



MILLENNIUM  
CHALLENGE CORPORATION  
UNITED STATES OF AMERICA



**USAID**  
FROM THE AMERICAN PEOPLE

# MCC INDONESIA CONTROL OF CORRUPTION PROJECT

## MCC ICCP

ANNUAL REPORT

APRIL 11, 2008 - APRIL 10, 2009







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CHALLENGE CORPORATION  
UNITED STATES OF AMERICA



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## ACRONYMS

AusAid LDF	Australian Aid Legal Development Foundation program
Bappenas	Ministry for National Development Planning
Bapepam-LK	Indonesia Capital Market and Financial Institution Supervisory Agency
CPI	Corruption Perception Index
CTR	cash transaction report
e-GP	electronic government procurement
ICITAP	International Criminal Investigative Training Assistance Program
IT	information technology
KPK	Corruption Eradication Commission
KYC	Know Your Customer
LeIP	Indonesia Institute for Independent Judiciary
M&E	monitoring and evaluation
MenPAN	Ministry for the Empowerment of State Apparatus
MCC ICCP	Millennium Challenge Corporation Threshold Program Indonesia Control of Corruption Project
MOU	memorandum of understanding
MTI	Indonesia Society for Transparency
NBFI	non-banking financial institution
NEPS	National Electronic Procurement System
NGO	nongovernmental organization
PPATK	Indonesian Financial Intelligence Unit
PSA	public service announcement
PSHK	Center for Indonesian Law and Policy Studies
RFP	request for proposals
SABMN	Accounting System for State-owned Property
SOP	standard operating procedures
STR	suspicious transaction report
TBD	to be determined
TCP	Threshold Country Program
TI-I	Transparency International — Indonesia





## I. EXECUTIVE SUMMARY

During its second year of implementation, the Millennium Challenge Corporation Threshold Program Indonesia Control of Corruption Project (MCC ICCP) accomplished almost all the project objectives. Indonesia's Threshold Country Program (TCP) is a government of Indonesia reform initiative financed by the Millennium Challenge Corporation that receives technical guidance and administrative oversight from USAID/Indonesia. MCC ICCP is a two-year contract that supports the MCC Threshold Country Program for Indonesia. Awarded to Chemonics International Inc. the project ran from April 11, 2007 through April 10, 2009.

The project team worked closely with several Indonesian government entities, including the Indonesian Supreme Court, the Corruption Eradication Commission (KPK), the Indonesia Financial Intelligence Unit (PPATK), and the Central Office for Government Procurement Policy (LPKK) of the Ministry for National Development Planning (*Bappenas*). MCC ICCP worked with these counterpart agencies to improve the integrity, competence, and productivity of officials within the Supreme Court system; promote an anti-money laundering "Know Your Customer" program to non-bank financial institutions (NBFIs) while improving PPATK's reporting, communications, and analytical capacities; enhance the investigative, communications, and outreach capacities of the KPK; and add five new regional centers to the expanding e-procurement system of the Government of Indonesia.

The collaboration of the counterpart agencies and USAID was crucial to the project success and achievement of tangible results; we are grateful for their initiative, cooperation and patience.

MCC ICCP consists of four program tasks, each of which has separate activities. A brief description of these tasks with the Year 2 achievements follows.

**Task 1 Judicial Reform.** This task encompassed five related activities which improve Indonesian court administration through (1) institutionalizing systems for human resource, financial asset, and information management of court resources; (2) training 2,000 judges in the judicial code of conduct and providing a means to monitor the number of wealth reports submitted by senior court personnel; (3) improving court personnel management and supervision systems through job descriptions, a staffing assessment and implementation of a human resources database; (4) improving court budget preparation and monitoring of asset management; and (5) establishing procedures, training, and installation of web-based systems to ensure public access to court information, including court decisions, the public complaint system, specific details about the court; and increasing the capability of the Court's public affairs staff.

## Judicial Reform Year 2 Achievements 2008-2009

### **Task 1 Human Resources**

#### *Activity 1a Judicial Code of Conduct*

- *Judicial Code of Conduct final curriculum accepted by the Supreme Court.*
- *2,084 judges trained in the judicial code of conduct (1,714 men and 371 women) and in completion of state wealth reports.*
- *45 High Court judges trained in the skills and knowledge necessary for training judges in the new judicial code of conducts (44 men and 1 woman).*
- *29 Supreme Court Justices provided summary training in Code of Conduct curriculum*
- *Refresher workshops held for 73 judge trainers (71 men and 2 women).*

#### *Activity 1b Wealth Reporting*

- *2,084 judges trained (1,714 men and 371 women) in completion of state wealth reports.*
- *Standard operating procedures and monitoring system for state wealth reports submission compliance developed.*
- *27 Court staff (18 men and 9 women) trained in use of Corruption Eradication Commission LHKPN online database for monitoring court staff submissions.*

#### *Activity 1c Job Descriptions*

- *872 job descriptions and 26 grades established.*
- *Job training analysis, job evaluation, and remuneration structure created for 25 key court positions.*
- *Standard operating procedures and communications plan created to incorporate new job descriptions into courts nationwide.*

#### *Activity 1d Staffing Assessment*

- *Staffing assessment study and judge/staff distribution formulas developed to predict the number of judges and court staff required to handle work requirements.*
- *73 Court staff (65 men and 8 women) trained in staffing assessment methodology/tools.*
- *Communications strategy draft plan for dissemination of staffing assessment results completed.*

#### *Activity 1e Human Resource Database*

- *Customized on-line human resources database software developed to cover over 30,000 court employees.*
- *200 computers and IT equipment procured (175 computers distributed to High Courts, and 25 computers and central server to the Supreme Court).*
- *386 Court staff (236 men and 150 women) trained in use of human resource database.*

### **Activity 2 Asset and Budget Management**

#### *Activity 2a Budgeting*

- *520 Court staff (395 men and 125 women) trained in Ministry of Finance budget reporting and monitoring software in workshops organized by the project with trainers from the Ministry.*
- *262 Court middle management staff (225 men and 37 women) trained in budget planning, transparency and advocacy principles.*
- *272 Court staff (251 men and 21 women) trained in online publication of budget and finance information.*
- *Customized on-line budget data transmission software developed and equipment procured (195 computers, central servers, and other equipment).*
- *202 Court staff (162 men and 40 women) trained in management of online budget data transmission software.*
- *1,000 copies of a handbook on budget transparency published and distributed to 800 courts and the Supreme Court, and posted online at the Supreme Court website.*
- *Studies on budget business processes at different court levels with recommendations to improve systems completed for Supreme Court.*
- *A server, 95 laptops, and peripherals to create a data communications center and network to facilitate budget and finance data communication among courts nationwide.*

#### *Activity 2b Asset Management*

- *A full asset inventory was completed for the entire court system (795 courts); over 1,200,000 items inventoried into the Ministry of Finance asset database (SABMN).*
- *The complete court asset inventory data uploaded onto a computer and given to the Supreme Court.*
- *All inventory forms from each of 795 courts were submitted to the Ministry of Finance.*
- *Two electronic spreadsheet-based modeling tools were created for future asset and budget planning and 12 Supreme Court staff (8 men and 4 women) were trained in their use.*
- *1,005 court staff (810 men and 195 women) trained in physical inventory/database management.*
- *931 court staff (755 men and 174 women) trained in adherence to asset internal controls.*
- *67 Supreme Court staff (56 men and 11 women) trained in use of asset management inventory data.*
- *11 Supreme Court staff (9 men and 2 women) trained in reporting of asset inventory results.*

#### **Activity 3 Enhancing Transparency of the Court System**

##### *Activity 3a Publishing Supreme Court Decisions*

- *More than 10,600 Court decisions published on [www.putusan.net](http://www.putusan.net)*
- *178 Supreme Court staff (125 men and 53 women) trained in electronic publishing of Supreme Court decisions.*
- *28 Supreme Court staff (23 men and 5 women) received refresher training in electronic publishing at coordination meeting.*
- *Web site receiving 22,000+ visits per month from academics, legal practitioners, media and the public since February 2009.*
- *On-line survey launched to gauge interest of database users and inputs was launched in February 2009.*

##### *Activity 3b Public Complaint System*

- *Information and Public Complaint desks and public information electronic access kiosks constructed and installed in lobby of Supreme Court, including computers and a large-screen monitor.*
- *Standard operating procedures for operations of information desk developed for use in all courts*
- *68 Court staff (41 men and 27 women) trained in the information desk standard operating procedures.*
- *Public information leaflets on the Criminal Hearing Process, the Civil Hearing Process, Court Fees and Accessing Supreme Court Decisions developed and published for distribution at court information desks (6,000 total printed, 1,500 x 4).*
- *Standard operating procedures for processing public complaints and forms developed for all courts.*
- *Access to online public information and public complaint system set up through Supreme Court web site.*
- *4,500 (1,500 x 3) copies of a poster, brochure and leaflet on public complaints printed for the Supreme Court to distribute to all lower courts.*

##### *Activity 3c Public Relations Training*

- *25 journalists (15 men and 10 women) from leading media outlets trained on Supreme Court structure and functions.*
- *“Law School for Journalists” curriculum developed.*
- *500 copies of a Supreme Court Media Resource Handbook for journalists published and distributed nationwide.*
- *Supreme Court staff provided with on-the-job training in website reporting.*
- *Supreme Court staff provided with on-the-job training on responses to controversial media stories.*
- *Supreme Court staff trained to coordinate with TV producers, produce talking points/key messages for TV, identify stock footage and suitable graphics.*
- *Provided extensive technical support for the launch of the Supreme Court 2007 Annual Report and the 2008 Annual Conference for Judges.*
- *Over 20 press releases developed with the Court and numerous stories and captioned*

*photographs posted on the Supreme Court website.*

- *153 public and media inquires answered by the Court.*

*Activity 3d Public Access to Court Information*

- *Developed and printed 25,000 copies of 5 different information brochures (Judicial Code of Conduct, The Bureau of Legal and Public Affairs, Information regarding Supreme Court Decisions, Monitoring the Supreme Court, and Access to Information at the Court) and produced 5,000 copies of three fact sheets (Access to Information about the Court; Finance and Asset Management, and Improving Judiciary Transparency) about the Supreme Court; also published on the Supreme Court website.*
- *Templates for disciplinary reporting developed for Court to use in regular updates to public.*
- *Supreme Court website functionality improved, visual design improved.*
- *Four TV talk shows produced, including three live discussions, nationally broadcast on Court reform topics.*

**Task 2 Enhancing the Capacity of the PPATK.** With PPATK, the project adapted an anti-money laundering “Know Your Customer” (KYC) campaign to reach, through training, five categories of NBFIs. These include authorized money lenders, capital markets/securities brokers, insurance companies, financing/leasing companies, and pension funds. Using print and broadcast media, the project provided a general public awareness campaign concerning the principles of KYC as they relate to fighting money laundering.

Additionally, the project monitored use of the new equipment and software procured and installed during Year 1, which expanded PPATK’s capacity to process and analyze suspicious transition reports (STRs) and cash transaction reports (CTRs). Finally, the ability of PPATK to communicate with law enforcement agencies was to be enhanced through the installation of a secure communication infrastructure. PPATK had been working closely with the International Criminal Investigative Training Assistance Program (ICITAP) of the U.S. Department of Justice, the implementing organization for developing a secure communications link. By the end Year 1, it was determined by USAID that MCC ICCP will no longer be involved in this activity and the project contract was revised accordingly.

**Enhancing the Capacity of the Indonesia Financial Intelligence Unit 2008-2009**

**Activity 1 Education Campaign**

- *Delivered 4 workshops for 214 non-life general insurance industry representatives (159 men and 55 women), on the benefits of following the “Know Your Customer” principles.*
- *1 “for credit” Know Your Customer seminar held at Universitas Teknologi Yogyakarta for 259 university students from 6 area universities interested in working in the legal and business sectors.*
- *1,550 KYC flyers, 280 KYC leaflets, 300 KYC pins produced as a larger run of campaign materials were distributed during the university outreach event.*
- *Produced 5 TV anti-money laundering public service announcements for Know Your Customer Campaign with the slogan “Kalau Bersih Tak Perlu Risih/If You’re Clean You’ve Got Nothing to Worry About.” Each PSA addressed a specific NBFIs (insurance companies, capital markets, pension funds, and leasing/financing companies) and one general PSA was produced for the whole NBFIs sector.*
- *5 magazine PSA advertisements, 5 radio PSAs, and a large number of additional designs (posters, brochures, standing banners) were developed and circulated widely to the NBFIs, PPATK and Bapepam-LK. Digital copies of all campaign attributes were also provided to NBFIs representatives at the campaign launch, where they were encouraged to replicate/reprint in support of their own activities.*
- *3 separate broadcast rotations of the TV PSAs on two national TV stations (Metro TV and SCTV) and the cable channel First Media (which broadcast captioned versions of the commercials on CNN, MSNBC, Discovery Channel and National Geographic). The first campaign ran for 3 months (June-August 2008), the second and third month-long campaigns (October-November 2008 and April 2009) were run in much higher rotations.*

- *The print PSAs were placed as full page ads in leading financial and lifestyle magazines, with a brief radio PSA rotation during the 3 month period June-August 2008.*

**Activity 2 Increasing Online Receipt Capacity**

- *No project inputs during the period April 2008 - April 10, 2009.*

**Task 3 Enhancing the Capability of the KPK.** The KPK accepted and received the five portable sets of audio/visual court recording equipment procured during Year 1 for monitoring anti-corruption trial proceedings. A grant was made to Transparency International-Indonesia (TI-I) for the 2008 Corruption Perception Index survey and an in-depth analysis of the 2006 Corruption Perception Index data with additional data collected. MCC ICCP provided survey research to the KPK for the 2008 Public Sector Integrity Survey in 40 government institutions in 11 cities located in Sulawesi and Sumatra. The KPK has been working closely with the International Criminal Investigative Training Assistance Program (ICITAP) of the U.S. Department of Justice on developing a secure communications link; by the end Year 1, it was determined by USAID that MCC ICCP will no longer be involved in this activity and the project contract was emended accordingly.

**Task 3 Enhancing the Capability of the Corruption Eradication Commission 2008-2009**

**Activity 2 Enhance KPK's Court Monitoring Program**

- *Portable court audio/video recording systems delivered to provinces for use by KPK university partners to record corruption trials.*
- *Memorandum of Understanding documents signed between KPK and 5 universities committed to court recording of anti-corruption trials: Universitas Sahid, Universitas Sriwijaya, Universitas Airlangga, Universitas Sumatera, Universitas Hasanudin.*
- *10 KPK staff trained in use of the portable court monitoring audio/video systems and how to resolve technical problems.*
- *An operations manual for equipment maintenance and use developed and provided to KPK.*
- *Additional equipment to enhance performance and expand power supply purchased for the five audio/visual units.*
- *16 individuals (14 men and 2 women) from 5 collaborating universities received in-depth training sponsored by the KPK and MCC ICCP on the use of equipment and techniques for recording anti-corruption trials.*
- *15 individuals (10 men and 5 women) from the 5 collaborating universities received refresher training on use the audio/visual equipment and the KPK standard operating procedures for recording anti-corruption trials.*
- *83 trial sessions recorded for by the 5 universities since November 2008, when they started operating the equipment.*

**Activity 3 Corruption Indices**

*Activity 3a In-Depth Analysis of 2006 Corruption Perception Index*

- *Completed the expanded analysis of data collected for the 2006 Indonesia CPI, by interviewing focus groups in 10 Indonesian cities that had been surveyed for the 2006 CPI.*
- *In-Depth Analysis Report published, media launch on November 26, 2008 and 1,500 copies of the report in Indonesian were distributed.*

*Activity 3b Public Sector Integrity Index*

- *The 2008 Public Sector Integrity Survey completed and publically launched by KPK in January 2009.*
- *The full coverage of the Public Sector Integrity Survey includes 40 central government institutions covering 105 public services agencies and 52 regional cities in Sumatra, Sulawesi and Kalimantan.*
- *MCC ICCP provided the survey research data for 40 central government institutions and 11 regional cities in Sumatra and Sulawesi.*

*Activity 3c Corruption Perception Index*

- Survey was conducted in 50 cities with 3,835 individuals surveyed.
- Survey was completed in December 2008; the public launch by TI-I was held on January 21, 2009 and 2,000 copies of report distributed (1,000 Indonesian and 1,000 English language)
- Focus group meetings in 15 cities to share the results with NGO, government officials, media and businesspersons were held.
- The 2008 CPI survey focused on business perceptions of government corruption and fraud in applications for business permits, public utility procedures, annual tax payments, awarding of public contracts, obtaining a favorable judicial decision, speeding up bureaucratic processes, and influencing policy, law or regulation.
- The 2008 CPI survey included a bribery index that measures incidence of perceived bribes of public officials or by public officials in 15 government institutions.

**Task 4 Electronic Government Procurement.** The project established five regional e-government procurement (e-GP) centers with provincial governments and held training and public socialization events. We offered assistance to the Central Office for Government Procurement Policy (LKPP) of *Bappenas* to improve the National Electronic Procurement System (NEPS) software for better data collection and monitoring of procurement processes. In March 2008 *Bappenas* declined all further assistance with public information and this activity was cancelled by USAID and MCC in April. In December 2008 LKPP declined further assistance with data collection and monitoring of electronic procurements as these activities will be funded out of its own budget.

#### **Task 4 Electronic Government Procurement 2008-2009**

##### *Activity 1 e-GP Satellite Centers*

- 5 e-government procurement satellite service centers equipped with computers, software, peripherals, data back-up and disaster recovery capabilities and Internet service were open and fully functional.
- A total of 232 tenders were launched for all 5 e-GP centers with a budgeted value of IDR 465,783,919,600.
- The total cost savings of all tenders (completed and in-process) as of March 26, 2009 is 15.21% (original budget IDR 21,274,357,500 versus contract budget of IDR 18,038,485,100).
- Grand and soft launch events held at the following e-GP centers attended by a total of 820 individuals (West Java 270 individuals, West Sumatra 200 individuals, Gorontalo 200 individuals, and Central Kalimantan 150 individuals).
- 1,738 interested individuals attended socialization events for local businesses in the e-GP centers in Central Kalimantan (220 individuals), Gorontalo (909 individuals), West Sumatra (250 individuals); and East Java (300 individuals).
- A total of 991 prospective vendors (755 men and 236 women) trained in use of the NEPS software in West Java (650 total, 505 men and 141 women), West Sumatra (228 total, 162 men and 66 women), and Gorontalo (115 total, 89 men and 26 women).
- 73 individuals (52 men and 21 women) trained at the Jakarta NEPS center as NEPS software trainers.
- A total of 949 government officials "end-users" (695 men and 254 women) trained in use of the NEPS software in West Java (249 total, 188 men and 61 women), Gorontalo (214 total, 152 men and 62 women), West Sumatra (303 total, 215 men and 88 women), Central Kalimantan (61 total, 49 men and 12 women), and East Java (50 total, 38 men and 11 women).
- Three e-GP coordinators meetings were held in Jakarta (October 29, 2008; 29 individuals, 17 men and 12 women), Bandung (January 31, 2009; 20 individuals, 15 men and 5 women) and Surabaya (March 13, 2009; 41 individuals, 25 men and 16 women).
- A conference, "Sharing Experience in e-GP implementation" was held in Jakarta and attended by 140 individuals; co-sponsored with the Asian Development Bank and the NGO Partnership for

*Government Reform (Yogyakarta) held 29 October 2008.*

*Activity 2 Data Collection/Monitoring Mechanism in Support of e-GP Centers.*

- *LKPP declined further assistance on enhancing the national electronic procurement software accommodate data collection and monitoring as these will be funded out of its budget so these can be applied to all e-GP centers within Indonesia.*

This second annual report summarizes the work completed for each activity from the start of the second project year on/about April 11, 2008 to the contract end date of April 10, 2009. The report includes the following sections: task reports, the consolidated indicator list, the annual training report, and annual project financial accruals.





## II. TASK REPORTS

The Country Threshold program was built around a tight time frame of 24 months. The Year 2 project work plan was submitted to USAID on May 20, 2008 and after reviews by counterpart agencies was revised for the last six months of the project and approved by USAID on September 10, 2008. Below is a discussion of the primary achievements for each task and associated activity for Year 2; where relevant, significant gender issues also addressed. If implementation challenges were encountered, these are also described.

The MCC ICCP consisted of individual Indonesian technical experts and specialists and international technical advisors as well as key Indonesian (such as *Masyarakat Transparensi Indonesia*, *PT. Indodev* (DataOn), *Pusat Pengembangan Akuntansi dan Keuangan*, *PT. Laksana Laksana*, *Hukum Online* (*PT. Justika Siar Publika*), *Lembaga Kajian dan Advokasi untuk Independensi Peradilan*, *PT. Qasa Strategic Consulting*, *PT. Perdisi*, *PT. Izha Integrated Consulting*, *PT. Taramitra Informata*, *PT. Mediatron*, *PT. Wahana Mega Hasta Karya*, *PT. Bhinneka*, *PT. Baju Escorindo*, *PT. Sapta Prima Sampurna*, *PT. Publicis*, *PT. Mitra Buana Komputindo*, *PT. Gemacitra Objeklestari*, *Michael Jordan*, *Real Kommunika*) and U.S. organizations (including the Urban Institute, Internews Network, BlueLaw International, and Partners for Democratic Change) working through subcontracts. A grant was given to Transparency International-Indonesia for work on corruption perception surveys.

### Task 1 Judicial Reform

The Supreme Court is committed to achieving the reform agenda specified in the 2003 Blueprint and in the Indonesian government's bureaucratic reform program. MCC ICCP activities for Task 1 are designed to assist the court in achieving very specific goals regarding human resources, budget and asset physical management, public access to information and transparency. All project activities were completed with intensive involvement of the Supreme Court during the second year. Crucial to achieving the goals defined in the Country Threshold Plan were tangible government actions that have an influence on the Indonesian public opinion of the Court.

The significance of these reforms within the Supreme Court cannot be overstated. They foster internal development of an independent justice system in Indonesia with the proper mechanisms to identify and put an end to corruption. As well, greater means for citizen knowledge of the Court provides opportunities for improved public perception and increased support. Several of the reforms — job descriptions, wealth reporting, and publication of Supreme Court decisions — were considered “quick wins” in the government's bureaucratic reform program.

Relationships with the State Ministry for the Empowerment of State Apparatus (MenPAN — the agency responsible for the government bureaucratic reform program) and the Ministry of Finance were enhanced through the work done on Supreme Court job descriptions, budget procedures training, and the asset inventory. In the first case, the Court's efforts with the development of job descriptions, job grading, setting performance standards and a remuneration scheme led to greater appreciation by MenPAN of the Court's commitment to the bureaucratic reform process. In the second case, Ministry of Finance budget software and budget formation procedures were introduced to court budget and finance officers at the district court level. Trainers from the Ministry of Finance and Supreme Court worked with MCC ICCP together to train these staff. The result was the Court submitting an accurate 2009 budget on time. In the third case, the Ministry of Finance reviewed the full physical inventory

of all 795 courts conducted by the project and agreed to reconcile data discrepancies with the Supreme Court.

These enhanced relationships with MenPAN and the Ministry of Finance helped support the court's reform efforts and provided stronger links to the overall government reform program. We are confident these relationships will continue beyond the MCC ICCP as they have proven effective in supporting the reform process.

The success of the project was only possible through the sustained commitment from the highest Supreme Court leadership levels within the court system. Frequent liaison with the Supreme Court reform team (Dr. Paulus Effendi Lotulung, Ms. Wiwiek Awiati, Ms. Nisa Istiani, and Ms. Meissy Sarbardiah) and our strategy of close coordination with the Court's working groups was also vital. In particular, the use of frequent consultation on draft products was essential to incorporating Court feedback –from the senior leadership and mid-level staff into our work. This practice fostered a very high level of ownership in the outcomes and results for each project activity. USAID played a key role in fostering relationships with the Court and in providing technical guidance.

While the Court selected most of the training participants, we note that there are 30,414 court staff (including judges). Of these, there is gender information for 28,435 individuals, resulting in 20,010 men and 8,425 women, or a 2.4 to 1 ratio. For all Task 1 activities, MCC ICCP trained a total of 6,947 individuals (5,526 men and 1,422 women), where a 3.9 to 1 ratio was achieved. The breakdown of the main training efforts also displays this disparity.

The highest male to female ratio is contributed by public relations training (6 to 1) following by judicial Code of Conduct training (4.8 to 1), asset management training (4.2 to 1), financial management training (3.7 to 1), online decision training (2.4 to 1) and the lowest was human resource management training (2.0 to 1). Given the wide variety of topic areas, these ratios indicate that greater gender equity is needed within the court system to provide a workforce that is responsive to the country's needs.

### ***Activity 1 Judicial Ethics***

During Year 1, discussions with the Supreme Court, USAID and MCC resulted in agreement that at least 2,000 judges would be trained in the Code of Conduct through a two-day workshop.

#### **Activity 1a Judicial Code of Conduct**

*Expected Outcome: At least 2,000 of all current judges trained.*

##### *Year 2 Achievements*

- Judicial Code of Conduct final curriculum accepted by the Supreme Court
- 2,084 judges trained in the judicial code of conduct (1,714 men and 371 women) and in completion of state wealth reports.
- 45 High Court judges trained in the skills and knowledge necessary for training judges in the new judicial code of conducts (44 men and 1 woman)
- 29 Supreme Court Justices provided summary training in Code of Conduct curriculum
- Refresher workshops held for 73 judge trainers (71 men and 2 women)

Each workshop was opened with a video presentation made by then Chief Justice Dr. Bagir Manan, who described the importance of the Code of Conduct to upholding justice within Indonesia. The workshops used hypothetical scenarios and small-group discussion among judge peers to stimulate highly interactive sessions facilitated by the judge trainers. The hypothetical scenarios are a combination of short video dramas and descriptive case studies. As well, a “train the trainer” curriculum was developed and fully tested with judges from all levels of the court during 2007 and early 2008.

By the end of April 2008 the Supreme Court Training Center (*Pusdiklat*) provided final approval for the curriculum and a detailed plan for rolling out the training throughout the country. The judge trainees were primarily drawn from the 3,040 district court judges (of which there are 2,381 men and 659 women). *Pusdiklat* coordinated the selection of the judges that were trained. The project followed the Court’s dictum that the training facilitators would be current judges.

The Court made it clear that it required High Court judges to receive a separate workshop before the full roll-out could commence, this workshop was delivered during early April 2008 to 45 individuals (44 men and 1 woman) in Jakarta.

Training began in late April 2008 starting with Java, and then moved to Sumatra, Bali/Nusa Tenggara, Sulawesi, Kalimantan, Maluku and Papua. Trainers moved from workshop to workshop in each region with a short break between locations. On average, the effort was to train two batches of 36 judges (72 judges in each province). During the workshop, three to four small groups of about 12 individuals were formed to facilitate interactive peer-to-peer adult learning. We tried to ensure that there were a total of six judge trainers and guest lecturers per workshop. To achieve this, with Court concurrence, we enlisted the assistance of three talented judge facilitators, Ms. Widati, Ms. Ellis, and Mr. Muzakir who helped provide continuity among trainers in each workshop. This arrangement fostered positive good relations with *Pusdiklat* staff.

We provided refresher training for judge facilitators in each region, which was useful and necessary as training is a special skill and judges are most adept at judicial work. The refresher training also provided a chance to incorporate valuable local context into the workshop, as judges in different regions face very different challenges.

MCC ICCP judicial ethics consultant retired Chief Justice of the U.S. New Hampshire Supreme Court Joseph Nadeau played a key role in providing quality assurance of the training program by actively participating in many of the refresher training sessions for judge facilitators and in the final revisions of the Code of Conduct training manual and curriculum. During the refresher trainings when regional/local issues were discussed Justice Nadeau would reflect on the significance of these differences but that the Code of Code provides a common standard that links judges across the country to each other. He also provided recommendations to the Court for future training of judges in the Code of Conduct.

We found that the active engagement of our technical staff, Education and Training Specialists Dr. Laode Syarif and Ms. Ana Rusmanawaty, the MCC ICCP Training Team under the management of Ms. Irvaty Soedirham and the three judicial facilitators was essential to success. As well, the Head of *Pusdiklat*, Dr. H. Supandi, paid special attention to the training program which helped elevate its importance to judge participants.

The training program was completed on schedule by the end of November 2008 with 2,084 judges trained (1,714 men and 371 women) during Year 2. Combined with the 167 judges (149 men and 18 women) trained as facilitators in Year 1, the grand total of judges trained is 2,251 (1,862 men and 389 women).

A final event for 29 Supreme Court justices was held on December 4, 2008 to commemorate the intensive effort and enormous collaboration with the Court that resulted in exceeding the project goal. The event focused on the methodology used to train judges, providing a summary of the training program. Participants watched a composite video of the Code of Conduct workshops in Papua, so they would have a “feel” for how the workshops were delivered and the participatory training methods used, key to effective adult learning.



