaru Provinsi Gorontalo
Darwin Pautila
7. KUT – Kapan di Usut Tuntas? Dan Bagaimana dengan Kebijakan Kawasan Agropolitan
Ishak Ntoma
8. Mewujudkan Aparatur Pemerintah yang Bebas KKN melalui optimilisasi Penegakkan Hukum
John Hasin
9. Sadaqah dan Filosofi “Bakincing Ulang”
Heriyanto Yusuf
10. Korupsi Ala Gorontalo
Iwan Kolly
11. Filosofi adat bersendi dan syara bersendi kitabullah sebagai kekuatan pemberantasan KKN di Gorontalo
Ahmed Abdullah
12. Mempersempit Gerak KKN di Indonesia 3 tahun mendatang
Sukiman
13. Penyusunan RAPBD syarat KKN
Oktajon Kahude
14. Praktek Korupsi Yang Terselubung
Hartini Melo
15. Penanganan Tindak Pidana Korupsi Menurut UU 31/99
?

Maluku Utara

1. Deskripsi Kurupsi di Propinsi Maluku Utara
?
2. Solusi Memberantasan KKN
Mudassir Hamid
3. Ada Apa Dibalik Pembatalan Pasangan
Achmad Thalib
4. Menyorot Penyelewangan Dana Bantuan Pengungsi Maluku Utara
?

5. Sistem Perencanaan Penanggulngfan KKN
Satiyoko Ruslan
6. Kebiasaan Yang Mendukung Korupsi di Maluku Utara
?
7. KKN di Maluku Utara
Mulisin
8. Dana Kesehatan Yanf Tidak Sehat di Propinsi Maluku Utara
Nawi Fabanyo
9. Struktur-Modus Operandi dan Tecknik praktek KKN di Kabupaten Halmahera Tengah
Anshar Gunawan

3. Banjarmasin

General:

1. Penanggulangan KKN dalam Perspektif Budaya
Prof M.P. Lambut
2. KKN dan Pembangunan
Abdullah HS
3. Korupsi di APBD
Hermawansyah
4. KKN dalam Penyelenggaraan Otonomi Daerah
Noorsyamsu Agung

Kalimantan Selatan

1. Menanggulangi Korupsi, Kolusi dan Nepotisme
H. Abdurrahamn Sh MH
2. Menyelusuri KKN di Kalimantan Tengah
T.T.Suan, Suriansyah Murhaini, Jaya Budi Santoso
3. Pelaksanaan KKN dalam Pengelolaan SDA di Kalimantan Selatan
Hariransyah
4. Praktek Pelaksanaan KKN di Kalimentan Selatan

Kalimantan Tengah

1. KKN di Kalimantan Tengah
Achmad Zaini
2. Perspectktif Hukum adat dalam menanggulangi Kasus KKN
Lodi H. Inoh
3. Upeti Kupon Putih
Dra Kamsiyah A. Mamat
4. KKN Terselubung Proyek Pembangunan
Anggrek Lamis
5. Sulitnya Penyelesaian Hukum Kasus KKN di Kalimantan Tengah
Jaya Budi Santoso
6. Kasus Illegal Logging do Kabupaten Kota Waringin Timur (sampit) prop Kal Teng
?
7. Lebih Baik Menyuaip Aparat Daripada Membayar Pajak
Tingang Sofyan
8. KKN dalam Pengelolaan dan Pemanfaatan Sumber Daya Alam
Drs Rinco Norkim

Kalimantan Barat

Kalimantan Timur

1. Persoalan Korupsi dan saran penmecahannya dari KalTim
Drs H.S. Alwy

2. KKN dalam Penyelenggaraan Otonomi Daerah
Noorstamsu Agung

4. Mataram

General

1. Pandangan Kritiani Terhadap Praktek KKN
RD Leo Mali
2. Memberantas KKN Menurut Pandangan Hindu
I Ketut Wiana
3. Perspektif Islam dalam Pemberantasan KKN
H.R. Sri Bintoro Hadiwidjojo
4. Memerangi Korupsi demi Terciptanya Clean Governance
Agus Samijaya

Bali

1. Pengadilan Pedofilia antara Kehormatan/Harga Diri Vs Pelacuran Hukum
I Dewa Gede Basudewa
2. Memperluas Kelompok Anti-Korupsi
Wawan Edi Prasetyo
3. Kampanye Stop Korupsi
I.N. Bhaskara
4. Memberantas Korupsi di Bali
Putu Wirata Dwikora, Nyoman Sunarta, Nyoman Sutaya, Gede Rusta pandit
Wayan Purnamek
5. Bisnis Miras di Bali
Nyoman Bhaskara
6. Visi dan Misi Perjuangan
Gede Baktiyasa, Made Sukerana, Wayan Sedana, Anom Wedaguna, Nengah Satra Astika, Gede Harja Astawa
7. Peranan Sistem Pendidikan Dalam Memerangi Tindak Pidana Korupsi
K. Sukardika
8. Korupsi dalam Pandangan Hukum Hindu (Dharma Sastra)
?

NTB

1. Pemberantasan Korupsi di Nusa Tenggara Barat: Ketiadaan Political Will diatas Mobilisasi Politik dan Dampak Regimentasi Civil Society
Ervyn Kaffah

Maluku

1. Korupsi Suatu Penyakit Masyarakat Yang Menyangkit LSM: Suatu Studi Kasus Terhadap LSM di Maluku Tenggara
Sasbtu Ohoirat
2. Korupsi, Kolusi dan Nepotisme: Suatu Dilema Masyarakat Tradisional di Maluku Tenggara
?
3. Masalah Pemberantasan KKN di Propinsi Maluku
Onny tasik, Mercy Barends, Eda Sahulatta, Jabar Tianotak, Mansyur Wael, Syukur Soasiu, Hasbullah Toisuta, Popy Mailoa, George leasa, Janes Leatemala, Dahlan Tamhwer, Tina Rettob, Theo Fanubi, Zodri Renhoran, Aloysius Yamlean, Maxi Bukutubun, Peni Renwarin, Pieter Elmas

