

FROM
BILITY ACCOUNTA
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IMPLEMENTATION REPORT OF OPEN GOVERNMENT INDONESIA 2012

OPEN GOVERNMENT INDONESIA: A NEW ERA OF GOVERNMENT OPENNESS



OPEN
GOVERNMENT
INDONESIA

PARTICIPATI
PATION OPEN
COUNTABILITY

TABLE OF CONTENTS

Page	Content
2	Executive Summary
4	Introduction
6	Indonesia's Strategies and Commitments A Sustainable Openness
8	Work Platform and Instrument Strong Foundations to Support OGI
12	Achievements of OGI Initiatives A Real Change through Joint Efforts
17	Challenges of the Implementation Accelerators of Collaboration and Synergy
18	Conclusions and Lessons Learned 2012 - An Ambitious Year Followed by a Successful Establishment of Ownership
20	Annexes

EXECUTIVE SUMMARY

Seeds of openness have been sown in Indonesia since the 1998 political reformation. All elements of society insisted the government to become more transparent and engage them in government planning and controlling process. Since then, the snowball of openness kept on rolling. **The Government of Indonesia has become more convinced that openness is the foundation for a modern government and plays a key role to unlock Indonesia's potentials in the fields of economy, public service, and innovations towards a progressive, just and prosperous nation.** The government, which once was closed and centralized, has become more open.

In 2004, government decentralization was launched. This system encourages regional governments to take more active role in developing their regions. The enactment of Public Information Disclosure Law (*UU Keterbukaan Informasi Publik/ KIP*) in 2008 and more vibrant use of cellular telephones, Internet and social media have created a greater and stronger thrust against the government to make them more open. For Indonesia, a new era of government openness has arrived. **Open Government makes the government more skillful in solving problems and serving the public.**

In September 2011, this spirit of openness also allowed the Government of Indonesia to become one of the founders of Open Government Partnership (OGP) as a new global movement that seeks to make government more open, transparent, accountable, and innovative. **In only less than a year, 58 countries representing more than 2 billion of world population have joined OGP.** The countries forging a partnership in OGP have moved across their political boundaries and brought their citizens and their governments closer

to jointly create better governments. A country idealized by OGP is a country that brings improvement in the quality of life of its citizens by means of an open government that is willing to listen to public aspiration, participatory, and has a spirit to continuously improve itself.

Committed by the President of the Republic of Indonesia, Indonesia consistently upholds its commitment to Open Government. In August 2012, President Susilo Bambang Yudhoyono stated,

“Broadening public role and participation (are required) in development, to the extent of opening wide access for the public to participate in monitoring development. This is the essence of Open Government “.

At home, through Open Government Indonesia (OGI) movement, the government has committed to implement programs and action plans which strengthen 3 pillars of government openness: transparency, public participation and innovation. Thirty eight OGI programs and action plans in 2012 aimed at responding to 3 of 5 OGP main challenges: improvement of public service, state apparatus integrity strengthening, as well as improvement of effective and transparent public resources management.

From the beginning, establishing and guarding OGI program implementation have been organized through a tight collaboration between the government and civil societies which have voluntarily joined Open Government Indonesia Core Team. This OGI Core Team bears the responsibility of planning, gaining public input, promoting, implementing and controlling OGI programs.

The progress of OGI movement in 2012 showed significant promise. One of its 2012 programs was OGI Competition held from April to July 2012. In this competition, 62 lines of public services competed in improving the quality of their public service.

Other breakthrough in the implementation of Open Government in Indonesia includes the operation of [Satu Layanan](#) (“One Public Service”) portal, which is now containing more than 100 modules of information on services for the citizens, from passport application to information on electricity installation fee.

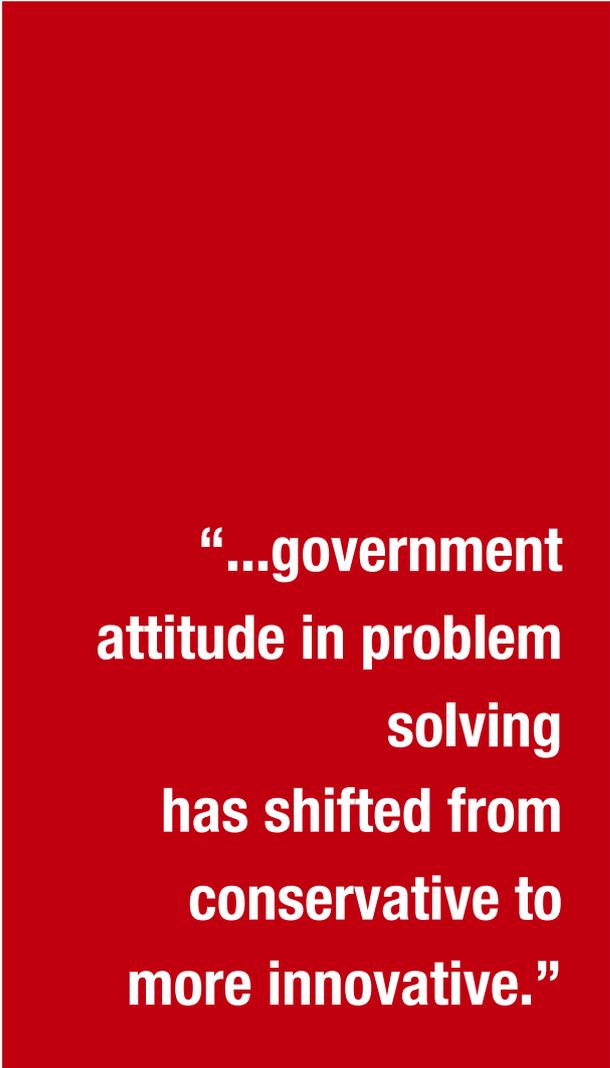
From institutional aspect, OGI brought about the full establishment of Information and Documentation Management Officials (*Pejabat Pengelola Informasi dan Dokumentasi/PPID*) with 100% ministries and agencies under the Cabinet of United Indonesia II (*Kabinet Indonesia Bersatu II*) as well as 21% regional governments set up their PPID.

Elation over OGI achievement also occurred in the realm of budget openness. **In Open Budget Index (OBI) Survey, Indonesia had succeeded in increasing its OBI score from 51 in 2010 to become 62 in 2012.** This improvement puts Indonesia at the first place in Southeast Asia, third place in Asia (after South Korea and India), and in a group of countries with the same degree of budget openness (*Significant Information*) equal to established democracies such as the United States. This budget transparency survey is conducted every two years by Open Budget Partnership (OBP) – an independent international agency that regularly conducts budget transparency survey in 100 countries.

OGI has been managed with an emphasis that it is a movement, not merely a government program. This approach has brought a paradigm shift: OGI that at first is perceived to only belong to the government has transformed into a joint asset. This paradigm shift has also encouraged the government to change its attitude in problem solving from conservative to more innovative, while public attitude has changed from being skeptical to enthusiastic. Moreover, several international donor

agencies, private corporations and academics create a synergy to accelerate OGI implementation. This report also displays examples of OGI implementation, either those driven by the government or by the public.

Year 2012 for OGI became the year of establishment of the foundation, implementation of the ongoing initiatives acceleration and creation of new breakthroughs. During OGI implementation period in 2012, many lessons could be taken by the Government of Indonesia to improve its Open Government commitment in years ahead. In 2013, OGI needs to strengthen the system that supports government transparency and strengthen public understanding on the importance of public participation. Therefore, the implementation of Open Government in all sectors of government will be more focused, and public participation and aspiration will consequently be easier to accommodate.



“...government attitude in problem solving has shifted from conservative to more innovative.”

INTRODUCTION

Mobilized by the *Reformasi* (reformation) movement that was unleashed as a consequence of a closed and corrupt government management, a massive transformation in economic, social and political fields has started in Indonesia since 1998. This change blows the wind of freedom and drives unprecedented public participation. The *Reformasi* movement also set the first milestone of a development governance shift in 2004 from centralized development governance to a decentralized one. This momentum of change towards openness should always be maintained and ignited to keep the snowball of improvement rolling.

Not only implementing various internal improvements, Indonesia has also strengthened its role both in regional and global affairs. Indonesia has now transformed itself into a middle income country and received world recognition for its healthy democratic climate and sustainable economic growth. Indonesia is also an active member of various multinational organizations, such as ASEAN and G-20.

Therefore, Indonesia has responsibility to continuously improve government management and enhance accountability, not only internally to its citizens, but also as a moral responsibility to provide an example as ASEAN's largest economy and a key player in global political affairs. In carrying out this responsibility, there are a lot of challenges encountered, many of which can be handled by implementing better government management. With the presence of better and more open governance, Indonesia may catalyze improvement in public service, strengthen government apparatus integrity, and make public resources governance effective, which will eventually become the foundation for bringing greater welfare to all Indonesians.