**Acting Chief Justice Dr. Harifin Tumpa speaking at the final event for the Supreme Court judicial Code of Conduct training program, December 5, 2009, Jakarta.**

Supreme Court Acting Chief Justice Dr. Harifin Tumpa recognized the significant effort made by all involved and committed to continuing judicial ethics training for all judges. At this session, Justice Nadeau provided draft recommendations on how to strengthen the Code of Conduct, including the adoption of a disciplinary commission. Final recommendations were submitted to the Chief Justice and other Court leaders on April 1, 2009, prior to an April 8 meeting between Supreme Court and Judicial Commission, which resulted in the re-issuance of a strengthened Code of Conduct and specified cooperation on the supervision of judges by both agencies.

Finally, at the February 2009 MCC Threshold Program Steering Committee meeting the Supreme Court mentioned plans to continue the Code of Conduct workshops using their own budget resources in addition to assistance from the United Nations Office on Drugs and Crime and the UN Development Program Aceh Justice Project.

### ***Activity 1b Wealth Reporting***

This activity focused on development of standard operating procedures for monitoring submission of the state wealth forms (LHKPN), implementation of a wealth report training program for judges with assistance from the Corruption Eradication Commission (KPK), and the development of a monitoring compliance system, providing a way for the Supreme Court to apply sanctions as per the June 3, 2008 circular (No.3/Bua.6/Hs/SP/VI/2008) issued by Vice Chief Justice Dr. Harifin Tumpa. This circular requires relevant court staff and judges to

submit a complete LHKPN to the KPK before they can be eligible for consideration for transfers, promotions or new positions within the court system.

#### **Activity 1b Wealth Reporting**

*Expected Outcome: Increased compliance by court personnel and implemented regulations and procedures within the court to ensure compliance for all who are mandated to submit wealth reports to the KPK as verified by an ongoing court monitoring system which includes a sanctions program for noncompliance/misreporting.*

##### *Year 2 Achievements*

- 2,084 judges trained (1,714 men and 371 women) in completion of state wealth reports.
- Standard operating procedures and monitoring system for state wealth reports submission compliance developed
- 27 Court staff (18 men and 9 women) trained in use of Corruption Eradication Commission LHKPN online database for monitoring court staff submissions

The judicial Code of Conduct curriculum (*Activity 1a* above) included a two hour session on completion of the wealth reports. The KPK provided qualified trainers who ran these sessions at each Code of Conduct workshop. Through this effort, a total of 2,084 judges (1,714 men and 371 women) were trained in completing the LHKPN form during Year 2. Combined with Year 1 this figure is 2,251 judges (1,862 men and 389 women).

A significant effort was spent determining which population within the court system constituted “senior court staff” and required therefore to submit a state wealth report. This definition was needed to provide a baseline for reporting on the MCC ICCP required target of “100 percent senior non-judicial staff submitted wealth reports.” In June 2008 it was agreed with the Supreme Court and USAID that this population of approximately 2,160 individuals would include:

- The Chief Justice, Deputy Chief Justices, Junior Chief Justices and Supreme Court Justices (50 individuals)
- Echelon I officials, Registrar and Junior Registrar of the Supreme Court (10 individuals)
- Chief Judges and Deputy Chief Judges of all District and High Court Judges (1,400 individuals)
- The Registrars of all High Courts and District Courts (700 individuals)

However, by the end of August 2008 USAID agreed to change the target to “submission of wealth report data as a pre-requisite for promotion or transfer of high-ranking Supreme Court officials.”

During September the Supreme Court Secretary Mr. M. Rum Nessa issued the legal basis for a coordination team to receive and compile the LHKPN based on Article 13 Law No.30/2002 within the Supreme Court. The coordination team is headed by the Head of the Bureau of Employment Mr. Aco Nur and is comprised of the Director of Supervision of the judicial technical staff from every judicial institution and supporting staff from the Supreme Court Human Resources Bureau. The coordination team will facilitate the work of a group of administrators and users of the online LHKPN database managed by the KPK.

The standard operating procedures for monitoring wealth reports developed by MCC ICCP Wealth Reporting Specialist Ms. Theodora Yani Shah Putri were approved in December as were the decrees which name the teams of administrators and users with access to the KPK database. Training in use of this database and the SOP was provided to both the coordination team and the administrators/users team.

In February 2009 a breakthrough Memorandum of Understanding was signed which provides the Supreme Court access to the KPK database—access in terms of monitoring and entering data relevant to the Supreme Court. The plan is to review the compliance of Supreme Court staff required to submit the LHKPN every three months. Mr. Rum Nessa also issued a circular letter in March 2009 stating that all required staff in the system managed by the Supreme Court had to submit updated LHKPN by April 1, 2009.

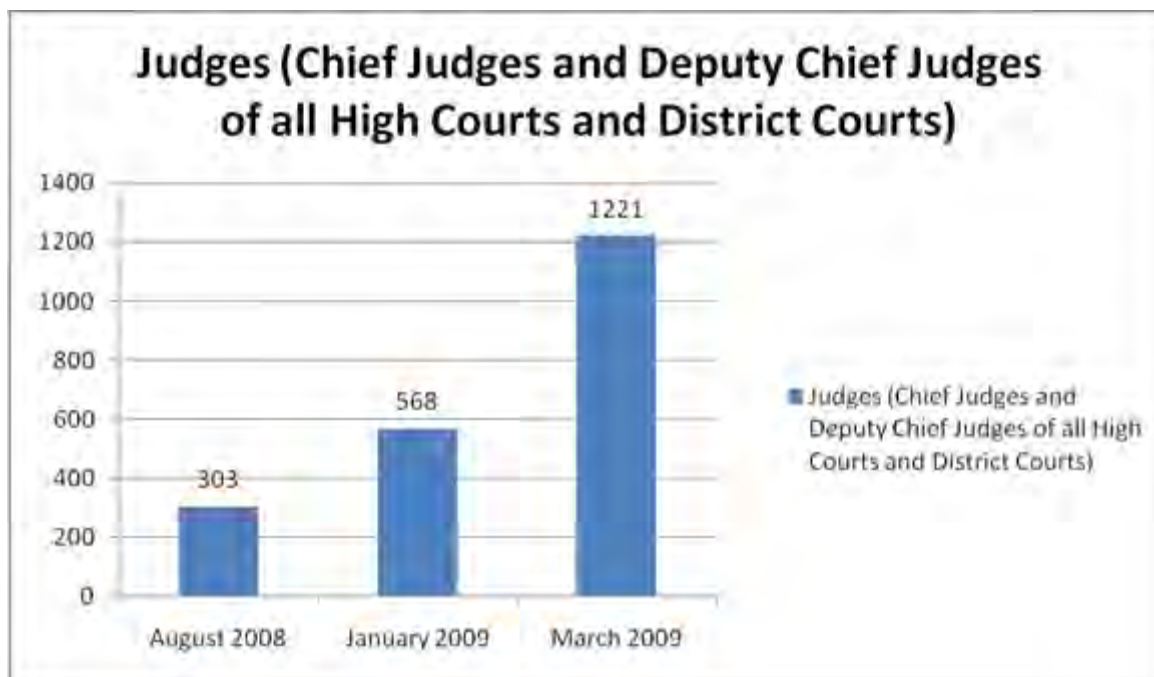
Table 1 below illustrates a significant jump between August 2008 and March 2009 in the compliance rate for the MCC ICCP definition of Senior “Court Personnel”— from 20 to 78 percent.

**Table 1 Supreme Court senior officials who have submitted wealth reports to KPK (March 26, 2009)**

Position (based on definition of Senior Court Officials)	Total of state official who must submit LHKPN	Number of they who already submitted LHKPN					
		August 2008		January 2009		March 2009	
		total	%	Total	%	total	%
Justices of the SC  (March 2009: 43)  *	45	45	100%	45	100%	45	100%
echelon 1	7	5	71%	5	71%	5	71%
Judges (Chief Judges and Deputy Chief Judges of all High Courts and District Courts)	1546 (based on the total amount of court in 4 jurisdiction are 773 x 2)	303	20%	568	37%	1221	79%
Registrars/Secretaries	773	112	15%	262	34%	572	74%
<b>Total</b>	<b>2371</b>	<b>465</b>	<b>20%</b>	<b>880</b>	<b>37%</b>	<b>1843</b>	<b>78%</b>

Breaking these data out a bit, Table 2 illustrates the compliance by judges, while Table 3 shows compliance by senior court non-judicial staff. It is clear that the compliance level increased significantly, aided by concrete actions taken by the court where there lack of submission by an individual has a punitive impact on their career.

**Table 2 State Wealth Report submission by Judges August 2008 – March 2009**



**Table 3 State Wealth Report submission at the Registrar-Secretary level August 2008 – March 2009**



### ***Activity 1c Job Descriptions***

The job description team composed of MCC ICCP Court Human Resources Expert Ms. Judhi Kristantini and subcontractor the Indonesia Society for Transparency (MTI) completed the job descriptions for 872 positions and 26 job grades with the Court system. This activity enjoyed a high level of support from senior Supreme Court leadership. The job descriptions and job grades were central to developing the remuneration management system and made it possible to conduct an accurate staffing assessment (see *Activity 1d*).

### **Activity 1c Job Descriptions**

*Expected Outcome: Complete court job descriptions, including minimum job qualifications and performance standards for all court positions.*

#### *Year 2 Achievements*

- 872 job descriptions and 26 job grades established
- Job training analysis, job evaluation, and remuneration structure created for 25 key court positions
- Standard operating procedures and a communications plan created to incorporate new job descriptions into courts nationwide completed

Job training analysis, job evaluation and a remuneration structure and plan were also created for 25 key Court positions. These are the positions most affected by the remuneration benefits. The team was acutely sensitive to gender bias in the development of job descriptions and job grading. This work was carefully reviewed by MCC ICCP Human Resources Consultant Ms. Myra Howze Shipllett, who agreed that no gender bias was evident in these deliverables.

As important, standard operating procedures for using the job descriptions and an internal communications plan to help incorporate the new job descriptions within each court were completed. The roll-out began with a seminar in April 2008 with senior Court staff (25 individuals from the Directorate General, Development and Training Bureau including echelon 2, 3 and 4). This seminar was opened by the Vice Chief Justice for Non-Judicial Affairs Dr. Harifin Tumpa and attended as well by Vice Chief Justice for Development Dr. Ahmad Kamil, Secretary Mr. Rum Nessa, and the Head of General Administration, Mr. Subagyo. Ms. Shipllett demonstrated how the job description sub-activities (job survey, job descriptions, job grading performance allowances) were interlinked and formed a system. The seminar closed with Mr. Subagyo committing to form a job analysis team to ensure that the new human resources system and process is sustained.

The job description, job grades and remuneration management plan deliverables were then presented to Chief Justice Tumpa and senior court officials on May 14, 2008. Given the confidential nature of the documents it was agreed that only Mr. Subagyo should be given the full documentation. During June 2008 copies of these documents were also provided to USAID on a confidential basis.

As a follow-on action to the Presidential decree No. 19 Year 2008 on special allowances for performance for judicial and non judicial staff and the Supreme Court decree 070/KM/SK/V/2008 on the special allowances for relevant court staff, the Chief Justice issued an additional decree on May 14, 2008 that outlined the enforcement of disciplinary actions related to payment of special allowances for judicial and non judicial staff. Specific instructions for reductions of the special allowances once a disciplinary action is taken are specifically listed, the duration of time for which the allowance reduction will be enforced, and a graduated warning system identified. Forms for monitoring attendance, leave, keeping track of verbal warnings and a written warning form were included.

By accepting the three deliverables: job descriptions, job grading and the remuneration plan (understood as performance allowances), the Court committed to both socializing the job description work within the court system and using the job grading system and remuneration



management plan. These deliverables are being used to improve human resource management throughout the court system. As well, all three deliverables comprise an important milestone for the court regarding its own internal reform process (the 2003 Blueprint) and the government's bureaucratic reform process.

Over time, the Supreme Court will review the performance allowances allowed through the March 2008 Indonesian Presidential Regulation for Supreme Court allowances. The Court has not yet applied the remuneration structure and plan developed by MCC ICCP in 2008 for the performance allowances. The Court must first complete all the required bureaucracy reform tasks before they can apply the new structure and plan. The current system of remuneration used by the Court is linked to the regulations on discipline, which are calculated every three months. For instance, if an individual is consistently late to work, their remuneration will be cut a certain percentage for that period of time. The remuneration allowances are paid every three months.

The March and May 2008 decrees provided the basis for implementing the remuneration plan and using the 850 job descriptions and 26 job grades. In June 2008 we also encouraged the court to use the detailed job descriptions as recruitment criteria for selection of new staff.

By April 2009 the job descriptions had been uploaded into the new online human resource database (*Activity 1d* below) and were being used as a basis for calculating workload in the staffing assessment calculations done by individual courts.

#### ***Activity 1d Staffing Assessment.***

The objective of the staffing assessment was to provide the Supreme Court a methodology and process which will be used to assess the number of judges and staff required to handle the caseload and the other work, which comprise the overall operations of the court, including management of administration, finance and human resources. Implementation of this activity was dependent upon the completion of the job descriptions activity above. MCC ICCP Court Human Resource Expert, Ms. Judhi Kristantini, subcontractor the Indonesia Society for Transparency (MTI) and MCC ICCP Human Resources Consultant Ms. Myra Howze Shiplett finalized the staffing assessment in January 2009. The Supreme Court Chief Justice Dr. Harifin Tumpa fully signed off on the staffing assessment, communications plan and training materials on March 10, 2009.

#### **Activity 1d Staffing Assessment**

*Expected Outcome: Complete court personnel staffing assessment*

##### *Year 2 Achievements*

- Staffing assessment study and judge/staff distribution formulas developed to predict the number of judges and court staff required to handle work requirements
- 73 Court staff (65 men and 8 women) trained in staffing assessment methodology/tools
- Communications strategy draft plan for dissemination of staffing assessment results completed

The staffing assessment methodology included a sample of 48 courts representing different types of courts located throughout Indonesia but which as a group, represented general characteristics shared by all courts. These characteristics have an impact on the work that needs to be done and the number of judges and court staff required to perform this work.

These characteristics include: the type of court, classes of courts (appellate and first level courts, for instance) the number of cases handled (high, medium, or low), the geographic location of courts (urban, rural, isolated), the anticipated numbers, types and complexities of caseload, the other work within the court which supports the work of judges and the proper management of cases (e.g. the receipt, processing and tracking of cases, the scheduling of cases, and the administrative support such as financial and human resources management, facilities management). The map below illustrates the geographic spread of the courts surveyed.

**Map 1 Geographic distribution of courts surveyed**



Not surprisingly, the MCC ICCP team made adjustments to the initial methodology to account for the situations they encountered during the court visits. For example, they interviewed 3,559 individuals representing an 80 percent sample, rather than an earlier anticipated sample of 25 percent. This substantial increase was a necessary adjustment to ensure sufficient participation by judges and court staff in a process that was new to all. The increased sample provided an opportunity for a significantly larger number of individuals to describe the work that they did, the complexity of that work and the volume of the work. The decision to increase the sample size represented an appropriate adjustment of the methodology to recognize the realities of conducting a staffing assessment review for the first time in the Indonesian court system.

The data needed for the staffing assessment was gathered through interviews with court staff in each location. A PowerPoint presentation describing the staffing assessment was given to the specific court staff respondents and leadership prior to the interviews. It generally took two to three days to complete the surveys in each court. The process undertaken at each court is described below:

- Day 1: socialization (the PowerPoint presentation was given) and individual staff interviews (data intake) administered. Individuals in each job category were interviewed, from the highest ranking position to the lowest. During the evening the MCC ICCP team processed the information gained from the interviews. This rough analysis was then shared and confirmed with the court unit head on Day 2.

- Day 2: validation process and reconfirmation or direct observation with the respondent (if it was needed). Validation involved use of focus groups and direct observation to assure that input from individuals accurately reflected what was being done. This process also took into account the differences between less experienced and more experienced employees. The assumption was that more experienced employees, on average, complete tasks more quickly than those who are new or inexperienced to the work. The 80 percent sample should help assure that this did occur.
- Day 3: re-validation by vetting the accuracy and completeness of the data with the head of the particular court being surveyed. This was an essential component of quality control because it provided the head of the court with an opportunity to identify issues or data that he/she did not feel accurately reflected the case load, other workload and the work processes and amount of time required to complete the various stages of work by both judges and court staff.

The questionnaire used in each interview was based on the primary accountabilities developed in each job description. The job descriptions used are the ones developed by MCC ICCP for *Activity 1c* above. These accountabilities were expanded into several distinct activities. Working with one of the MCC ICCP team members, the individual respondent filled in the frequency, the length of the time needed for each activity, and the timeframe of the activity in the questionnaire. If the respondent felt there was more information to add, this was welcomed. Generally it took about 4-5 hours to complete the first day's questionnaires. The courts willingly set aside time, provided workspace, and "supported the direct observation of work to help assure the accuracy of the data gathering" by the MCC ICCP team members.

Ms. Shiplett provided quality control regarding the development of the staffing assessment methodology and fieldwork. She also developed a communications strategy for the court regarding dissemination of the staffing assessment results and designed a training plan and outline of the curriculum content.

The methodology and assessment process produced formulas that can be used in the future to predict the number of judges and the number of court staff required to handle the case load and other work requirements the court. In developing the staffing assessment methodology, the MCC ICCP team included:

- Definition of the unit of measure (Individual Full-Time Equivalent (FTE) and Administrative Work Unit (AWU) or FTE normative. The FTE represents the number of work hours available for an individual during the course of a work year. It begins with the total number of hours available in the defined work year for an individual and then is adjusted for average use of sick and annual leave, religious observance and the like. This available hours to work is defined by the Government of Indonesia. The AWU represents the standard of effective working time for court. It also indicates the standard of work activities (as mentioned above) for each position within the courts.
- Use of a statistical analytical process which included regression analysis and other accepted statistical methods for identifying the appropriate times required to perform

case management and judge functions across the various types of courts and types of cases within courts.

To summarize the staffing assessment results, the regression and correlation analyses indicate that the relationship between the number of cases (as workload factor) and the number of people distributed within the courts was weak. In some number of courts, there were more employees than were required by the current and anticipated caseload and other workload. In some situations this reflected the Indonesian policy that the citizens of Indonesia should have access to a court within a specified distance or travel time limit. In a few courts there was more work than there were judges and staff to handle the work. None of these results are unexpected given that this was the first nationwide systematic review of workload in relation to court employees undertaken for the Indonesian court system.

On March 10, 2009 the MCC ICCP team presented the final version of the staffing distribution plan to the Chief Justice Tumpa and Vice Chief Justice for Non-Judicial Affairs Dr. Ahmad Kamil, who both accepted the distribution plan and confirmed the findings and recommendations of the staffing assessment. They committed to developing an implementation plan and prioritized the recommendations as listed below:

- an organization review (a review of the vertical organization of the Supreme Court and how to make it more horizontal; this reflects the staffing assessment finding that the Court staff are under-loaded regarding job tasks and responsibilities)
- improving the system and process of recruitment
- improving the system and process of promotion and transfer
- developing a career path system for judges and court staff

Dr. Tumpa and Dr. Kamil asked that the new ICCP extension project work with echelon 1 and 2 to develop the implementation plan.

On March 11-12 a workshop on the staffing assessment was delivered to 73 Supreme Court staff (65 men and eight women) in Jakarta. In his opening remarks Supreme Court Secretary Mr. Rum Nessa asked all of the registrar secretaries to conduct a staffing assessment within their court. The staffing assessment was presented and participants had hands-on practical experience of conducting a staffing assessment. The participants were divided into groups, and were given computers that had the staffing assessment forms for data calculations, formulas, regression analysis, and distribution formulas. A CD was given to each participant that contains detailed instructions on how to conduct a staffing assessment. The expectation is that these individual court staffing assessments will be completed within the next one to two months.



**Staffing Assessment Workshop Participants working with staffing assessment data, March 10-11, 2009, Jakarta.**

The Secretary said that the Supreme Court will use the staffing assessment calculation from each court *satker* to understand the situation it faces and make a decision on rotation and recruitment. Starting in 2009, the Supreme Court does not want to conduct recruitment for a court without first having a staffing assessment analysis. This is a major step forward. Even if the results are a bit rough at first, the MCC ICCP analysis has set the baseline, and courts will be “hard put” to claim a need for recruitment if there is not the caseload and workload to support such actions. There does, however, need to be some sort of independent/external quality control process, to help assure accuracy and to identify areas of further training and development on the part of the staff who is doing the staffing assessment data gathering and analysis.

In his closing remarks, the Head of the Personnel Bureau, Dr. H. Aco Nur confirmed that the staffing assessments from the court will be used as a basis for proposing the employee formation to the Administrative Reform Ministry. The individual court staffing assessment results will be compared to the staffing assessment done by MCC ICCP as the benchmark study.

In the future, the assessment can be used as a reference in developing the Supreme Court's *Book 1: Personnel Administration Guideline*. Application of the staffing assessment results will help with the reorganization of staffing patterns as aligned with the new job descriptions and with the re-engineering of business processes within the court.

The time and resources available for the staffing assessment did not permit the development of in-depth analyses of the types of cases handled by the various courts in the Indonesian court system. The general courts, for example, handle cases that range from the simple-- traffic violations, children, and fisheries -- to very complex -- commercial, criminal, or corruption cases. Judges are expected to handle the full range of these types of cases. The exceptions to this general rule are the special courts such as the religious courts, state administration and the military courts. Based on the understanding and agreement with the court leadership, we used a high level of differentiation by using the type of court as a point of departure. This initial categorization provided a point of departure for the initial development of staffing formulas as well as a point of departure for the court to develop over time a more in-depth analysis of the types and complexity of cases assigned to the various courts.

The process of data gathering and analysis provided a sound basis for understanding the types of work associated with case management and with the other work required of the various courts. It also provides a way to understand the work carried out by and appropriate to judges and the work done and appropriate to the various court staff positions. The data gathering and analysis process also provided the foundation for an initial understanding of the relationship between the amount of work to be done and the number of staff currently employed by the courts.

The staffing assessment serves as a baseline and the initial formulas can be refined over time and provide the court with a structure and methodology for improving its ability to predict the types and numbers of judges and staff required to carry out the judicial, case management and other work of the courts.

### ***Activity 1e Human Resource Database***

This activity developed and implemented a human resource database to implement a court-wide, merit-based promotion system through the efforts of MCC ICCP Court Human Resource Expert Ms. Judhi Kristantini, subcontractor *PT. Indodev* (DataOn) and MCC ICCP Human Resources Consultant Ms. Myra Howze Shiplett. The database will be used to manage training, wealth report submission disciplinary actions, and performance monitoring. Two hundred computers with supporting information technology equipment were procured; the 175 of the computers were deployed to High Courts across Indonesia while the other 25 remained in the Supreme Court.

#### **Activity 1e Human Resource Database**

*Expected Outcome: Human resources management database created and implemented*

##### *Year 2 Achievements*

- Customized on-line human resources database software developed to cover over 30,000 court employees
- 200 computers and IT equipment procured (175 computers distributed to High Courts, and 25 computers and central server to the Supreme Court)
- 386 Court staff (236 men and 150 women) trained in use of human resource database

There were three stages to the human resources database development activity:

- Development – conducting a needs assessment for the human resources database system and receiving feedback from the court personnel.
- Implementation – including the development, customization, testing and end-user feedback on system content, functionality, performance and user training.
- Maintenance stage – provision of system maintenance and support services to the Supreme Court for six months after the system is developed and accepted by the Court. Subcontractor *PT. Indodev* is committed for the next six months to provide advice and assistance in resolving all possible issues that users may experience when using the database.

The needs assessment was completed in August, 2008. The assessment involved a document review, interviews with key individuals at the Supreme Court, and a real-time review of the current human resource database system. The online database created by *PT. Infodev* was driven by the needs assessment, consultation with the Supreme Court leadership and relevant working groups. Additionally, the Court appointed a technical team to work with the project to define needs for the system development and implementation. Most importantly, this team formed the core of the implementation team for the courts as the database is populated. This team also advised on the training needs of the Supreme Court and lower court staff that will maintain and use the database.

*PT. Infodev* provided a test (beta) version of the online database at the end of September 2008. The database is a web-based application and thus is appropriate to the level and type of IT infrastructure currently available throughout the court system and for what is anticipated in the near future. The web-based nature of the application makes uploading and transfer of data much easier. For more rural and remote court sites, data updates will be regularly sent via e-mail or CDs.

The software application was customized to include information such as name of the employee, date of hire, education level, training, etc. The design is flexible to accommodate future iterations of the database which will include further employee information as per the court's needs. MCC ICCP Information Technology Specialist Mr. Akhmad Bakhri reviewed the needs assessment and commented on the software design. Ms. Shiplett conducted a quality assurance review of the software design and urged recognition of the fact that issues for the court will arise after the first six months of operation.

On October 6 the Supreme Court named a human resource database steering committee headed by Head of Supreme Court Administration Mr. Subagyo, The authority to form this team was through the Supreme Court Secretarial Decision Letter No. 002/SEK/PEMBT.07/X/2008. The steering committee is comprised of all of echelon one staff and an operational committee which includes the related directors from each Directorate General, the Court information technology team and the personnel administrative staff. The counterpart team is responsible for addressing database issues with the end users within the courts.

During November the test "beta" trial version of the on-line database was installed within each Directorate General, the Personnel Bureau and IT Bureau, who tested the database and provide feedback. Ms. Kristantini worked closely with *PT. Infodev* to ensure that the human resource data were accurate in the database.

On March 4 Mr. Aco Nur, the Head of Personnel for each Directorate General and information technology staff from each Directorate General decided to name a task force to manage the set-up of the computer network to handle the database. Ms. Shiplett created criteria to be used in naming champions to ensure that the human resource database is being used by the courts. A point of contact was established in each Directorate General to help set up the computer network.

The Supreme Court Secretary issued a circular letter on March 30 concerning the implementation of the human resource database throughout the court (No 152/Bua.2/07/III/2009). The letter states that the human resource database will be implemented in High Courts now that training appropriate staff has been completed. The



High Courts are also tasked with the responsibility of training staff in District Courts on the use of the human resource database so it can be implemented at that level. The letter unfortunately contained an error concerning Internet access. The project has requested a revision of the letter, which will be issued soon after the project is completed.

The Supreme Court provided detailed specifications for the 200 computers, which were procured and loaded with the database, tested and deployed to High Courts as per the Secretary's direction. At the end of March, 25 lap top computers, the human resource database software, the database user manual, the source code, peripherals, 2 servers, 1 rack, 1 mounted keyboard monitor, 3 power distribution units, 1 ethernet switch, 1 router jumper, and 1 wireless access point were handed over to the Supreme Court. The remaining 175 desk top computers are being sent directly to the designated High Courts.

Finally, in late February through early March the MCC ICCP team delivered workshops on how to operate the new web-based human resource database and enter data to 386 court staff from High Courts (236 women and 150 men). These individuals will be the primary users of the 175 computers and database.



**Hands-on training activity,  
Human Resource Database  
Workshop, Makassar, March  
2-5, 2009.**

### ***Activity 2a Budget***

This activity focused on three items: training at least 1,600 staff in Ministry of Finance software for budget preparation and monitoring, budget-based strategic planning, and budget advocacy.

#### **Activity 2a Budgeting**

*Expected Outcome: Accurate and transparent budget information exists allowing the Court to advocate for its specific funding needs*

#### *Year 2 Achievements*

- 520 Court staff (395 men and 125 women) trained in Ministry of Finance budget reporting and monitoring software in workshops organized by the project with trainers from the Ministry.
- 262 Court middle management staff (225 men and 37 women) trained in budget planning, transparency and advocacy principles
- 272 Court staff (251 men and 21 women) trained in online publication of budget and finance information



- Customized on-line budget data transmission software developed and equipment procured (195 computers, central servers, and other equipment)
- 202 Court staff (162 men and 40 women) trained in management of online budget data transmission software
- 1,000 copies of a handbook on budget transparency published and distributed to 800 courts and the Supreme Court, and posted online at the Supreme Court website
- Studies on budget business processes at different court levels with recommendations to improve systems completed for Supreme Court
- A server, 95 laptops, and peripherals to create a data communications center and network to facilitate budget and finance data communication among courts nationwide

During April and May 2008 the project completed the training of court budget and finance officers in use of Ministry of Finance (MoF) budget software, budget planning and reporting. A total of 520 officers were trained (395 men and 125 women) in Makassar and Batam with a total of seven workshops were held.

Considerable effort was devoted toward advancing budget advocacy and transparency, stimulated in part by the June 13, 2008 circular letter issued by the court regarding budget and court fee transparency. MCC ICCP Court Budget Expert Ms. Egi Sutjiati held frequent meetings with Supreme Court leadership to advance these ideas and judicial budget independence to identify next steps. Court fees comprise the costs of the court handling a case and they had not been factored into a court's operating budget. Fees collected by a court typically do not get added to the budget funds from the government; therefore a court is not technically accountable for the use of any fees collected for the handling of a judicial case, and there was no standardized means to determine if a court is utilizing court fees properly.

Given a lack of systematic means to audit the collection and use of court fees, Ms. Sutjiati advanced dialogue regarding transparency of court fees throughout the summer of 2008. These discussions were a follow-on to the Budget-based Strategic Planning workshops held in February 2008 which stressed accountability and transparency with budget formulation and reporting, internally and to the public.