Papua

1. Prentasi Kasus KKN di Papua
?

NTT

1. NTT dalam Kubangan KKN
?

5. Bandung

General

1. Suatu Tawaran Outline Strategi Melawan Korupsi Sistemik di Indonesia
Tim Sektor Masyarakat Sipil
2. Rekomendasi Bidang Pemerintahan dalam Gerakan Anti-KKN
3. Permasalahan Korupsi dalam Pemerintah Daerah
Anon

Lampung

1. Berantas Korupsi dengan Pendidikan Rakyat
Idhan Januwardana
2. Mencari Strategi Jitu Mengobati “Kanker” korupsi di Lampung
Budisantoso Budiman
3. Problematik Yuridis Pemberantasan Korupsi di Lampung
Wahyu Sasongko
4. Analisis APBD 10 Kabupaten dan Kota di Provinsi Lampung: APBD, Korupsi Kebijakan, dan Perangkap Neoliberalisme
Ahmad Yulden Erwin
5. Model Kejahatan Korupsi Bikokrasi
Sudjarwo
6. Potensi Korupsi di Era Reformasi Bentuk Persekongkolan Pihak DPRD Dengan Eksekutif Dilihat Dari Perspektif Teori Keagenan
Maselina
7. Peranan Badan Pengawas Daerah Propinsi Lampung dalam Memberantas KKN
Anon
8. Penegakan Hukum dalam Pemberantasan Tindak Pidana Korupsi di Propinsi Lampung
Edi Swasono, Agus Sudarmadi
9. Ekspektasi Pemberantasan Korupsi
Abdul Hakim

Banten

1. KKN Gaya Lama Pada Daerah yang Baru dibentuk (Kasus Propinsi Banten)
Sudrajat Syahrudin
2. Maraknya KKN di Masyarakat Masa Kini
Hasanudin
3. Program Beras OPK dan Raskin di Kabupaten Serang yang Sarat Korupsi, Kolusi dan Nepotisme
Muhammed Syadeli
4. Contoh Kasus KKN di Wilayah Kabupaten Serang
ANON
5. Dilematik Unsur KKN di Dinas Perikanan dan Kelautan Propinsi Banten
Syaefullah Taher
6. Korupsi pada Akar Rumput
Abdul Jalla
7. Politik Perubahan Untuk Anti-KKN di Tingkat Pemerintahan Propinsi Banten
Forum Rektor, Untirta Banten
8. Sekilas Pemantauan Terhadap Kinerja DPRD Propinsi Banten
Udin Saparudin
9. *Imkonsistensi Era Reformasi Memberantas Korupsi*
Anon

DKI Jakarta

1. Penegakan Supremasi Hukum dan Pemberantasan KKN di Indonesia Masih Sebuah Slogan
Agus Sanyoto
2. Korupsi dan Gerakan Sosial Antikorupsi
Intan Nevia
3. Membangun Gerakan dari Bawah untuk Pemberantasan Korupsi
Novan Andri Purwansjah
4. Anti-KKN
Salim Al Haddar
5. Menyingkap Tabir Mafia Peradilan
ICW
6. Harapan dan Kekecewaan Terhadap Wakil Rakyat dalam Mencegah dan Meberantas KKN di Daerah
Rasono
7. Pendaauran Korupsi, Kolusi dan Nepotisme
Teresnana Kedel
8. Korupsi, Kolusi dan Nepotisme dan Peanggulanggannya di Tingkat Lokal
Hilman Salim
9. KKN di Lingkungan Perguruan Tinggi Swasta
S. Soemiamo

Jawa Barat

1. KKN di Jawa Barat
ANON
2. Bahan-Bahan Lokakarya Anti-KKN
Emron
3. Korupsi dan Alternatif Pemecahanya
Edi Suryana Efendi
4. Permasalahan Korupsi dalam Pemerintah Daerah
Anon
5. Sumbang Saran Pokok-Pokok Pikiran Straegi Penanggulangan Korupsi
Nana Sukarna
6. Konsep Pemberantasan Korupsi, Kolusi, dan Nepotisme
Thahjo Sutisnawidjaja
7. Pemberantasan Korupsi, Kolusi, dan Nepotisme
Dindin Abdurohim
8. Korupsi Kolusi dan Nepotisme di PT Kereta Api (Persero)
Anon
9. Kronologis Terkuaknya Kasus Penyimpangan APBD Jawa Barat Pasal 2 POA 5 Tahun Anggaran 1996-1997 Sebesar Rps 3,4 milyar lebih
Anon
10. Maraknya KKN di Masyarakat Masa Kini
Hasanuddin

6. Surabaya

General

1. Korupsi, kolusi dan Nepotisme Sebagai Masalah : sebuah tinjauan dari perspektif social budaya
Soetandyo Wignjosoebroto
2. Mitos Bangsa Koruptor Nomer Wahid
Abu Su'ud

Jawa Tengah

1. Kecenderungan Korupsi Saat Ini

Andik Hardiyanto

Jawa Timur

1. Poteret Korupsi di Jawa Timur Penelusuran Atas Pola Korupsi, Kendala, dan Upaya Pemberantasannya
Tim Jawa Timur
2. Memerangi Korupsi dan Menegakkan Pemenuhan Hak Rakyat
Dati Fatimah

DIY

1. Korupsi sebagai Panglima: Kasusa JEC (Jogja Expo Center) di Yogyakarta
Yaury G.P. Tetanel

Annex 7: Report of Borobudur Workshop

Building Consensus for Fighting Corruption Report of the Preparatory Workshop for the Anti-KKN Program of the Partnership for Governance Reform in Indonesia 19-20th October 2001, Jakarta

Background

In October 2000 the Partnership formally opened for business with an Anti-KKN workshop in Jakarta that was intended to open up the subject for informed discussion. The Partnership promised in the months to come diagnostic research and the identification of strategic issues.

In October 2001, one year later, the Partnership held another workshop which had the following outputs:

- A presentation of the information that it had gathered in the previous year
 - The National Corruption Survey
 - A Pilot Project to identify the specific effect corruption has on poor people
 - A preview of the study of 15 aspects of corruption
- A presentation of the suggestions that its Indonesian Select Steering Committee⁹ had made for specific anti-KKN actions
- The collection of feedback on these suggestions from a multi-stakeholder group of participants (Government, Business, Civil Society). This was the first in a series of 6 regional workshops of the same kind. The process will end by producing a national action plan against KKN.