“WAVES OF TRANSFORMATION”

REFORMATION (~1998)



Open the gateway for political participation

DECENTRALIZATION (~2004)



Strengthen regional role in determining the direction of development.

OPEN GOVERNMENT (~2011)



Encourage public participation in government management

This momentum of improvement has been strengthened by the commitment of the President of the Republic of Indonesia in international affairs, when in September 2011 the Government of Indonesia officially became one of the initiating countries of Open Government Partnership (OGP) in New York, United States of America. All OGP member countries have committed to implement open government agenda by introducing action plans which encourage transparency, empower public participation and enhance innovation. Moreover, in September 2012, Indonesia together with the United Kingdom became the OGP Co-Chairs, which will drive the direction of this new global initiative. Indonesia itself will assume the position of OGP Lead Chair in October 2013.

In implementing commitment to this openness in Indonesia, an initiative called Open Government Indonesia (OGI), which has 3 main pillars: transparency, participation and innovation, was introduced. OGI is driven by OGI Core Team, which consists of several representatives of ministries/agencies and Civil Society Organizations (CSO), facilitated by OGI Secretariat. From the beginning, to establish open government action plans and priorities, OGI Core Team has engaged the public by capturing their aspirations, such as through Focus Group Discussion (FGD), workshops, and various mass communication platforms including internet-based social media.

This report records the process of OGI planning and achievements. By publishing this report, all relevant stakeholders have a space to reflect on the achievement of OGI initiatives. Also through this report, the Government of Indonesia states its commitment to keep being innovative in encouraging transparency and improving public participation, as a genuine realization of open government.

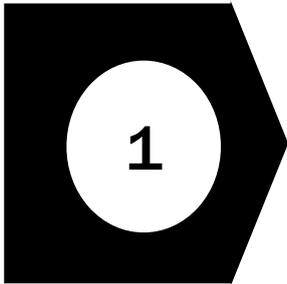
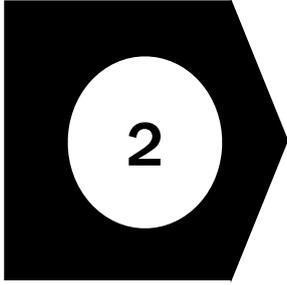
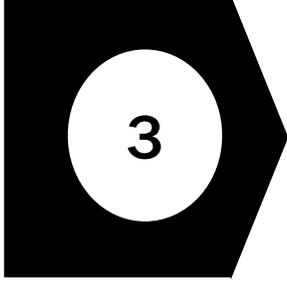
“...through this report, the Government of Indonesia states its commitment to keep being innovative in encouraging transparency and improving public participation, as a genuine realization of open government.”

INDONESIA'S STRATEGIES AND COMMITMENTS

A SUSTAINABLE OPENNESS

The Government of Indonesia has fully committed to spur sustainable openness. OGI program design has been based on 3 pillars of *open government*: transparency, participation and innovation. In designing these programs, the Government of Indonesia establishes several priorities: 1) strengthen government programs in relation to transparency; 2) disclose public information in basic issues such as education, health and welfare; and 3) establish action plans promoting public participation.

As a result, 38 OGI action plans were established in 2012, specifying open government commitments to be implemented by the *Cabinet Indonesia Bersatu II* administration under President Susilo Bambang Yudhoyono. Targets of these action plans were made very tangible and specific in order to strictly monitor the progress of achievements. These 38 action plans were classified into 3 tracks, thus consequently the 2012 OGI action plans were called as '3-Track Strategy'. Each track has different focuses and challenges. However, these tracks are inter-connected and mutually complementary to each other.

Track	Type of Activity	Action Plan
	Strengthen and accelerate the ongoing programs	<ul style="list-style-type: none"> • Acceleration of the implementation of Public Information Disclosure Law (UU KIP) • Implementation of the prevailing Presidential Instructions
	Develop information disclosure and public participation portals	<ul style="list-style-type: none"> • One public service (SatuLayanan.net) • One government transparency portal (SatuPemerintah.net) • One integrated maps portal (SatuPeta)
	Pilot projects and new initiatives	<ul style="list-style-type: none"> • 3 Open Government pilot projects in 1 city, 1 regency, and 1 province • Open Government new initiatives

Track 1 aims at strengthening and accelerating ongoing activities that encourage and catalyze openness. Action plans in Track 1 include infrastructure and mechanism strengthening in all public agencies in responding to requests for information, and information disclosure at tax court and cases filed at the police.

Track 2 focuses on the development of three portals containing essential information directly corresponds to public needs. These three portals are [Satu Layanan](#) Portal –containing information on more than 100 public services, [Satu Pemerintah](#) – containing data on government budget and performance, and [Satu Peta](#) Portal–consolidating Indonesia’s geographical and geospatial data in an integrated platform. Through these portals, ‘stored’ information is going to be ‘presented’, and it is expected that a snowball effect would press on acceleration and improvement of the quality of information disclosed to the public.

Track 3 includes an effort to spur openness as a new initiative, either owned by regional governments or by other government agencies. Those who were willing to be local champions were supported, facilitated and made as role models in order to accelerate the dissemination of open government spirit in other agencies and regions. Examples of the programs in track 3 were the promotion of The City of Ambon, The District of Indragiri Hulu and the Province of Central Kalimantan as the pilot regions of open government implementation. Besides, Track 3 also includes OG Competition that gives appreciations for ministries/agencies implementing some improvement in their public services.

These action plans were formulated through a series of transparent and participatory process, involving participation of various stakeholders representing ministries and agencies, private sector, state-owned enterprises, academics and civil society. By a series of Focus Group Discussions (FGDs), several *workshops* – either limited workshops or joint workshops at national level – and technical meetings, these action plans were jointly formulated, discussed and revised.

Focus Group Discussion

FGDs were organized by universities, proving their independence in gaining aspirations regarding “what is openness” and “what kind of openness desired by the public”.

As an initial input to OGI action plans, 31 FGDs were held in various locations across Indonesia to recognize the interests of various segments of the public concerning the meaning of openness, its benefits, and public expectation of what constitutes an open government and a society being aware of openness. This also becomes an initial form of socialization of a new era of government openness.

In the implementation stage, each public agency was given a chance to establish implementation plan in their own institution, then to be jointly discussed in the FGD groups in public consultation forums to produce OGI draft action plans. Afterward, the draft action plans were consulted yet again with the stakeholders (the sharpening process) to produce OGI final action plans. Consequently, as a real evidence of this spirit of change, the action plans which initially contained 11 activities grown to 38. All 2012 OGI action plans can be checked out at <http://opengovindonesia.org/?p=684&preview=true>.

“As an initial input to OGI action plans, 31 FGDs had been held in various locations across Indonesia”

WORK PLATFORM AND INSTRUMENT

STRONG FOUNDATIONS TO SUPPORT OGI

OGI movement started from the establishment of a voluntary working team as a result of strong collaboration between elements of government and civil society. Various breakthrough ideas have been produced by the working team, starting from the 3-Track Strategy, to using communication facilities through websites and social media and various forums for improving the understanding and learning on government openness to OGI movement implementation monitoring mechanism. OGI's 3-Track Strategy and work platform become an interdependent unity supporting each other for the success and sustainability of OGI movement.

This chapter elucidates platforms that support the implementation of OGI strategies, including:

- a) the driving force of OGI initiatives;
- b) OGI activities aimed at disseminating the understanding on OGI and its spirit;
- c) media used as the two-way communication channels;
- d) achievement monitoring mechanism of OGI action plans; and
- e) various collaborative support from all elements of Indonesian public for OGI.

These platforms jointly act as a unity supporting each other for the success and sustainability of OGI movement.

A. Open Government Indonesia Core Team

OGI owns a small work team dubbed as "OGI Core Team" whose function is to ensure the smooth operation of OGI strategy implementation. The embryo of OGI Core Team was a meeting held on 27 July 2011 at the office of President's Delivery Unit for Development Monitoring and Oversight (UKP4). This meeting was a follow-up on Indonesia's commitment as one of OGP movement founding countries. In this meeting attended by representatives of government and civil society

(CSO) there was a discussion on methods to maximize Indonesia's role in OGP in order to spur change for the Government of Indonesia to improve.

The meeting agreed on the establishment of a working team called OGI Core Team which consists of 5 government agencies and 4 civil society organizations. These nine organizations work together in an equal position and have equal vote in determining the direction of OGI.