Progress within the Court leadership on these matters was assisted by Ms. Sutjiati's presence in an Australian Aid funded study tour in early July 2008 to the Federal Court of Australia. This study tour helped convince Court leadership to move forward with tangible steps toward budget transparency.

Three workshops on covering budget analysis, planning and transparency were then organized and delivered to 262 court middle managers (225 men and 37 women) in Surabaya. The Supreme Court posted a story about the workshop on its website <http://www.mahkamahagung.go.id/index.asp?LT=01&tf=2&idnews=812>.

A standard web page model and menu for presenting budget information were presented at the workshop and a draft manual developed. The manual includes a budget and financial transparency model for court websites with additional guidance regarding general information that should also be uploaded, such as the title of website, the address of the court, telephone numbers, Fax, email links, news, the schedule of court sessions, and so on. There are also recommendations for transparency for courts, such as those used in the *Technical Court and Administrative Guidelines*.

A fourth workshop, “On-the-Job Training: Uploading Data for Budget and Financial Transparency,” was delivered to 272 participants (251 men and 21 women) during September in Jakarta. The workshop was attended by the following individuals:

- Webmasters from four types of courts (Religious, General, Administrative, and Military Court)
- 24 Chief Justices from Appeal Courts
- 12 representatives from Supreme Court, including Secretary Mr. Rum Nessa, Head of Administration Mr. Subagyo, Head of the Planning Bureau Mr. Hariri, and from the Registrar Mr. Sare and Mr. Anton

The workshop used the draft manual referred to above to build the capacity of court webmasters in uploading financial and budget data correctly in a consistent format.



**MCC ICCP Court Budget Expert Ms. Egi Sujiati confers with On-the-Job Training: Uploading Data for Budget and Financial Transparency” workshop held at Jakarta September 16-18, 2008.**

It is important to note that the nine instructors selected to deliver the workshop already work with well-developed and regularly updated court web pages that post budget and financial information. These individuals are highly computer literate, and came from the following courts; Religious Court, Directorate General Religious Court, the General Court of Directorate General, the Supreme Court Public Affairs Relations Bureau, Religious High Court Bandung, General High Court Jakarta, Religious High Court Semarang, Religious Court Kendal, and General Court Central Jakarta. These “in-house” webmasters were able to learn from each other and showcase innovations already in place to the participants.



**Instructor webmasters from various courts at the On-the-Job-Training: Uploading Data for Budget and Financial Transparency workshop, September 16-18, 2008 Jakarta.**

The participant webmasters learned how to correctly upload budget and financial data onto individual court websites. The workshop was a culmination of previous workshops on budget based strategic planning (high-level officials), operator training in financial management software (lower level officials), and middle management training conducted to date. It complements the previous distribution of 100 laptops for budget/finance management purposes. By September 30, 2008 the public was able to access budget and financial information on 170 court websites.

The official handover of 850 copies of the standard model and menu for online budget and financial transparency booklet to the Court was on January 14, 2009. The Supreme Court distributed booklets the next day to all Chief of Judges from High Courts. These individuals took booklets to distribute to District Courts under their supervision. The remaining 150 booklets were reserved for USAID, the Ministry of Finance, the Indonesia Parliament and other related organizations and individuals.



**MCC ICCP Court Budget and Finance Expert Ms Egi Sutjiati handing over the standard model and menu for online budget and financial transparency booklet to Supreme Court Head of the Information Technology Infrastructure Maintenance Department Mr. Joko Upoyo.**

Ms. Sutjiati made a presentation to the Supreme Court leadership at the end of September concerning follow-on actions to fully implement budget transparency within the entire court system. A further step was taken on November 24 when Acting Chief Justice Dr. Harifin Tumpa signed Supreme Court Circular No. 9 concerning the “Report of Income and Usage of the Court Fee.” This circular describes how the flow of reporting on court income will occur

and the usage of court fees by individual courts, on a monthly basis. The positive implication of the circular is standardized information must now be published by the courts related to management of court fees. Ms. Sutjiati then worked with the Court to address weaknesses on the processing side of each court and the link with the Ministry of Finance in reporting this revenue.

As well, the Court commented on how the 2008 MCC ICCP budget training had a positive impact on the budget formulation process, as the contributions from the courts were more accurate, mostly sent by email, and thusly resulted in reduced work for the Finance Bureau. Reducing the work needed to correct submissions made it easier for the Court to submit their budget on time to the Ministry of Finance. During a meeting held on December 19, 2008 the Ministry verbally congratulated the Supreme Court for submitting the 2009 budget on time. The Ministry said that the supporting documents (terms of reference and detailed budget for activities) exactly met their requirements.

In summer 2008 subcontractor *Pusat Pengembangan Akuntansi Yayasan Artha Bhakti* (PPAK STAN) began a comprehensive study of the budget processes used by lower courts, map the implementation of preferred processes for budget formulation, the use of monitoring and the level of financial transparency, and a review of the effectiveness of the budget and finance training provided through MCC ICCP. The Court will be using the 28 deliverables produced by PPAK STAN to improve internal budget processes, which contribute to accurate and justifiable budget submissions.

The Planning Bureau plans to undertake a more thorough review of each deliverable provided by PPAK STAN. The Bureau classified the deliverables, into those that can be used immediately and those that need further discussion and review. For example, some of PPAK's deliverables may be at variance with how the Court views its own progress on budget transparency. Other deliverables may be considered as "third-party" analyses of the court budget system, and as such provide recommendations on how to improve business processes, which should lead to greater transparency and accuracy in the budgeting process, and improved capacity to advocate for budget needs. We anticipate that the studies done by PPAK STAN, which are new to the Court, will be used as the basis for identifying and formulating future standard operating procedures for budget processes.

To improve the receipt and upload of budget and finance information from the lower courts, a mini communications center was procured, tested, installed and a network activated. The procurement consisted of 95 laptop computers, 3 high-end laptop computers, 3 printer/fax/copiers, 7 laser jet printers, 3 routers, 3 data modems, 1 power distribution unit, software, 10 desktop monitors, and 1 server. This procurement completed the IT requirements needed to improve budgeting within the court system.





**MCC ICCP Court Budget Expert Ms. Egi Sutjiati handing over computer equipment to and Supreme Court Head of Assistance and Monitoring Division, Planning Bureau, Drs. Moh. Ghozali on February 27, 2009 at the Supreme Court.**

The Supreme Court reported this event on their webpage:  
<http://www.mahkamahagung.go.id/index.asp?LT=01&tf=2&idnews=936>

One hundred ninety-one Court budget and finance administrators (151 men and 40 women) who work with the Ministry of Finance budget software were trained on a new web-based data application produced through MCC ICCP during in March in Jakarta; this training was co-funded by the Supreme Court.

On March 19 the data communications application was fully tested and installed on the mini communications center server. Head of the Planning and Organization Bureau Mr. Hariri noted that it worked perfectly and budget and financial reports were already being received. The Supreme Court featured the data communications center application testing training on their website on the same day as below:



**Supreme Court Head of the Planning and Organization Bureau Mr. Hariri with a screen shot of the online budget and finance database application at the software training workshop March 16-17 2009, Jakarta.**

### ***Activity 2b Physical Asset Management***

A full physical inventory of all court assets was completed along with an accurate system of asset management. In September 2007 the Supreme Court decided that the Equipment Bureau would be the project's counterpart.

### **Activity 2b Asset Management**

*Expected Outcome: A complete physical asset inventory and an accurate system of asset accountability completed*

#### *Year 2 Achievements*

- A full asset inventory was completed for the entire court system (795 courts); over 1,200,000 items inventoried into the Ministry of Finance asset database (SABMN)
- The complete court asset inventory data uploaded onto a computer and given to the Supreme Court
- All inventory forms from each of 795 courts were submitted to the Ministry of Finance
- Two electronic spreadsheet-based modeling tools were created for future asset and budget planning and 12 Supreme Court staff (8 men and 4 women) were trained in their use
- 1,005 court staff (810 men and 195 women) trained in physical inventory/database management
- 931 court staff (755 men and 174 women) trained in adherence to asset internal controls
- 67 Supreme Court staff (56 men and 11 women) trained in use of asset management inventory data
- 11 Supreme Court staff (9 men and 2 women) trained in reporting of asset inventory results

During Year 1 MCC ICCP subcontractor *PT. Laksa Laksana* completed an assessment in four regions, learned to operate the Ministry of Finance accounting system of State Owned Assets (a database; *Sistem Akuntansi Barang Milik Negara* or SABMN) and how to follow the Ministry of Finance guidelines.

By early February 2009, the 100 percent asset inventory of all 795 courts throughout Indonesia was completed. Over 1,200,000 assets (moveable and unmovable) were counted and recorded as a part of this inventory.

The inventory was conducted in two phases, the first of which lasted from April 2008 until June 2008 and covered the four provinces that made up the initial assessment done in early 2008: Central Java, South Sumatra, West Sumatra, and Nanggroe Aceh Darussalam. The second phase took place from July 2008 through February 2009 and covered the remaining provinces and the Supreme Court itself.

MCC ICCP asset inventory specialist Mr. Mohammad Ridwansaya, and coordinators Ms. Kathleen Gaertner, and Ms. Iman Ahmed managed the subcontractor and inventory survey process. As well, the project hired a software programmer to develop a small application to convert the data from SABMN to an asset report as required by Ministry of Finance. With this program, *PT. Laksa Laksana* was able to complete reporting on a timely basis.

*PT. Laksa Laksana* carried out the site visits and physical checks necessary for this inventory. To conduct the physical checks, the subcontractor organized four groups, each responsible for a number of provinces, which broke up further into 34 teams of two to three surveyors each, with the responsibility for several courts.

Preceded in most cases by an official letter of introduction from the Supreme Court, the teams usually met first with the Chief Judge and/or the Deputy Secretary (*Paniteras Sekriteras*) at each court to introduce the project. It was often at these meetings that *PT. Laksa Laksana* would provide training on the roles of court leadership in internal controls and court management's responsibility towards assets. Nationwide, 931 court mid-managerial staff were trained in internal asset inventory control methods (755 men and 174 women).



Left: Asset management “On-the-Job” training in the Religious Court of Ngawi, East Java;  
 Right: Asset management “On-the-Job” training in the District Court of Soe, Nusa Tenggara

While at each court, MCC ICCP surveyors updated all the inventory data in the SABMN system and trained court staff on the maintenance of data in SABMN. Overall, 1,005 court administrative staff were trained in physical inventory and SABMN database entry (810 men and 195 women).

The surveyors also addressed a number of other problems encountered on the ground such as a lack of asset labeling as required by the Ministry of Finance guidelines, and more mundane problems such as computer viruses and software problems. In many cases surveyors also assisted the court by promoting better asset management through creation of storage rooms for damaged assets and providing guidance on the standard operating procedure for asset disposal. All of these efforts, from providing labels to establishing storage rooms are designed to prevent misuse and misappropriation.

The inventory teams tried to coordinate their visits with teams from the local Office for State Services and Auctions (KPKNL) who had also been assigned to conduct physical inventories and valuations, not only for court-managed property but for the property of all government institutions in their areas. During Year 1, MCC ICCP held meetings with the Directorate General for State Owned Assets (DJKN) of the Ministry of Finance to discuss this overlap of duties and propose a coordination of efforts. It was agreed that for those courts for which the KPKNL had not yet conducted their physical checks, the MCC ICCP count would be used and the KPKNL would need to provide only the valuations for the assets. The MCC ICCP surveyors always notified the local KPKNL of their arrival and if the KPKNL had not yet conducted their physical checks would invite the KPKNL surveyors to join them. Upon completing their inventorying activities in the area, they would then provide the count data to the KPKNL.

During December 2008, as inventorying activities came to a close, Mr. Ridwansaya and Ms. Ahmed led a monitoring trip effort to 23 courts in seven regions, including military, religious, and general courts, to review *PT. Laksa Laksana*'s performance and the impact of the inventory process on the courts. Interviews with court staff revealed that most were very satisfied with the assistance provided to them. Information and suggestions gathered from these interviews contributed to the overall recommendations resulting from this activity.

On January 26, 2009 MCC ICCP held an event at the Supreme Court to present the preliminary findings resulting from the inventory counts and recommendations for improving asset management for the entire court system. The presentation was directed primarily at the Head of the Administrative Affairs Bureau Mr. Subagyo and administrative court officials. At the event, *PT. Laksa Laksana* presented findings from the survey and MCC ICCP Asset Inventory Consultant Dr. Maureen Berry presented recommendations for systematic improvements to the Supreme Court's asset management.

The primary recommendation was that the Supreme Court should establish an internal audit function with a focus on asset management to be located at the Administrative Affairs Bureau (BUA) with offices in each region to monitor the asset management at all courts. Sixteen secondary recommendations for systematic improvements were well received and Mr. Subagyo requested a report containing all the recommendations and a summary with all the discrete actions he could take; the report was delivered to the Court in early April 2009.

At the same event on January 26, 2009, an asset inventory "look-up station" was formally presented to the BUA. The look-up station consists of a modified desktop computer with greatly enhanced memory capacity. The entire consolidated inventory for the court system had been uploaded onto the computer before the presentation, giving the Supreme Court instant access to a level of information they had previously never had in one place.

Also at the same event, the project realized a long-sought goal for better asset management by obtaining Mr. Subagyo's signature on a transfer letter releasing all items held by BUA and formally transferring them to their intended locations. Throughout Year 2, MCC ICCP held many meetings with the Court on the subject of undistributed or double-counted assets.

These assets, which do not have formal transfer papers from the purchasing entity (usually the BUA) to the receiving entity, present an obstacle to proper asset management because assets without such papers cannot officially be entered into SABMN without the transfer code, which appears on the transfer letter, and price of purchase. As a result, assets which are physically located in one location are either improperly recorded in the inventory of another location, usually the originating entity, and are not recorded in the inventory of the location in which they are located, making effective management and tracking of those assets impossible and presenting problems when budgeting for asset maintenance. Another scenario is the data are improperly entered in SABMN in the locations in which they are located, usually in order to obtain the maintenance funding associated with the assets, resulting in double-counting. The effort to eliminate these inaccuracies was achieved when the overall transfer letter was signed from the project to the Court.

Regarding planning for the future, on March 12, 2009, Mr. Ridwansaya and Ms. Ahmed trained 12 staff people from the Supreme Court Planning and Organization Division (eight men and four women) on the use of two electronic spreadsheet tools to help them plan for asset-related budget items: Model-1, a new court house planning model, and Model-2 a capital needs forecasting model.

Model-1, the new court house model was developed and refined in Year 1 by MCC ICCP Asset Management Advisor Dr. Olga Kaganova. Although the model was presented in early 2008, the hands-on training of Planning and Organization Division staff was not scheduled until the full inventory was completed. Copies of the model and guidelines in Indonesian language were presented to the participants.



Model-2 consists of two spreadsheets: using Ministry of Finance guidelines on depreciation and useful lives of assets, the first spreadsheet provides budget planners with a way to review a court's inventory and easily determine which assets require disposal and which ones should be replaced. The second spreadsheet allows the planner to more easily predict the cost of the asset replacement for the budget year. Both models were received as an innovation by the Court as the Planning and Organization Division had not used spreadsheet models before as an instrument for asset management.

To explain the discrepancies between the results of the inventory activities conducted by the Ministry of Finance and the results obtained by MCC ICCP, Mr. Ridwansaya facilitated a meeting between Supreme Court and Ministry on March 23, 2009. The meeting resulted in agreement on a method to synchronize the MCC ICCP and Ministry inventory data to ensure accurate quantities and values of state-owned assets under the Supreme Court.

### ***Activity 3a Publishing Supreme Court Decisions***

This activity focused on publishing 10,000 Supreme Court decisions on the Internet, establishing standard operating procedures for online court decision publication, and training of designated electronic publishing staff.

#### **Activity 3a Publishing Supreme Court Decisions**

*Expected Outcome: 10,000 Supreme Court decisions published online*

##### *Year 2 Achievements*

- More than 10,600 Court decisions published on [www.putusan.net](http://www.putusan.net)
- 178 Supreme Court staff (125 men and 53 women) trained in electronic publishing of Supreme Court decisions
- 28 Supreme Court staff (23 men and 5 women) received refresher training in electronic publishing at coordination meeting
- Web site receiving 22,000+ visits per month from academics, legal practitioners, media and the public since February 2009
- On-line survey launched to gauge interest of database users and inputs was launched in February 2009

A sub-website was created, <http://www.putusan.net> (*putusan* = the decisions), which was first demonstrated at the Supreme Court's annual work planning meeting in August 2007. The MCC ICCP project goal of 10,000 uploaded Supreme Court decisions to an online database was achieved during January 2009.

The decision web page can be visited by clicking on its own address or by visiting the Supreme Court's Web site, [www.mahkamahagung.go.id](http://www.mahkamahagung.go.id), and clicking, in the right hand column, on "*Direktori Putusan.*" Supervised by MCC ICCP Administration and Organizational Specialist Mr. Saiful Doeana, subcontractor *Hukumonline* (HOL) continuously monitored the website, fixing small problems. In general however, very few problems were encountered with computer hardware or on-line database software; both systems have proven to be quite robust.

As well, the hands-on assistance to the IT technical team members of the publishing team begun in early March was completed by the end of August 2008. The hands-on training

focused on troubleshooting the website, processing the decisions to be uploaded and understanding how to solve problems with the database or software.

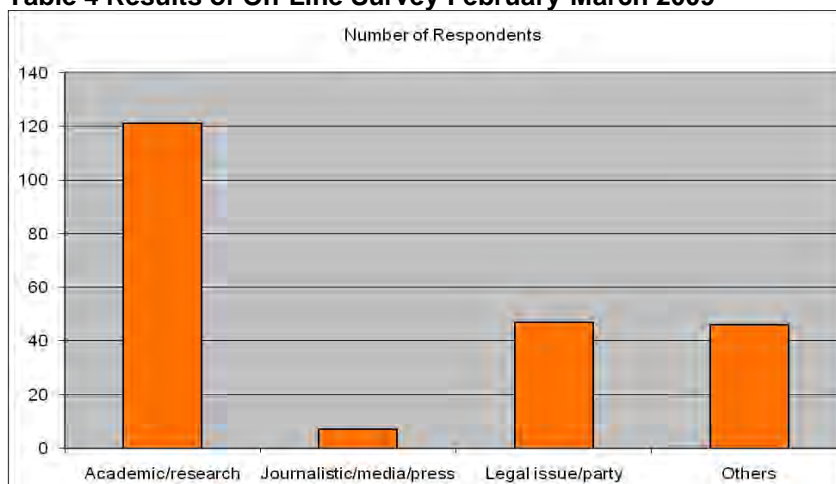
In May 2008, collaborating with the Registrar’s Office, the Australian Aid Legal Development Fund (LDF) and the Center for Indonesian Law and Policy studies (PSHK), the project sponsored workshops for the 12 Supreme Court electronic publishing teams. After training, these 12 teams were responsible for uploading Supreme Court decisions onto the website. The training included document processing and formatting, data entry techniques, online publishing, and IT administration (website administration, maintenance and reporting). The LDF program paid for two trainers from PSHK and one from HOL; MCC ICCP provided other costs. The first workshop was opened by Deputy Chief Justice for Judicial Affairs Dr. Marianna Sutadi. A total of 178 individuals (125 men and 53 women) were trained.

In June 2008 the Supreme Court Registrar Office issued a circular (No. 73/PAN/INT/VI/2008) which has had a long-term positive impact on the availability of decisions ready to post on the website. This circular states that as of July 7, 2008 all Supreme Court judges and their administrative teams have to comply with the new electronic publication procedures and reporting. This circular helped accelerate the process of finalizing decisions for posting on the website.

The Jakarta Post (the largest English language newspaper within Indonesia) ran a story on August 21, 2008 (<http://old.thejakartapost.com/yesterdaydetail.asp?fileid=20080821.H06>) that stated that the [www.putusan.net](http://www.putusan.net) website had been used a source of information by the media. This was a major step forward in recognizing the Supreme Court’s efforts to increase public access to information. While journalists covering the Court are now aware of the website, this is the first time the project found the website cited by name in a media report.

During February subcontractor HOL uploaded a small application for the putusan.net website to survey website users. The online survey gathered information about the user’s occupation and value of information on [www.putusan.net](http://www.putusan.net). HOL analyzed data from the survey for one month and gathered data from 229 respondents. These individuals saw the survey on the [www.putusan.net](http://www.putusan.net) website and self-elected to participate. It is not surprising that most of the users self-reported that they use the website for academic or research purposes. The survey results are as below in Table 4.

**Table 4 Results of On-Line Survey February-March 2009**



The online survey continues to be posted on [www.putusan.net](http://www.putusan.net), but it is now up to the Court to review and analyze the results.

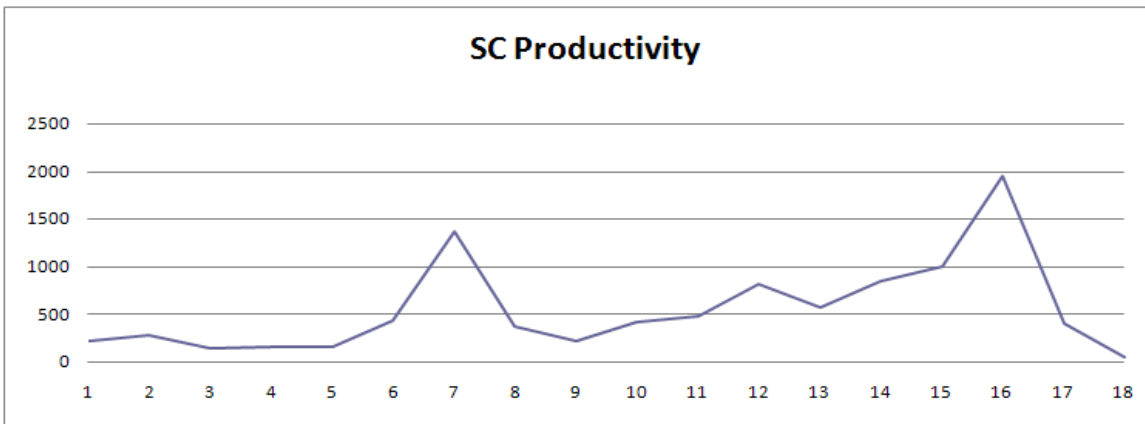
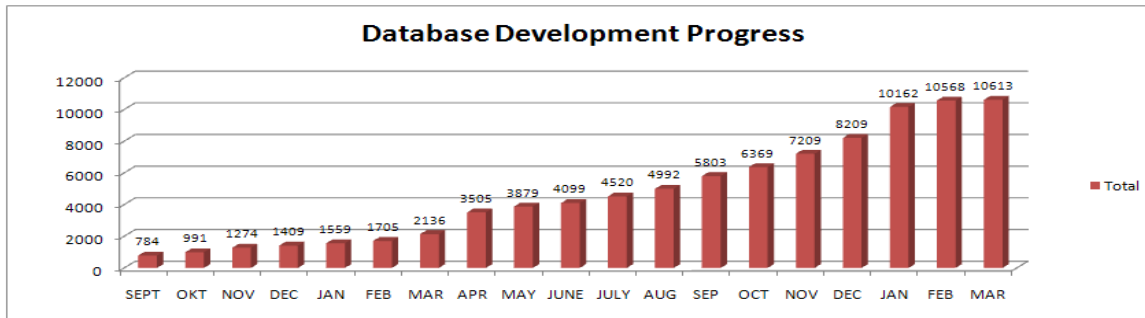
A coordination meeting was held during March 19-20, 2009 during which additional training for all Supreme Court Electronic Publishing Coordinators was provided by HOL (28 individuals: 23 men and five women). The meeting was opened by the Supreme Court Reform Team Coordinator Prof. Dr. Paulus Effendi Lotulung. Issues concerning the processing of decisions or with the electronic publication SOP were addressed. To increase the number of decisions from the Religious Courts uploaded in the database, a software program was demonstrated and given to participants to ensure that all names are removed from the decision documents. Finally, the importance of maintaining the [www.putusan.net](http://www.putusan.net) database as a website was emphasized as a visible means to bring the work of the court closer to the Indonesian population.

The Court stated that the [www.putusan.net](http://www.putusan.net) database will move from the HOL server to the server that hosts the Supreme Court website [www.mahkamahagung.go.id](http://www.mahkamahagung.go.id). Up to now, the [www.putusan.net](http://www.putusan.net) has been linked to the Supreme Court website but has resided on the HOL server. This move will be accomplished during May 2009 after the project is closed.

**Table 5 Category and Upload of Supreme Court Decisions onto Web Site**

DATABASE DEVELOPMENT PROGRESS																			
Category	SEPT	OKT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR
Civil	41	123	346	447	517	657	857	1434	1589	1689	1858	2149	2563	2884	3360	3895	4942	5185	5225
Religion (civil)	0	0	0	0	0	0	39	94	97	97	97	97	99	99	103	103	103	103	103
Special Civil Cases	251	256	269	273	280	283	293	309	325	330	334	349	356	365	440	478	902	927	927
Criminal	297	343	341	355	395	412	557	1004	1158	1249	1419	1538	1802	1961	2049	2159	2488	2541	2545
Special criminal cases	118	118	122	123	133	139	176	256	297	305	319	364	423	440	491	557	593	614	615
Military court cases	13	13	13	13	13	13	13	25	28	29	30	30	31	31	32	32	51	51	51
Administrative cases	64	138	183	198	221	201	201	383	385	400	463	465	529	589	734	985	1083	1147	1147
<b>Total</b>	<b>784</b>	<b>991</b>	<b>1274</b>	<b>1409</b>	<b>1559</b>	<b>1705</b>	<b>2136</b>	<b>3505</b>	<b>3879</b>	<b>4099</b>	<b>4520</b>	<b>4992</b>	<b>5803</b>	<b>6369</b>	<b>7209</b>	<b>8209</b>	<b>10162</b>	<b>10568</b>	<b>10613</b>
<b>Productivity</b>		<b>207</b>	<b>283</b>	<b>135</b>	<b>150</b>	<b>146</b>	<b>431</b>	<b>1369</b>	<b>374</b>	<b>220</b>	<b>421</b>	<b>472</b>	<b>811</b>	<b>566</b>	<b>840</b>	<b>1000</b>	<b>1953</b>	<b>406</b>	<b>45</b>

This table shows the categories of decisions published in the database.

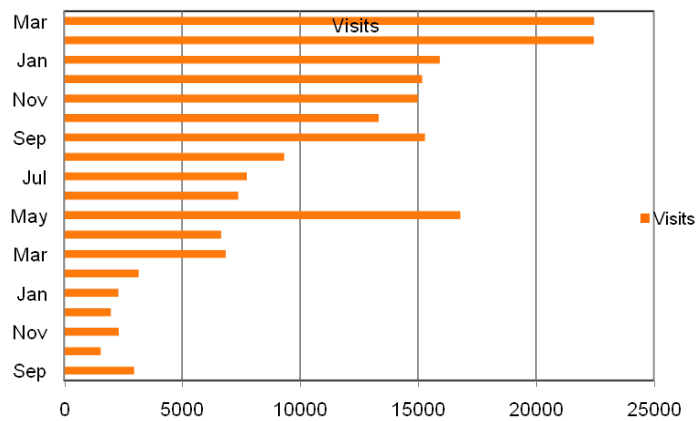


The two charts to the left show that the number of uploaded decisions did not grow much more than 10,600 during March 2009 because the Court electronic publishing teams focused on producing the Supreme Court Annual Report. A similar situation occurred in 2008. A higher level of online publication of decisions should manifest in April following the launch of the Supreme Court Annual Report.

**Table 6 Website traffic report 2008 - 2009**

Putusan.net Traffic Report		
Month	Hits	Visits
Aug	326679	577
Sep	244885	2967
Oct	121952	1553
Nov	158338	2317
Dec	152314	1975
Jan	164228	2294
Feb	306679	3160
Mar	565761	6842
Apr	364130	6647
May	365480	16799
Jun	374387	7381
Jul	345476	7747
Aug	437412	9330
Sep	668645	15293
Oct	523605	13334
Nov	664390	14995
Dec	702197	15181
Jan	526417	15926
Feb	516414	22455
Mar	599944	22457

Traffic to the website is collected and analyzed regularly and is presented in Table 6. It is important to note that since February 2009, there have been over 20,000 visits per month to the decision website. The bar chart below illustrates these data.



**Table 7 Type of visit made to [www.putusan.net](http://www.putusan.net)**

Putusan.net Traffic Report		
	Page Views	Unique IP
March	87544	2751
April	78549	2937
May	109794	2923
June	63906	3364
July	77885	3012
August	101229	4101
September	150654	6646
October	119407	4543
November	147886	4930
December	125001	5675
January	114675	6768
February	157120	4804
March	159563	5316

Page views refers to how many times the front page of the website is visited; unique views reflects the number of separate web views that are opened. Table 7 illustrates this kind of website traffic. Regarding page views, the number has fluctuated between 100,000 since August 2008 and almost 160,000 in March 2009. For unique views in the same period the low has been 4,101 in August 2008 to a high of 6,768 in January 2009.

### ***Activity 3b Developing Public Complaint Procedures***

This activity focused on establishing standard operating procedures for the processing of complaints from the public about the behavior of judicial staff, court administration, and other topics. At the request of the Supreme Court, an information desk was constructed at the Court that will be used as a model for all courts, and staff were trained in the new SOP for public information. The Supreme Court Supervision Body, the Legal and Public Affairs Bureau and the Registrar were involved in this activity.