The Jakarta Workshop

The Workshop had 173 registered participants from organizations involved in anti-corruption programs from government, business, NGOs, media, and the donors:

Origin of Participants	Jakarta	Outside	%
Board of the Partnership	8	3	6
Partnership's Anti-KKN Appraisal Committee	4		2
Select Steering Committee	6		3
Partnership's Anti-KKN Steering Committee	1	9	6

⁹ *The Select Steering Committee comprised:*

Business: Heru Praetyo (Accenture), Pri Notowidigdo (AMROP International), Frans Winarta (Frans Winarta & Ptnrs – lawyers)

Ex-Government: Emil Salim, ex-Minister, Juwono Sudarsono (ex-Minister)

Government: Billy Joedono (State Audit Office)

NGO: Sunaryati Hartiono (Ombudsman), Nono Makarim (Aksara Foundation)

GeRAK (network of daerah anti KKN NGOs)	3	13	9
NGOs	29		17
Media	12		7
Local Government	0	8	5
TGPTPK	1		1
Project to establish the Anti-Corruption Commission	4		2
BPKP/BPK	8		6
DPR/DPRD	1	2	2
Partnership study writers	3		2
Partnership Policy Committee	4		2
POLRI	7		4
Inspektur Jendral	5		3
Donor Anti-KKN Working Group	19		11
Corporates	23		12
TOTAL (173)	138	35	100

They can be broken down into:

Government	46	27
Business	24	14
NGOs	67	39
Media	14	8
Donors	22	12

Speakers included Members of the Select Steering Committee, particularly Prof Juwono Sudarsono, Bpk. Frans Winarta, Bpk Heru Prasetyo, Bpk Nono Makarim and Prof Emil Salim. Discussants and special speakers included Bpk Boediono, the Minister of Finance, Bpk. Hari Sabarno, The Minister of the Interior, Dr. Kristiadi from the Ministry of State Administration, and Judges Susanti Adi Nugroho and Toton Suprpto from the Supreme Court. Participants were given a pack of materials that underpinned each of the Sessions.¹⁰

Session I/II: Welcome, Opening and Agenda Setting:

Ibu Erna Witoelar, the Co-Chair of the Partnership opened the Workshop by appreciating the work that many different organizations – from government, business and civil society - had carried out in the past to fight corruption. The Partnership wanted to build on their experience, as well as contribute some ideas of its own. The Partnership very much wanted feedback on its ideas which would sharpen and focus them better.

The purpose of the workshop, as its name stated, was to build consensus on what needed to be done to fight corruption. Once consensus was achieved on what needed to be done, the Partnership offered itself as source of technical assistance to organizations to help them formulate projects, and a source of funding to help them put such projects into operation.

Session 3: “Stealing the People’s Money”

This is the title of a book that will be produced by the Partnership in November 2001 containing 16 different essays on aspects of Indonesian corruption¹¹. Three of the authors of different

¹⁰ “Stealing from the People” – summaries of 16 essays on different aspects of Indonesian corruption
“Voices from Below” – causes and effects of corruption on the poor as perceived by the poor
“Executive Summary of the National Corruption Survey”
“Suggestions for an Anti-KKN Program” the ideas of the Select Steering Committee

¹¹ The titles of the essays in this book are:

chapters of this book comprised a panel to discuss the latest situation of corruption in Indonesia. They were Mohammed Ikhsan of the Economic Research Institute of the University of Indonesia: Ibrahim Assegaf of the Centre for Indonesian Law and Policy Studies, and Paul McCarthy, a consultant to the World Bank.

The session was facilitated by Andi Mallarangeng, the senior policy adviser of the Partnership, who encouraged a lively discussion from the floor.

Session 4: “Voices from Below”

This is the title of a book that will be produced by the Partnership in November 2001 which will report on the pilot project to look at the causes and effects of corruption on the poor as perceived by the poor. Dr. Alexander Irwan, who had worked on the project, explained the process and the information that was received from the poor.

Corruption imposes a high cost on the poor – financially, morally, socially and economically. The poor have no cushion that can absorb corrupt costs and either go into debt to pay for them or go without essential services (like education and health) that are only available to them with the payment of corrupt fees. While the amounts paid by the poor are petty, the effects on their lives and the amounts paid in total by the poor are enormous.

Session V: Dinner and a Speech by Prof. Dr. Azyumardi Azra (Rector, IAIN University)

Session VI: A National Survey of Corruption in Indonesia

This presentation was based on the results of a national survey of 2,300 respondents, comprising households, businesses, and civil servants in 14 provinces. It was carried out by a professional market research company called INSIGHT. Bpk Juwono Sudarsono and Dr. Frans Winarta presented the findings, of which some highlights were:

- Approximately 70% of all respondents did not approve of corruption. They considered it more important a social problem than unemployment, inflation, political instability, the bad economy and the poor quality of health and education
- However approximately 33% of all respondents agree that they would pay up if a bribe is required.

“Suharto is gone, but the Regime is still intact: presidential graft in the New Order” : G. Adicondro

“KKN as a political commodity in the struggle for power” – Alexander Irwan

“Corruption and Indonesian Society” – Sudirman Said and Nizar Suhendra

“A Murky Portrait of the Eradication of Corruption” : PSHK

“Money and Uniform : corruption and the Indonesian armed forces” – M.Riefqui Muna

“Corruption in the Indonesian Banking System” – Lin Che Wei

“Corruption in the Indonesian Public Service” – Donny Aryanto

“Measuring the Economic Cost of Corruption in Indonesia” – Mohammed Ikhsan

“Corruption in Indonesia’s foreign aid program” – Paul McCarthy

“Corruption in the Indonesian Private Sector” – Nasir Tamara

“Corruption in State Enterprises in Indonesia” – Ahmed Habir

“Reflections on corruption in Indonesia” – Gary Goodpaster

“Anti-Corruption and Non-Government Organisations in Indonesia” – Tim Lindsey

:Corruption through the Perspective of Culture and Islamic Law” – Masdar Mas’udi

“An Empire of Kleptocracy” - Aksara

- The Indonesian legal system (comprising judges, prosecutors and police) were ranked bottom in honesty and efficiency by all respondents with religious organizations perceived as the opposite.
- 71% of all respondents did not know where to report corruption cases, and as a result did not do so.
- Government departments had to pay bribes to receive their budgets which reduces the amount of resources available to the government agency providing a public service.
- Corruption results in lost revenue to the state: 56% of business respondents said they were willing to pay additional taxes in order to reduce corruption.
- The survey organizers developed two regression models which identified that organizational characteristics of public institutions (like budget and personnel management and anti-corruption policies) were statistically more related to integrity than individual employment factors (like low pay)

Following this presentation the Minister of Finance, Bpk. Boediono, had this to say:

For the past 3 months, I have been in the DPR discussing the national budget. It has been tiring, but in the end we come up with better ideas. This is also related to corruption, especially with implementing controlling systems and checks and balances at the macro level. If the controlling system at the macro level runs well, at least 50% of the corruption cases at the micro level can be reduced.