Members of Open Government Indonesia Core Team

GOVERNMENT

*President's Delivery Unit for Development
Monitoring and Oversight (UKP4)*

Ministry of Foreign Affairs (Kemlu)

*Ministry of Communication & Information
(Kemkominfo)*

*National Development & Planning Agency
(Bappenas)*

Central Information Commission (KIP)

CIVIL SOCIETY ORGANIZATION

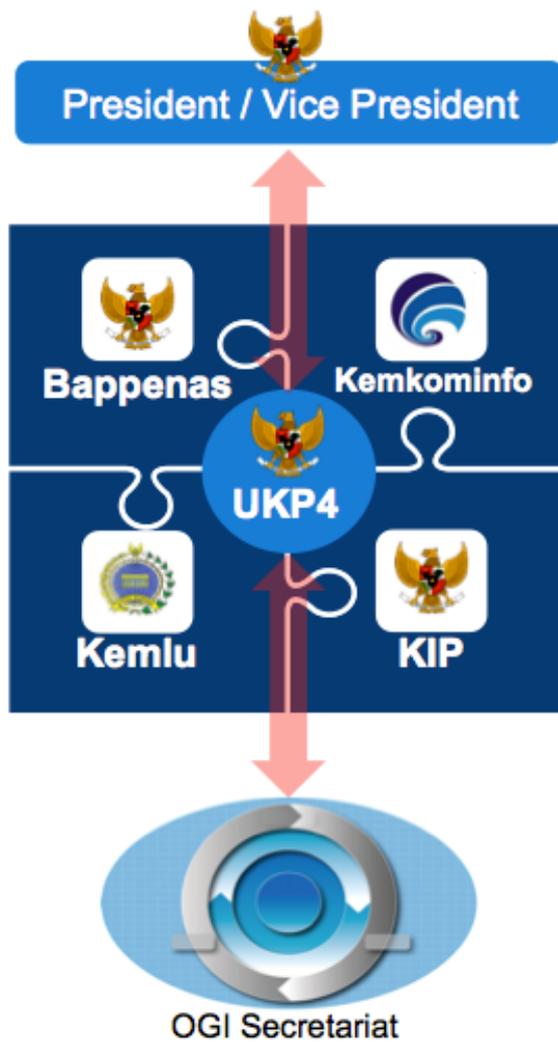
Transparency International Indonesia (TII)

*National Secretariat of Indonesian Forum for
Budget Transparency (Seknas FITRA)*

*Centre for Regional Studies and Information
(PATTIRO)*

Indonesian Center for Environmental Law (ICEL)

In the middle of its course, OGI Core Team realized a need for a Secretariat to function as a facilitator for various OGI operational activities. Therefore, OGI Secretariat was established in April 2012. OGI Secretariat has 3 main functions: program management, media management and stakeholder relations management.



OGI Secretariat Function

- Running daily executive and management function of the OG implementation.
- Reporting and evaluating the progress of OG implementation.
- Developing aspiration channel for OG executors.
- Holding public consultation for the reports and evaluation of OG implementation.

B. Knowledge Forum and OGI Empowerment

Open Government is an initiative that cannot stand alone. OGI programs need to be rolled on, OGI spirit should be transmitted to invite more government agencies and public elements pushing for an establishment of open government. There is simply a need for a forum to strengthen and broaden the understanding on values and various practices of government openness.

One method to disseminate the spirit of OGI is by organizing OGI *Knowledge Forum* held quarterly in 2012. In OGI *Knowledge Forum* all parties were able to exchange their knowledge and experience in implementing *open government*. Three themes of *Knowledge Forum* held in 2012 were public participation effectiveness, PPID establishment acceleration and budget disclosure reform.

WHAT IS KNOWLEDGE FORUM?

Knowledge Forum is a socialization and discussion forum aimed at improving public comprehension of OGI. Knowledge Forum is held through a rolling system involving OGI Core Team members, be it hosted by a government agency or a CSO.

This arrangement sends a message that OGI initiatives become a joint responsibility, not only of the government's responsibility, but also that of the public. Besides, the rolling system in organizing Knowledge Forum emphasizes that the obligation to share knowledge on OGI and its spirit should be carried out by all Core Team members.

Moreover, there was also OGI Goes to Campus program in 2012 held at 4 universities: Universitas Sumatera Utara (Medan), Hasanuddin University (Makassar), Trisakti University (Jakarta), and Bandung Institute of Technology (Bandung). This activity aimed at engaging young people in providing constructive suggestions and critics for the Government of Indonesia, while providing them with a comprehension that the Government of Indonesia is changing toward a better direction.

C. OGI Website, Social Media and Newsletter

Open Government Indonesia (www.opengovIndonesia.org) website contains complete information on the definition and background of OGI, completed and planned activities in detail, and methods to participate in contributing to Open Government Indonesia Secretariat. Moreover, this portal also contains a blog (www.blog.opengovIndonesia.org) written by OGI campaigners. For instance, the first article appeared on this blog was written by a student who had an opportunity to become an intern at OGI Secretariat.

@opengovindo Twitter account has already gathered more than 2,400 followers, and regularly provides information on Open Government Indonesia, from services recently uploaded on SatuLayanan.net, various articles recently uploaded on the blog, to Open Government Indonesia live tweet events.

Beside reaching to broad segments of public through social media on the internet, OGI also strives for disseminating the spirit of Open Government via non-internet media such as Open Government Indonesia newsletter, issued bi-weekly. The themes in each newsletter varies, being adjusted to trending topics. For instance, the most recent edition of the newsletter put Open Budget Index 2012 as the headline, whose results have just been released, placing Indonesia as the country with the highest budget disclosure index in Southeast Asia.

D. OGI Action-Plans Monitoring Mechanism

To ensure that the action plans be agreed on and followed-up by the stakeholders through full implementation, OGI conducted a monitoring activity. This activity is based on agreed output targets in each action plan. This monitoring results are reported every 6 months and presented in an excel document format named "8-Column Format" containing Action Plans, Organization(s) in Charge, Relevant Agencies, Criteria of Success, Measurement of Success, Measurement of

Quarterly Success, Percentage of Achievements and Remarks. This simple and clear format brings easiness to all Core Team members and public to participate in monitoring the achievement of OGI Action Plans.

Other important role performed as part of the monitoring and evaluation of the implementation was de-bottlenecking, which is applied on action plans not running as expected. In de-bottlenecking, relevant stakeholders sit together to identify the problems and find out the root of the problem impeding the target achievement. Examples of de-bottlenecking efforts are:

1. Encourage Ministry of Finance to publish data on state finance including budget management and realization through coordination meeting and delivering letters and examples of documents as references for the documents of citizen budget.
2. Encourage the establishment of PPID at 8 ministries/agencies by supporting workshops for all ministries and agencies, delivering UKP4 special letters in order to remind of the acceleration of PPID establishment, and monitoring the progress of PPID establishment status.

E. Collaboration: Engagement and Assistance from Non-Government Elements

At the initial stage of OGI action plans implementation, public agency became the only party expected to implement the action plans. There was strong skeptical attitude among non-government elements. This situation can be understood considering a long route passed by non-government elements especially the civil society in engaging the government. This condition has been deteriorated by unimplemented Law concerning Information Disclosure although it has been passed for 4 years since 2008 and started to be actually implemented in 2010.

However, due to OGI Core Team's hard work for almost 2 years, trust starts to grow, and offers from various parties to provide support and assistance and to participate in OGI activities start to emerge. These are:

1. **Multilateral and Donor Organizations.** OGI develops a co-operation with the World Bank to replicate a programme that supports transparency in schools in the Philippines: Check My School. In addition, Ford Foundation has cooperated with OGI in various OGI activities such as Knowledge Forum and OGI pilot projects.
2. **Universities.** Various universities, of which are Paramadina, Bina Nusantara, Trisakti, Universitas Indonesia, ITB, University of North Sumatera (USU) & Hasanuddin University have supported OGI information dissemination and activities.
3. **Corporations.** A consulting team of Boston Consulting Group (BCG) worked for a month to analyze the development of OGI implementation strategy. Apart from BCG, IBM has assisted the development of technical infrastructure that supports OGI application and information system.
4. **Individuals.** There have been more and more students who want to join as interns and professionals who want to become volunteers to assist OGI program. Various contributions provided by them were creating a *newsletter*, completing *Satu Layanan* portal, updating OGI website and supporting various OGI activities such as *OGI Competition*, *Knowledge Forum* and *OGI Pilot Projects*.

“...trust starts to grow, and offers from various parties to provide support and assistance and to participate in OGI activities start to emerge.”

ACHIEVEMENTS OF OGI INITIATIVES

A REAL CHANGE THROUGH JOINT EFFORTS

Important momentum of OGP movement launched in September 2011 has ignited enthusiasm among various stakeholders in Indonesia to create an improved and more open government. This chapter presents OGI achievements in 2012 that cover 38 action plans. In this chapter, 2012 OGI achievements are presented, including with the 38 action plans. Among these 38 action plans, 12 were part of Indonesia's OGP commitments and the remaining 26 were additional OGI action plans.