Discussions were held with USAID and the Supreme Court regarding the quantitative and qualitative indicators to be used to determine the effectiveness of the public complaint system. By June 2008 it was agreed that a timeline be included in the SOP for processing complaints, which would take no longer than 21 working days.

#### **Activity 3b Public Complaint System**

*Expected Outcome: Standard operating procedures put in place for the operation of a public information desk and receipt and resolution of public complaints, and a model public information desk constructed within the Supreme Court*

##### *Year 2 Achievements*

- Information and Public Complaint desks and public information electronic access kiosks constructed and installed in lobby of Supreme Court, including computers and a large-screen monitor
- Standard operating procedures for operations of information desk developed for use in all courts
- 68 Court staff (41 men and 27 women) trained in the information desk standard operating procedures
- Public information leaflets on the Criminal Hearing Process, the Civil Hearing Process, Court Fees and Accessing Supreme Court Decisions developed and published for distribution at court information desks (6,000 total printed; 1,500 x 4)
- Standard operating procedures for processing public complaints and forms developed for all courts
- Access to online public information and public complaint system set up through Supreme Court web site
- 4,500 (1,500 x 3) copies of a poster, brochure and leaflet on public complaints printed for the Supreme Court to distribute to all lower courts

On May 30, 2008 Supreme Court Vice Chief Justice for Non-Judicial Affairs Dr. Harifin Tumpa issued a circular letter (001/WKMA/SK/V/2008) regarding the establishment and functions of a public information and complaints desk at the Supreme Court. This decree calls for the formal appointment of information officers from various Supreme Court bureaus and divisions tasked with providing information to, or receiving and processing complaints from the new information and complaints desk. The letter provided the authority needed to develop the public complaint and public information SOPs and train Court staff.

**Public Complaint System.** After many discussions with MCC ICCP subcontractor Indonesian Institute for an Independent Judiciary (LeIP) and MCC ICCP Organization and Administration Specialist Mr. Saiful Doeana, the Court agreed that because more than 80 percent of all the public complaints deal with the first instance courts, it would be most appropriate for the High Courts to handle the complaints to ensure they are handled properly.

Following meetings with different stakeholders within and outside the court system, LeIP drafted the SOP and then made field observations of public complaints as handled by courts

in Makassar, Medan, and Jayapura. Focus groups were then convened by LeIP in Medan, Jayapura and Makassar to provide comments on the draft SOP. Group participants included Deputy High Court Judges (who are tasked with court supervision) and staff assigned to public affairs. The involvement of these staff helped elevate the importance of a responsive public complaint system. Each focus group meeting had between 20-30 individuals participating. The feedback included the following points:

- Review the Code of Conduct of the Supervision Body relating to the officers for the examination of the complainee or the complainer.
- Use Act Number 26 year 1997 on Military Sanctions and Discipline.
- The courts should only have to file a quarterly report instead of a monthly report due to the busy schedules and workload.
- Institute a statute limitation on when the complaint is made; it should be submitted within one year when the incident occurred. This is necessary as investigation after one year is very difficult due to the frequent transfer and movement of people within the Supreme Court
- The draft SOP should be synchronized with other existing regulations within and outside the Supreme Court

All these inputs were incorporated into the public complaint standard operating procedures submitted to the Supreme Court Vice Chief Justice for Non-Judicial Affairs Dr. Ahmad Kamil for signature, which is expected after April 20, 2009.

The print materials for use at the public complaint desk and online use were approved in January 2009 by the Supreme Court. These include guidelines for filing a complaint, improper behavior (justifying a complaint), and the rights of complainers. One thousand five hundred copies each of the materials (a total of 4,500 pieces) were printed through MCC ICCP and will be distributed by the Court to lower courts during April 2009.

To create public awareness of the public complaints SOP and the information desk the Supreme Court will hold a socialization event in early summer April 2009 after MCC ICCP is completed. A list of participants including civil society organizations, lawyers, justice seekers, and media was prepared by the Public Affairs Bureau. The event will be opened by the Chief Justice Tumpa. There will be a presentation on how to fill out an information request and how to submit a public complaint. There will be also distribution of SOPs and the printed information material (brochures, leaflet, booklet and flyer). This event will also bring greater public awareness to the existence of the open and operational information desk at the Supreme Court.





Booklet describing public complaint services within the court system and at the Supreme Court



Examples of public complaint materials for use by the court to inform the public: a brochure on “Public Complaint Services Information at the Courts” and a poster: *REPORT, if you hear, see or experience any situations indicating improper use of authority, deviation and breach of the code of conduct by court apparatus.* On March 30, 2009 USAID approved removing the MCC and USAID branding from the poster.

**Public Information Desk.** After several months of consultation within the Court subcontractor LeIP completed the standard operating procedures for addressing public information inquiries. In January 2009 the SOP was approved and a decree to implement the SOP for the Information Desk was issued (1/SK/WKMA/I/2009) by the Supreme Court.

At the Supreme Court, the information desk is comprised of a physical desk with Court staff on duty, respond to answer questions and provide written material about the judiciary to visitors. The physical construction was done by MCC ICCP subcontractor *PT. Wahna Mega Hasta Karya*, and the information technology procurement and installation was completed by vendor *PT. Gemacitra Objeklestari* in March 2009.



Working with Mr. Doeana, LeIP developed print material on the criminal hearing process, the civil hearing process, the rights of the public regarding court fees, and guidelines for using the online Supreme Court decision database [www.putusan.net](http://www.putusan.net) (1,500 copies each for a total of 6,000 pieces). LeIP also developed an online information desk feature on the Supreme Court website which includes a user registration system, an information request form, a system for operators, and system for uploading information for use by each Supreme Court working unit.



From left to right, examples of public information desk materials “Court Process for Criminal Cases”, the Supreme Court online decision database [www.putusan.net](http://www.putusan.net) and “Flow of Civil Cases”

In March a two day training session was held in Jakarta for 70 people (41 men and 27 women) from various work units within the Supreme Court with the responsibility to address public information. Chief justice Tumpa showed the commitment of the Court by opening the training. Topics included the Supreme Court decree on transparency (SK 144/2007), the role of public relations, computer software use and online research skills, instructions on completion of registration forms, and a simulation.

The public information desk has been open and operational since the end of March 2009. The information desk was featured on the March 30, 2009 broadcast of the live TV talk show “Prime Interview” (discussed below in *Activity 3d*). The Court is planning to release a press release concerning the public information desk before the end of April 2009. Finally, the Court intends that the public information desk will be replicated in at least 400 courts.



From left to right: views of the public information desk and access to online public complaint forms and the online information access at the Supreme Court, Jakarta.

### ***Activity 3c Training of Supreme Court Public Relations Staff***

This activity increased the skills of the Supreme Court Legal and Public Affairs Bureau staff and trained high-ranking court officers in how to effectively engage with the public and media. The training focused on improving interpersonal skills, developing public relations contacts, responding to public and press inquiries, issuing press releases and writing briefs for webpage postings and improving media understanding of the Supreme Court.

#### **Activity 3c Public Relations Training**

*Expected Outcome: Supreme Court personnel have the skills necessary to insure effective communications with the media and public*

##### *Year 2 Achievements*

- Developed and printed 25,000 copies of 5 different information brochures (Judicial Code of Conduct, The Bureau of Legal and Public Affairs, Information regarding Supreme Court Decisions, Monitoring the Supreme Court, and Access to Information at the Court) and produced 5,000 copies of three fact sheets (Access to Information about the Court; Finance and Asset Management, and Improving Judiciary Transparency) about the Supreme Court; also published on the Supreme Court website
- Templates for disciplinary reporting developed for Court to use in regular updates to public
- Supreme Court website functionality improved, visual design improved
- Four TV talk shows produced, including three live discussions, nationally broadcast on Court reform topics

During Year 2 the project reinforced and put into practice basic lessons learned during the public information training conducted for 21 staff from the Supreme Court Legal and Public Affairs Bureau and officers from Jakarta District Courts in December 2007. The training goal was to improve the quality and timeliness of information that the Bureau provides to the media and others. Following the feedback gained from the training, MCC ICCP submitted a revised public communications strategy for the Court which was also approved by the Bureau in December 2007. The strategy consisted of a series of brief, confidence-building and educational campaigns to run through the term of the project. Though the Bureau staff saw value in an organized approach to rolling out these short-term campaigns – which focused on easy public relations ‘wins’ many of which were associated with the judicial reforms taking place through Task 1, over several months they were delayed, cancelled or changed due to a variety of factors.

Chief among these was the lack of a clear mandate for the Bureau to really apply and implement the Supreme Court transparency decree (144/KMA/SKIVIII/2007), coupled with weak management, a political debate over extending the pensionable age for Supreme Court judges and, above all, a risk adverse culture. Despite these hurdles, the Bureau’s overall performance improved and self-confidence grew in large part due to MCC ICCP’s direct technical support.

Beginning in November 2007, the Project effectively in-bedded MCC ICCP Public Communications Specialist Mr. Eric Sasono in the Bureau, backed by MCC ICCP Public Communications Specialist Mr. Ares Nugroho; both of whom were tasked with implementing the December 2007 communications strategy. Mr. Sasono’s daily presence at the Court was fully backed by the Manager of the Bureau, Mr. Nurhadi, who also in early 2008 tasked specific staff to work alongside MCC ICCP. Mr. Sasono and Mr. Nugroho mentored this group and counseled Mr. Nurhadi on a wide variety of public affairs issues. Considerable hands-on knowledge was transferred to the Bureau staff in this manner, including overseeing

the writing of 18 press releases, stories and numerous captions for the Supreme Court website, and coordinating meetings between the outgoing Chief Justice and domestic and foreign media, advising the Court on effective responses to negative or erroneous media coverage, and helping the Bureau anticipate the need for press releases for events on the Supreme Court calendar. Mr. Sasono and Mr. Nurhadi walked the Bureau through the production of media talking points, produced templates that would allow other departments to request information from and provide information to the Bureau, and coached them through the extensive and time-consuming preparations needed to ensure a successful live television event.

The Bureau also learned to take a different approach to dealing with negative or poorly researched media coverage. The project provided valuable counsel regarding the Court’s right-of-response to media claims of wrong-doing, and assisted in the drafting of several letters-to-the-editor refuting allegations. While keeping in mind the media’s important watchdog role, the MCC ICCP was generally supportive of these efforts when a serious mistake was made, and ultimately forged a sense of common cause with the Bureau in most cases.

MCC ICCP staff played key roles in organizing “transparency” displays for the successful April 2008 launch of the 2007 annual report and the August 2008 national conference of judges (*Rakernas*) in Jakarta. Some of the contactor/client relationships that MCC ICCP brokered for the Bureau will survive well beyond the end of the project. This is particularly true of the good working relationship established between the Bureau and a video production company that, with MCC ICCP’s technical assistance, produced a 30-minute promotional montage of Court activities in time for the April 2008 Annual Report launch, and with an event contractor that produced a variety of information banners and display cases.



**Examples of standing banners created for the 2007 Supreme Court Annual Report launch. On the right is the banner describing the Supreme Court decision website ([www.putusan.net](http://www.putusan.net)).**

For the August conference MCC ICCP produced with the Bureau staff a variety of public information materials including standing banners, brochures and fact sheets, which were printed in a trial run for the Annual Report launch. Five redesigned versions of the brochures were printed (5 x 5,000 units, a total of 25,000) for the conference. While some of these materials were distributed at the conference most were distributed through the Supreme Court’s information desk (*Activity 3b* above). MCC ICCP recommended that both the April and August events be used as a news hook for a pair of television talk shows which would allow the Court to reach a broader audience with key messages. In both cases the Court senior leadership decided against this idea.

By the time regular work activities resumed in mid-October the Supreme Court was dealing with a public disagreement over its effort to extend the retirement age of judges from 67 to 70 years. This was widely portrayed in the media as an attempt by the Chief Justice – who was due to retire in early November – to remain in office.

The Bureau attempted to organize an informal event with local journalists to mark the breaking of the daily fast during the last days of the September. While a routine and much anticipated event in the media calendar with other government institutions, this was the first time the Supreme Court had proposed to host such an event, and was a measure of the gradual improvement in media relations. The Court elected to hold the event at a later date; this event is now scheduled for sometime in April 2009 (after MCC ICCP closes).

Despite these challenges, the project supported three notable events with the Bureau: a series of press events around the Chief Justice’s retirement in October 2008, including a first-ever question and answer sessions with foreign journalists; a December field trip to the final judicial Code-of-Conduct workshop in Jayapura, Papua (*Activity 1a* above), in December; and the launch of the first “Law School for Journalists” workshop held in Indonesia, also in December.

There was surprising support for the MCC ICCP’s suggestion that the outgoing Chief Justice address the media about advances made during his tenure. The project assisted the planning and preparation for two separate media events, the first attended by 18 representatives of the foreign press, and the second, by roughly 50 Indonesian journalists.

Mr. Sasono traveled to Jayapura, Papua in early December with two Bureau staff to document the final judicial Code of Conduct workshop (*Activity 1a*). The event proved a valuable lessons-learned opportunity for the Bureau staff that produced press releases, stories and photographic updates for the website over three days with the Mr. Sasono’s technical assistance.

The Law School for Journalists workshop, comprised of a day-long introduction to the Indonesian court system, descriptions of the steps judges take before rendering decisions and other basic concepts and practices of the judiciary for more than two dozen journalists who routinely cover the justice sector in Indonesia. For most participants was the first time they had received any training or information about the court system. Workshop facilitators included Supreme Court Justice Dr. Artidjo Alkostar, senior Tempo magazine journalist Mr. Sukma Loppies, and a panel of respected law lecturers and lawyers. The Bureau helped develop the workshop content and helped with planning, along with MCC ICCP Public Communications Advisor Mr. Paul Dillon, Mr. Sasono, and MCCICCP Public Communications Consultant Mr. Oren Murphy. The curriculum and all the supporting materials were provided to Bureau with the expectation that a similar event can be held in 2010 using its own training budget.

As well, MCC ICCP subcontractor *PT. Izha* produced a media guide to the Indonesian Judicial system based on the Law School for Journalist workshop curriculum. This pocket-sized handbook provides basic information about the court system, detailed contact details for court spokespersons around Indonesia and lower court websites, a glossary of commonly-used legal terms and suggested media contacts drawn from academia, leading law firms, non-

governmental organizations and think tanks who are qualified to discuss different aspects of the Indonesian justice system.

The handbook was distributed to 240 newsrooms around the country, and to seven district offices of the respected NGO *Alliance of Independent Journalists*. The Supreme Court Public Affairs Bureau and the new information desk also have copies to distribute.

### ***Activity 3d Increasing Public Access to Court Information***

This activity increased public access to court information by enhancing the Supreme Court website, training court staff to write press releases and background stories, developing a specific format and operational system for the public release of budget and other financial information, establishing guidelines for the public release of disciplinary information and producing television talk shows during which key issues relating to court reform were discussed.

#### **Activity 3d Increasing Public Access to Court Information**

*Expected Outcome: The public has access to a wide range of information about the court through a comprehensive public access program*

##### *Year 2 Achievements*

- Developed and printed 25,000 copies of 5 different information brochures (Judicial Code of Conduct, The Bureau of Legal and Public Affairs, Information regarding Supreme Court Decisions, Monitoring the Supreme Court, and Access to Information at the Court) and produced 5,000 copies of three fact sheets (Access to Information about the Court; Finance and Asset Management, and Improving Judiciary Transparency) about the Supreme Court; also published on the Supreme Court website
- Templates for disciplinary reporting developed for Court to use in regular updates to public
- Supreme Court website functionality improved, visual design improved
- Four TV talk shows produced, including three live discussions, nationally broadcast on Court reform topics

The Court declined the opportunity to launch the proposed series of TV talk shows until August 2008. Buoyed by the successful opening of the Annual Judges Conference (*Rakernas*) that month, which was attended by the President of Indonesia, the Supreme Court leadership decided to make the Chief Justice available to television media. MCC ICCP was requested by the Court to immediately organize a television appearance. Due to scheduling conflicts and a lack of lead and preparation time, this was impossible to organize with the appropriate TV stations on short notice. However, two weeks following the Conference, Deputy Chief Justice for Judicial Affairs Dr. Marianna Sutadi taped a 30-minute-long appearance on Metro TV's talk-show *Special Dialogue* which was broadcast on August 21. The show also featured Indonesia judicial observer/critic Mr. Ahmad Santosa. The discussion focused on the Court's efforts to implement the transparency measures announced exactly one year earlier.

One measure of first show's success was the 20 percent increase in reported hits to the MA's website and the online Supreme Court decision database (whose web addresses were repeatedly flashed on screen) in the 24 hours after the broadcast. The day after the broadcast, the English language Jakarta Post carried a story about the Supreme Court upholding a prison term in a high-profile case that cited [www.putusan.net](http://www.putusan.net) as the source of the information. While journalists covering the Court are generally aware of the site, it is believed to be the first time it has been cited by name.

The August TV appearance by Dr. Sutadi was enthusiastically embraced by the Court and it appeared that with the organization of two successful events – the Annual Judge’s Conference and the April launch of the Annual Report - that the Public Affairs Bureau was on the verge of a breakthrough. The senior Court officers seemed to be taking public affairs seriously, there was talk of top tier support for a half-day senior-level communications workshop that MCC ICCP had long advocated for, along with other initiatives outlined the December 2007 Court-approved communications plan. The process of selecting a new Chief Justice and a change in senior leadership due to retirements delayed this process. By November the Acting Chief Justice Dr. Harifin Tumpa signaled his interest in planning the remaining talk shows for 2009 and MCC ICCP presented him with a suggested list of topics.

The remaining three televised events, held in February and March 2009, were live talk show format events. On February 2, the newly-appointed Chief Justice Tumpa and the head of the National Judicial Commission Dr. Busyro Muqaddas appeared together on national TV for a live, 30-minute prime time discussion about judicial supervision and judicial sanctions on Metro TV’s *Prime Interview* show. The Supreme Court and Commission had been at loggerheads for many months over institutional responsibility for a wide variety of issues relating to the judiciary. The feedback after the show, uniformly positive, focused in large part on the Chief Justice’s pledge to work with the Commission to overcome these problems, and the expectation that this joint public appearance bodes well for relations between the two institutions.

The talk show held March 13, featured Supreme Court Justice Takdir Rahmadi discussing impending changes to the Blueprint for Judicial Reform with Mr. Nono Anwar Makarim, one of the architects of the original Supreme Court blueprint, also a lawyer and former journalist.

The Supreme Court recently held a meeting to receive input from various stakeholders (such as academicians, NGOs, other state institution officers) for redevelopment of the Blueprint. The earlier Blueprint was published in 2003 while management of the Indonesian court system was still under the two roof system (the courts under the Supreme Court and judges under the Department of Justice). The 2003 Blueprint had not been revised after the legal basis for a one-roof system (courts and judges under the jurisdiction of the Supreme Court) was established.

Dr. Makarim, who was expected to challenge the claim that significant reforms were occurring, instead stressed how several of the changes made by the Court are historical firsts. He also said that the invitation for NGOs, academics, lawyers – including himself – to give input to Supreme Court Blueprint is a major change in the attitude of the Court and reflected well on senior leadership. Dr. Makarim stressed that the Court needs to make a greater investment in the Public Affairs Bureau if public perceptions are to change.

On March 30 the final show was aired on the Metro TV live talk show *Prime Interview*. The topic was the new information desk and its relationship to judicial transparency. Supreme Court Head of the Legal and Public Affairs Bureau Mr. Nurhadi represented the Court and Mr. Emerson Juntho of the NGO Indonesia Corruption Watch was the other guest. A lively discussion was anticipated because during the period August through September 2008 ICW had publicly criticized the Court or not improving public access to information. The discussion instead focused on the new information desk.



A video of the new public complaints desk in operation was shown during the talk show. This vignette was filmed by Metro TV; MCC ICCP communications specialist Mr. Eric Sasono was on location at the Supreme Court to advise on the filming.

For reasons that remain unclear, Mr. Juntho – who is frequently quoted criticizing the Court in very pointed terms on a wide variety of issues - failed to challenge Mr. Nurhadi on the execution of specific measures outlined in SK 144, the August 2007 Transparency Decree. Instead he applauded efforts made thus far and suggested future improvements, all of which were already in place or about to be implemented.

MCC ICCP Public Communications Advisor Mr. Paul Dillon and Mr. Sasono worked with the Supreme Court Legal and Public Affairs Bureau on all four TV shows to identify key talking points for the Court, develop the questions and answers, guide the content of the show, organize stock footage to be used in cutaways, and brief messages for the running-text boxes across the bottom of the screen. All Supreme Court speakers, Dr. Sutandi, Chief Justice Tumpa, and Justice Rahmadi responded well to the face-to-face prep work provided by members of the Judicial Reform Team with Mr. Sasono's assistance. For example, Mr. Nurhadi, with whom the MCC ICCP worked closely, requested three pre-show question and answer prep sessions with Mr. Sasono.

Following many months of discussion, in October 2008 the Supreme Court decided that sanctions and punishments on judges and other court staff will be announced regularly through several means: publication on the Supreme Court website, press releases, and press conferences. Immediately following this decision Acting Chief Justice Tumpa asked that the Public Affairs Bureau organize an event to publicize year-to-date figures about sanctions against judges and senior court staff. This sensitive information was previously published only in the Supreme Court's Annual Reports, (since the 2004 Report). The 2007 Annual Report was posted on the Supreme Court website. The Chief Justice reiterated that the Court was committed to transparency in this area. MCC ICCP worked with the Bureau to produce a press release and coordinate this high-interest event to engage the public.

The Court is now publicly committed to releasing information about sanctions "on a regular basis," and along with the October 22, 2008 press release, it issued figures for disciplinary actions for the period January – September 2008. At that time, MCC ICCP was verbally told that disciplinary information figures would be released quarterly and in its Annual Reports. The 2008 Annual Report, released April 1, 2009, included disciplinary information for all of 2008. Information for the first quarter of 2009 has been posted on the Supreme Court website: <http://www.mahkamahagung.go.id/index.asp?LT=01&tf=2&idnews=1010>. The Court has indicated that is not planning to release any additional written notification on how it will release disciplinary information, as it feels existing statutes provide sufficient guidance on managing disciplinary matters.

An important related development supported by MCC ICCP is the inclusion of specific steps for handling discipline cases that arise from standard operating procedures for Public Complaints (*Activity 3b* above). The SOPs, which have been extensively reviewed by the Court's leadership and are expected to be signed in late April 2009, make explicit the steps that Court officials must take to enforce disciplinary sanctions.

One unresolved issue that has been highlighted repeatedly by observers is that the Court only releases the initials and jurisdiction of the official who has been sanctioned: full names are

not supplied. When challenged on this issue during his March 2009 TV appearance Mr. Nurhadi said full names are not released in order to protect his or her family members. There are a number of problems with this approach, not the least of which is that a full roster of names of judges and their jurisdiction is available so acquiring the name of the individual who has been punished is relatively easy. It has also been pointed out to the court that in large jurisdictions with many judges and support staff it is likely that more than one person will have the same initials, thus potentially tarnishing the reputations of innocent people.

Mr. Dillon and Mr. Sasono worked extensively with the Public Affairs Bureau to improve their ability to package information for the Supreme Court website. This included numerous hands-on 'trainings' with the Bureau staff on producing effective press releases, fact sheets and short-stories about events, and linking them to decent photographs. Mr. Dillon and Mr. Sasono made inputs on the way the webpage was being arranged and particularly regarding the need to create a "press room" on line where media can find the most recent press releases, announcements etc such as the Indonesian Constitutional Court has done.

To access the Supreme Court webpage: <http://www.mahkamahagung.go.id>

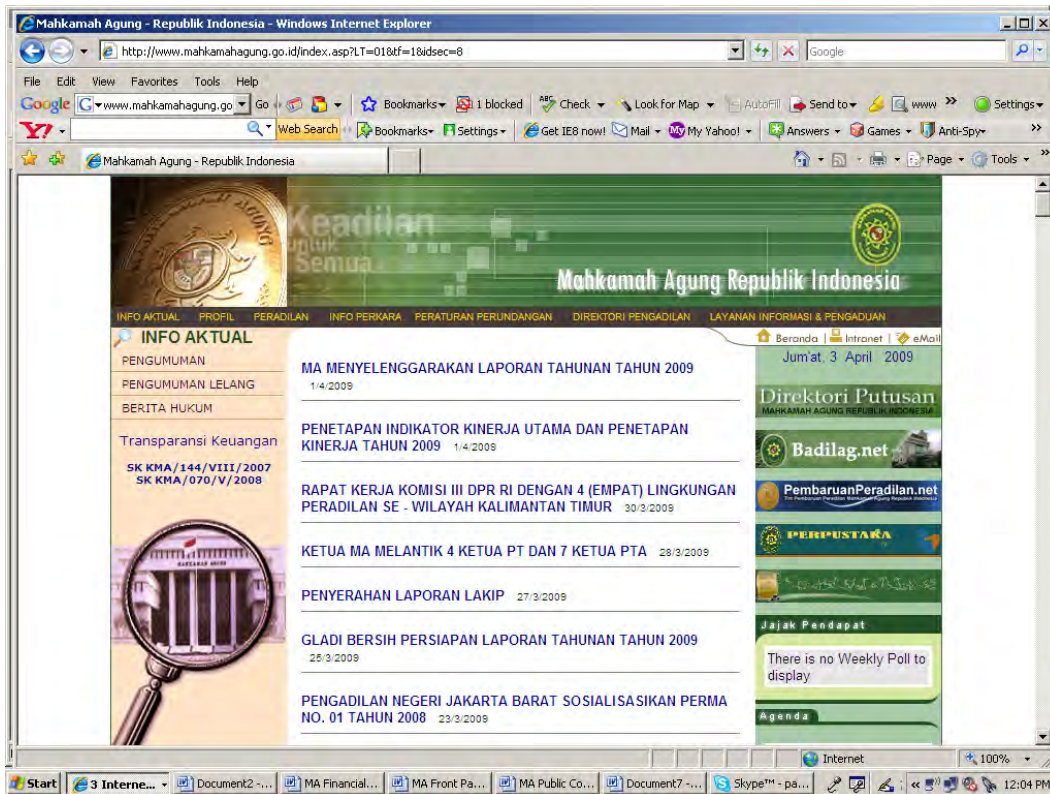
### Supreme Court website front page with most recent news: Release of 2008 Annual Report





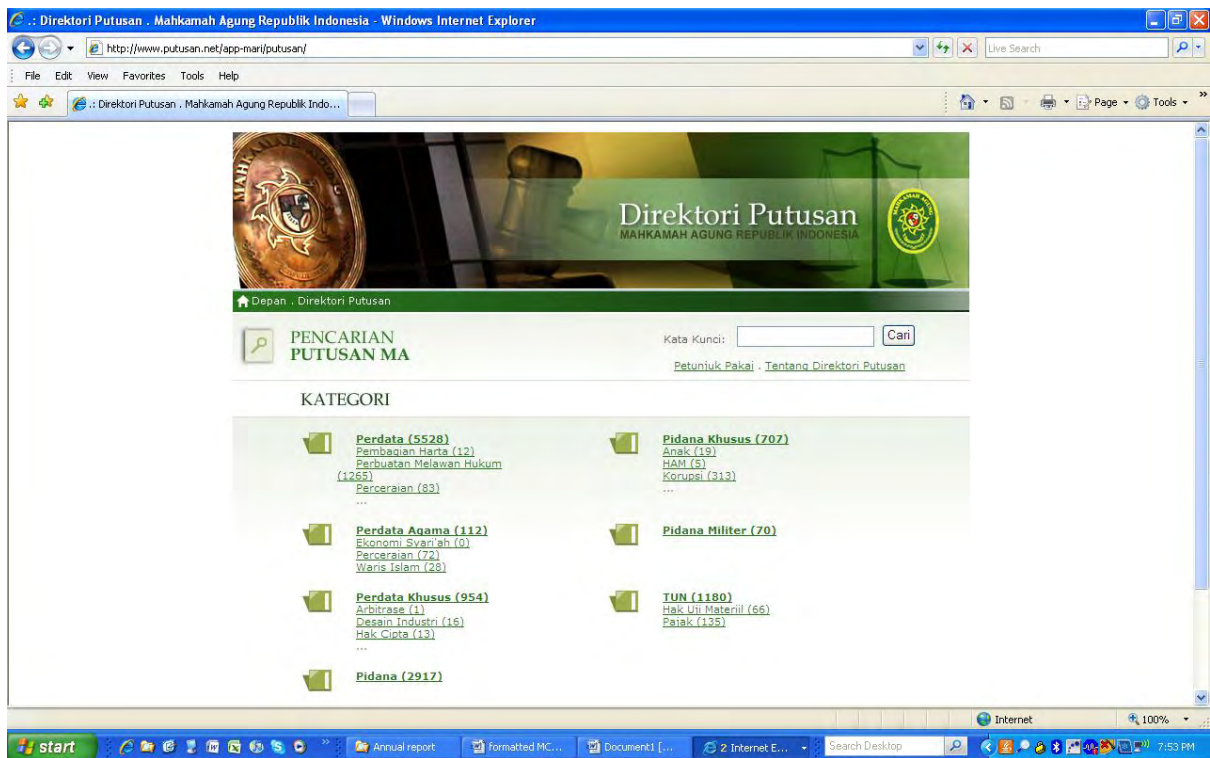
<http://www.mahkamahagung.go.id/index.asp?LT=01&tf=1&idsec=8>