I am particularly interested in the chart that describes two institutions under my Ministry of Finance which are considered corrupt (Customs and Taxation). This is a warning to me, that I must improve the public image of these institutions.

I don't believe in aggressive confrontation (gebrakan) because in monetary theory, gebrakan only leads to chaos. Corruption cannot be eradicated by gebrakan, which will disturb our daily lives. It is a hard job to do (fight corruption) . We can first start by forming some islands of integrity in all sectors. It is better if we have leadership with integrity, competency and professionalism as a role model. After that, we can find a few good people, which will lead to forming of a cluster of good men.

If we start with civil service reform, we can make the corporate sector as a role model for the public sector. We can start by open recruitment for any positions in the public institutions, including new systems for salaries, promotion, penalties, supervision, etc. It is better if we can merge public-corporate sector professional manpower market.

Session VII: Framework for the Anti Corruption Program

Ibu Sri Urip, the Executive Director of the Partnership explained how the partnership had developed an instrument for moving from the findings of the Survey to concrete suggestions. Working with the Select Steering Committee the Partnership had divided the kinds of anti-KKN work that needed to be done into four – Control & Enforcement: Laws / Rules / Regulations: Processes / Systems / Plans: and People / Human Resources. Furthermore action on each of these would result in outcomes over different periods of time – short term, medium term and long term. Ibu Sri explained this framework and Bpk Erry Riyana Hardjapamekas, Director of PT Timah, explained the idea with real life examples.

Sessions VIII/IX Suggestions for Specific Anti-KKN Actions

The suggestions from the Select Steering Committee were presented to two parallel sessions which in turn formed a number of smaller groups of people interested in specific problems. These were:

- E. Civil Service Reform
 - Redesign critical public service processes
 - Improve Recruitment, and professional staff promotion policies
 - Operational audits
 - Concepts of good governance and clear language
 - E-GovernanceLocal Government Elections (Bupatis)

- F. Legal Sector Reform
 - BLBI
 - Witness Protection
 - National Justice Committee
 - Information and Publicity about corruption cases
 - The quality of the legal professionCivic Education
 - Civil rights and civic education
 - Value systemsBanking laws
Money Politics

In each case the participants in the smaller group gave their suggestions as to how the Select Steering Committee ideas could be modified, improved, and made more applicable.

In the Session VIII on Civil Service Reform, the Minister of the Interior, Bpk Hari Sabarno, had this to say:

We want our government to act as an accountable and responsible government, which lead to transparent and participative government. We have to learn from the past government experiences, to avoid this, when public accountability is abandoned and never considered as an important matter.

In law No. 22/1999, we can see that responsibility is defined as a managerially, not as a public duty. On the contrary, we can see that the DPRD or indeed any of the political parties now act for themselves and leave the public interest behind to satisfy their personal interests.

In article 45, of Law 22/1999, we see that the Bupati can only be requested to give an accountability speech at the end of their term of service, and can only be requested by the DPRD to give a special speech for a special reason.

There are, however, no standards for the Bupati's public accountability and responsibility before the eyes of the public.

We also have no standard for what amounts should be allocated for public services in APBD (Regional Budget). In reality we can see that many of the funds are distributed to members of DPRD, for their personal interests, not for the public interest.

Session X: Report back and Closing

Each small group reported back on their suggestions to the whole group in plenary. A group of NGO anti-corruption activists also presented their own alternative report on their thinking.¹² Bpk Juwono Sudarson suggested that there were three areas where we needed further research for fields in which we do not know enough about how corruption works. These are:

- Who are the 20% which the survey tells us do not take bribes?
- How do the patronage networks of public officials work which re-inforce corruption
- What are the regional differences in perception, attitudes, and behaviour about corruption?

Bpk. Emil Salim summarized what had been learnt - and outlined the process from then on – the 6 regional workshops, and the final development of a national work plan.

Finally Bpk Heru Prasetyo reminded everyone that if they had ideas for proposals which they thought were ready for funding, they should not wait, but submit them to the Partnership.

¹² *Recommendations from this workshop are available from the Partnership*

Annex 8: Description of the Partnership and its Anti-KKN Program *(only in Indonesian)*

KEMITRAAN BAGI PEMBARUAN TATA PEMERINTAHAN DI INDONESIA

Apakah Kemitraan itu?

Kemitraan merupakan wadah kerja sama antara Pemerintah Indonesia, Masyarakat Sipil, Sektor Swasta di Indonesia dan Masyarakat Internasional yang bertujuan memfasilitasi dan mendukung pembaruan tata pemerintahan di Indonesia.

Apa maksud keberadaan Kemitraan?

Kemitraan hadir untuk menyatukan semua unsur dalam masyarakat dan Pemerintah Indonesia yang memiliki komitmen untuk memperbaiki tata pemerintahan dan untuk mendorong terciptanya dialog dan jaringan diantara mereka. Kemitraan bertujuan untuk mendukung usaha-usaha mereka dalam mengembangkan gagasan, strategi dan program, terutama usaha-usaha yang dapat dibantu oleh masyarakat internasional.

Mengapa Kemitraan?