A. Indonesia's 2012 OGP Action Plans and Their Achievements

Indonesia's 2012 OGP action plans consist of 12 action plans, which had generally reached a promising progress. These 12 action focus on transparency on these issues:

- a) areas for potential corruption,
- b) basic public services, and
- c) potential areas for communal conflict

Several fields covered by these action plans are education, health, land issues, budget management, procurement and spatial management.

Generally, action plans achieving significant results are those related to data and documents transparency concerning basic public services implemented via the websites of the relevant agencies. Meanwhile, the action plans related to the development of public participation have not yet run as expected.

In more detail, the progress of the implementation of these 11 action plans of Indonesia's 2012 OGP is described below.

A. Improvement of Public Service

1. Transparency on the implementation of poverty reduction, including to encourage public engagement that starts from the commencement of program formulation.

Progress: Data on 'Rice for the Poor' ('*Beras Miskin*') recipients have been published by creating posters displayed at *kelurahan* offices, making the aid recipients be publicly identified.

2. Transparency on the implementation of School Operational Assistance (BOS) program for primary schools (SD) and junior high schools (SMP) by publishing data on each school in 411 districts/cities.

Progress: Progress: BOS allocation data on Ministry of Education and Culture have been published on website accompanied by publications on complaints service performance concerning BOS. (<http://bos.kemdiknas.go.id/home/berita/48> and <http://bos.kemdiknas.go.id/pengaduan/>).

3. Transparency on the implementation of Health Operational Assistance (*Bantuan Operasional Kesehatan/BOK*) by publishing data on budget, list of recipients, mechanisms, and service procedures of each public health centers (*Puskesmas*) in 497 sub-districts (*kecamatan*).

Progress: Data on Ministry of Health website including the total of budget allocation and realization in Puskesmas in 497 districts/cities have been published. (<http://www.gizikia.depkes.go.id/archives/berita-bok/daftar-alamat-website-26-kabkota-og-bok>).

B. Improvement of the Integrity of State Apparatus

4. Transparency concerning public service conducted by the Police and Attorney's Offices through publishing organizations, officials, types of service, service procedures/mechanisms including required costs and time, information on case progress and online annual reports.

Progress: Relevant data on National Police Headquarters website (<http://www.polri.go.id/>) and Attorney General's Office website have been published, including information on the progress of case status (<http://www.kejaksaan.go.id/index.php>).

5. Transparency in Tax Office, Immigration Office and Customs. The published data are on organizations and profile of officials, type of services, service procedures/mechanisms including required costs and time, information on the progress of service status, and annual report on website.

Progress: Publications on information data has been implemented on the websites of Tax Court (<http://www.setpp.depkeu.go.id/ind/>), Directorate General of Immigration (<http://www.imigrasi.go.id/index.php>), and Directorate General of Customs (<http://www.beacukai.go.id/>), although information on service status have not been available yet.

6. Transparency on civil service (PNS) recruitment at central and regional level through publishing data on required positions including the number of positions, recruitment process, selection criteria, announcement of selection results to the final stage, vacancies and publications on public complaints with the responses.

Progress: A regulation governing the mechanism of *online* civil service recruitment has been prepared, however, it has not yet been implemented due to government policy concerning temporary halt on civil service recruitment.

7. Public service transparency in BPN Office through publishing types of service, service procedures/mechanisms including required costs and timeframe, and information on the progress of service status on BPN website.

Progress: On BPN website (<http://www.bpn.go.id/layanan-pertanahan.aspx>) information on land certificate service covering 5 land services and 1 complaints service are now available.

8. Transparency and accountability concerning information on state finance through publishing data on APBN (State Budget and Expenditure/*Anggaran & Pendapatan Belanja Negara*), RAPBN, RKA-KL (Budget Activity Plans of Ministries and Agencies/*Rencana Kegiatan Anggaran Kementerian - Lembaga*), regular expenditure, annual budget report, audit and budget reports and *CitizenBudget*.

Progress: All budget management data have been published according to the established target on Ministry of Finance websites (<http://www.anggaran.depkeu.go.id/Content/citizen%20budget.pdf>, and <http://www.depkeu.go.id/Ind/others/InformasiPublik/default.asp>). Achievement results concerning the publications on 2011 & 2012 data have lifted Indonesia in international forum as the best country in Southeast Asia and the third best nation in Asia (after South Korea and India) according to 2012 Open Budget Index (OBI) issued by International Budget Partnership (IBP), an independent international agency.

9. Transparency and accountability of state financial information through publishing data on regional governments.

Progress: Directorate Generals of Regional Finance in the Ministry of Home Affairs have provided information on the publication of financial documents of provincial/district/city governments in table format on <http://djkd.kemendagri.go.id/?jenis=transparansi>) to

enable the public to identify which regions have not published their financial documents. At least there were 12 financial documents with similar scope as the indicators used in Open Budget Index (OBI) assessment being established as the target of publication by some regions. Regional financial document publication are generally at low level, however, at least 3 provinces (including districts/cities within) have adequately published their financial documents. These provinces are Gorontalo, Central Java, and the Special Region of Yogyakarta.

10. Transparency and accountability concerning procurement implementation through the utilization of E-procurement system in 56 ministries and agencies.

Progress: 546 public agencies (both at central & local level) have employed e-procurement in conducting procurement by using LPSE (Electronic Procurement Service/*Layanan Pengadaan Secara Elektronik*) application. This information can be checked out on LKPP website (<http://www.lkpp.go.id/v3/>).

11. Establishment of One-Map Portal to promote forest management efficiency through data and information digitalization concerning primary and secondary forests in a single service portal.

Progress: One-Map Portal has been operated and has published baseline map by synchronizing forestry map data from 2 agencies, Ministry of Forestry and Geospatial Information Agency. A mechanism for public input in improving the map on the website has also been implemented.

What is Satu Peta Portal?

It is a geo-portal (<http://tanahair.indonesia.go.id/home/>) which address various problems in data and opinion discrepancy where areas / regions are one of the essential bases for decision making related to land-use.

12. Transparency, accountability and public participation in the fields of environment, natural resources and spatial data of extractive industries (in kind of information on state income both at central & regional level), and through the establishment of a multi-stakeholders forum in creating Regional Spatial Planning (RTRW) and publication of RTRW documents on website.

Progress: Publication on state income from oil and gas upstream businesses on BP Migas website and plan documents and local regulations concerning area and spatial management plan (RTRW) on website (<http://www.ekon.go.id/pages/opengov>).

1. Track 1 – Strengthening and Accelerating the Ongoing Programs

- a) **PPID.** All ministries at national level have established Information and Documentation Management Officials (*Pejabat Pengelola Informasi dan Dokumentasi/PPID*) as a public information service provider unit.
- b) **Provincial Information Commission.** Provincial Information Commission has been established as an organization to settle information dispute between the public and public agencies in 19 provinces.
- c) **Tax Court.** Tax court decisions have been published on Tax Court website (<http://www.setpp.depkeu.go.id/ind/>).
- d) **Immigration.** Immigration Office has operated online passport & visa application via <http://www.imigrasi.go.id/> to reduce red tapes.
- e) **Online Service.** Several websites of ministries at national level have operated online information application service, such as the websites of Ministry of Industry (<http://kemenperin.go.id/>), Ministry of Finance (<http://www.depkeu.go.id/Ind/>) and Ministry of Trade (<http://www.kemendag.go.id/id>).
- f) **Police Service.** The Indonesian Police (POLRI) website (<http://www.polri.go.id/>) has published online driver's license (SIM) application service, transparency on its test questions and other service procedures.

2. Track 2 – Development of Information Disclosure and Public Participation Portals

a. **Satu Layanan Portal** (www.satulayanan.net) was designed as a community-based portal where the citizens and public play an essential role in providing input, contents, improving the accuracy of information and maintaining the sustainability of available contents. Now this portal provides information on more than 100 basic public services such as electricity and telephone network installation, application for ID card, passport, visa and certificates, and various types of information on education scholarships. This portal has been visited by more than 55,000 visitors and will be officially launched in April 2013.

b. **Satu Pemerintah Portal** (www.satupemerintah.net) is now available for access although still in development stage. This portal provides information on organizational profile, tasks and functions, budget, work programs and other information concerning public agencies in order to facilitate the public in understanding and monitoring the activities of public agencies.