## Archive of Older Stories and Press Releases

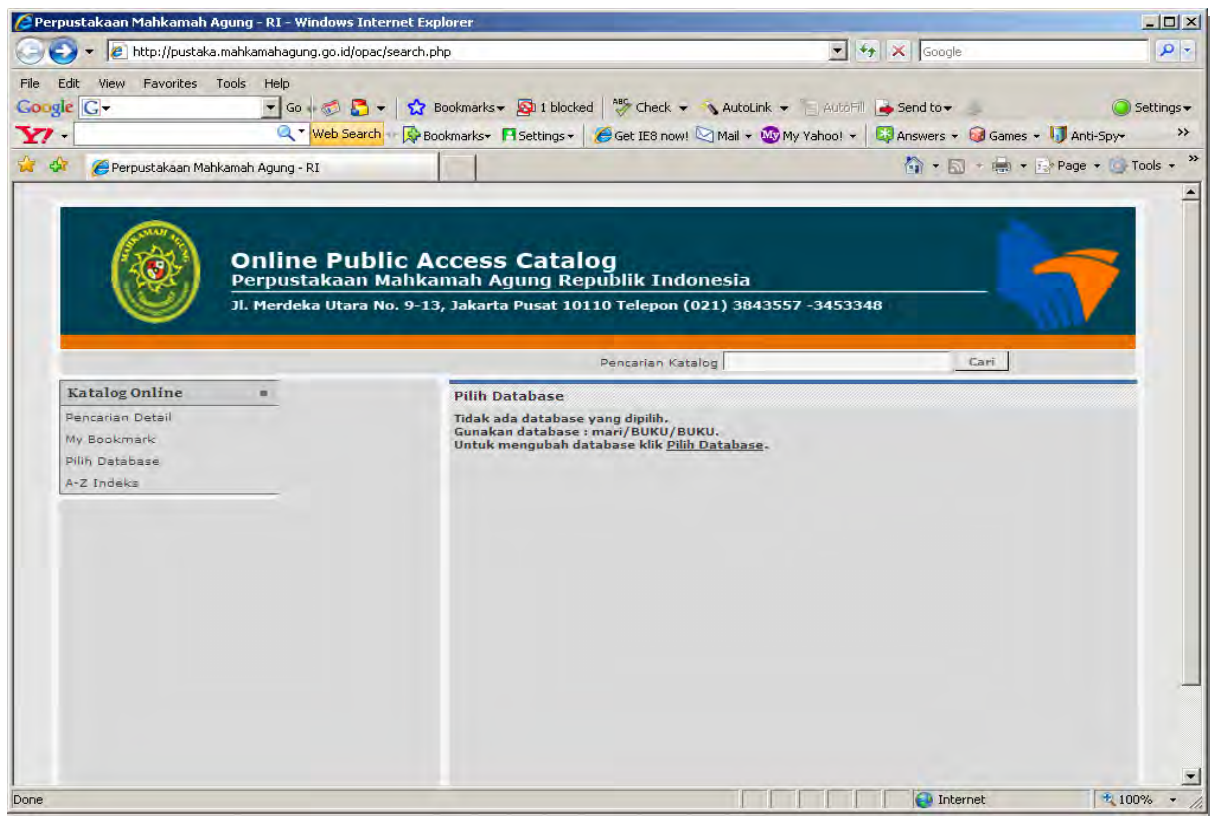


The work on improving the Supreme Court website architecture was done by subcontractor *Hukumonline* and they also created the online decision database [www.putusan.net](http://www.putusan.net) which is embedded in the Supreme Court website (*Activity 3a* above). In addition, online features for accessing budget and financial information about the court were developed through the work done on budget transparency in *Activity 2a* above. Disciplinary action and sanctions taken toward judicial and non-judicial staff are also posted. Finally, the website also has an “online information desk and on-line form for lodging a public complaint (*Activity 3b* above). Example screen shots and the links to access these features are as below:

To access the online database of Supreme Court decisions: [www.putusan.net](http://www.putusan.net) or



To access the Bureau of Legal and Public Affairs On-line Library: Search Page <http://pustaka.mahkamahagung.go.id/opac/search.php>





To access the Court's current budget and financial performance:

<http://www.mahkamahagung.go.id/index.asp?LT=12>

The screenshot shows the website of the Mahkamah Agung Republik Indonesia. The main content area displays financial data for the year 2008. A table titled 'Rencana Pengeluaran' (Budget Plan) shows the following data:

Uraian	Jumlah (Rp.)	Persentase dari Total Anggaran
Belanja Pegawai	300.000.000.000	14.2857142857143%
Belanja Barang	1.000.000.000.000	47.6190476190476%
Belanja Modal	700.000.000.000	33.3333333333333%
<b>Total Pengeluaran</b>	<b>2.000.000.000.000</b>	<b>95%</b>

Other visible information includes the year 'Tahun 2008', the budget code '10101001', and the name 'B.U.A'. The website also features a navigation menu with categories like 'INFO AKTUAL', 'PERADILAN', and 'LAYANAN INFORMASI & PENGADUAN'.

To access the online information desk and online public complaint form:

[http://www.mahkamahagung.go.id/di\\_web/index.asp](http://www.mahkamahagung.go.id/di_web/index.asp)

The screenshot shows the login page for the 'Sistem Online Layanan Informasi dan Layanan Pengaduan' (Online Information and Complaint Service System) of the Mahkamah Agung Republik Indonesia. The page features a green header with the court's name and a central login form with fields for 'login:' and 'password:', a 'Submit' button, and a 'register' link. Below the form, there is a paragraph of text in Indonesian explaining the purpose of the system and a 'register' button for new users.

Selamat Datang Di Sistem Online Layanan Informasi dan Layanan Pengaduan Mahkamah Agung

Untuk dapat mengajukan permohonan informasi, mendapatkan informasi mengenai status terakhir permohonan, mengajukan keberatan atas pelayanan informasi, maupun mengajukan laporan pengaduan, anda harus mengisi username dan password anda.

Klik tombol register jika anda belum mempunyai username untuk mendaftarkan diri pada sistem online kami.

As Internet access and use is not ubiquitous within Indonesia, much of the effort by MCC ICCP has been to augment materials posted on the Supreme Court Web site with printed materials for the general public. Both of these efforts -- use of the Web site and simple paper brochures, which provide basic information to the public -- were new actions for the Court. MCC ICCP consistently encouraged the court to distribute printed materials throughout the country and the work on printed brochures and fact sheets is evidence of this (see also *Activity 3b above*). The project reminded the Court frequently that the MCC Country Threshold program and MCC ICCP contract called for development of a regularly published newsletter.

Finally, after internal discussions, in January 2009 the Court decided it did not need an online or printed newsletter from MCC ICCP and sent a letter to USAID informing them of this decision.

## **Task 2 Enhancing the Capacity of the PPATK**

In recent years, the government of Indonesia has dramatically improved its efforts to crack down on money laundering. One measure of that success is that the number of Suspicious- and Cash Transaction Reports (STR and CTR) filed with PPATK continues to increase. Yet challenges remain. The project helped PPATK improve its anti-money laundering tracking duties, in part by increasing its capacity to process STRs and CTRs, and by reaching out to non-bank financial institutions (NBFIs) to increase the number of such reports submitted to PPATK.

The project helped PPATK reach out to NBFIs through a “Know Your Customer” (KYC) training program and a general public awareness effort. While PPATK is responsible for financial information collection and analysis of NBFIs, the reporting level has been low. This is due to a poor understanding of how a KYC program helps detect unusual activities from clients that may indicate evidence of money laundering. As well, the public had limited information on the obligation of NBFIs to collect and report unusual behavior and the positive role consumers can play in helping make anti-money–laundering efforts effective.

Year 1 demonstrated that this dual approach was useful to PPATK. A successful training program on KYC principles and filling out STR forms targeted to authorized money changers was delivered in three locations. A public awareness campaign on the importance of using authorized money changers, as they adhere to the principles of KYC, was successfully launched in three major entry points to Indonesia (Jakarta, Batam, and Bali).

### ***Activity 1 Education Campaign***

This activity focused on the development of a KYC public education campaign to increase the quantity and quality of transaction reports received by the PPATK from NBFIs. The campaign included workshops for NBFIs employees and information provided to current and potential NBFIs customers and the general public through print and television broadcast media. This work was done in collaboration with PPATK and *Bapepam-LK*, the regulator for NBFIs.

#### **Activity 1 Education Campaign**

*Expected Outcome: PPATK's receipt of Suspicious Transaction Reports (STR's from non-bank financial institutions is raised from 3.2 percent to 10 percent of total STRs.*

### *Year 2 Achievements*

- Delivered 4 workshops for 214 non-life general insurance industry representatives (159 men and 55 women), on the benefits of following the “Know Your Customer” principles.
- 1 “for credit” Know Your Customer seminar held at *Universitas Teknologi Yogyakarta* for 259 university students from 6 area universities interested in working in the legal and business sectors
- 1,550 KYC flyers, 280 KYC leaflets, 300 KYC pins produced as a larger run of campaign materials were distributed during the university outreach event.
- Produced 5 TV anti-money laundering public service announcements for Know Your Customer Campaign with the slogan “*Kalau Bersih Tak Perlu Risih/If You’re Clean You’ve Got Nothing to Worry About.*” Each PSA addressed a specific NBFi (insurance companies, capital markets, pension funds, and leasing/financing companies) and one general PSA was produced for the whole NBFi sector.
- 5 magazine PSA advertisements, 5 radio PSAs, and a large number of additional designs (posters, brochures, standing banners) were developed and circulated widely to the NBFIs, PPATK and Bapepam-LK. Digital copies of all campaign attributes were also provided to NBFi representatives at the campaign launch, where they were encouraged to replicate/reprint in support of their own activities.
- 3 separate broadcast rotations of the TV PSAs on two national TV stations (Metro TV and SCTV) and the cable channel First Media (which broadcast captioned versions of the commercials on CNN, MSNBC, Discovery Channel and National Geographic). The first campaign ran for 3 months (June-August 2008), the second and third month-long campaigns (October-November 2008 and April 2009) were run in much higher rotations.
- The print PSAs were placed as full page ads in leading financial and lifestyle magazines, with a brief radio PSA rotation during the 3 month period June-August 2008.

In Year 2 the project launched a multi-media information campaign informing current and future investors about KYC requirements when doing business with NBFIs such as insurance companies, capital markets, pension funds, and leasing/finance companies. The project worked very closely with PPATK on the development of content for the broadcast and print campaign. Special attention was paid to targeting specific segments of the audience; for instance, insurance companies target housewives in their usual advertising efforts.

Subcontractor *PT. Perdisi* was competitively selected in February 2008 to coordinate the production of the various components of the campaign including the purchase of print and broadcast media. *PT. Perdisi* then selected a subcontractor video production company *Kemistry* to produce the television PSAs. MCC Public Communication Advisor Mr. Paul Dillon, and MCC ICCP Public Communications Specialists Mr. Christopher Fong and Ms. Dewi Watson carefully reviewed the work of *Kemistry* and agreed with the selection.

The creative premise for the integrated media campaign (linking broadcast and print) focused on the creation of a four-member “KYC Family.” Each family member represented a different NBFi sector: Father/Leasing, Mother/Insurance, Daughter/Capital Markets, Grandfather/Pensions. In addition to the four sector-specific ads, a fifth ‘umbrella’ ad was produced tying the campaign together and linking the industry’s KYC efforts with the broader crackdown on money laundering. The TV, radio, and print advertising all employed the same cast of characters and campaign slogan.

After some initial resistance, PPATK was also convinced to adopt and slightly update the slogan from a successful 2006/07 Bank Indonesia KYC campaign *Kalau Berish Kenapa Risih/”If Clean Why Worry.”* The slogan was updated to: *Kalau Berish Tak Perlu Risih/”If You’re Clean You’ve Got Nothing to Worry About.”*

Shot in March 2008, the PSAs (1 x 45 seconds; 4 x 30 seconds) are slick, humorous and dialogue driven. They were also edited down to produce a series of 15-second “cut-downs”, both for the TV and radio versions. These cut-downs provided greater flexibility to the TV and radio stations that are prepared to run PSAs as a free service to the government as they can be slotted into gaps in the programming. As well, five print public service announcements/advertisements, five radio PSAs, and a large number of additional designs (posters, brochures, standing banners etc) were developed and circulated.

MCC ICCP financed three separate rotations of the TV campaign on two national broadcasters (Metro TV and SCTV) and the cable channel First Media which broadcast English language captioned versions of the commercials on CNN, MSNBC, Discover Channel and National Geographic. The first three-month campaign began with the June launch; the second ran from October through the end of November, and the third and final rotation occurred through the month of April 2009. Some adjustments were made to the TV campaign at the request of PPATK after the first broadcast period that resulted in a higher number of ads broadcast over a tighter schedule, a “burst” approach resulting in high ‘target audience rating points’ (TARPs) over a shorter period of time (one month instead of three).



**June 2008 General KYC public campaign launch in Jakarta. Panelists (left to right) Mr. Husein, Mr. Arif Baharudin (*Bapepam-LK*) and Mr. Isa Rachmatarwata (*Bapepam-LK*) with moderator Ms. Wianda Puspongoro (MetroTV).**

The project also purchased a limited number of full page ads leading financial and lifestyle magazines, and a brief radio rotation, both running in parallel to the first TV broadcast phase, June through August 2008.

The campaign was very well received both by PPATK and NBFi industry professionals, 280 of whom attended the June public campaign launch in Jakarta. In December, the TV PSAs were nominated as finalists for Indonesia’s most prestigious advertising award (*Citra Pariwara*). Although they did not win, the subcontractor *Kemistry* – which submitted the spots to the competition – said the crowd reaction was overwhelmingly positive. The ads were lauded as a rare example of a government agency effectively employing sophisticated non-traditional messaging in a public service announcement.

In addition to the broadcast materials, 15 ‘KYC Family’ standing banners, eight *Kalau Berish Tak Perlu Risih* logo standing banners, 8,000 flyers (A4 folded twice), 6,300 pins and 5,000 posters were produced. Four hundred copies of the high-end lifestyle magazine ‘Prestige’ containing the first print advertisement, and 330 DVDs containing the TV PSAs and print-ready versions (using InDesign and pdf) of all the campaign materials, were distributed along with pins, flyers and such at the June 2008 campaign. Industry representatives were



encouraged to reprint the campaign templates (posters, standing banners etc.) contained on the DVD: all the templates were designed in such a way as to provide room for industry associations and private companies to brand the materials alongside PPATK, *Bapepam-LK*, USAID and MCC logos. In all a total of 19,323 items were produced for the general KYC campaign during the year.



**From left to right: standing banners of different “KYC Family” PSAs; print versions of the “KYC Family ads and example of a lifestyle magazine with PSA page open.**

The project had proposed to supplement the media campaign with a university lecture series held at six campuses around Indonesia, and a series of four breakfast meetings with NBFi industry insiders and compliance officers. These events were to give PPATK and guest speakers an opportunity to inform executives about new trends in money laundering and other topics. PPATK agreed with this approach during October 2008.

The project organized and promoted a half-day, “for-credit” lecture and awareness-raising event on anti-money laundering and KYC principles at the *Universitas Teknolgi Yogyakarta* for 280 student and faculty from six area universities in early December 2008. The event was a great success: feedback from attendees and the Government of Indonesia partners was uniformly positive. In the wake of this first event, MCC ICCP redesigned all of the PPATK and *Bapepam-LK*’s standard presentations with a series of PowerPoint presentations specifically tailored for a university crowd to use during future events..

Regrettably, PPATK failed to secure locations for the five additional stops on the lecture series, and effectively severed communications with the project during the final four contract months. Despite several attempts at direct and indirect communication, a clear explanation for this decision was not provided.

The MCC Threshold Program stipulated that the MCC ICCP project provide at least six trainings events for NBFIs. While six separate workshops were already delivered for authorized money changers earlier in the project, we agreed with USAID to provide additional training to broaden the impact among the NBFi sectors. The public awareness campaign had targeted the original four NBFi industries identified in the MCC ICCP contract: insurance, pension funds, capital markets, and leasing/finance. In October 2008, three Know Your Customer workshops were delivered to general (non-life) insurance companies to 214 individuals (159 men and 55 women).

After several months of discussions and efforts to coordinate (but not duplicate) similar programs funded by other donors (such as the AusAid Technical Assistance Management Facility III or the USAID Financial Crime Prevention Project), PPATK recommended that the training provided by MCC ICCP focus on the general/non-life insurance business. The general insurance business had been overlooked by other donor trainings and there was a

limited understanding as to how the general insurance industry was vulnerable to money laundering. According to MCC ICCP Senior Anti-Corruption Advisor Mr. Kenneth Barden because general insurance usually does not involve the payment/cash out of premiums that life insurance provides, it is difficult to launder large sums of money. However, significant money laundering can occur in general insurance, particularly when connected to fraud or other criminal activities. The topics covered by the workshops included:

- Indonesian law and regulations on KYC and anti-money laundering as affecting general insurance
- Elements of effective KYC and customer identification
- Identifying suspicious indicators
- How to write up an effective suspicious transaction report
- Case examples from other jurisdictions
- Case study for roundtable discussion

PPATK and *Bapepam-LK* presented the legal framework and how KYC provides for customer identification. Mr. Barden delivered the remaining four topics. The final workshop, directed toward directors and managers, focused on developing policies at the company level, instituting risk management systems, and encouraging compliance. Overall, the participants seemed to gain a better understanding of how anti-money laundering measures can positively affect general insurers.

One important lesson learned was that not all of the participants can be assumed to be at the same level of understanding of anti-money laundering. While many of the participants were



**PPATK Compliance Officer Ms. Nella Hendriyetty speaking at the NBF1 workshop October 13, 2008 in Surabaya. MCC ICCP Senior Anti-Corruption Advisor Mr. Kenneth Barden is seated at the table.**

quite knowledgeable about the issues, there were some who needed a more basic understanding. Perhaps an approach similar to that used by the Kuwait Institute of Banking Studies, which solicits nominees from local financial institutions some time prior to the training event so trainees can prepare ahead of the workshop, could be considered for the future.

### ***Activity 2 Online Report Receipt Capacity***

This activity required enhancement of PPATK's current online capabilities to receive and analyze STRs and CTRs, including the procurement and installation of additional application software and computer hardware as well as training of PPATK personnel on the use of the expanded system.



### **Activity 2 Increasing Online Receipt Capacity**

*Expected Outcome: Increase PPATK's total on-line STR receipt capability from 100 to 300 STR's and CTR receipt capability from 5,000 to 10,000 CTR's.*

#### *Year 2 Achievements*

- This activity was completed in Year 1. No project inputs occurred during the period April 2008- April 10, 2009.

The work to complete *Activity 2* was mainly completed during Year 1. The information technology resources of PPATK were upgraded to significantly increase CTR and STR reporting and analysis with software and new computer hardware formally handed over on December 10, 2008 with USAID in attendance. This software and hardware was needed to increase and improve the processing and receipt of STR and CTR electronic transfers.

The computer equipment comprises a six-terabyte storage area network and provides about four times the previous existing storage capacity for the PPATK servers without the need to upgrade the servers. The new storage area network links to the existing network via fiber-optic cable. It provides sophisticated backup and recovery functions. MCC ICCP negotiated a 12-month warranty from the vendor which ended April 10, 2009. PPATK personnel were trained on the use of the expanded storage area network equipment in early 2008.

By the end of Year 2, PPATK had not yet started migration of data from their old servers to the new system, but had indicated that this process would begin shortly.

### **Task 3 Enhancing the Capability of the Corruption Eradication Commission**

The KPK is Indonesia's premier government agency for the investigation and prosecution of corruption, and it has prosecuted high-ranking officials for corruption. KPK requested assistance in expanding its court monitoring capability. Also, Transparency International-Indonesia (TI-I) wanted to increase the sample size of the Corruption Perception Index for 2008 and reanalyze and expand the data collected for the previous 2006 CPI. This information is helpful to the KPK as it seeks ways to reduce corruption. To support this effort, MCC ICCP awarded a grant to TI-I and provided the survey research for the 2008 Public Sector Integrity Survey for the KPK.

#### ***Activity 2 Enhance KPK's Court Monitoring Program***

The Corruption Eradication Commission (KPK), in partnership with the Indonesian Court, has been videotaping selected anti-corruption trials in the greater Jakarta area. The project procured five portable audio-visual recording units, according to the KPK's specifications. Specialized training was delivered to KPK staff on how to use and maintain the equipment. Training was also provided to five university teams on use of the equipment and the standard operating procedures for recording anti-corruption trials developed by the KPK.

### **Activity 2 Enhance KPK's Court Monitoring Program**

*Expected Outcome: 400 court trials monitored (170 in Jakarta and 230 outside of Jakarta) for 2007 and 455 court trials monitored (180 in Jakarta and 180 outside of Jakarta) for 2008.*

#### *Year 2 Achievements*

- Portable court audio/video recording systems delivered to provinces for use by KPK university partners to record corruption trials.
- Memorandum of Understanding documents signed between KPK and 5 universities committed to court recording of anti-corruption trials: *Universitas Sahid, Universitas Sriwijaya, Universitas Airlangga, Universitas Sumatera, Universitas Hasanudin.*
- 10 KPK staff trained in use of the portable court monitoring audio/video systems and how to resolve technical problems.
- An operations manual for equipment maintenance and use developed and provided to KPK.
- Additional equipment to enhance performance and expand power supply purchased for the five audio/visual units.
- 16 individuals (14 men and 2 women) from 5 collaborating universities received in-depth training sponsored by the KPK and MCC ICCP on the use of equipment and techniques for recording anti-corruption trials.
- 15 individuals (10 men and 5 women) from the 5 collaborating universities received refresher training on use the audio/visual equipment and the KPK standard operating procedures for recording anti-corruption trials.
- 83 trial sessions recorded for by the 5 universities since November 2008, when they started operating the equipment.

After long discussions with USAID concerning the number to be used for the number of cases to be monitored outside of Jakarta, the KPK agreed to accept the five sets of audio/visual equipment; these were delivered on April 23, 2008. The KPK was reluctant to accept the equipment without an adjustment in the indicator to be used for the number of court cases to be monitored outside of Jakarta. The concern was that the initial number was too ambitious given the need to train new individuals in the use of the equipment and successfully monitor trails in the given time period.

The target became 160 anti-corruption court trials to be monitored outside of Jakarta during the period May 31 to December 31, 2008; which was approved by MCC and USAID. Four sets of the court recording equipment will be used to monitor trials outside of Jakarta, and one set will be used in Jakarta. Unfortunately, this target was not met because the process of procurement process for the audio-visual equipment and the signing of the university MOU agreements took longer than anticipated. The universities began recording in mid-November 2008.



**Testing the portable audio/visual equipment during the transfer to the KPK; three units can be seen in this photo.**

The equipment transferred is as follows:

**Table 8 Audio/Visual Court Recording Equipment Transferred to the KPK**

Description	Quantity
<b>RECORDER EQUIPMENT</b>	
Intelligent Digital Disk Recorder GVG iDDR include rack-mount kit Thomson Turbo	5 units
IT' LCD Monitor, 700:1, Dual Input VGA & BNC S-Video, Audio Samsung STM-17LV	5 units
DVD Multi Disk Recording 160GB Hard Disk Drive for Back-up Pioneer DVR-541-H-S	5 units
<b>VIDEO SECTION</b>	
PTZDome Color Camera w/ IOx optical zoom + IOx Digital Zoom, Bosch VEZ011-HWCS 64 Preset, Surface Mount, c/w PSU, High Impact	20 units
Accessories / Bracket for Camera -Wall Mounting bracket Bosch VEZ-A-WW 0.50	20 units
4Ch Video Quad Unit, Real Time, 2 Output Bosch LTC2382/90	5 units
Stand alone Keyboard Controller with joystick Bosch LTC5136/51	5 units
<b>AUDIO SECTION</b>	
Wireless Handheld Microphone c/w Receiver Shure PGX24/SM58	60 units
Table stand for microphone Custom	55 units
Floor stand for microphone Custom	5 units
4Ch Video Quad Unit, Real Time, 2 Output Bosch LTC2382/90	10 units
Headphone Beyer Dynamic DT-770	5 units
<b>SERVICES &amp; ACCESSORIES</b>	
Coaxial cable (jiJ 25m c/w connector Belden RG-59)	20 units
Coaxial cable (jiJ 10m c/w connector Belden RG-59)	20 units
Twisted Shielded ] pair cable (jiJ 25m Belden)	5 units
Custom Flight Case for equipments Comprises	5 sets
Surge protector for power Custom	5 units
Pole mount for Cameras PTZ (3 meter height adjustable) Custom	20 units

In late July 2008 the project delivered a user manual on how to use and operate the equipment, which had been completed by the MCC ICCP vendor *PT. Mediatron Inti Perdana*. This manual was used to training the individuals who will operate the equipment. During September KPK allowed the vendor to deliver training to ten KPK Jakarta-based IT staff on the court monitoring equipment and certified that the equipment is in working order. The training resulted in a request for several minor modifications to the equipment for improved performance. This involved adding some speakers, an extra hard drive, and some modifications to some panels on the units. The new accessories for each of the five units include:

- Modified back panel
- Wall mount bracket camera
- Exhaust fan 220 vac
- Speaker active 10 watt RMS
- External hard disk 250 GB
- Cables and phone jacks

MCC ICCP Information Technology Specialist Mr. Akhmad Bakhri and MCC ICCP Procurement Manager Ms. Masrina Sidabutar delivered the equipment in early October and saw it successfully installed.

The KPK signed a memorandum of understanding (MOU) agreement with each of five Indonesian universities for the recording of anti-corruption trials:

- *Universitas Sahid (Usahid)*, Jakarta
- *Universitas Airlangga (Unair)*, Surabaya
- *Universitas Sriwijaya (Unsri)*, Palembang
- *Universitas Sumatra Utara (USU)*, Medan
- *Universitas Hasanuddin (Unhas)*, Makassar

The training to five universities on the use of the audio/visual recording equipment was delivered by the KPK and MCC ICCP on November 3-6 at the KPK in Jakarta. Each university sent three individuals, and three KPK staff also attended, for a total of 18 persons (16 men and two women).

The workshop was opened with remarks from the KPK and USAID. The USAID Senior Rule of Law Advisor Mr. Paul Simonett commented that the memorandum of understanding between the MCC and the KPK means that the target of court trials to be monitored outside of Jakarta should be reachable through the work done by the five universities. The opening session was also attended by senior officials from each university. The rest of the agenda is summarized as follows below.

Opening session. This was led by KPK Secretariat General Mr. Syamsa Ardiasmita and Mr. Simonett followed by an introduction of the business process for KPK trial recording and an introduction to the court recording equipment, starting with a description of each part of the equipment and how it forms one system.

Day 1. Activities focused on setup, installation, and detailing the recording process from beginning until end, and packing up and storing the court recording equipment.

Day 2. Court recording practicum: participants went to the court *Tindak Pidana Korupsi* (Tipikor), separated into two groups, and then recorded the trial sessions. In afternoon the participants visited the KPK Division of Information and Data. The Division Director and staff explained the vision and mission of KPK and what the KPK activities mean to the participants.

Day 3. The KPK Legal Bureau provided their perspective on court recording, going over the operational procedures such as zooming in and out during court activities and coordination with regional courts. The participants were then asked to give a peer review of each other's court recording work. The workshop closed with a speech from Mr. Ardiasmita, who emphasized the importance of the universities contributions in reaching the MCC Country Threshold targets and reiterated the administrative and technical process of court recording.

The KPK posted news about the workshop on use of the audio/visual recording equipment on their website on November 10: <http://www.kpk.go.id/modules/news/article.php?storyid=2971>

By the third week of November the equipment was already in use. To check-in with the universities the project and the KPK cosponsored an “Audio and Video Court Recording Evaluation and Planning” workshop December 16-17. Fifteen individuals attended the workshop (13 men and two women). The discussions focused on renewal of the memorandum of understanding agreements between KPK and the five universities for 2009, and problems encountered to date. The workshop was opened with remarks from Mr. Adiasasmita and Mr. Simonett.

The KPK proposed that the project provide a solution for the fluctuation of electrical voltage at the court building in each of the five provinces and provide on-site vendor technical assistance. It was clear that universities are enthusiastic about the court recording activities with the KPK. During the first day the KPK technical team reported the difficulties they have encountered in their support to the five universities:

- The electricity power and voltage at lower courts is insufficient for court recording equipment (KPK tried to solve this problem with an additional stabilizer but this really did not help, and the team could not get advice from the vendor regarding the stabilizer type and brand).
- The Court schedules tend to be inconsistent.
- Some hardware and setting issue of the court recording equipment (vendor already replaced the goods and setting to default).
- During 2009, the KPK and vendor will provide on-site assistance to the five universities for court recording session and training (to be conducted by universities).