Di tingkat global ada suatu kesadaran baru bahwa pelaksanaan tata pemerintahan (governance practice) sangat sulit diubah dengan memaksakan syarat-syarat perubahan dari luar. **Kepemilikan nasional** adalah kunci bagi tercapainya perubahan. Oleh karena itu, Kemitraan mendorong pendekatan terpadu dan strategis untuk memfasilitasi reformasi dengan melibatkan lembaga-lembaga Indonesia atau perorangan yang memiliki komitmen nasional. Kemitraan dari organisasi-organisasi nasional dan masyarakat internasional menjadikan usaha-usaha yang dilakukan Indonesia dalam pembaruan proses-proses tata pemerintahan didasarkan pada praktek-praktek terbaik dan pengalaman internasional. Kemitraan juga mengkoordinasikan kegiatan masyarakat donor internasional agar sumber-sumber daya dapat dialokasikan dengan tepat dan pengulangan kegiatan yang sama dapat dihindari. Diharapkan pula permasalahan permasalahan bermuansa politik yang pelik dapat ditangani dengan lebih menyeluruh, dengan melibatkan berbagai kapasitas dan pandangan-pandangan pihak-pihak yang berkepentingan baik dari dalam maupun luar negeri, namun dengan selalu berdasar pada penghargaan ataskedaulatan Indonesia.

Apa yang dilakukan Kemitraan?

Kantor Kemitraan dibentuk sebagai wadah untuk mengkoordinasikan pendekatan terpadu dari dukungan internasional bagi Pembaruan Tata Pemerintahan di Indonesia dengan kepemilikan nasional. Kantor Kemitraan berada di bawah wewenang Dewan Pengurus, yang terdiri dari tokoh-tokoh terkemuka Indonesia serta perwakilan misi-misi dan organisasi-organisasi donor internasional. Kantor Kemitraan terdiri dari Anggaran Fasilitas Kemitraan dan Dana Perwalian Tata Pemerintahan (singkatnya Dana Perwalian) Indonesia.

1. **Anggaran Fasilitas Kemitraan:** mengembangkan dialog dan analisis tentang isu-isu tata pemerintahan, dengan melibatkan secara aktif semua pihak yang berkepentingan dalam proses reformasi; menjadi katalisator dalam mengembangkan strategi-strategi dan program-program pembaruan; menghubungkan kegiatan-kegiatan pembaruan

tata pemerintahan dengan keahlian dan pengalaman internasional; menjadi “clearing house” untuk informasi tata pembaruan di Indonesia, khususnya dalam hal pembaruan yang didukung oleh masyarakat internasional; dan memfasilitasi survei, lokakarya-lokakarya dan media.

Dana Perwalian Indonesia: menyalurkan dana secara langsung kepada lembaga-lembaga Indonesia yang aktif dalam upaya pembaruan tata pemerintahan di Indonesia. **Program Anti-KKN.**

Visi

Gerakan nasional anti-KKN di Indonesia dilaksanakan dengan antusias dengan partisipasi dari semua unsur masyarakat Indonesia yang dibantu oleh dukungan Kem itraan.

A.2. Pernyataan Masalan

Selama masa Orde Baru, pada tingkat makro sejumlah besar kebijakan dan peraturan pelaksanaan dari berbagai Undang-undang telah “terkungkung” oleh berbagai kepentingan pribadi (vested interests) dengan akibat bahwa, dalam banyak hal, kebijakan itu sendiri terkorupsi. Sementara tersedia beberapa undang-undang yang baik mengenai korupsi, yang sebagian diantaranya telah dibatasi, berlawanan, dan lebih parah lagi, sebagian besar tidak diindahkan. Ketika terjadi tuntutan kasus korupsi, peradilan yang terkorup seringkali menerima suap untuk membatasi tuntutan bagi tertuduh.

Masyarakat sering menerima sebagai lumrah praktek-praktek korupsi yang terjadi sedangkan tidak ada budaya malu dalam hal korupsi. Kebanyakan masyarakat kurang mengerti kerugian yang diakibatkan oleh korupsi serta dampaknya terhadap perkembangan bangsa. (tingkat investasi yang semakin kecil, keuangan negara yang semakin miskin, menerima praktek-praktek tata pemerintahan yang buruk).

Pada umumnya, kepemimpinan politik akan mengadakan perlawanan terhadap korupsi hanya sebagai sarana untuk menyerang lawan politik, dan mengacuhkan sifat dasar korupsi yang terusberlangsung secara sistematis.

Walaupun ada sementara orang dan organisasi dalam pemerintahan, bisnis, dan masyarakat sipil yang tidak korup, tetapi terdapat pandangan sinis yang luas bahwa korupsi merupakan ciri khas Indonesia dan orang Indonesia. Ada juga beberapa contoh yang terdokumentasi atau terkenal dari organisasi ataupun individu yang bersih.

Pegawai negeri pada umumnya dibiarkan untuk mengaitkan kebijakan dan praktek-praktek publik dengan swasta: sumber pendapatan untuk setiap pegawai tidak diatur dalam UU dan sering disetujui secara acak melalui suatu sistem perlindungan, yang terkait dengan budaya membungkam yang menopang sistem perlindungan tersebut. Semua ini mendorong dan mendukung korupsi. Selanjutnya anggaran pemerintah bagi departemen-departemen tidak mencukupi untuk pekerjaan yang ditugaskan, sedangkan departemen perintah diharapkan untuk mengisi kekurangan dengan memeras masyarakat yang memerlukan layanannya. Sebagian dari uang tersebut masuk kantong sendiri.

2. Walaupun sejumlah donor dan perusahaan mempromosikan tata pemerintahan yang baik dalam kenyataannya mereka juga mengadakan kolusi dengan tindakan korupsi yang sudah meluas menjadi unsur budaya. Berbagai organisasi anti-korupsi tidak mempunyai cukup dana sehingga mereka terpaksa memfokuskan kepada kasus-kasus perorangan dan bukannya memberantas praktek-praktek korupsi yang terjadi secara

sistematis dan struktural – demikian juga halnya dengan media masa yang mengambil pendekatan yang sama

Annex 9: Guidelines for a Proposal to the Partnership *(only in Indonesian)*

DANA PERWALIAN INDONESIA

Manajemen yang inovatif diperlukan dalam mengatur Dana Perwalian, untuk menjamin akuntabilitas penggunaan dana sekaligus menjamin independensi Kemitraan dalam pengalokasian dana. Kontribusi para donor internasional kepada Dana Perwalian Tata Pemerintahan dicatat dalam Anggaran Negara (APBN). Independensi Kemitraan terletak pada kesepakatan antara badan pelaksana Pemerintah Indonesia dalam hal ini BAPPENAS dan badan administrasi Dana Perwalian dalam hal ini UNDP.