3. Track 3 – New Initiatives

a. **Pilot Project.** Open Government pilot projects have been established in 3 regions: The City of Ambon, The District of Indragiri Hulu and the Province of Central Kalimantan, focusing on regional budget transparency that covers education and health budget and PPID operations. The MOU of the pilot projects were signed in November 2012, and one result of this pilot project is the publication on financial report of the City Government of Ambon on its website (<http://www.ambon.go.id/index.php/transparansi-anggaran.html>).

b. **LAPOR!** (www.lapor.ukp.go.id). LAPOR! stands for *Layanan Aspirasi dan Pengaduan Online Rakyat* (National Complaint and Aspiration Handling Online Service). Through LAPOR!, public can express their aspiration and submit their complaints about unsatisfactory quality of

public service or infrastructure, either via website (www.lapor.go.id) or SMS to 1708. LAPOR! has also been used by government as one of its control tools over public agencies performance in carrying out their duties. Now the total reports submitted to LAPOR! is reaching 700 reports each day, where an average 38% of which have been followed-up by relevant ministries and agencies.

c. **OG Competition** was an inter-unit public service competition involving 34 ministries and agencies where 62 public services took part. This competition has brought a positive competitive climate among ministries and government in this 3-month event (April 2012 – August 2012) in improving the quality of public service. Awards for 10 Most Progressive Service Units were directly presented by the Vice President of the Republic of Indonesia. More information can be accessed on http://opengovindonesia.org/?page_id=348.

2012 OPEN GOVERNMENT PUBLIC SERVICE COMPETITION

OG competition was an event to install the values of openness materialized in kind of government service to the citizens. During the OG Competition, there are three stages to pass. The first stage was registration phase, in which each ministry/agency may propose a maximum of 2 public service units to participate in the competition. The second stage was the elimination stage, in which each unit provided a written report every beginning of each month concerning the improvement progress in their respective units. Afterwards, the judges (consist of innovation experts, anti-corruption figures, public service figures and media experts) discussed to determine the Top 20. In the final judgment stage, the Top 20 were asked to present their improvement before the judges.



In 3 months, all participants of OG Competition had been invited to join a series of events to enhance their understanding on OG and their capacity to implement OG in their respective work environment. These series of events included various

workshops, a visit to BKPM which was awarded by KPK as The Cleanest Public Service, and watching 'We v Corruption' ('Kita vs. Korupsi') movie together.

Finally, in OG Competition Awarding, the Vice President of the Republic of Indonesia presented the awards to 10 Most Progressive Service Units. They were:

- 1. Inatrade (Ministry of Trade)*
- 2. Passport Issuance System of South Jakarta Immigration Office (Ministry of Law and Human Rights)*
- 3. Bidik Misi Scholarship (Ministry of Education and Culture)*
- 4. Radio Frequency Licensing (Ministry of Communication and Information)*
- 5. National Traffic Management Center (Indonesian National Police)*
- 6. Cosmetic Notification (National Agency for Drug and Food Control)*
- 7. Food Safety Assessment (National Agency for Drug and Food Control)*
- 8. Driver's License (SIM) Administration Implementing Unit (Indonesian National Police)*
- 9. Information and Documentation Managing Officials (Ministry of Public Works)*
- 10. Land Agency of West Jakarta (National Land Agency).*

d. Encouragement of 'Clean' Work Culture in State Electricity Company (PLN). Transparency International Indonesia (TII) in co-operation with the State Electricity Company (PLN), have been applying the principles of good corporate governance since 6 March 2012. *PLN BERSIH: NO SUAP! (CLEAN PLN: NO BRIBES!)* campaign spreads from the head office to local units. PLN has also signed a joint declaration on integrity

together with 35 vendors (of which are Siemens, AON, CG Power System, Dalle Energy, GE and Schneider Electric). The declaration's content is an agreement to conduct business without bribery.

e. Korupedia Website. Transparency International Indonesia (TII) together with other NGO activists and eminent journalists launched www.korupedia.org. This website aims to bring deterrent effect on corruptors and improve public access to decisions related to corruption cases. Only in a week after its launch on 12 June 2012, this website had been accessed 1 million times by both domestic and international visitors. Now, *Korupedia* has been packed with information on almost 200 corruptors and the number keeps increasing.

f. We versus Corruption (*Kita versus Korupsi*) Movie. Transparency International Indonesia (TII) and Corruption Eradication Commission (KPK) have launched an anti-corruption campaign movie titled *Kita vs Korupsi* (KvsK). Since its launch in January 2012, this movie has been watched by more 9 million spectators including the Vice President of the Republic of Indonesia, several ministers and heads of state agencies. This movie has been broadcasted on 10 TV stations (including several national, local and cable TV stations) and played aboard Garuda Indonesia's flights and Kereta Api Indonesia's rail travels.

g. Voice of Anti-Corruption Youth (*Suara Pemuda AntiKorupsi/SPEAK*). Transparency International Indonesia (TII) encouraged young people to fight against corruption through SPEAK (@ClubSPEAK) initiative launched on 2 July 2010. In commemorating International Anti-Corruption Day in 2012, SPEAK organized SPEAK Forum, *Movimento* and SPEAK Goes to Campus. With its unique and simple approach, SPEAK has become pilot of other anti-corruption youth movements in Vietnam, Nepal, Hungary, the Philippines and Colombia. SPEAK activities have been covered by national media and even by BBC London.

CHALLENGES OF THE IMPLEMENTATION ACCELERATORS OF COLLABORATION AND SYNERGY

Various challenges were encountered during the implementation of *open government* Indonesia in 2012, of which were:

1. Comprehension of the state apparatus.

Generally, government agencies have not been able to grasp the substance of the Law concerning Information Disclosure (*UU Keterbukaan Informasi/KIP*) although the Law has already been passed in 2008 and effective since 2010. In the first place, resistance emerged based on a presumption that transparency would create additional tasks or would be too perilous since information disclosure was regarded as a threat against their institutions. This resistance was apparent, revealed by arguments of several ministries and agencies expressing their objection at the beginning of OGI action plans formulation.

2. Limited government resources.

Government experiences human resources constraint in developing the capacity of state apparatus understanding on Public Information Disclosure Law (UU KIP). Consequently, OGI implementation in 2012 was driven by maximizing resources – including the available budget - not by creating any new budget.

3. A mixture of civil society's lack of comprehensive understanding & unprepared public agencies.

Civil society played a great role in pressing on for the issuance of Public Information Disclosure Law (UU KIP). However, openness has not been accompanied by substantial understanding. Numerous disputes declined by the Information Commission (KI) caused by procedural errors where a high percentage of civil society have not grasped the substance of KIP, specifically in the process of filing information dispute cases. On the other hand, civic activeness in driving public agencies to be open has not been followed by prepared public agencies in disseminating requested information, thus creating defensive attitude which is not conducive.

4. Very Ambitious and Unfocused Action Plans.

OGI action plans were formulated through a public consultation process involving CSOs, universities, private companies and state-owned enterprises. Since at the time the government were not open, these public consultations produced a myriad of recommended action plans (38 action plans, then to be divided into 127 sub-action plans). Furthermore, all these action plans cover a very wide array of fields, including corruption eradication, quality improvement of programs for the people, law enforcement, public participation and information openness infrastructure. These highly ambitious action plans have produced unfocused performance of OGI Core Team.

CONCLUSIONS AND LESSONS LEARNED

2012 - AN AMBITIOUS YEAR FOLLOWED BY A SUCCESSFUL ESTABLISHMENT OF OWNERSHIP

A. Conclusion

Implementing change that shakes comfort zone is not easy, including when OGI tried to implement government openness in various fields. However, strenuous efforts and patience in implementing OGI action plans despite the challenges above have presented lessons for Indonesia. It is hoped that the conclusions below can also become lessons learned for other countries committed to promote transparency, public participation and innovation in their governments.

In 2012, OGI was installing a paradigm shift on both government and the public which consists of several conclusions:

1. From compulsion to ownership.

An enforcement of compliance applied at the start of OGI action plans implementation has made numerous public agencies especially government agencies felt they were being forced to implement the action plans. However, when they produced some achievements, many appreciations came from various parties, including other ministries and agencies. This had inspired a lot of ministries and agencies to carry out more activities regarding OGI. Now the ministries and agencies are even proud of implementing various activities apart from *OGI Action Plans*.

2. From skepticism to enthusiasm.

A significant attitude shift has occurred in ministries & government agencies participating

in OGI public service competition. Ministries and agencies which at the beginning refused to implement *OGI Action Plans* due to unavailability of budget, human resources constraint and other reasons, in contrast, were subsequently very enthusiastic to participate in the competition and they were finally proud that they have transformed public service in a short period without additional budget.

3. From conservative to innovative.

At the beginning, state apparatus understanding in implementing *OGI Action Plans* was very limited. It was reflected in a presumption that OGI was merely about publishing certain documents to be uploaded on website. Now, by creating competitive climate among ministries and government agencies, their creativity to innovate has also been developed, such as providing online information service, creating service simulation applications and improving the websites to make them more user-friendly.

4. From government ownership to joint ownership.

As time goes on and results sensed by the government, various parties outside OGI Core Team had started to participate in OGI implementation. There had been more components of civil society, universities, multilateral organizations, donors, private sector, and individuals getting actively involved in making OGI activities succeed.