The five universities reported the following barriers:

- Inadequate full support from the court for the recording of trial sessions experienced by *Unsri, Usu, Unhas* and *Usahid*).
- Inconsistencies with the court schedules (*Unair*) and proposals by a court to record at another city/town in the province (*Usu* and *Unair*).
- Court infrastructure issues (inadequate electricity and the voltage); using a stabilizer or UPS as an alternative solution.
- A minimum of four people for each court recording working team is needed.
- There are problems with support from university administration for the university court recording team (excluding *Unair*).

As well, the universities reported the following positive impacts of their experience to date with court reporting:

- A positive response from the public for court reporting.
- The judges are more careful in making their decision because the trial is recorded.
- There are lessons for court staff in how they behave in court because the trials are recorded.
- The local press has a positive response.
- Law students have more opportunities to learn.

The universities proposed the following:

- The KPK should provide an ID and vest for each university recording team.

- A process for reimbursement needs to be developed to make the university teams more operational.
- KPK should provide appreciation letters to the court as a way to thank the Court supporting the recording of trails by university teams.

The KPK technical team raised the issue of further support from MCC ICCP and the vendor during the second and third weeks of January 2009. The need for the KPK to arrange for periodic support from the vendor beyond April 10, 2009 was also discussed.

On the second day, the renewal of the MOUs for each university was discussed, well as the calculation for remuneration used by the KPK for the university recording teams. Mr. Adiasasmita reiterated his satisfaction with the work done by the universities and the importance of their role in helping the KPK meet the MCC Threshold Program targets for anti-corruption cases recorded outside of Jakarta. The KPK provided certificates of appreciation to each university.

MCC ICCP Information Technology Specialist Mr. Akhmad Bakhri made on-site visits with the KPK and vendor to the five universities during January and early February 2009. These visits addressed the specific issues faced by each university. Some of the problems were dealt with on the spot, for others a plan was made to resolve them.

By January the KPK acknowledged that the MCC Threshold program target for 160 court trails recorded could not be achieved by the KPK and the five universities before the project closed.

At the request of the KPK, a troubleshooting workshop was held in Jakarta during March 6-7, 2009. The workshop focused on problem-solving and provision of KPK help desk support to the five universities. The goal was to make sure that the KPK Court Recording Officers and Help Desk Officers could provide full support to the five university teams after the MCC vendor arrangement ends by April 10, 2009. The training was for 13 individuals (12 men and one woman) and was delivered by the MCC ICCP vendor, *Mediatron*.

### ***Activity 3a Expanded Analysis of Past data Collected by Transparency International-Indonesia.***

MCC ICCP funded an in-depth analysis of the previous 2006 Corruption Perception Index (CPI) survey data by making a grant to Transparency International-Indonesia (TI-I). The expanded analysis included corruption *modus operandi*, identification of degrees of corruption in various sectors, mapping of any change in the perception of corruption by businesses and of the impact of changes in licensing procedures in the business sector, and the effectiveness of government efforts in combating corruption. The activity included a public launch of the report.

#### **Activity 3a In-Depth Analysis of 2006 Corruption Perception Index**

*Expected Outcome: Corruption baseline data specifically tailored to assist the Government of Indonesia in fighting corruption*

*Year 2 Achievements:*

- Completed the expanded analysis of data collected for the 2006 Indonesia CPI, by interviewing focus groups in 10 Indonesian cities that had been surveyed for the 2006 CPI.
- In-Depth Analysis Report published, media launch on November 26, 2008 and 1,500 copies of

the report in Indonesian were distributed.

TI-I launched the 2006 In-Depth Analysis report entitled “*Exposing the Corruption Phenomena: In-Depth Analysis of the Corruption Phenomena in 10 Cities in Indonesia.*” The launch event was held in Jakarta on November 26, 2008.



**The In-depth Analysis of the 2006 Corruption Perception Index report launch November 26, Jakarta. From left to right: KPK Director of Research and Development Mr. Doni Muhandiansyah;; Mr. Kastorius Sinaga, University of Indonesia; Moderator Mr. Heni, TI-I Research Manager Mr. Frenky Simanjuntak.**

The KPK attended and participated in the event. TI-Indonesia invited participants from government institutions, local government representatives, NGOs, donor agencies and the press. A total of 52 participants attended the launch event. This number was less than had been expected – 130 invitations had been sent for an event designed for 100 individuals. However, media coverage for the event was substantial; some of the media who reported on the event included: *Kompas*, *Media Indonesia*, *The Jakarta Post* and *Bisnis Indonesia*. The summary of the findings are as follows:

- Respondents from the nine of the ten cities knew about the CPI 2006 results but not many of them took the results very seriously.
- The city of Gorontalo was the exception. The Deputy Mayor had met with the Secretary General of TI-I during 2007. Since receiving feedback at that meeting, the Deputy Mayor made a number of improvements that would improve the CPI scores for the city.
- In general, the results show that there is still a great potential for corruption especially regarding government procurement.
- There is significant improvement in areas where the “one roof policy” for public service is being implemented.
- Culture is a potential way to combat corruption but this has to be supported by the local government leaders.
- Culture can also be used as an excuse by government workers to legitimize power that leads to corrupt acts.

Recommendations from the research:

- A transparent and accountable regional governmental system can be created through the existing local cultural institutions.
- Local sentiments and revitalization of cultural values related to regional authority should be taken into consideration as these have the potential to create a local government marked by collusion and nepotism
- The “one stop service” system should be increased and socialized to all regional governments as it has been proven to improve public services.

By December 2008 TI-I had distributed 1,500 Indonesian language copies of the report.

### ***Activity 3b Public Sector Integrity Survey***

This activity supported the KPK in completing the 2008 Public Sector Integrity Survey.

#### **Activity 3b Public Sector Integrity Index**

##### **Expected Outcomes:**

*The contractor will submit final data analysis and reporting for areas. An interim report will be developed describing the results of this portion of the survey and submitted to the KPK.*

*Completion of the Public Integrity survey research and an interim report for the KPK to use with its own data to reveal the effectiveness of government offices in providing customer service to Indonesian people and between agencies. In addition, data on bribery payments and incidences of corruption in surveyed public sector institutions*

##### *Year 2 Achievements*

- The 2008 Public Sector Integrity Survey completed and publically launched by KPK in January 2009.
- The full coverage of the Public Sector Integrity Survey includes 40 central government institutions covering 105 public services agencies and 52 regional cities in Sumatra, Sulawesi and Kalimantan.
- MCC ICCP provided the survey research data for 40 central government institutions and 11 regional cities in Sumatra and Sulawesi.

The Public Sector Integrity Survey (11 cities and 40 government departments in Sumatra, and Sulawesi) was undertaken by MCC ICCP Subcontractor *PT. Qasa*. MCC ICCP Monitoring and Evaluation Specialist Mr. Aang Sutrisna and MCC ICCP Organizational and Administration Specialist Mr. Saiful Doeana made a monitoring visit during July to Aceh and Medan, Northern Sumatra and reviewed the survey research undertaken by *PT. Qasa*. They were asked by the KPK to make direct observations of locations where permits were being processed by city agencies. These included Housing Building Permit Authority, Trading Permit, National Identification and Water Utility Department. These direct observations helped validate the survey research which was wrapping up in both locations by the time of the field visit.

The data report for the survey research in the 11 cities was submitted to the KPK at the end of July and the survey for the 40 government departments was completed on September 26. Subcontractor *PT. Qasa* then processed the data and wrote a report.

The KPK accepted the survey results and report in December 2008 and merged the results with its own survey research. The consolidated survey included 40 central government



institutions covering 105 public services agencies and 52 regional cities in Sumatra, Sulawesi and Kalimantan. The public services surveyed in the 52 cities include: drinking water supply, residential identification card services, building construction permits and business permits. A total of 4,800 people were interviewed for the central institutions survey and a total of 6,240 respondents were interviewed for the 52 cities.

A press event was held on February 4, 2009 at the KPK Jakarta headquarters; the event received close attention from the press. The primary finding released by the KPK is

*On a scale of 1-10, with 10 being the best, the average score of Public Sector Integrity Survey at the national level is 6.84, while the average score of Public Sector Integrity Survey at 52 cities/districts in 20 provinces is 6.69. The score for the national level is higher than the score in the previous year (5.53), although it is still lower than the corresponding public integrity scores in other countries.*

The results of each government department surveyed will be available in a separate report. These reports and the summary report will be available through the KPK website.

### ***Activity 3c Expanded 2008 Indonesia Corruption Perception Index***

The project supported the survey research done by Transparency International-Indonesia (TI-I) for the 2008 Corruption Protection Index (CPI) survey to a larger sample size covering 50 cities. The 2008 CPI includes more topics and a larger geographic area than previous CPIs conducted by TI-I. The CPI includes a comprehensive analysis of the perception of corruption in the public service, and with business/non-business licensing. It indexes the extent of corruption, including bribery, in various sectors and maps the effectiveness of government efforts in combating corruption.

#### **Activity 3c Corruption Perception Index**

*Expected Outcome: A reliable index identifying the prevalence of corruption in government and private sectors within Indonesia and the effectiveness of anti-corruption efforts in these sectors.*

##### *Year 2 Achievements*

- Survey was conducted in 50 cities with 3,835 individuals surveyed.
- Survey was completed in December 2008; the public launch by TI-I was held on January 21, 2009 and 2,000 copies of report distributed (1,000 Indonesian and 1,000 English language)
- Focus group meetings in 15 cities to share the results with NGO, government officials, media and businesspersons were held.
- The 2008 CPI survey focused on business perceptions of government corruption and fraud in applications for business permits, public utility procedures, annual tax payments, awarding of public contracts, obtaining a favorable judicial decision, speeding up bureaucratic processes, and influencing policy, law or regulation.
- The 2008 CPI survey included a bribery index that measures incidence of perceived bribes of public officials or by public officials in 15 government institutions.

Transparency International-Indonesia's subcontractor *3I-s* completed work in the 50 cities in the CPI 2008 survey for businessmen and informal leaders by late November 2008 and made a presentation of their research findings to TI-I on December 8, 2008.

On January 21, 2009 TI-I launched the report *Measuring Corruption in Indonesia: Indonesia Corruption Perception Index 2008 and Bribery Index* in Jakarta. The CPI measures the perceived level of corruption within Indonesian regencies and cities. The CPI survey includes

a Bribery Index that measures the incidence of perceived bribes of or by public officials in 15 public institutions. TI-I had previously conducted the CPI in 2004 and 2006; as such the size of the survey was expanded with each version by increasing the number of cities (21 cities/regencies in 2004, and 32 cities/regencies in 2006) as well as the number of respondents.

For the 2008 CPI 50 cities were sampled, with a total of 3,835 individuals surveyed from business (2,371 persons, of which 75 percent were male and 25 percent were female), public officials (1,068 persons, of which 83 percent were male and 17 percent were female), and civil society figures (396 persons, of which 92 percent were male and eight percent were female).

The KPK was invited to provide comments at the launch event. About 100 individuals attended the event, from government officials, civil society representatives, and donor organizations along with print and broadcast media: *Kompas*, *Media Indonesia*, *The Jakarta Post*, *Koran Tempo*, *Suara Pembaruan*, *Bisnis Indonesia*, *Tempo*, *Forum Keadilan*.

The CPI is calculated by asking respondents from the business community questions gauging their perception of local government fraud and conflict of interest and bribery with:

- Applying Business Permit
- Public Utility Procedure
- Annual Tax Payment
- Awarding of Public Contract
- Getting Favorable Judicial Decision
- Influencing Policy, Law, Regulation
- Speeding up Bureaucratic Process

The respondents were asked to rank how likely they perceive local public officials to engage in the seven corruption activities listed above. The responses were scored from 0 (most likely) to 10 (most unlikely). These respondents were also asked to rank their perception of how serious local government officials and law enforcement are in their effort to curb corruption. The answer was scored from 0 (not serious at all) to 10 (very serious). The CPI is calculated from the total average of the score of respondents from each city for local government corruption, plus the average score on local government efforts to curb corruption.

The TI-I 2008 CPI report does not draw any conclusions; the results of the index calculations are only reported. MCC ICCP Organization and Administration Specialist Mr. Saiful Doeana addressed this issue with TI-I on January 19, 2009. However, because the support to TI-I through MCC ICCP is through a grant, their obligation was to complete the survey and produce a report as they saw best fit.

Part of the TI-I grant required a socialization effort to share the CPI 2008 results. This included seminars in ten cities and a media outreach campaign through radio and TV. During January and February, TI-I conducted the socialization seminars in 15 cities: Yogyakarta, Mataram, Pangkal Pinang Jambi, Kupang, Makassar, Surabaya, Gorontalo, Jayapura, Palangkaraya, Pekanbaru, Balikpapan, Medan, Cirebon and Bandung. For each seminar, TI-I invited local and national resource persons to give their reaction to the CPI report, the impact of the results and how these can be used for enhancing the strategy to curb corruption. Each seminar received attention from local government, civil society and local media.

For all 15 cities TI-I reported that the response exceeded their expectations in terms of interest from NGOs, the press and city officials. The latter used the event to discuss what measures they have taken to reduce corruption and to open a discussion about the difficulties faced in doing so. The response from the business community was less than had been anticipated. These events seem to have fulfilled the goal of getting these different groups together to openly discuss methods and best practices to reduce corruption.

The TV and radio talk shows portion of the socialization process was also completed. TV talk shows were held on Metro TV and Trans7, whereas for radio the talk shows were conducted on RRI, *Radio Dangdut*, TPI, KBR 68H, and Hard Rock FM.

More than 1,000 copies of the 2008 CPI reports were printed and distributed. As well, an independent audit of the grant to TI-I was conducted by the competitively selected firm *PT. Mazars*. No major findings were found.

#### **Task 4 Electronic Government Procurement**

Increasing good governance, transparency, and fairness in the government procurement processes is a major priority of Indonesia's overarching anti-corruption strategy. In December 2007 the Central Office of Government Procurement Policy (*LKPP-Lembaga Kebijakan Pengadaan/Jasa Pemerintah*) was established to standardize policies, practices and create the regulatory framework for e-government procurement (e-GP) systems throughout the provinces.

The LKPP assumed authority and functions for e-government procurement and became the MCC ICCP counterpart. This transfer of authority occurred after the President appointed Mr. Roestam Syarif as the head of LKPP, along with a secretary and four deputies. The LKPP Department for Monitoring, Evaluation, and Development of System Information, led by Mr. Himawan Adinegoro, became project counterpart. We worked closely with LKPP in making five regional e-GP satellite centers operational in Gorontalo, West Java, East Java, Central Kalimantan, and West Sumatra provinces.

These satellite e-GP centers have already demonstrated that procurements done through an electronic process reduce the cost of government procurements. The project implemented the national electronic procurement system (NEPS) which is a software system that increases transparency in the bidding process.

MCC ICCP worked on two activities. First, e-GP satellite centers were created in five provincial government locations to foster and implement the use of the NEPS for provincial government procurement needs. Second, to establish baselines and monitor the performance of the five regional e-GP satellite centers, the project worked on developing procedures and improving the NEPS software to collect and analyze procurement data. The data collection mechanism was to help track data related to single-source contracting, inconsistencies in procurement processes and suspicious or inappropriate procurement activities. However, in December 2008, LKPP decided that this assistance was not needed from the project.

##### ***Activity 1 e-GP Satellite Centers***

The project worked closely with provincial governments and the Central Office of Procurement Policy to create and make operational five e-GP centers located in government

offices in the City of Gorontalo, Gorontalo; Bandung, West Java; Surabaya, East Java; Palangka Raya, Central Kalimantan, and Padang, West Sumatra. MCC ICCP e-Government Procurement Advisor Mr. Miroslav Alilovic and MCC ICCP e-Government procurement specialist Mr. Teguh Budiyo provided technical assistance to the provincial governments that included the procurement of necessary hardware and software. MCC ICCP Information Technology Specialists Mr. Akhmad Bakhri helped with the technical specifications and procurement process.

#### **Activity 1 e-GP Satellite Centers**

*Expected Outcome: At least three successful electronic tenders issued by each of the five e-GP centers.*

##### *Year 2 Achievements*

- 5 e-government procurement satellite service centers equipped with computers, software, peripherals, data back-up and disaster recovery capabilities and Internet service were open and fully functional.
- A total of 232 tenders were launched for all 5 e-GP centers with a budgeted value of IDR 465,783,919,600.
- The total cost savings of all tenders (completed and in-process) as of March 26, 2009 is 15.21% (original budget IDR 21,274,357,500 versus contract budget of IDR 18,038,485,100).
- Grand and soft launch events held at the following e-GP centers attended by a total of 820 individuals (West Java 270 individuals, West Sumatra 200 individuals, Gorontalo 200 individuals, and Central Kalimantan 150 individuals).
- 1,738 interested individuals attended socialization events for local businesses in the e-GP centers in Central Kalimantan (220 individuals), Gorontalo (909 individuals), West Sumatra (250 individuals); and East Java (300 individuals).
- A total of 991 prospective vendors (755 men and 236 women) trained in use of the NEPS software in West Java (650 total, 505 men and 141 women), West Sumatra (228 total, 162 men and 66 women), and Gorontalo (115 total, 89 men and 26 women).
- 73 individuals (52 men and 21 women) trained at the Jakarta NEPS center as NEPS software trainers.
- A total of 949 government officials "end-users" (695 men and 254 women) trained in use of the NEPS software in West Java (249 total, 188 men and 61 women), Gorontalo (214 total, 152 men and 62 women), West Sumatra (303 total, 215 men and 88 women), Central Kalimantan (61 total, 49 men and 12 women), and East Java (50 total, 38 men and 11 women).
- Three e-GP coordinators meetings were held in Jakarta (October 29, 2008; 29 individuals, 17 men and 12 women), Bandung (January 31, 2009; 20 individuals, 15 men and 5 women) and Surabaya (March 13, 2009; 41 individuals, 25 men and 16 women).
- A conference, "Sharing Experience in e-GP implementation" was held in Jakarta and attended by 140 individuals; co-sponsored with the Asian Development Bank and the NGO Partnership for Government Reform (Yogyakarta) held 29 October 2008.

All five provincial governments succeeded in fulfilling the requirements needed to open and operate an e-GP satellite center. The specific month that each center became operational by posting first electronic tenders on their web sites is listed below:

- West Java e-GP satellite center in Bandung since July 2008 [www.lpse.jabarprov.go.id](http://www.lpse.jabarprov.go.id)
- Gorontalo e-GP satellite center in the City of Gorontalo since August 2008 <http://lpse.Gorontalo.gov.id>
- West Sumatra e-GP satellite center in Padang since September 2008 <http://www.lpse.sumbarprov.go.id>

- East Java e-GP center in Surabaya since December 2008 <http://lpse.jatimprov.go.id>
- Central Kalimantan e-GP Center since February 2009 <http://www.lpse.kalteng.go.id>

These provincial governments did the following to develop the e-GP centers:

- Designated a department responsible for operating the e-GP center.
- Designated the departments that will process their procurements through the NEPS.
- Passed internal regulations regarding the posting, processing and legal status of electronic transactions (*peraturan gubernu*).

Real progress was made with the processing of electronic tenders in the five e-GP centers during the year. Table 9 shows that as of March 26, 2009 these five centers had generated 232 electronic tenders worth a total of IDR 465,783,919,600.

**Table 9 Electronic tendering status in e-GP centers April 1, 2008 - March 26, 2009**

E-GP Center		Completed Tenders.		Ongoing Tenders		Total Tenders	
		#	Amount in Rp.	#	Amount in Rp.	(2+4)	Amount (3+5)
1		2	3	4	5	6	7
West Java	2008	3	1,499,294,000	0		3	1,499,294,000
	2009	0	0	154	392,400,600,000	154	392,400,600,000
TOTAL		3	1,499,294,000	154	392,400,600,000	157	393,899,894,000
West Sumatra	2008	2	2,080,688,000	0		2	2,080,688,000
	2009	2	522,611,100	4	1,276,500,000	6	1,799,111,100
TOTAL		2	2,603,299,100	4	1,276,500,000	8	3,879,799,100
Gorontalo	2008	6	4,407,096,000	0	0	6	4,407,096,000
	2009	8	6,480,572,000	45	52,574,534,500	53	59,055,106,500
TOTAL		14	10,887,668,000	45	52,574,534,500	59	63,462,202,500
Central Kalimantan	2008	0	0	0	0	0	0
	2009	0	0	6	1,493,800,000	6	1,493,800,000
TOTAL		0	0	6	1,493,800,000	6	1,493,800,000
East Java	2008	0	0	0	0	0	0
	2009	2	3,048,224,000	0	0	2	3,048,224,000
TOTAL		2	3,048,224,000	0	0	2	3,048,224,000
TOTAL 5 e-GP Centers	2008	11	7,987,078,000	0	0	11	7,987,078,000
	2009	12	10,051,407,100	209	447,745,434,500	221	457,796,841,600
<b>GRAND TOTAL</b>		<b>23</b>	<b>18,038,485,100</b>	<b>209</b>	<b>447,745,434,500</b>	<b>232</b>	<b>465,783,919,600</b>

We have calculated the cost savings that these electronic procurements represent to date; these are represented in Table 10 below.

**Table 10 Cost savings from e-procurements April 1, 2008- March 26, 2009**

# of Tend	TENDER	DESCRIPTION	AMOUNT (in IDR)		Savings in %
			BUDGET	CONTRACT	
2	3	4	5	6	7
<b>I. West Java e-GP center</b>					
1	Theodolite and Laboratory Equipment	Procurement of theodolite and laboratory equipment for land, construction and building materials testing	365,550,000	322,794,000	11.70
2	Building Infrastructure	Procurement of facilities and infrastructure for building of West Java Office for Spatial Planning and Housing	175,000,000	168,814,800	3.52
3	Rear dump truck	Procurement of land vehicles (type: Rear Dump Truck)	1,010,000,000	1,007,500,000	0.25
3	2008 Fiscal Year		1,550,550,000	1,499,294,000	3.31
0	2009 Fiscal Year		0	0	0
3	TOTAL I - West Java e-GP center – (2008+2009)		1,550,550,000	1,499,294,000	3.31
<b>II. West Sumatra e-GP center</b>					
1	Laboratory equipment (machinery)	Procurement of laboratory equipment and machinery (power drill)	1,815,000,000	1,700,000,000	6.34
2	Educational Facilities	Procurement of additional educational facilities	495,000,000	380,688,000	23.09
2	2008 Fiscal Year		2,310,000,000	2,080,688,000	9.93
1	Proc. of electric generator	Regional Development and Planning Agency ( <i>Bappeda</i> )	120,000,000	99,999,000	16.67
2	Proc. of cleaning services	Services for Provincial Secretariat	610,875,000	422,612,100	30.82
2	2009 Fiscal Year		730,875,000	522,611,100	28.50
4	TOTAL II - West Sumatra e-GP center – (2008+2009)		3,040,875,000	2,603,299,100	
<b>East Java e-GP center</b>					
0	2008 Fiscal Year		0	0	0
1	Public Works - road	Construction of the road between Tulungagung – Jolosutro (5 Km)	2.500.000.000	1.309.717.000	47.61
2	Public Works - bridge	Construction of the bridge Ringinsari II (length 20 m)	2.150.000.000	1.738.507.000	19.14
2	2009 Fiscal Year		4,650,000,000	3,048,224,000	34.45
2	TOTAL III - East Java e-GP center		4,650,000,000	3,048,224,000	34.45
<b>IV. Gorontalo e-GP center</b>					
1	Road Development - Access to Harbor Pier	Stage III of construction of access road to Harbor Pier at Gorontalo Port	1.997,500,000	1,988,000,000	0.48
2	Security Equipment	Procurement of security equipment (walkthrough detector and communication devices) for temporary Departure terminal for Hajj groups.	196,500,000	191,950,000	2.32

# of Tend	TENDER	DESCRIPTION	AMOUNT (in IDR)		Savings in %
			BUDGET	CONTRACT	
3	Social Welfare Assistance	Procurement of goods for <i>Kelompok Usaha Bersama</i> (small enterprises groups) at the District of Bone Bolango	120,000,000	105,844,000	11.80
4	Vehicles Testing Equipment	Procurement of testing equipment for motor vehicles	1,601,050,000	1,592,000,000	0.57
5	Reform of Tourism Place	Improvement of facilities at Iluta tourist destination	372,000,000	353,000,000	5.11
6	Construction of Fence-Otanaha Tourism	Construction of BRC fence at Otanaha Fort tourist destination	220,417,000	176,302,000	20.01
6	2008 Fiscal Year		4,507,467,000	4,407,096,000	2.23
1	Procurement and Installment of Street Lamps (LPJU)	Development of LLAJ (Road Management and Traffic) in Gorontalo by the Gorontalo Office of Transport Communication and Tourism	2,205,000,000	1,874,100,000	15.00
2	Procurement and Installment of Delineator	Development of LLAJ (Road Management and Traffic) in Gorontalo by the Gorontalo Office of Transport Communication and Tourism	370,832,000	291,007,000	21.53
3	Procurement and Installment of Street Signs	Development of LLAJ (Road Management and Traffic) in Gorontalo by the Gorontalo Office of Transport Communication and Tourism	219,529,000	208,500,000	5.02
4	Procurement and Installment of Road Marks	Development of LLAJ (Road Management and Traffic) in Gorontalo by the Gorontalo Office of Transport Communication and Tourism	2.040.850.000	1.530.685.000	25.00
5	Procurement and Installment of <b>APILL Solar Cell</b>	Development of LLAJ (Road Management and Traffic) in Gorontalo by the Gorontalo Office of Transport Communication and Tourism	294,000,000	249,911,000	15.00
6	Development of Iluta Tourist Destination	The Gorontalo Office of Transport Communication and Tourism	126,782,500	119,119,000	6.05
7	Procurement and Installment of Guardrail	Development of LLAJ (Road Management and Traffic) in Gorontalo by the Gorontalo Office of Transport Communication and Tourism	2,107,000,000	2,057,550,000	2.35
8	Procurement and Installment of <b>RPPJ</b>	Development of LLAJ (Road Management and Traffic) in Gorontalo by the Gorontalo Office of Transport Communication and Tourism	161,472,000	149,700.000	7.29
8	2009 Fiscal Year		7,525,465,500	6,480,572,000	13.88
14	TOTAL IV - Gorontalo e-GP center (a + b)		12,032,932,500	10,887,668,000	9.52
11	TOTAL 2008 Fiscal Year (I+II+III+IV)		8,368,017,000	7,987,078,000	4.55
12	TOTAL 2009 Fiscal Year (I+II+III+IV)		12,906,340,500	10,051,407,100	22.12
<b>23</b>	<b>GRAND TOTAL (I+II+III+IV)</b>		<b>21,274,357,500</b>	<b>18,038,485,100</b>	<b>15.21</b>

The screen shot below of the Jakarta NEPS Center webpage shows a link to each of the five e-GP satellite centers created through MCC ICCP. The other centers listed in the screen shot were created by the provincial governments and LKPP through other resources.

<http://www.pengadaannasional-bappenas.go.id/eproc/app>

The screenshot displays the Jakarta NEPS Center webpage interface. On the left, there is a search bar labeled 'CARI LELANG' with fields for 'Nama Lelang' and 'Kategori'. Below this is a 'Special Content' section with links to 'Dokumen Lelang Surat Kabar', 'Standar Dokumen Pengadaan', and 'Pengumuman Ujian Sertifikasi Keahlian Pengadaan Barang/Jasa Pemerintah'. A 'Daftar Hitam Rekanan' section is also visible. The main content area features a list of 'LPSE Lainnya' (Other LPSEs) with links to various provincial e-GP centers. A central announcement section titled 'Dirgahayu Kemerdekaan RI yang Ke-63' includes a quote from Proklamasi 17 Agustus 1945. On the right, there is a date '29 Oct 2007 15:41' and a link to 'UNDANGAN SIMPOSIUM AHLI PENGADAAN NASIONAL KE-2'. At the bottom right, there are two large arrows: a blue one for 'Forum Pengadaan' and an orange one for 'Pengumuman Lelang Nasional'.

The activities undertaken to establish the five e-GP Centers are summarized in the following sections.

**Equipment procurement.** The project procured, tested and installed IT and office equipment and established required Internet connections in each e-GP satellite center. The equipment procurement process began in April 2008 and was completed in June 2008. The primary steps needed for IT and office equipment and Internet connection installation in each center included:

- Monitoring the installation process and setting up the Internet connection.
- Checking that delivered equipment met the specifications stipulated in the RFP.
- Configuring proxy, application and database servers to meet existing networks and IP addresses given by *Telkom*, the Internet service provider.
- Installing the operating system and NEPS software.
- Installing and configuring firewalls.
- Checking and fixing possible security vulnerabilities of e-GP centers' web servers from hacker attacks through the Internet or local area network. Security checking included the following activities:
  - Removing unnecessary services in servers to reduce threats. The web server should only run three services (HTTP, SSH, and HTTPS).
  - Installing the patch security module in Apache web server. This will eliminate security threat to the HTTP server.
  - Checking the wireless access point (WAP) security. WAP should use the latest WAP encryption standard to prevent unauthorized persons from using the network.



- Checking the firewall. The firewall has been configured so that:
  - Only specified service can be accessed from Internet.
  - Only the specified IP address can access a particular server.
  - Potential intrusions to the system can be detected.
- Checking for possible security holes in non e-GP servers which are located nearby e-GP center.