Tujuan Kemitraan adalah membangun kapasitas yang berkelanjutan bagi tata pemerintahan yang baik di Indonesia. Tata Pemerintahan mencakup lembaga, organisasi dan jaringan yang mencerminkan bagaimana kekuasaan dijalankan; bagaimana keputusan penting dibuat; dan bagaimana masyarakat dapat menyalurkan aspirasinya. Tata Pemerintahan yang baik adalah praktek tata pemerintahan yang memenuhi standar prinsip integritas, pemberdayaan, transparansi, profesionalisme, kompetensi, komitmen, kerja sama dan akuntabilitas.

Semua proposal yang diajukan ke Dana Perwalian harus sesuai dengan prinsip standar Tata Pemerintahan yang baik seperti disebutkan diatas. Untuk mendapatkan dukungan dari Dana Perwalian, proposal juga harus sesuai dengan beberapa kriteria yang diperinci pada Bagian IV.

Persetujuan proposal harus sesuai dengan Prioritas and Prosedur Standar Kemitraan, untuk menjamin bahwa proses penilaian proposal telah sesuai dengan standar transparansi dan akuntabilitas yang telah ditetapkan. Hal ini menggambarkan bahwa dukungan dari dana tersebut diperuntukkan untuk menghasilkan input-input tertentu bagi penerima manfaat dari proyek-proyek yang disetujui. Dana diberikan bukan sebagai hibah kelembagaan. Peralatan, misalnya, tidak dianggap sebagai hak milik dari lembaga pengaju, kecuali pihak yang berwenang dalam pengawasan Dana Perwalian, yaitu Dewan Pengurus Kemitraan, menyetujui hibah tersebut. Proyek-proyek yang disetujui juga harus siap untuk diaudit.

Proposal proyek dapat diajukan oleh kalangan manapun, termasuk departemen dan lembaga-lembaga pemerintah, organisasi-organisasi kemasyarakatan, LSM, sektor swasta dan lembaga pendidikan. Kemitraan terutama tertarik mendukung kegiatan-kegiatan yang bersifat membangun jaringan dan mengikutsertakan sebanyak mungkin pelaku proses reformasi. Proposal yang disetujui umumnya memiliki jangka waktu proyek tidak lebih dari dua tahun.

Proposal dapat diajukan dalam bahasa Indonesia atau bahasa Inggris, tergantung pada keinginan organisasi pengaju. Apabila proposal yang diajukan berbahasa Indonesia, pada saat proposal akan diproses oleh Komite Penilai Proposal, ringkasan dalam bahasa Inggris harus diserahkan oleh organisasi pengusul.

Proposal yang melibatkan organisasi asing hanya akan dipertimbangkan jika proposal tersebut merupakan bagian dari proposal organisasi Indonesia. Organisasi Indonesia yang terlibat sebaiknya menunjukkan kepemilikan dan komitmen. Dukungan dana untuk kepentingan organisasi asing tidak boleh melebihi setengah dari dukungan total yang diminta dari Kemitraan.

Mendukung tata pemerintahan yang baik berkaitan dengan memperbaiki proses-proses pengambilan keputusan dan memperkuat partisipasi. Hal ini memungkinkan timbulnya konotasi dan implikasi politik. Kemitraan menerima kenyataan ini dan bertujuan bekerja dengan kesadaran tersebut dengan sikap yang adil dan tidak berpihak. Kemitraan tidak akan mendukung kegiatan kampanye politik partisan atau lembaga yang mengandung tujuan politik partisan tertentu. Bantuan dari Kemitraan tidak berarti dukungan pada agama atau politik tertentu.

Kemitraan tidak mendanai kegiatan untuk organisasi amal, pendidikan umum, beasiswa, perjalanan pendidikan atau bantuan modal kerja. Kemitraan juga tidak mendukung biaya operasional atau pengeluaran anggaran rutin dari lembaga, dengan pengecualian untuk lembaga atau organisasi berpotensi yang baru berdiri. Kemitraan juga tidak akan memberikan modal atau dana untuk membangun prasarana umum.

IV KRITEIA PENILAIAN PROYEK DI BAWAH DANA PERWALIAN

Persetujuan dan pendanaan proyek akan ditentukan berdasarkan kriteria yang mencakup tiga segi: yakni kompetensi lembaga, isi dan dampak proyek, dan kelayakan proyek.

A. Kompetensi Lembaga

1. **Prestasi lembaga:** Lembaga pengusul harus mampu menunjukkan kompetensi dan prestasi yang meyakinkan, atau, bagi lembaga yang baru berdiri, memiliki struktur manajemen yang efektif.
2. **Kepemilikan nasional:** Dalam perencanaan dan pelaksanaan proyek harus terlihat adanya kepemilikan dan komitmen nasional yang kuat.
3. **Kemampuan lembaga:** Lembaga memiliki kapasitas memadai untuk melaksanakan proyek dan menjamin keberlanjutannya (misalkan sumberdaya manusia dan fasilitas pendukung).
4. **Sumber Keuangan dan Akuntabilitas:** Pencerminan praktek pelaksanaan tata pemerintahan yang baik dalam praktek keuangan harus jelas dalam proposal. Penerima dana yang telah disetujui akan diminta untuk menyerahkan kejelasan dari status keuangan mereka, laporan keuangan yang telah diaudit (jika ada), AD/ART, dan dokumen lainnya. Kemitraan akan meminta laporan bulanan atau kwartal dari kemajuan proyek. Pemakaian dana dan pengeluaran proyek akan diaudit.