B. Lessons learned for Indonesia's Sustainable Commitment in 2013

Learning from the conclusion above, the Government of Indonesia takes several lessons learned which also become references or best practices for OGI implementation in 2013, such as the implementation of action plans through public consultation, information system strengthening in spurring openness, and facilitation of public agencies to have and run their own initiatives. However, at the same time, several improvements have also been applied to make 2013 implementation better. These improvement measures are:

1. Engage Wide Segments of Public in Formulating OGI Action Plans.

Considering that public awareness becomes stronger in following the progress of OGI implementation via the media, then in 2013 the public will be able to provide input to OGI draft action plans published through various social media (facebook, twitter) and OGI portals (OGI website, LAPOR!).

2. Establish More Focused Action Plans.

Learning from last year's experience where there were a massive number of action plans, wide area covered by OGI action plans and large numbers of public agencies at central and regional level, 2013 action plans will be developed to focus on areas directly reaching the public, with only capturing much fewer regions yet having more significant effect.

3. Intensify OGI Activities Promotion.

Since Indonesia's participation in OGP, publications and promotions on OGI activities and implementation achievement were limited only through *Knowledge Forum*, invitation-based exhibitions and several OGI social media and portals. Now in 2013, OGI is going to intensify OGI promotion and socialization with implementation achievement of OGI action plans by engaging participation of various parties such as ministries and agencies, CSOs, universities and private sector to organize the activities.

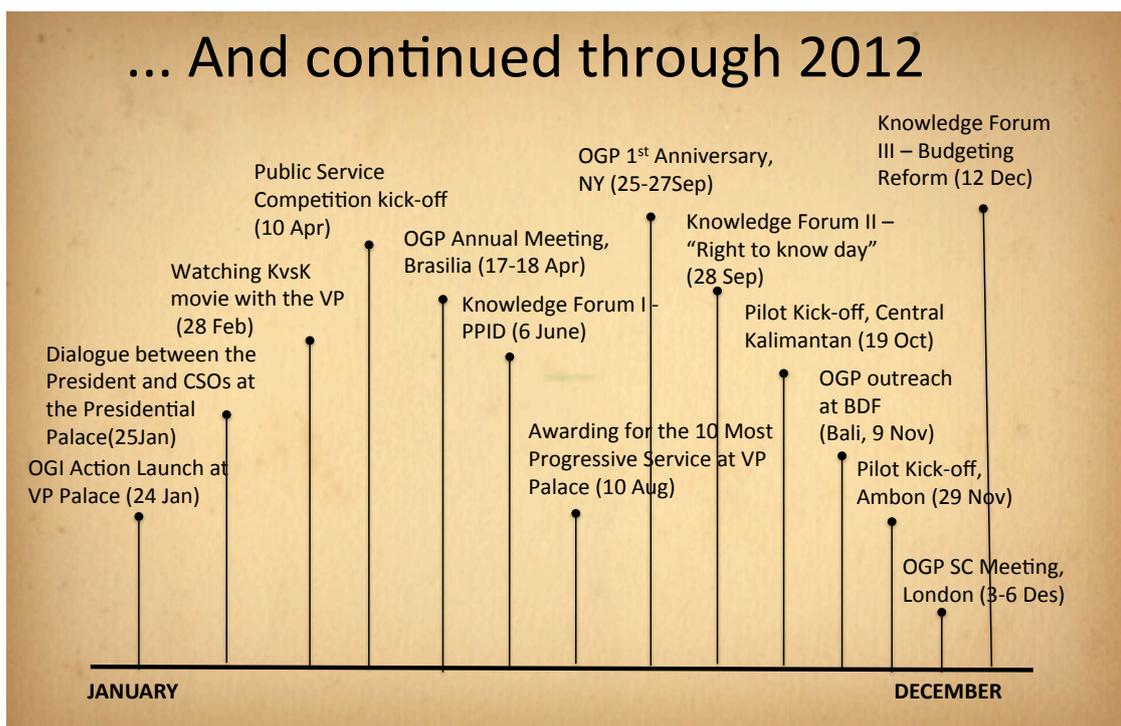
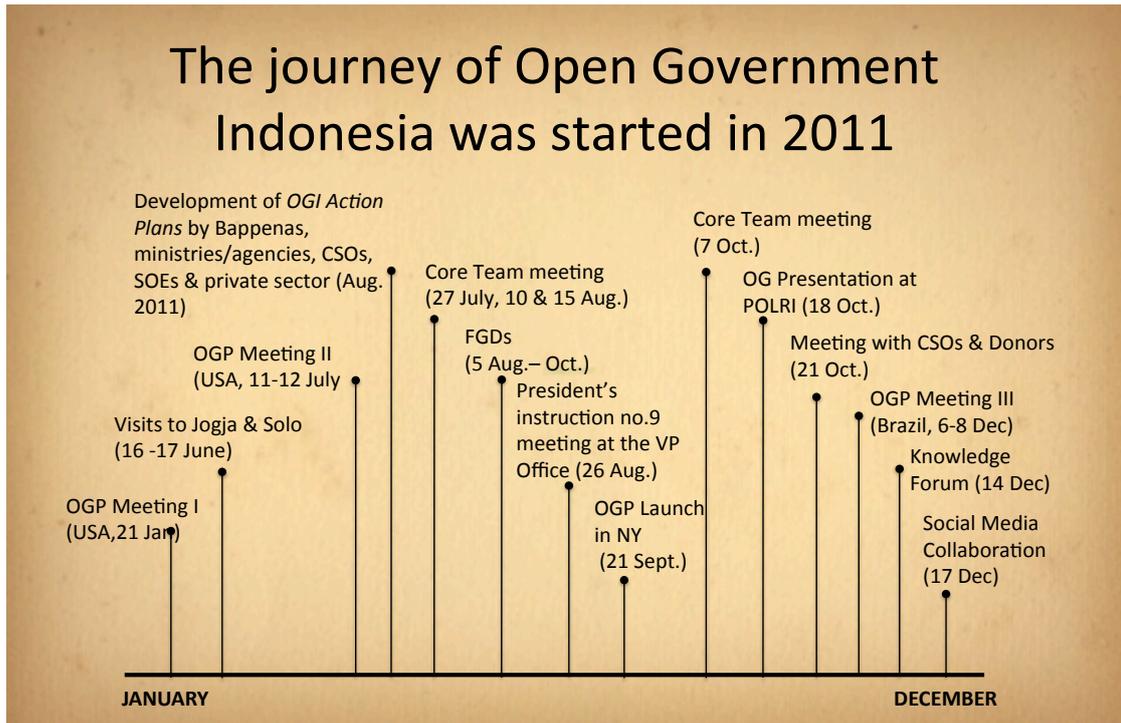
4. Establish PPID Empowerment Assistance Team.

Numerous public agencies are keen to improve the quality of public information service. However, it has been hindered by limited number of teams possessing special expertise which could provide assistance. Therefore, it is necessary to establish an assistance team engaging various competent parties of either government or non-government elements which would be able to accelerate the process of capacity strengthening and capacity improvement of public agencies in managing information and meeting public needs for information.

“...in 2013 the public will be able to provide input to OGI draft action plans published through various social media and OGI portals.”