Table 11 summarizes the installation process for each province and indicates difficulties regarding installation, caused in part by delays in provision of services and installation of commodities within the agreed timeframes by the subcontractor, *PT. Bhinneka*. According to the subcontractor delays in delivery of some of the server components were caused by its Hewlett Packard partner. After much review, we determined that these installation delays did not jeopardize the establishment of fully operational e-GP satellite centers. This determination was made because at the time neither the LKPP nor the provinces had a strategy regarding post-installation activities for each e-GP satellite center.

**Table 11 Installation calendar for each e-GP center**

Province	Agreed Schedule	Installation Complete	Internet	Security Check	Soft Launch	Grand Launch
West Java	April 14–April 22	April 23	YES	YES	04/24/08	07/01/08
East Java	April 21–April 30	May 6	YES	YES	09/15/08	No
West Sumatra	May 05–May 12	May 30	YES	YES	08/07/08	No
Central Kalimantan	May 21–May 28	June 2	YES	YES	11/18/08	02/26/09
Gorontalo	May 12-21	June 18	YES	YES	08/04/08	08/25/08

The detail of the equipment delivered and installed in each e-GP satellite center is as follows in Table 12:

**Table 12 Equipment delivered to each e-GP satellite center**

NO	TYPE	DESCRIPTION	QTY
LOT 1: SERVER, DESKTOP PC, NOTEBOOK, SERVER COMPONENTS AND NETWORKING INFRASTRUCTURE			
1.01	Firewall / Proxy Server	Hewlett Packard (HP) ML350T05, Rack Base conversion compatible, Intel 64bit Quad Core 2,33 GHz (FSB 1333MHz), Cache 12 MB, RAM 2GB FBD PC2-5300 1x2GB Kit, 300 GB 15K SAS 3.5 Hot Plug Hard Drive, VGA ATI 16MB, DVD/RW, FDD 3.5", Power supply 2x Hot Swappable 450W	2
1.02	Database Server	HP ML350T05, Rack Base conversion compatible, Intel 64bit Quad Core 2,33 GHz (FSB 1333MHz), Cache 12 MB, RAM 2GB FBD PC2-5300 1x2GB Kit, 2x750 GB SATA 7200RPM Hard Drive, HP Raid Adapter SA641/642/E200 128MB BBWC Enabler, VGA ATI 16MB, DVD/RW, FDD 3.5", Power supply 2x Hot Swappable 450W	1
1.03	Server Rack	ABBA; 42 U Closed Rack;	1
1.04	Rack Mounted Keyboard Monitor	ATEN CL1208LA-AAT-G, 8 Port KVM, 15" LCD, Internal Power Supply Built-in	1
1.05	Power Distribution Unit	ABBA PDU for Server, 3x Vertical Power Distribution Panel, 40A/220VA, 19" Flat Shelf 500mm Mounting, Outlets 3x12PDU	1
1.06	UPS for Server	APC APCSUA2200Rmi2U, Capacity 2200VA/1980W, 2U Height, Powerchute Business Ed Software	1

NO	TYPE	DESCRIPTION	QTY
1.07	Main Fast Ethernet Switch	Linksys SR224R, Browser Switch, 10/100Mbps Full Duplex, 24 Auto-sensing Ports, 110-240VA	1
1.08	Second Fast Ethernet Switch	Linksys SRW2008, Browser switch mgmt, 1000Mbps, 8Ports,	1
1.09	Wireless Access Point	Linksys WAP 54G, WPA/WEP Encryption, TCP/IP based, IEEE 802.11A/B/G std	2
1.10	Router / Firewall	Cisco 1841 + WIC1T; Two Integrated 10/100 Fast Ethernet; Multi-NAT, Firewall with SPI	1
1.11	Networking + shipment	Network Installation across Server room, Bidding-room, Training-room, Helpdesk	1
DESKTOP PC WORKSTATION + NOTEBOOK			
1.12	Desktop PC	Hewlett Packard (HP) DX2130, Core 2 Duo E4600 ( 2,4 GHz), XP Professional, Mini Tower Case, Cache 2MB, Internal Bus FSB 800MHz, PCI/PCI Express x16 System Bus, RAM 1GB, Hard drive 160GB SATA, FDD, DVD/RW, Keyboard, Mouse, 17" LCD Monitor, Symantec Antivirus, Open Office	22
1.13	Notebook	Hewlett Packard (HP) 6520s Core 2 Duo (1,4 GHz) 800 MHz FSB, 2 MB L2 Cache, RAM 1GB, Hard drive 120 GB, DVD RW DL, 14" WXGA, Windows XP Professional, Open Office, Symantec Antivirus	2
1.14	UPS for Desktop PC	MGE Nova 1100USB, 1100VA/600 W	11
1.15	Software	Microsoft Office 2007 Standard	2
LOT 2: MULTIFUNCTION PRINTER & SCANNER			
2.01	Multi function Color Printer / Fax / Copier / Scanner	HP LaserJet 2840 All In One; Two Sided (duplex) for Color laser printer, scanner flatbed, digital copier and fax	1
2.02	Scanner	Canon Lide 25, 600x1200dpi, A4, Color, Flatbed	10
LOT 3: PROJECTOR AND SCREEN, PABX SYSTEM			
3.01	Projector	Toshiba TDP-T95, XGA, 2200 ANSI Lumens	2
3.02	Projection Screen	Brite MAS – 1818, 70" X 70" (178 x 178 ) cm	2
3.03	PABX System	VOTEL TC-416, 4 lines, 16 extension	1
3.04	Electronic Whiteboard	PLUS BF-041S, BMP, TIFF, JPG, PNG and PDF, Thermal printing, W1300xH920 mm	1

The property detailed in Table 12 was transferred by MCC ICCP to the provincial governments hosting e-GP satellite centers as per the following agreements:

- The terms of USAID Strategic Objective Grant Agreement with the Government of the Republic of Indonesia No. 497-M-497-021 dated November 17, 2006.
- The terms of the MCC ICCP contract with USAID, Contract No. DFD- I-04-05-00219-00, dated April 11, 2007.
- Letter No 7065/P.03/12/2007 from *Bappenas* dated December 10, 2007, concerning confirmation of IT and office equipment that are required for successful establishment of e-GP satellite centers.

MCC ICCP drafted a Deed of Property Transfer in June 2008. However, given the transfer of responsibility for management of the NEPS from *Bappenas* to the LKPP, and because many entities (*Bappenas*, LKPP, MCC ICCP, and provincial governments) were involved in the

approvals process needed to sign Deed of Property Transfer, the official transfer of property was finalized on March 5, 2009 when *Bappenas* formally accepted and signed the Deed.

The process for transferring and accepting the delivered and installed hardware and software included:

- Completion of a hardware and software inventory acceptance checklist table.
- The hardware inventory list included a product serial numbers and a labeling scheme.
- A copy of the e-GP satellite center layout with network serial numbers and a labeling scheme.
- A software inventory list with licenses, product serial numbers and a labeling scheme.
- Network installation and a system configuration scheme.
- An Internet connectivity performance test (bandwidth test result).
- All warranty details with supporting letters from manufacturers.
- Technical support and troubleshooting instructions.

The property listed above is subject to the following restrictions and/or conditions:

- IT and office equipment is only to be used for purposes consistent with the valid electronic government procurement policies of the LKPP.
- IT and office equipment must be used for operations, training and public awareness activities connected with the e-GP satellite center.

In late April 2008, given the poor quality of Internet service in each of the e-GP buildings, MCC ICCP provided e-GP centers with appropriate Internet service required for consistent access and smooth running of e-procurement activities in each e-GP satellite center and within the NEPS Center in Jakarta. The project covered the cost of Internet service in each center through April 2009 when the service agreements terminated.

To insure the centers were operational and reliable, the project procured, tested and installed Linux virtual servers (LVS) and network attached storage (NAS) solutions, which ensure large-scale backup capabilities, continuous data protection, and a minimal level of fault tolerance in all five provincial e-GP centers. The Linux Virtual Server is a single high-performance virtual server built on a cluster of existing servers with the load balancer server. This configuration provides a highly available system that detects server or component failure and then reconfigures the system appropriately. The NAS server provides a shared storage space for cluster servers. A full breakdown of delivered equipment for the LVS and NAS solution to each e-GP satellite center is as follows:

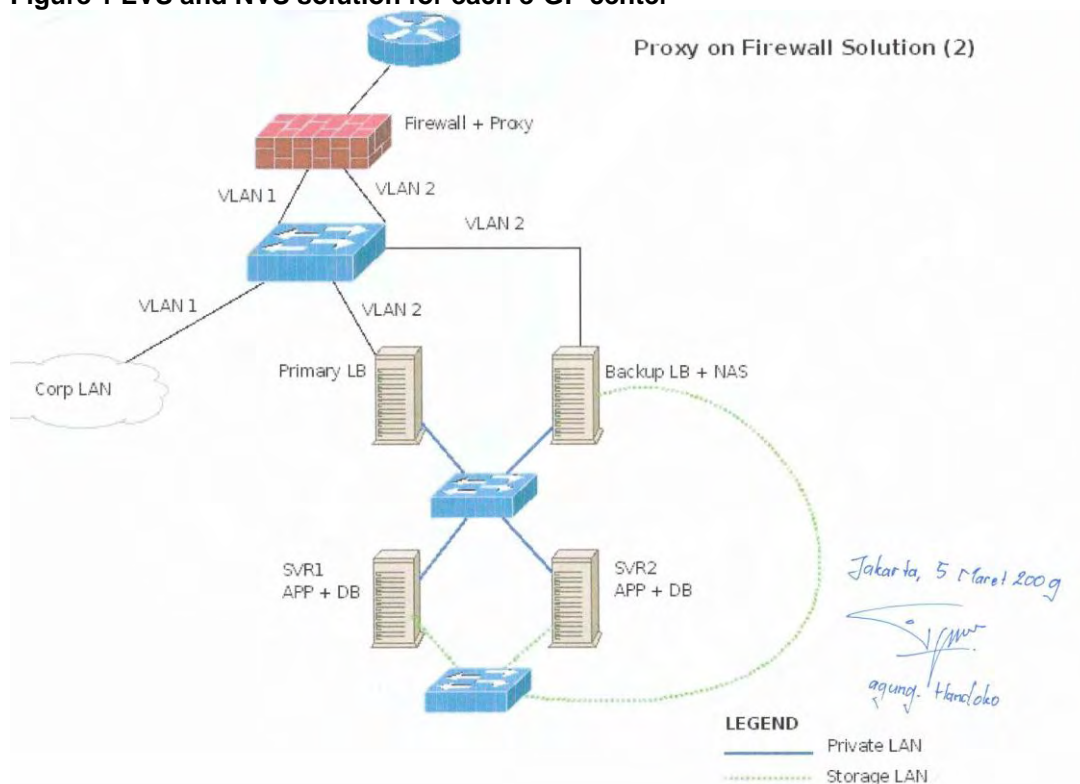
**Table 13 LVS and NAS equipment delivered to each e-GP satellite center**

Specification	QTY
Design, Installation, Configuration of Two-tier LVS Architecture with NAS Solution	5
Support and Maintenance Services - 3 years	5
Linux Training for System Administration (5 days x 6 locations)	30
Load Balancer Node	5
HP DL380R05 E5440 2G, 1 Quad-Core Intel® Xeon® Processor E5440, Memory 2 GB (2 x 1 GB) PC2-5300, Two Embedded NC373i Multifunction, Gigabit Server Adapters, HP Smart Array P400/256MB Controller, (RAID 0/1/1+0/5), 1 x HP	

E5440 DL380G5 Kit, 3 x HP 72GB 15k 2.5 Single Port HP SAS, 1 x HP 8X Slim DVD+RW Drive	
Network Attached Storage (NAS)	5
HP DL380R05 E5440 2G, 1 Quad-Core Intel® Xeon® Processor E5440, Memory 2 GB (2 x 1 GB) PC2-5300, Two Embedded NC373i Multifunction, Gigabit Server Adapters, HP Smart Array P400/256MB Controller, (RAID 0/1/1+0/5), 1 x HP E5440 DL380G5 Kit, 7 x HP 146 GB 10k 2.5 Single Port HP SAS, 1 x HP 8X Slim DVD+RW Drive	
Uninterruptible Power Supply (UPS)	5
APC Smart UPS 3000VA, 230V SUA 30001	
Network Components (Router)	10
3Com Baseline Switch 2916-SFP Plus, 3COM SKU, 3CBLSG16	
HP NC 360T PCIe Dual Port Gigabit Server	5
3COM Switch 4210 Manageable (24 port 10/100Mbps + 2 Giga UTP or 2 SFP)	5
Maintenance/Warranty for Hardware - 3 Years	
Shipping/Transportation Costs	

The architecture of Linux Virtual Server and NAS solution appears below in Figure 1:

**Figure 1 LVS and NVS solution for each e-GP center**



To improve email management during registration, verification and tender processes in e-GP centers, provide the required space for mounting purchased IT equipment, and increase reliability and normal functioning of the whole system, an additional mail server, 20U Server Rack and Power Distribution Unit for each e-GP center were also procured and installed.

**Socialization and training.** The project introduced provincial government departments, business community associations, the local Chamber of Commerce, NGOs, and local media

with the hallmarks of the NEPS and how it functions. As well, the government of Indonesia's plans to enhance transparency, accountability, efficiency and competition in provincial government procurement processes needed to be presented. The project provided logistics and technical support for the organization of stakeholders socialization events on e-GP and the NEPS through soft or grand launch events in all five provinces.



From the left, Mr. Jonathan Simon, MCC ICCP Chief of Party, Ms. Maria Longi, MCC Threshold Programs Managing Director, Mr. Paul Simonett, USAID/Indonesia MCC Office, Ms. Kusumastuti MCC USAID/Indonesia office, Mr. Danny Setiawan, Governor of West Java Province, Mr. Agus Rahardjo, Principal Secretary of LKPP, and Mr. Syahril Loetan, Principal Secretary of Bappenas at the West Java's e-GP Satellite Center opening ceremony in Bandung on April 24, 2008.

Socialization events began on April 24, 2008, when the West Java provincial government opened the first e-GP satellite center in Bandung and ended on February 26, 2009 with the grand launch of Central Kalimantan e-GP center in Palangka Raya. Table 14 below reviews these events.

**Table 14 Review of socialization, grand and soft launch events in e-GP centers**

E-GP Center	Type of event	Date	No. of Participants
<b>Grand and soft launch events</b>			
West Java	Soft launch	24 April 2008	100
	Grand launch	01 July 2008	170
West Sumatra	Soft launch	07 August 2008	250
Gorontalo	Grand launch	25 August 2008	200
Central Kalimantan	Grand launch	26 February 2009	150
<b>I. TOTAL - Grand and soft launch events</b>			<b>870</b>
<b>Socialization events for local businesses</b>			
West Sumatra	Socialization	15 January 2009	250
Gorontalo	Socialization	04 August 2008	250
	Socialization	3,4,5,6 March 2009	659
East Java	Socialization 1	15 September 2008	150
	Socialization 2	12 March 2009	209
Central Kalimantan	Socialization	18 November 2008	220
<b>II. TOTAL - Socialization events for local businesses</b>			<b>1738</b>
<b>III. Sharing experience in e-GP</b>		29 October 2009	140
<b>GRAND TOTAL (I+II+III)</b>			<b>2748</b>

To acquaint the staff of the e-GP satellite center (office managers, network administrators, trainers and help desk assistants) with the NEPS software, the project supported a series of "train-the-trainer" workshops at NEPS center in Jakarta and in each of the five cities hosting an e-GP center. A total of 73 individuals became trainers, including 52 men and 21 women.



These trainers delivered workshops on the use of NEPS software to potential private sector vendors and end-users of the NEPS in provincial governments. These trainers received several refresher courses during the year.



Photos from the West Sumatra e-GP satellite center “soft launch” ceremony and trainings, Padang, August 7, and August 27-30, 2008



Photos from follow-on training of trainers on the NEPS software in the East Java e-GP Center, Surabaya, December 9-11, 2008.

Directly following the socialization events and center launching ceremonies, workshops for tender committee members, contracting officers, and vendors on how to use the NEPS software were held in all five e-GP centers. Table 15 summarizes the training of NEPS end users and prospective vendors.

**Table 15 Summary of trainings of NEPS**

E-GP Center	Month	Participants		
		Male	Female	Total
West Java	June '08	34	6	40
	February '09	208	48	256
	TOTAL	242	54	296
East Java	December '08	9	5	14
	March '09	9	7	16
	TOTAL	18	12	30
Gorontalo	August '08	70	35	105
	December '08	82	27	109
	January '09	4	1	5
	TOTAL	156	63	219
West Sumatra	June '08	8	6	14
	August '08	10	3	13
	December '08	45	6	51
	January '09	19	1	20
	February '09	93	61	154
	TOTAL	175	77	252
Central Kalimantan	November '08	43	8	51
	February '09	6	4	10
	TOTAL	49	12	61
<b>GRAND TOTAL</b>		<b>640</b>	<b>218</b>	<b>858</b>





**Central Kalimantan e-GP center, NEPS end user training sessions, November 19-27, 2008.**



**Mr. Irvan Katili, Head of Gorontalo e-GP satellite center instructing member of Provincial Bureau for Planning and Development (BAPPEDA) on the NEPS during training event held in Gorontalo.**

On April 8, 2009 an announcement from the LKPP was published in the newspaper *Media Indonesia*, requesting that all vendors throughout Indonesia register through the NEPS. Contact information for four e-GP centers established through MCC ICCP (Central Kalimantan was not listed in the announcement for unknown reasons to the project).

**Table 16 Summary of trainings of prospective vendors**

E-GP Center	Month	Participants		
		Male	Female	Total
West Java	June '08	27	11	38
	February '09	323	92	415
	March '09	208	48	256
	TOTAL	558	151	709
West Sumatra	August '08	15	8	23
	January '09	20	3	23
	February '09	126	55	181
	TOTAL	161	66	227
Gorontalo	August '08	41	19	60
	January '09	48	7	55
	TOTAL	89	26	115
<b>GRAND TOTAL</b>		<b>808</b>	<b>243</b>	<b>1051</b>

The project also organized several coordination meetings for staff from the five e-GP centers so experiences, good practices, and challenges of working with the NEPS and with the LKPP could be shared and discussed. As well, issues regarding advocating potential expansion of NEPS operations to other provincial government departments, cities and municipalities in all five provinces that also expressed interest use of the NEPS were explored. These coordination meetings took place in Jakarta on October 29, 2008; in Bandung on January 31, 2009 and in Surabaya on March 13, 2009 as shown in Table 17 below:

**Table 17 e-GP centers coordination meetings**

Meeting	Date	E-GP Center	Participants		
			Male	Female	Total
Jakarta	October 29, 2008	West Java	4	1	5
		East Java	1	4	5
		West Sumatra	2	3	5
		Central Kalimantan	4	1	5
		Gorontalo	2	3	5
		LKPP	4	0	4
<b>TOTAL</b>			<b>17</b>	<b>12</b>	<b>29</b>
Bandung	January 31, 2009	West Java	2	1	3
		East Java	3	0	3
		West Sumatra	2	2	4
		Central Kalimantan	2	0	2
		Gorontalo	2	2	4
		LKPP	4	0	4
<b>TOTAL</b>			<b>15</b>	<b>5</b>	<b>20</b>
Surabaya	March 13, 2009	West Java	1	1	2
		East Java	7	2	9
		West Sumatra	6	6	12
		Central Kalimantan	3	0	3
		Gorontalo	5	7	12
		LKPP	3	0	3
<b>TOTAL</b>			<b>25</b>	<b>16</b>	<b>41</b>
<b>GRAND TOTAL</b>			<b>57</b>	<b>33</b>	<b>90</b>

During these meetings, the e-GP center representatives identified the following challenges which might affect successful implementation of e-GP:

- The legal foundation for processing procurements electronically is still not clear to many high officials and vendors.
- There is a lack of knowledge about the new law on Electronic Transactions.
- Many vendors are reluctant to register their companies using NEPS software as many are computer illiterate and do not have e-mail addresses.
- There is inadequate knowledge about e-GP processes and principles among vendors and government officials (evaluation committees and contracting officers).
- Provincial government budget constraints limit the expansion of NEPS use to other provincial government departments.
- The NEPS software application is not reliable enough as message errors occur very often during training workshops.
- Standardized bidding documents for works and consulting services are still not finalized.

At the final e-GP coordination meeting held on March 13, 2009 the LKPP Executive Secretary Mr. Agus Rahardjo, addressed these concerns with a comprehensive discussion of how LKPP envisions the development of the NEPS.

- During 2009 the GoI will enact new Presidential Decree on Public Procurement which will define national e-GP strategy to help public sector entities recognize benefits from utilizing e-GP.
- Several supporting bylaws will be enacted to further strengthen status of the NEPS at the national level.
- The NEPS software will be configured as a master panel for all GoI e-procurements and become single point of access to all central and local procurement opportunities.
- LKPP will further enhance and develop the NEPS software in anticipation of ongoing and future functional system requirements.
- LKPP will continue with capacity building activities (training, technical assistance, policy dialogues) with current and new NEPS software users.
- To build one true source of information and have all the relevant data in a single location and stored in an integrated standard format, LKPP will develop a NEPS module for automated data aggregation that can be used in every province. The current NEPS module does not support automated data migration and data aggregation from e-GP satellite centers.

In implementing this activity, the project identified the following points:

- The GOI initiative to develop its own national electronic procurement system (NEPS) is well recognized, accepted and should be supported.
- Commitment to changes by provincial high officials was a key factor for success of e-GP and achievement of project objectives.
- Successful implementation of e-GP is complex activity that requires involvement of numerous stakeholders – central and local officials, e-GP centers staff, business community, and the public.

### ***Activity 2 Data Collection/Monitoring Mechanism in Support of e-GP Centers***

This activity was to support the collection and analysis of procurement data needed to establish baselines and monitor the performance of the e-GP satellite centers. As part of an expanded e-GP system, detailed data on procurements, tenders, and offerors need to be collected within a reliable system. The project worked with the LKPP to develop software and formulate policies and procedures ensuring correct usage.

**Activity 2 Data Collection/Monitoring Mechanism in Support of e-GP Centers**  
*Expected Outcome: This activity contributes to the Expected Outcome of Task 4, Activity 1*  
*Year 1 Achievements*

- LKPP declined further assistance on enhancing the national electronic procurement software accommodate data collection and monitoring as these will be funded out of its budget so these can be applied to all e-GP centers within Indonesia.

In a letter dated February 25, 2008, *Bappenas* instructed all five provincial governments to complete and submit a compulsory “Report on Procurement Activities” required of all provincial procuring entities by the end of August 2008. The report format was developed by MCC ICCP. Unfortunately, none of the five provincial governments hosting an MCC ICCP funded center submitted this report despite frequent promptings from the project.

After much investigation and discussion it became clear that the collection of data related to sole source contracting, overall procurement volume, and overpayment or non-receipt of goods from existing accounting and financial management systems in provincial governments was not really feasible. USAID agreed that a change in indicators was needed. The revised indicators focused exclusively on the performance measurement of departments that process their procurements through the NEPS. The project was able to provide information for two basic MCC performance indicators through a manual calculation:

- The number of local government employees trained on e-GP center and NEPS operations.
- The number of successfully completed procurements through e-GP system.

On 18 December 2008 MCC ICCP e-Government Procurement Advisor Mr. Miroslav Alilovic and MCC ICCP e-Government Procurement Specialist Mr. Teguh Budiyo advised the LKPP Deputy Chairman for Monitoring, Evaluation and Information System Development Affairs Mr. Himawan Adinegoro, that this activity had not progressed as expected. Mr. Alilovic and Mr. Budiyo reiterated that a required MCC ICCP contract activity was to build a data collection/monitoring mechanism to support the collection and analysis of procurement data needed to establish baselines and monitor the performance of the five e-GP satellite centers.

Mr. Himawan stated that LKPP recognizes that automated data migration and data aggregation from e-GP satellite centers are basic prerequisites for building a reliable and sustainable e-GP reporting system but that technical assistance from MCC ICCP to enhance and further develop the NEPS software was not needed. LKPP decided to assume this responsibility to develop an automated data aggregation NEPS model with national coverage through its own information technology experts. By the end of the project, new information from LKPP on the progress of data migration and aggregation was not available.

### III PERFORMANCE MONITORING REPORT

Task 1. Judicial Reform Indicators									
Performance Indicator	Baseline Year	Baseline Value	2007* Target	2007 Results	2008 Target	2008 Results	2009 Target	2009 Results	Cumulative Total
1. Number of government officials receiving U.S. government-supported anti-corruption training (cumulative).	2006	0	567	911	4,535	5,593	5,756	6,748	6,748
2. Number of U.S. government-supported anti-corruption measures implemented (cumulative)**.	2006	0	0	3	11	10	15	16	16
3. Number of judges trained on Judicial Code of Conduct (cumulative).	2006	0	393	167	1,679	2,251	2,000	2,251	2,251
4. Number of justice sector personnel receiving U.S. government training (cumulative).	2006	0	393	797	3,492	6,187	4,470	6,972	6,972

Task 1. Judicial Reform Indicators									
Performance Indicator	Baseline Year	Baseline Value	2007* Target	2007 Results	2008 Target	2008 Results	2009 Target	2009 Results	Cumulative Total
5. Percentage of judges trained on Judicial Code of Conduct (cumulative).	2006	0%	6%	3%	27%	37%	33%	37%	37%
6. Submission of wealth report data is a prerequisite for promotion or transfer of high-ranking Supreme Court officials.	2006	Supreme Court lacks procedures for tracking compliance with wealth reporting submission requirements.	n/a	n/a	A) Court decree issued requiring submission of wealth reports as prerequisite for transfer or promotion. B) Wealth reporting monitoring system developed. C) High-ranking court officials trained in wealth reporting.	All 2008 targets achieved.	Wealth reporting data are used by court for promotion/transfer of high-ranking court officials.	All 2009 targets achieved.	The rate of compliance of chief and deputy chief judges of all high courts and district courts for submitting reports on their wealth to KPK has increased from 20% (303) to 79% (1,221) in 2009.
7. Number of court personnel trained on budget procedures (cumulative).	2006	0	0	609	1,280	1,753	1,600	1,944	1,944

Task 1. Judicial Reform Indicators									
Performance Indicator	Baseline Year	Baseline Value	2007* Target	2007 Results	2008 Target	2008 Results	2009 Target	2009 Results	Cumulative Total
8. Percentage of courts with completed physical asset inventories (cumulative).	2006	0%	33%	0%	100%	99%	100%	100%	100%
9. Number of Supreme Court decisions accessible to the public via Supreme Court Web site (cumulative).	2006	2	2,292	1,409	8,458	8,209	10,000	10,600	10,600
10. Establishment of Supreme Court information desk to receive and process complaints from the public.	2006	No public complaint system in the Supreme Court.	n/a	n/a	A) Court order issued authorizing establishment of Supreme Court information desk.  B) Completion of standard operating procedures for information desk, including receipt and processing of complaint	A) Yes.  B) Yes, standard operating procedures for information desk and for public complaints completed.	A) Supreme Court information desk operational.  B) 90% of all complaints will receive response within 21 working days.	A) Yes, information desk open and operational and staff trained on standard operating procedures  B) No, Supreme Court approval of public complaint still pending.	Complaint receipt function not operational due to pending Supreme Court approval of complaint standard operating procedures. Chief justice has given written commitment that the court will initiate these procedures in the near



Task 1. Judicial Reform Indicators									
Performance Indicator	Baseline Year	Baseline Value	2007* Target	2007 Results	2008 Target	2008 Results	2009 Target	2009 Results	Cumulative Total
					information.				future.
11. Number of public and media inquires answered by Supreme Court public relations trainees (per year).	2006	0	0	0	80	183	100	148	331

\*Data are for calendar years.

\*\*See below for the list of policy actions.

## **\*Policy Actions Taken by Government of Indonesia Agencies**

### **2007**

#### *Task 1. Judicial Reform – Policy Actions by the Supreme Court*

1. Circular Letter No. 167/BUA/2007 regarding Testing of E-mail Communications in High Courts, issued by the Supreme Court Head of Administrative Affairs Body on September 14, 2007. This letter instructs high court chief judges to instruct their personnel to carry out a trial run test of e-mail communications to the Supreme Court Planning and Finance Bureaus as a follow-up to the budget data communications training program carried out by the Supreme Court and MCC ICCP for court budget officers.

#### *Task 4. Electronic Government Procurement – Policy Actions by Bappenas or LKPP*

1. Memoranda of understanding between *Bappenas* and provincial governments of West Sumatra, West Java, East Java, Central Kalimantan, and Gorontalo. Signed by Minister of *Bappenas* Paskah Suzetta and the governors of each province. Each memorandum sets conditions of cooperation, assistance, and responsibilities for establishment of e-GP satellite centers in these five provinces. The memoranda were signed at the end of September 2007 for four provinces, and later that year (or early 2008) for the fifth province, Gorontalo.