B. Isi dan Dampak Proyek

5. **Kesesuaian dan keterikatan dengan kebijakan dan prioritas Kemitraan:** Proposal harus berhubungan dengan salah satu atau lebih bidang kerja utama Kemitraan. Prioritas mencakup kegiatan yang terfokus pada desentralisasi, anti-KKN/korupsi, badan-badan swasta (dalam hal ini corporate governance), reformasi pegawai negeri, reformasi polisi, reformasi hukum/peradilan, reformasi parlemen, reformasi pemilihan umum, dukungan kepada masyarakat sipil dan penguatan media.
6. **Kegiatan:** Kegiatan-kegiatan proyek yang dapat didukung Kemitraan antara lain:
 - Seminar, simposium, lokakarya dan pertemuan yang berdampak besar dan berfokus pada reformasi
 - Program yang membangun kapasitas dan kemampuan strategis, termasuk program-program pelatihan
 - Program-program penyadaran dan informasi publik di tingkat nasional, regional dan lokal

- Program perancangan kebijakan dan evaluasi yang mempromosikan tata pemerintahan yang baik
 - Program-program pengembangan media
 - Proyek-proyek pembaruan kelembagaan sektor publik
 - Proyek peningkatan manajemen keuangan dan administrasi di tingkat nasional maupun daerah
 - Proyek-proyek penelitian tentang tata pemerintahan yang baik
 - Proyek yang mempromosikan dan memperkuat fungsi pengawasan dari organisasi-organisasi kemasyarakatan
 - Kegiatan yang membantu pemerintah memperkuat proses demokrasi
 - Kegiatan untuk membangun kapasitas dalam memajukan pembaruan tata pemerintahan
7. **Keunggulan komparatif:** Alasan mengapa proposal ini paling baik dilaksanakan melalui Kemitraan harus jelas. Proposal bukan duplikasi dari program yang sedang dilaksanakan oleh lembaga lain atau didukung donor lain. Proposal diharapkan menjelaskan apakah ada dukungan yang diberikan oleh donor lain dan kepada siapa saja proposal telah diajukan.
 8. **Kemitraan:** Proposal harus mengandung unsur membangun kemitraan sebagai sarana untuk memajukan dan memperkuat jaringan kerja sama nasional dan internasional di Indonesia.
 9. **Manfaat Berkelanjutan:** Proyek harus mempunyai dampak jangka panjang yang dapat mendukung proses pembaruan tata pemerintahan.
 10. **Orientasi Hasil:** Perencanaan dan pelaksanaan proyek sebaiknya berorientasi pada hasil nyata.

C. KELAYAKAN PROYEK

11. **Kelayakan Pelaksanaan:** Proyek harus realistis dan dapat diselesaikan sesuai jangka waktu yang telah ditetapkan, dengan anggaran yang diajukan, dan sesuai sumber daya manusia.
12. **Kelayakan Keuangan:** Proposal harus efektif dan efisien dalam hal pemanfaatan waktu, uang dan sumber daya manusia. Proposal juga akan dinilai berdasarkan sumber daya yang dimiliki lembaga pengusul.

V. PROSES PENILAIAN PROPOSAL DAN PERSETUJUAN PROYEK

Berikut ini adalah proses penilaian dan persetujuan proposal yang telah ditetapkan:

- | | |
|-----------------|---|
| Tahap 1: | Pengaju membaca Pedoman Pengajuan Proposal dan memahami syarat-syarat pengajuan usulan proyek. Bila ada yang kurang jelas pengaju bisa meminta penjelasan lebih lanjut dari Kantor Kemitraan. |
| Tahap 2: | Pengusul menyusun proposal dan mengirimnya ke Kantor Kemitraan. Kantor Kemitraan mendaftarkan dan mengategorikan setiap proposal yang diterima. |
| Tahap 3: | Kantor Kemitraan menilai apakah proposal memenuhi kriteria Kemitraan. |
| Tahap 4: | Jika proposal tersebut mengandung gagasan yang baik tetapi perlu sedikit revisi, Kantor Kemitraan akan mendiskusikannya dengan pengusul. |
| Tahap 5: | Proposal yang memenuhi kriteria Kemitraan, akan diserahkan kepada Komite Penilai Proposal. Proposal yang diajukan dalam bahasa Indonesia memerlukan ringkasan proposal dalam bahasa Inggris. |
| Tahap 6: | Bila Komite Penilai Proposal menganggap perlu diadakan perbaikan, pengusul proposal akan diminta melakukan perbaikan dan mengirimkan kembali proposal yang sudah diperbaiki. |

- Tahap 7:** Untuk proposal yang sudah disetujui, pengusul diminta untuk menyerahkan dokumen tambahan sesuai dengan pedoman standar Kantor Kemitraan. Kantor Kemitraan akan melengkapi dokumen proposal dan kontrak sesuai dengan prosedur standar pelaksanaan.
- Tahap 8:** Dana ditransfer sesuai dengan termin pembayaran yang tertera didalam kontrak kerjasama dan mekanisme pengawasan proposal dimulai.

Selama proses persetujuan proposal, Kantor Kemitraan akan terus berkomunikasi dan berkonsultasi dengan pengusul untuk membantu memperjelas, menyempurnakan, dan/atau mengubah proposal. Masukan dan rekomendasi dari Kantor Kemitraan dan Komite Penilai Proposal akan dikomunikasikan kepada pengusul untuk dimasukkan ke dalam proposal sebelum pengajuan ulang. Kemitraan berhak sepenuhnya untuk menyetujui atau menolak proposal.

Kemitraan tidak menerima lebih dari satu proposal dari setiap organisasi, dengan pengecualian departemen, badan pemerintah atau lembaga yang dianggap memiliki bidang program yang luas.

Pengusul dimohon untuk tidak melakukan kunjungan atau komunikasi lain yang tidak sesuai dengan prosedur untuk mendapat dukungan dari Dana Perwalian. Kemitraan akan menghubungi semua pengusul, baik itu penolakan, proposal sedang diproses, atau perbaikan, dalam tenggang waktu satu bulan setelah proposal masuk. Proses pengambilan keputusan bagi setiap proposal akan memakan waktu lebih kurang empat sampai dengan enam bulan tergantung besar dan seberapa kompleksnya proposal tersebut

VI. KEMANA PROPOSAL DIAJUKAN?

Jika tertarik anda dapat mengajukan proposal seperti yang dijelaskan dalam Pedoman ini atau menghubungi Kemitraan untuk mendapatkan informasi lebih lanjut. Pertanyaan-pertanyaan bisa ditujukan ke alamat di bawah ini:

Senior Program Officer
Kemitraan bagi Pembaruan Tata Pemerintahan di Indonesia
Gedung Surya, Lantai 9
Jl. M.H. Thamrin Kav. 9
Jakarta 10350
Phone: 62-21-390 2543/44, 323 062, 336 915 ext. 1050
Fax: 62-21-230 2933
E-mail: partnership.id@undp.org
Web-site: www.partnership.or.id
www.kemitraan.or.id

LAMPIRAN SATU

FORMAT STANDAR PROPOSAL

Berikut kami tampilkan format proposal lengkap. Jika dianggap perlu, dokumentasi pendukung yang lebih terperinci dapat dilampirkan.