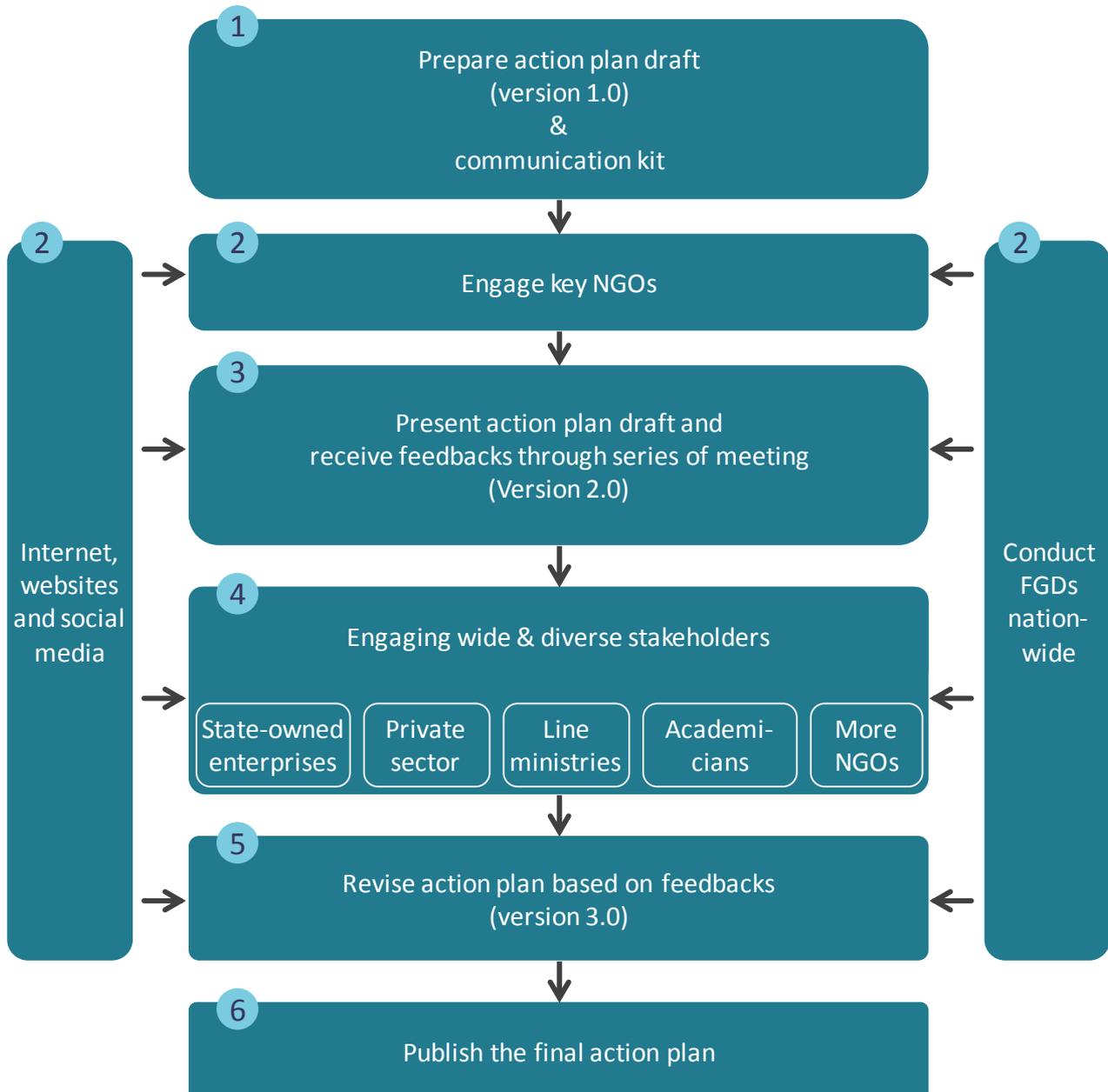
ANNEXES

1. Important Milestones of OGI Path



2. OGI Consultation Chart

In establishing the action plans, OGI engages various parties, including several government agencies and civil society organizations. This chart briefly describes the process.



3. Various OGI Events

a. OGI Competition

OGI Competition was a competition involving public service units held between April 2012 and August 2012 to improve the quality of public service. The Vice President of the Republic of Indonesia presented awards for the 10 winners.



Coach Cynthia shares her knowledge on Innovation in Knowledge Forum: OG Competition Workshop at Hotel Millenium Sirih on 30 May 2012.



All OGI competition participants are invited to watch *Kita vs. Korupsi* (We v Corruption) film at Djakarta Theatre on 14 June 2012.



On 25 June 2012, OGI Competition participants visit BKPM (Investment Coordinating Board) which has been awarded 'the cleanest service' by KPK.



A representative of NTMC Polri, one of Top 20 institutions, presents his institution's progress before the Judges at Hotel Alila, 18 July 2012.



Vice President of RI awards OGI Competition Trophy to Inatrade of the Ministry of Trade in the awarding at Vice Presidential Palace.



Vice President of RI, the judges and 10 OGI Competition Winners after the awarding held on 10 August 2012.

b. Knowledge Forum

Knowledge Forum is a socialization and discussion forum aimed at improving public understanding on OGI. Knowledge Forum is held 3 times a year. The themes of Knowledge Forum events always change for each event.

b. 1. Knowledge Forum: Acceleration of the Implementation of Public Information Disclosure Law (UU KIP)

This Knowledge Forum was held to encourage the establishment of PPID in the environment of ministries and agencies. The activity organized by Ministry of Communication and Information involved echelon 1 and 2 officials of all ministries and agencies by presenting 3 main presenters: Minister of Communication and Information, Head of UKP4, and Head of Central Information Commission. As a follow-up, after completing the knowledge sharing session all participants were separated into 5 groups to formulate 2012 action plans for each ministry/ agency concerning the establishment of PPID with its supporting infrastructure. Then the realization of these action plans would be monitored by Ministry of Communication and Information and reported to UKP4.



Head of UKP4 delivers his speech in the opening ceremony of the Knowledge Forum.

b. 2. Knowledge Forum: The Commemoration of “Right-to-Know Day”

A Knowledge Forum organized by Central Information Commission (KIP) was also held to commemorate ‘Right-to-Know Day’ (28 September). PPID of all ministries and agencies attended the event. This event also held several sessions of discussion providing chance for PPIDs to take lessons from each other.



On 28 September 2012 Knowledge Forum is held at Red Top Hotel to commemorate ‘Right-to-Know Day’.



At Hotel Indonesia roundabout, participants of ‘Right-to-Know Day’ activity campaign the importance of the right to know.



A participant of the commemoration of ‘Right-to-Know Day’ activity distributes brochures containing the importance of understanding ‘the right to know’.



Organizing committee and the presenters of ‘Right-to-Know Day’ Knowledge Forum.

b. 3. Knowledge Forum: “Reform of Budgeting in the Framework of OGI”

This Knowledge Forum was organized by the National Secretariat of FITRA.



On 12 December 2012, FITRA holds a *Knowledge Forum* titled Reform of Budgeting in the Framework of OGI.



A *Knowledge Forum* Discussion is underway at Sari Pan Pacific Hotel.



A participant asks about budgeting practices in Indonesia.



Deputy IV of UKP-PPP, Tara Hidayat, responds to a question from a *Knowledge Forum* participant.

c. OGI Goes to Campus

OGI Goes to Campus was a socialization session in campuses aimed at disseminating the spirit of open government to students and academics. In 2012, 4 OGI Goes to Campus events were held, the series started on 26 November 2012 and completed on 1 December 2012. OGI Goes to Campus were organized at Hasanuddin University Makassar, Trisakti University Jakarta, University of North Sumatera Medan and Bandung Institute of Technology.



OGI Goes to Campus at Universitas Hasanuddin, Makassar.



OGI Goes to Campus at Campus Center, Bandung Institute of Technology.



Open Government Indonesia becomes the headline of ITB's 'Soul of Campus' magazine.



OGI Goes to Campus participants write down their comments and suggestions for Open Government movement in Indonesia.

d. Commemoration of Anti-Corruption Day at the National Monument (Monas)



International Anti-Corruption Day (HAKI) celebrated on 9 December 2012 at *Lingkar Monas* involving 2,000 participants.



OGI information stand packed by the participants eager to gain further knowledge on Open Government Indonesia.



The theme of the commemoration of 2012 International Anti-Corruption Day is "It is Great to Dare Being Honest" ("Berani Jujur Hebat").



The participants of HAKI commemoration write on anti-corruption messages on the message wall provided by HAKI organizing committee.

e. Public Discussion on OGI at *Bincang Edukasi* event

Bincang Edukasi is a forum for education activists to assemble and discuss on education issues. OGI had an opportunity to share this movement and gained input.



An informal discussion in one of *Bincang Edukasi* sessions.

f. Visits to Pilot Project Locations : The City of Ambon, The District of Indragiri Hulu, and The Provice of Central Kalimantan



PATTIRO leads an FGD discussing on the implementation plan of Open Budget with The City Government of Ambon, 29 November 2012.



A discussion on the implementation of Open Government in The City of Ambon held on 29 November 2012, attended by UKP-PPP and Mayor of Ambon with his staff.



Central Kalimantan Governor Agustin Teras Narang leads a coordination meeting on OGI implementation in Palangkaraya on 28 November 2012.



A discussion with the IT Team of The Government of Indragiri Hulu District held on 21 June 2012 to create a pathway of government's preparation in supporting OGI.

4. OGP Outreach at Bali Democracy Forum (BDF)

BDF was attended by 11 head of states/governments, 42 ministers and vice ministers and other 45 head of delegations. In its capacity as Co-Chair of OGP, Indonesia organized OGP Outreach to introduce OGP to the participating countries. OGP Outreach was held at lunch session on the second day of BDF, Friday 9 November 2012.



An atmosphere of OGP Outreach at BDF.



Head of UKP-PPP Kuntoro Mangkusubroto delivers his explanation on OGI.



A participant reads through OGP brochures.



OGI Team after OGP Outreach BDF event.

5. Satu Layanan Portal

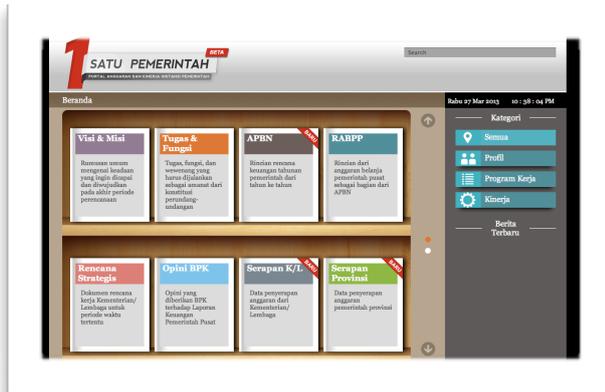


Satu Layanan portal (satulayanan.net) contains information on more than 100 public services.