NAMA PROYEK:

TOTAL ANGGARAN PROYEK: (disebutkan dalam Rupiah. Sebutkan semua sumber pendanaan proyek, termasuk dana pelengkap dan jelaskan bagian anggaran mana yang dimintakan kepada Kemitraan)

LEMBAGA-LEMBAGA YANG IKUT BEKERJA SAMA: (nasional maupun internasional)

JANGKA WAKTU PROYEK:

TANGGAL DIMULAINYA PROYEK:

PELAKSANA PROYEK:

RINGKASAN PROYEK:

I. LATAR BELAKANG

1. **KONTEKS PROYEK** (Jelaskan secara singkat kaitan proyek dalam konteks agenda pembaruan tata pemerintahan di Indonesia) – ½ halaman
2. **KERJA SAMA DAN INISIATIF TERKAIT** (Tempatkan proyek dalam konteks upaya nasional/internasional serupa yang tengah berlangsung atau sedang direncanakan, dengan menyebutkan pihak-pihak yang terlibat baik nasional maupun internasional. Jelaskan apabila anda telah bekerja sama dengan pihak-pihak tersebut, atau bermaksud untuk melakukannya) – ½ halaman
3. **PERKEMBANGAN PROYEK** (Jelaskan secara singkat proses perencanaan proyek, oleh siapa, dengan siapa, dan kapan) – ½ halaman
4. **PENGALAMAN TERKAIT** (Jelaskan pernyataan misi organisasi dan berikan informasi tentang proyek-proyek atau program yang pernah dilakukan organisasi anda yang dapat mendukung proposal ini) – ½ halaman

II. DESKRIPSI PROYEK

1. **TUJUAN KEMITRAAN DAN STRATEGI PROYEK** (Jelaskan masalah utama dalam pembaruan tata pemerintahan yang harus ditangani, kaitannya dengan tujuan Kemitraan, serta pendekatan strategis yang digunakan untuk mencapainya) – ½ halaman
2. **DAMPAK YANG DIHARAPKAN** (Jelaskan dampak jangka panjang terukur yang hendak dicapai) – ½ halaman

3. **TUJUAN, HASIL DAN KEGIATAN PROYEK** (Jelaskan tujuan yang hendak dicapai, ukuran keberhasilan untuk setiap tujuan, dan kegiatan yang akan dilaksanakan untuk mencapainya) – ½ halaman
4. **MASUKAN PROYEK** (Buatlah perincian setiap mata anggaran pengeluaran dalam Rupiah dan terangkan juga bila ada kontribusi dalam bentuk barang, sebutkan pihak-pihak penyumbang bila perlu) – ½ halaman

III. IMPLEMENTASI PROYEK

1. **MANAJEMEN DAN AKUNTABILITAS PROYEK** (Jelaskan dengan rinci struktur dan komposisi tim manajemen proyek, garis akuntabilitas untuk setiap tujuan proyek dan peran serta tanggung jawab setiap pihak dalam struktur manajemen. Juga berikan informasi mengenai filsafat organisasi dalam hal transparansi dan akuntabilitas dan langkah-langkah apa yang sudah ada dan dilaksanakan untuk mencapai hal tersebut) – ½ halaman
2. **PENGUATAN KAPASTAS** (Jelaskan secara singkat kompetensi yang dibutuhkan untuk usulan proyek ini, apakah organisasi anda telah memilikinya atau belum, dan apa rencana anda untuk meraih kompetensi tersebut jika anda belum memilikinya) – ½ halaman
3. **MONITORING DAN EVALUASI** (Jelaskan secara singkat mekanisme monitoring dan evaluasi proyek, indikator yang digunakan, jadwal pelaporan yang diusulkan, dan mekanisme membuat dan memperbarui rencana kerja dan jadwal audit) – ½ halaman

LAMPIRAN

- (1) Bukti Status Hukum lembaga anda
- (2) Kerangka acuan (TOR) dan Riwayat Hidup (jika teridentifikasi) untuk Manajer Program
- (3) Kerangka acuan (TOR) dan Riwayat Hidup (jika teridentifikasi) untuk Staf Senior
- (4) Anggaran dalam Rupiah

LAMPIRAN DUA

FORMAT STANDAR ANGGARAN UNTUK PROPOSAL

Semua proposal yang dikirim harus menyertakan anggaran. Anggaran harus secara jelas ditulis dan berhubungan dengan semua kegiatan yang disebutkan dalam proposal. Bila proposal memiliki jangka waktu lebih dari tiga bulan, anggaran harus menunjukkan pengeluaran setiap kwartal.

Setiap kegiatan yang disebutkan dalam anggaran, harus berisi rincian sebagai berikut:

1. Semua staf sebaiknya ditulis dengan posisi konsultan dan disebutkan juga jumlah hari atau bulan lamanya bekerja
2. Semua kontrak sebaiknya ditulis dengan tujuan kontrak.
3. Semua pengeluaran terkait dari konferensi dan pelatihan harus disebutkan, termasuk honorarium, tempat, dokumentasi, makanan dan minuman, dll. Bila perlu, jumlah unit dari setiap pengeluaran harus disebutkan (misalnya, tempat untuk 300 orang, makanan dan minuman untuk 50 orang). Biaya perjalanan, asal dan tujuan perjalanan, transportasi yang digunakan, dan jumlah tiket/orang harus disebutkan.
4. Semua pengeluaran riset harus ditulis sesuai dengan semua pengeluaran terkait.
5. Semua kegiatan ditulis dengan rinci. Misalnya, penerbitan harus ditulis berdasarkan judul dan semua pengeluaran terkait disebutkan, seperti desain, fotografi, *layout*, biaya penjilidan dengan jumlah unit, dll.
6. Semua peralatan yang akan dibeli ditulis berdasarkan tipe dan jumlah unit.

Pengeluaran lain-lain ditulis serinci mungkin dan harus secara langsung dan jelas berkaitan dengan kegiatan proyek.