One type of information contains the method to upgrade PLN electricity power with its cost simulation.

6. Satu Pemerintah Portal

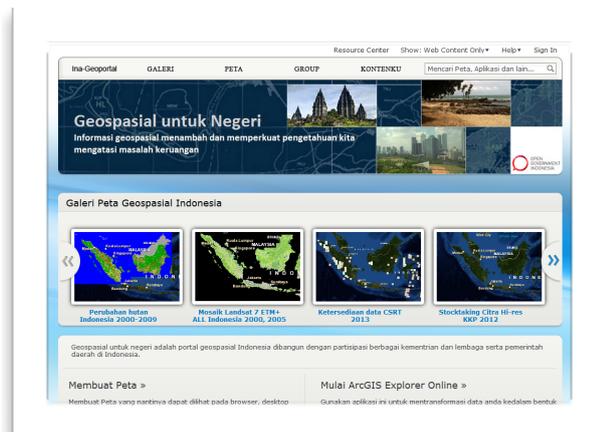


Satu Pemerintah Portal (satupemerintah.net) contains information on government performance and financial plan/report.

No	Judul	Tahun
41	APBN Tahun 2006	2006
42	APBN Tahun 2007	2007
43	APBN Tahun 2008	2008
44	APBN Tahun 2009	2009
45	APBN Tahun 2010	2010
46	APBN Tahun 2011	2011
47	APBN Tahun 2012	2012
48	APBN Tahun 2013	2013
49	APBN Tahun 2012	2012
50	APBN Tahun 2012	2012
51	APBN Tahun 1987-1988	2012
52	RAPBN Tahun 2013	2013

One kind of information can be obtained on Satu Pemerintah portal is APBN report, spanning from APBN of 1968 to RAPBN of 2013.

7. Satu Peta Portal



Ina Portal (tanahair.indonesia.go.id) established by BIG to provide access to data on geospatial information for the public.

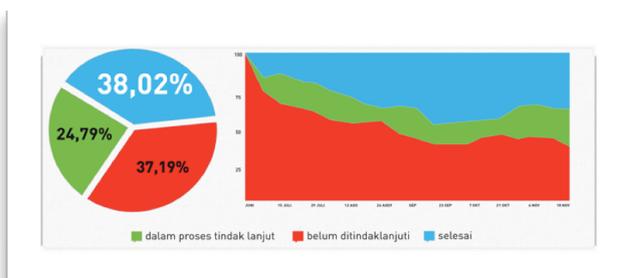


In 2013 Geospatial Information National Coordination Meeting, the role of Satu Peta is being re-emphasized since the integrity of geospatial information becomes a key in development.

8. LAPOR! Portal



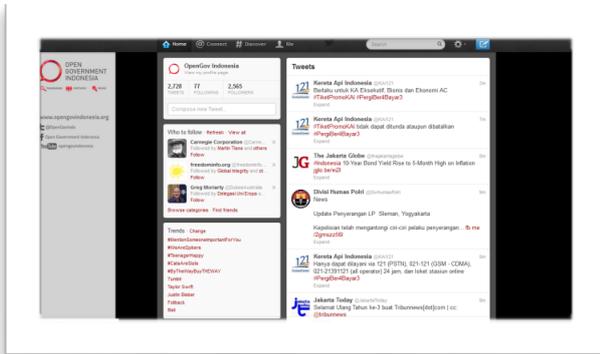
LAPOR! portal on lapor.ukp.go.id. On this portal, public may report their complaints and then check the follow-up action on them.



From all submitted reports, about 38% of which have been followed-up.

9. OGI Communication Media

OGI Communication Media consists of various channels, including online media (Twitter, website), electronic media (video) and offline media



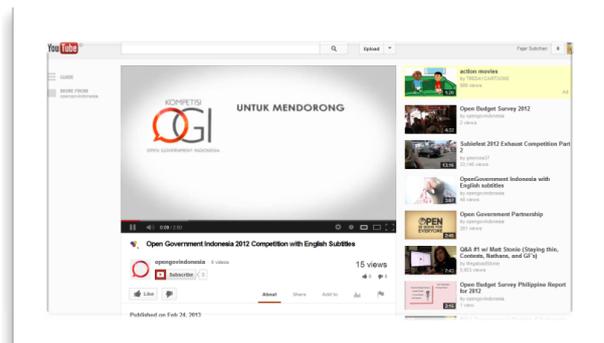
@opengovindonesia.org Twitter account which has 2,566 followers reveals information on OGI and broadcasts live tweet of OGI events.



The official website of OGI, opengovindonesia.org, contains various OGI-related information and activities.



OGI Video created by recording a sketch explaining three pillars of OGI: transparency, participation and innovation.



OGI Competition Video informs about OGI Competition process and various breakthroughs achieved by OGI Competition participants.



OGP Brochure (the cover)



OGP Brochure (the backside)



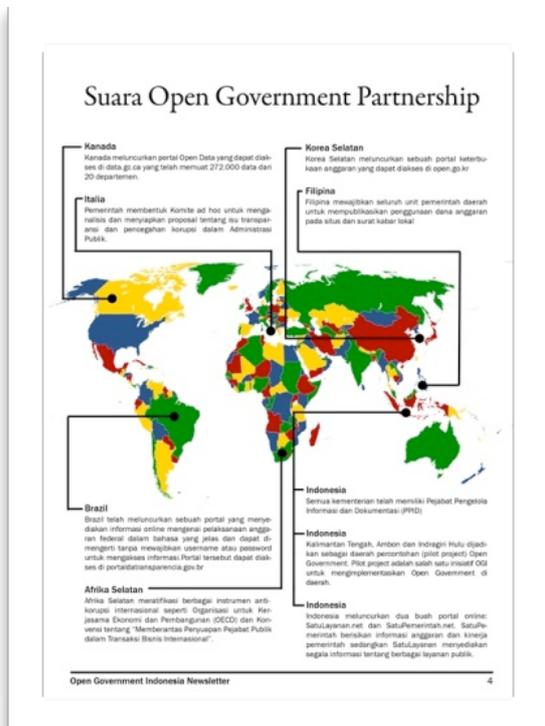
OGI Newsletter Edition 1 (page 1)



Newsletter OGI Edition 1 (page 2)

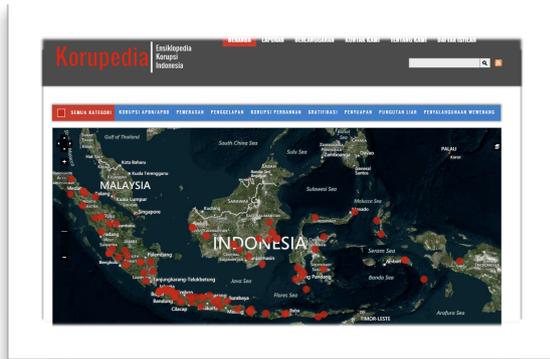


OGI Newsletter Edition 2 (page 1)



OGI Newsletter Edition 2 (page 4)

10. Initiatives Promoted by CSOs



Transparency International Indonesia (TII) launches Indonesian corruptor encyclopedia website dubbed *Korupedia* (korupedia.org). This website contains information on almost 200 corruptors.



Transparency International Indonesia (TII) in cooperation with Corruption Eradication Commission (KPK) produce a movie titled 'Kita versus Korupsi' ('We versus Corruption').

11. Strategic Alliances



One of FGDs organized in Bandung by University of Indonesia.



On 27 August 2012, IBM committed to provide assistance in designing *Satu Layanan* portal.



Since 4 September 2012, for one month, BCG dedicated its 2 best consultants to assist OGI in establishing action plans.



OGI internship batch 1 implemented from July to August 2012.



OGI internship batch 2 implemented from October to November 2012.

11. Links to Important Portals

Open Government Indonesia

<http://opengovindonesia.org/>

Open Government Partnership

<http://www.opengovpartnership.org/>

Satu Layanan

<http://satulayanan.net/>

Satu Pemerintah

<http://satupemerintah.net/>

Satu Peta

<http://tanahair.indonesia.go.id/>

LAPOR!

<http://lapor.ukp.go.id/>

OGI Twitter account

<http://twitter.com/opengovindo>

Korupedia

<http://korupedia.org/>

BILITY ACCOUNTA
ION TRANSPAI
TICIPATION PUBLIC

www.opengovindonesia.org 
www.satulayanan.net
www.satupemerintah.net

blog.opengovindonesia.org 

twitter.com/OpenGovIndo 

youtube.com/user/OpenGovIndonesia 

facebook.com/OpenGovernmentIndonesia 

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