### **2008**

#### *Task 1. Judicial Reform – Policy Actions by the Supreme Court*

1. Secretary's Decree, No. 44/2008, regarding Establishment of Court Officials Required to Submit Wealth Report Forms, issued September 24, 2008 by Supreme Court Secretary H.M. Rum Nessa. This decree spells out and reiterates which court officials are required to submit wealth reports per Indonesian law. It lists the following officials: supreme court justices, echelon I and II officials, judges in high and district courts, registrars and secretaries in high and district courts, and treasurers and other officials with spending authority in high and district courts.

2. Circular Letter, No. 3/2008, regarding Proposed Promotions and Rotations of Judges and Registrars, issued June 3, 2008 by Vice Chief Justice for Non-Judicial Affairs H. Harifin Tumpa. This circular states that judges and registrars in the court system are required to submit wealth report forms to the KPK as per Indonesian law. It instructs all chief judges to order judges and registrars in their courts to comply with this law. It further states that no promotions or rotations will be considered by the Supreme Court without proof that the individuals to be considered have submitted wealth reports.

3. Circular Letter, No. 4/2008, regarding Collection of Court Fees, issued June 13, 2008 by Dr. H. Harifin Tumpa. This circular references the rules for imposing court fees for cases, as well as Supreme Court Transparency Decree (SK 144/2007). It then requests that all chief judges for General, Religious, and Administrative courts instruct their staffs to collect fees according to the following procedures:

- Fees must be paid in a transparent manner, per the established rules.
- Fees to be paid by parties in a case must be paid via local banks, except where there is no local bank. No court employees should receive direct court fee payments from parties to a case.

- If excess funds from court fees are not used during a case, those excess amounts must be returned to the parties in question. Money not collected within six months of notification will be removed from the court's books and given to the State Treasury.
- Any money consigned by parties to a case must be deposited in a bank.

4. Circular Letter, No. 9/2008, regarding Reporting of Receipt and Use of Court Case Fees, issued November 24, 2008 by Dr. H. Harifin Tumpa. This circular details the information, formats, and reporting procedures required for courts to make public the information and data on their collection and use of court fee payments, per Indonesian law, Supreme Court regulations, and Supreme Court Transparency Decree SK 144/2007.

5. Circular Letter, No. 10/2008, regarding Prohibition against Giving Souvenirs or Gifts, issued December 16, 2008 by Dr. H. Harifin Tumpa. This circular references the Judicial Code of Conduct proscriptions against giving or receiving gifts and instructs all Supreme Court and high court officials to refrain from requesting gifts or assistance from staff or lower-court officials when making official visits or when lower-court officials visit the Supreme Court.

6. Cooperation Agreement between the Supreme Court and the Corruption Eradication Commission (KPK) regarding Management of Wealth Reporting Data, signed February 2, 2009 by Supreme Court Secretary H. Rum Nessa and Mr. Eko Tjiptadi of KPK. This agreement spells out provisions, arrangements, mutual responsibilities, mutual benefits, and procedures of the open sharing of data between KPK and the Supreme Court on which court officials have submitted their wealth reports in accordance with the law.

7. Secretary's Decrees, No. 1/2008 and No 2/2008, regarding (1) Standard Operational Procedures for Receipt and Submission of Wealth Report Forms in the Court System; and (2) Appointment of Coordination Teams in the Supreme Court to Manage and Supervise Wealth Report Standard Operating Procedures. Both decrees were issued by Supreme Court Secretary H. Rum Nessa on December 24, 2008. These decrees spell out detailed procedures, personnel, departments, and responsibilities that surround the monitoring and supervision by the Supreme Court of court officials' compliance with the Indonesian law requiring submission of wealth reports. It also assigns duties connected with the Cooperation Agreement between the Supreme Court and the Corruption Eradication Commission on Wealth Reports.

8. Memorandum No. 73/PAN/2008 regarding Standard Procedures for Handling Electronic Copies of Supreme Court Decisions, Issued by the Supreme Court Registrar on June 27, 2008. This memorandum details standard operating procedures to be followed by relevant Supreme Court personnel in the creation, processing, and uploading to the Supreme Court Web site of electronic versions of Supreme Court decisions.

9. Circular Letter No. 42/WKMA/2008 regarding implementation of the Indonesian government's Regulation 53/2008 on Fee Schedule for Receipt of Non-Tax Revenues by the Court System (e.g., Court Fees), issued by H. Harifin Tumpa on November 4, 2008. This circular provides detailed implementation procedures for complying with the referenced government regulation, including information on how to receive, handle, and account for court fees and other relevant payments or revenues. In setting out these procedures, the circular references Supreme Court Transparency Decree SK 144/2007.

10. Circular Letter No. 108/BUA/2008 regarding Budget Transparency via Web site, issued by the head of the Supreme Court Administrative Affairs Body, Mr. Subagyo, to the chief judge of the (*Pengadilan Tinggi Agama Semarang*) High Religious Court of Semarang on June 18, 2008. This letter provides formal approval from the Supreme Court for the High Religious Court in Semarang to publish its budget totals and expenditure details on the court's Web site. The Supreme Court notes that such an action would represent a step toward bureaucracy reform and greater court transparency. This approval was seen as an initial test case of Supreme Court concurrence with publishing court budget information online. Also, this approval served as a basis for the official Online Budget Transparency Guidelines and Handbook published by the Supreme Court through MCC ICCP and distributed to all courts across Indonesia.

#### *Task 4 Electronic Government Procurement – Policy Actions by Bappenas or LKPP*

1. Letter from LKPP Secretary Mr. Syahril Loetan, sent in February 2008 to five provincial governments, setting out parameters for establishment and implementation of e-GP satellite centers in their capital cities. This letter spelled out the details of cooperation, individual responsibilities, implementation, and training procedures connected with e-GP center operation in each location, including actions to be carried out by MCC ICCP.

### **2009**

#### *Task 1. Judicial Reform – Policy Actions by the Supreme Court*

1. Circular Letter No. 152/BUA/2009 regarding Follow-up to Human Resource Database Training by MCC ICCP and the Supreme Court and Implementation of the new Human Resource Database System, issued by Supreme Court Secretary H. Rum Nessa on March 30, 2009. This circular details the provision of computer hardware and software by MCC ICCP and instructs Supreme Court managers and court chief judges to ensure that their personnel start using the new equipment and human resource database system immediately, and for high courts who have received training on the database to take immediate steps to train personnel in their district courts.

2. Joint Decree between Supreme Court and Judicial Commission regarding the Code of Ethics and Judicial Code of Conduct, No. 047/KMA/2009, signed on April 8, 2009 by Supreme Court Chief Justice Dr. H. Harifin Tumpa and Judicial Commission Chief Mr. M. Bustro Muqaddas. This Joint Decree walks through the 10 main principles of the judicial Code of Conduct and repeats them with some explanations and definitions. It closes with the requirement that each court leader must ensure that all the judges in his or her court obeys the Code of Conduct. It notes that violations of the Code of Conduct can result in sanctions, which will be levied in accordance with the nature of the violation. The Joint Decree adds that judges suspected of violating the Code can be investigated by the Supreme Court or the Judicial Commission, and that whichever body does the investigation shall report its findings to the Supreme Court Chief Justice. Finally, it notes that judges that are to be placed on temporary or permanent non-active status as a result of such violations have the opportunity to defend themselves in front of the Judicial Review Board. On February 2, 2009 MCC ICCP produced a TV talk show on the nationally broadcast Metro TV show Prime Interview, which featured Chief Justice Dr. H. Harifin Tumpa and Judicial Commission Chief Mr. M. Bustro Muqaddas. This show was the first public expression of collaboration from these two institutions, which were known to have previous disagreements. During the show both individuals repeatedly expressed a desire to move forward in a spirit of collaboration, and to work together to tackle issues of ethics, conduct and corruption in the judicial system.

Subsequently, the joint decree was issued that spelled out the two bodies' agreement to work together to support and enforce the code of conduct.

*Task 3. Transparency – Policy Actions by Corruption Eradication Commission*

1. Cooperation agreements between KPK and partner universities in five provinces on Audio-Video Recording of Court Corruption Trial Sessions. The KPK signed a cooperation agreement with each of these five universities in January 2009. The agreements spell out the detailed tasks, procedures, and cost-sharing and other provisions related to operation by the universities of the audio/visual recording equipment procured by MCC ICCP. KPK Head of Information and Data Processing Budi Ibrahim signed for the commission and the rectors signed for the individual universities: University of North Sumatra (Medan), *Hasanuddin* University (Makassar), *Sriwijaya* University (South Sumatra), *Sahid* University (Jakarta), and *Airlangga* University (Surabaya).

Task 2. Enhancing the Capacity of the PPATK Indicators									
Performance Indicator	Baseline Year	Baseline Value	2007 Target	2007 Results	2008 Target	2008 Results	2009 Target	2009 Results	Cumulative Total
12. Percent/number of STRs filed by NBFIs as a percent of total filings.	2006	3.2%	5%	11.6%	9%	27%	10%	27%	27%
13. Average number of reports PPATK STR/CTR receipt system capable of receiving per day (per year).									
STR	2006	15	60	300	300	300	300	300	n/a
CTR	2006	1,795	2,000	10,000	10,000	10,000	10,000	10,000	
14. Number of PPATK cases transmitted for investigation (per year).	2006	40	0	65	150	177	n/a	46	Target was 150 for the calendar year 2008.

Task 3. Enhancing the Capability of the KPK Indicators									
Performance Indicator	Baseline Year	Baseline Value	2007 Target	2007 Results	2008 Target	2008 Results	2009 Target	2009 Results	Cumulative Total
15. Number of KPK prosecutions of high-ranking Indonesian government officials related to corruption (per year).	2006	2	4	10	6	19	n/a	8	2007 and 2008 annual program targets exceeded. No annual target set for 2009.
16. Number of trial sessions monitored in Jakarta (per year).	2006	n/a	350	404	400	514	n/a	210	No annual target set for 2009 (program target exceeded).
17. Number of trial sessions monitored outside Jakarta (per year).	2007	0	n/a	0	160	35	n/a	50	85; program target not met due to delays in procurement and memoranda of understanding with universities.



Task 4. Electronic Government Procurement Indicators									
Performance Indicator	Baseline Year	Baseline Value	2007 Target	2007 Results	2008 Target	2008 Results	2009 Target	2009 Results	Cumulative Total
18. Number of successfully initiated electronic procurements (3 per each e-GP center and 15 total; per year).	2007	0	n/a	n/a	A) Five provinces selected to open e-GP centers. B) Hardware and software installed in all five provinces. C) Technical personnel in each province trained on new system. D) Provincial regulatory framework in place to support e-GP.	A) Yes  B) Yes  C) Yes  D) Yes	3 online tenders for each province (15 total).	4 provinces, "yes"; 1 province, "no".	5 provinces, each with 1 e-GP center, are included in this indicator. Program target of 3 tenders each met by 4 provinces, with the remaining province having 2 tenders. All 5 centers are now operating. Cumulative procurement savings from the published tender amount and the awarded amount by the end of the project are 15.21%.

## IV PROJECT TRAINING REPORT

### Summary of MCC ICCP Training Participants Through March 2009

No	Training Title	Start Date	End Date	Location	Participant		
					Male	Female	Total
<b>Total to date</b>					<b>7,545</b>	<b>2,261</b>	<b>9,806</b>
1	Judicial Code of Conduct Pilot Training Batch 1	22-Aug-07	23-Aug-07	Manhattan Hotel Jakarta	34	2	36
2	Judicial Code of Conduct Pilot Training Batch 2	28-Aug-07	29-Aug-07	Manhattan Hotel Jakarta	30	6	36
3	Judicial Code of Conduct TOT Batch 1	22-Oct-07	25-Oct-07	Manhattan Hotel Jakarta	33	4	37
4	Judicial Code of Conduct TOT Batch 2	31-Oct-07	3-Nov-07	Manhattan Hotel Jakarta	20	4	24
5	Judicial Code of Conduct TOT Batch 3	6-Nov-07	9-Nov-07	Manhattan Hotel Jakarta	32	2	34
6	Judicial Code of Conduct TOT Batch 4	8-Apr-08	9-Apr-08	Millenium Hotel Jakarta	44	1	45
7	Judicial Code of Conduct Training Batch 5	12-May-08	13-May-08	Serang	55	15	70
8	Judicial Code of Conduct Training Batch 2	2-May-08	3-May-08	Jogyakarta	43	18	61
9	Judicial Code of Conduct Training Batch 1	29-Apr-08	30-Apr-08	Surabaya	42	12	54
10	Judicial Code of Conduct Training Batch 3	5-May-08	6-May-08	Semarang	62	10	72
11	Judicial Code of Conduct Training Batch 4	8-May-08	9-May-08	Bandung	61	7	68
12	Judicial Code of Conduct Training Batch 6	10-Jun-08	11-Jun-08	Medan	78	22	100
13	Judicial Code of Conduct Training Batch 7	13-Jun-08	14-Jun-08	Banda Aceh	67	5	72
14	Judicial Code of Conduct Training Batch 8	16-Jun-08	17-Jun-08	Padang	56	18	74
15	Judicial Code of Conduct Training Batch 9	19-Jun-08	20-Jun-08	Pekanbaru	57	14	71
16	Judicial Code of Conduct Training Batch 10	23-Jun-08	24-Jun-08	Batam	41	6	47
17	Judicial Code of Conduct Training Batch 11	2-Jul-08	3-Jul-08	Bengkulu	54	10	64
18	Judicial Code of Conduct Training Batch 12	7-Jul-08	8-Jul-08	Jambi	51	17	68
19	Judicial Code of Conduct Training Batch 13	10-Jul-08	11-Jul-08	Palembang	55	15	70
20	Judicial Code of Conduct Training Batch 14	14-Jul-08	15-Jul-08	Lampung	51	21	72
21	Judicial Code of Conduct Training Batch 15	17-Jul-08	18-Jul-08	Denpasar	44	28	72
22	Judicial Code of Conduct Training Batch 16	24-Jul-08	25-Jul-08	Kupang	85	4	89
23	Judicial Code of Conduct Training Batch 17	28-Jul-08	29-Jul-08	Lombok	54	14	68
24	Judicial Code of Conduct Training Batch 18	14-Aug-08	15-Aug-08	Makassar	57	37	94
25	Judicial Code of Conduct Training Batch 19	20-Aug-08	21-Aug-08	Kendari	53	7	60
26	Judicial Code of Conduct Training Batch 20	25-Aug-08	26-Aug-08	Palu	58	4	62
27	Judicial Code of Conduct Training Batch 21	29-Aug-08	30-Aug-08	Manado	70	10	80
28	Judicial Code of Conduct Training Batch 22	14-Oct-08	16-Oct-08	Balikpapan	70	12	82
29	Judicial Code of Conduct Training Batch 23	20-Oct-08	21-Oct-08	Palangkaraya	66	7	73
30	Judicial Code of Conduct Training Batch 24	23-Oct-08	24-Oct-08	Banjarmasin	50	22	72
31	Judicial Code of Conduct Training Batch 25	27-Oct-08	28-Oct-08	Pontianak	63	9	72
32	Judicial Code of Conduct Training Batch 26	4-Nov-08	5-Nov-08	Ambon	53	1	54
33	Judicial Code of Conduct Training Batch 27	10-Nov-08	11-Nov-08	Ternate	52	5	57
34	Judicial Code of Conduct Training Batch 28	25-Nov-08	26-Nov-08	Jayapura	61	12	73
35	Judicial Code of Conduct Training Batch 29	28-Nov-08	29-Nov-08	Jayapura	60	8	68
					<b>1,862</b>	<b>389</b>	<b>2,251</b>
1	Staffing Assessment Training	11-Mar-09	12-Mar-09	Jakarta	78	9	87
2	SC HR Data Information System Training Batch 1	24-Feb-09	27-Feb-09	Bogor	149	85	234
3	SC HR Data Information System Training Batch 2	10-Mar-09	13-Mar-09	Makassar	47	35	82
4	SC HR Data Information System Training Batch 3	2-Mar-09	5-Mar-09	Surabaya	40	30	70
					<b>314</b>	<b>159</b>	<b>473</b>
1	Budget Planning, MoF Application Training Batch 1	27-Aug-07	2-Sep-07	MoF Training Center, Jakarta	31	14	45
2	Budget Planning, MoF Application Training Batch 2	2-Sep-07	8-Sep-07	MoF Training Center, Jakarta	29	16	45
3	Budget Planning, MoF Application Training Batch 3	9-Sep-07	15-Sep-07	MoF Training Center, Jakarta	31	14	45
4	Budget Planning, MoF Application Training Batch 4	5-Nov-07	9-Nov-07	UIB, Batam	48	32	80
5	Budget Planning, MoF Application Training Batch 5	9-Nov-07	12-Nov-07	UIB, Batam	56	25	81
6	Budget Planning, MoF Application Training Batch 6	13-Nov-07	16-Nov-07	UIB, Batam	57	18	75
7	Budget Planning, MoF Application Training Batch 7	17-Nov-07	20-Nov-07	UIB, Batam	52	26	78
8	Budget Planning, MoF Application Training Batch 8	10-Dec-07	13-Dec-07	Jogjakarta	58	22	80
9	Budget Planning, MoF Application Training Batch 9	15-Dec-07	18-Dec-07	Jogjakarta	59	21	80
10	Budget Base Strategic Planning Workshop Batch 1	20-Feb-08	24-Feb-08	Denpasar	30	4	34
11	Budget Base Strategic Planning Workshop Batch 2	10-Mar-08	14-Mar-08	Denpasar	53	3	56
12	Budget Planning, MoF Application Training Batch 10	21-Apr-08	24-Apr-08	Makassar	58	21	79
13	Budget Planning, MoF Application Training Batch 11	26-Apr-08	29-Apr-08	Makassar	57	19	76
14	Budget Planning, MoF Application Training Batch 12	29-Apr-08	5-May-08	Makassar	63	13	76
15	Budget Planning, MoF Application Training Batch 13	5-May-08	10-May-08	Makassar	67	13	80
16	Budget Planning, MoF Application Training Batch 14	10-May-08	15-May-08	Makassar	47	24	71
17	Budget Planning, MoF Application Training Batch 15	25-May-08	30-May-08	Batam	56	17	73
18	Budget Planning, MoF Application Training Batch 16	30-May-08	4-Jun-08	Batam	47	18	65
19	Budget Planning for Court Middle Management Batch 1	16-Jul-08	19-Jul-08	Surabaya	60	14	74
20	Budget Planning for Court Middle Management Batch 2	23-Jul-08	26-Jul-08	Surabaya	79	13	92

## Summary of MCC ICCP Training Participants Through March 2009

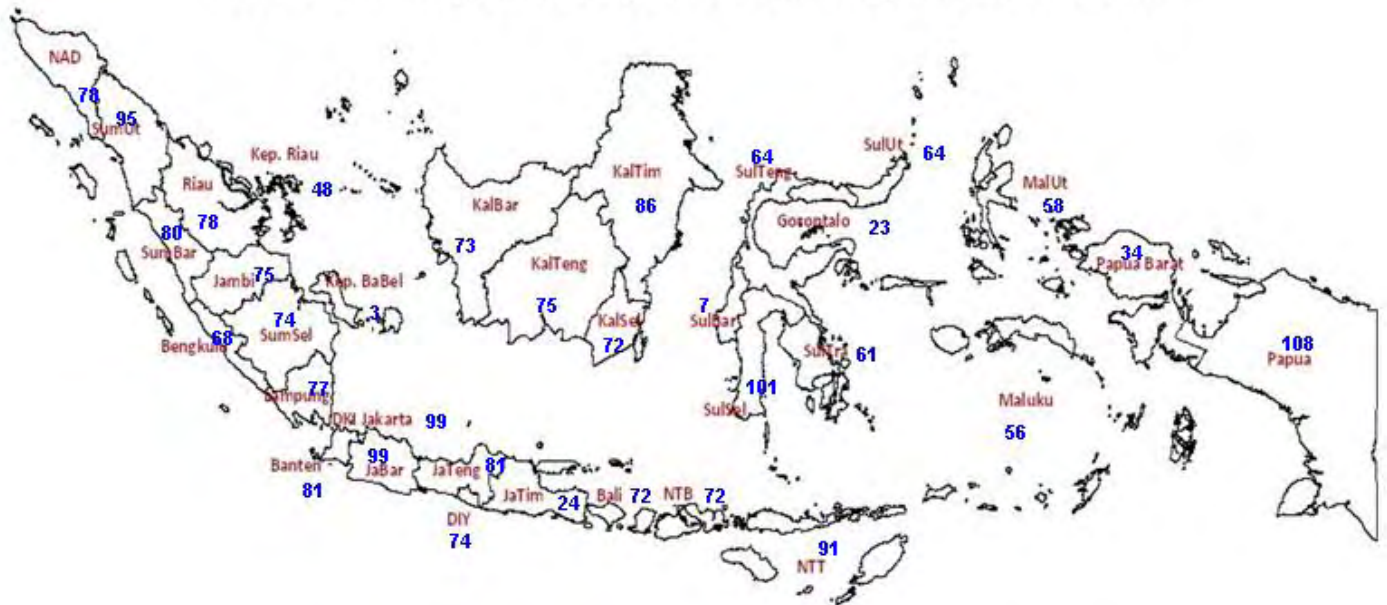
No	Training Title	Start Date	End Date	Location	Participant		
					Male	Female	Total
21	Budget Planning for Court Middle Management Batch 3	13-Aug-08	16-Aug-08	Surabaya	86	10	96
22	Uploading Budget & Finance Data Training	16-Sep-08	19-Sep-08	Jakarta	251	21	272
23	Budget Data Communication Training Batch 1	10-Mar-09	12-Mar-09	Jakarta	95	22	117
24	Budget Data Communication Training Batch 2	12-Mar-09	14-Mar-09	Jakarta	56	18	74
					<b>1,526</b>	<b>418</b>	<b>1,944</b>
1	Asset Inventory	26-Apr-08	27-Apr-08	ICCP Office Jakarta	23	5	28
2	Adherence to Asset Internal Control Training	1-Jul-08	31-Jul-08	Central Java, NAD, West Suma	198	37	235
3	Physical Inventory/ SABMN Maintenance Training	1-Jul-08	31-Jul-08	Central Java, NAD, West Suma	163	78	241
4	Adherence to Asset Internal Control Training	1-Aug-08	31-Aug-08	29 Provinces	81	18	99
5	Physical Inventory/ SABMN Maintenance Training	1-Aug-08	31-Aug-08	29 Provinces	89	11	100
6	Adherence to Asset Internal Control Training	1-Sep-08	30-Sep-08	29 Provinces	153	38	191
7	Physical Inventory/ SABMN Maintenance Training	1-Sep-08	30-Sep-08	29 Provinces	181	33	214
8	Adherence to Asset Internal Control Training	1-Oct-08	31-Dec-08	29 Provinces	323	81	404
9	Physical Inventory/ SABMN Maintenance Training	1-Oct-08	31-Dec-08	29 Provinces	374	73	447
10	Continued Asset Management Training	27-Jan-09	27-Jan-09	Jakarta	56	11	67
11	Reporting Court Asset Training	27-Jan-09	27-Jan-09	Jakarta	9	2	11
12	Planning Replacement and Disposal of Existing Assets Training	12-Mar-09	12-Mar-09	Jakarta	8	4	12
					<b>1,658</b>	<b>391</b>	<b>2,049</b>
1	Procedure on Electronic File of SC Decision Training Batch 1	7-May-08	8-May-08	Bogor	40	11	51
2	Procedure on Electronic File of SC Decision Training Batch 2	12-May-08	13-May-08	Bogor	39	22	61
3	Procedure on Electronic File of SC Decision Training Batch 3	14-May-08	15-May-08	Bogor	46	20	66
4	Online Public Decision Training	19-Mar-09	21-Mar-09	Bogor	22	9	31
					<b>147</b>	<b>62</b>	<b>209</b>
1	Public Relation Training	3-Dec-07	4-Dec-07	Puncak Inn, Ciloto	18	3	21
2	Law school for journalist	15-Dec-08	15-Dec-08	Jakarta	15	10	25
					<b>33</b>	<b>13</b>	<b>46</b>
1	Know Your Customer Training Batch 1	4-Dec-07	5-Dec-07	Denpasar	78	36	114
2	Know Your Customer Training Batch 2	12-Feb-08	13-Feb-08	Batam	42	29	71
3	Know Your Customer Training Batch 3	25-Feb-08	27-Feb-08	Jakarta	142	73	215
4	Know Your Customer Training Batch 4	13-Oct-08	13-Oct-08	Surabaya	58	18	76
5	Know Your Customer Training Batch 5	15-Oct-08	15-Oct-08	Jakarta	53	32	85
6	Know Your Customer Training Batch 6	16-Oct-08	16-Oct-08	Jakarta	48	5	53
7	Know Your Customer Training Batch 7	20-Nov-08	20-Nov-08	Jogjakarta	115	144	259
					<b>536</b>	<b>337</b>	<b>873</b>
1	SAN System Training	3-Mar-08	6-Mar-08	PPATK Office, Jakarta	3		3
1	Audio & Video Recording Training	3-Nov-08	6-Nov-08	Jakarta	16	2	18
1	E- GP Training for Administrator and End User Batch 1 - 5	24-Mar-08	24-Apr-08	Plasa Bumi Daya, Jakarta	53	20	73
2	E- GP Training for Administrator and End User Batch 6	10-Mar-08	11-Mar-08	Surabaya	29	6	35
3	E- GP Training for Administrator and End User Batch 7	23-Jun-08	27-Jun-08	Bandung	27	11	38
4	E- GP Training for Administrator and End User Batch 8	23-Jun-08	27-Jun-08	Padang	8	6	14
5	E- GP Training for Administrator and End User Batch 9	4-Aug-08	11-Aug-08	Gorontalo	29	16	45
6	E- GP Training for Administrator and End User Batch 10	25-Aug-08	30-Aug-08	Padang	25	11	36
7	E- GP Training for Administrator and End User Batch 11	26-Aug-08	29-Aug-08	Gorontalo	41	19	60
8	E- GP Training for Administrator and End User Batch 12	19-Nov-08	28-Nov-08	Palangkaraya	43	8	51
9	E- GP Training for Administrator and End User Batch 13	9-Dec-08	11-Dec-08	Surabaya	9	5	14
10	E- GP Training for Administrator and End User Batch 14	11-Dec-08	16-Dec-08	Padang	33	15	48
11	E- GP Training for Administrator and End User Batch 15	12-Dec-08	19-Dec-08	Padang	37	15	52
12	E- GP Training for Administrator and End User Batch 16	2-Feb-09	6-Feb-09	Padang	112	41	153
13	E- GP Training for Administrator and End User Batch 17	9-Feb-09	13-Feb-09	Bandung	161	50	211
14	E- GP Training for Administrator and End User Batch 18	18-Feb-09	19-Feb-09	Palangkaraya	6	4	10
15	E- GP Training for Administrator and End User Batch 19	18-Nov-09	9-Dec-08	Gorontalo	82	27	109
					<b>695</b>	<b>254</b>	<b>949</b>
1	E- GP Training for Prospective Vendors Batch 1	June-08		Bandung	27	11	38
2	E- GP Training for Prospective Vendors Batch 2	August-08		Padang	15	8	23
3	E- GP Training for Prospective Vendors Batch 3	August-08		Gorontalo	41	19	60
4	E- GP Training for Prospective Vendors Batch 4	January-09		Padang	20	3	23
5	E- GP Training for Prospective Vendors Batch 5	January-09		Gorontalo	48	7	55
6	E- GP Training for Prospective Vendors Batch 6	February-09		Bandung	323	92	415
7	E- GP Training for Prospective Vendors Batch 7	February-09		Padang	126	55	181
8	E- GP Training for Prospective Vendors Batch 8	March-09		Bandung	155	41	196
					<b>755</b>	<b>236</b>	<b>991</b>

## Geographic Distribution

### MCC ICCP Training Participants Through March 2009

Provinces	CoC	HR	Asset	Financial	PR	e-Decision	KYC	SAN	AV Recording	e-GP	Total
Nanggroe Aceh Darussalan	78	14	123	83							298
Sumatera Utara	95	22	125	106							348
Sumatera Barat	80	12	127	72						543	834
Riau	78	12	95	52							237
Jambi	75	12	48	49							184
Sumatera Selatan	74	12	52	51							189
Bengkulu	68	12	23	35							138
Lampung	77	12	44	60							193
Kep. Bangka Belitung	3	12	16	29							60
Kep. Riau	48			13			71				132
DKI Jakarta	99	110	129	173	46	209	353	3	18		1,140
Jawa Barat	99	14	154	128						913	1,308
Jawa Tengah	81	12	174	170							437
DI. Yogyakarta	74	12	29	41			259				415
Jawa Timur	24	22	187	148			76			64	521
Banten	81	10	28	31							150
Bali	72	5	41	35			114				267
Nusa Tenggara Barat	72	10	35	33							150
Nusa Tenggara Timur	91	12	67	42							212
Kalimantan Barat	73	10	61	53							197
Kalimantan Tengah	75	12	31	50						76	244
Kalimantan Selatan	72	12	59	75							218
Kalimantan Timur	86	12	51	66							215
Sulawesi Utara	64	12	30	39							145
Sulawesi Tengah	64	17	33	27							141
Sulawesi Selatan	101	17	142	95							355
Sulawesi Tenggara	61	6	28	42							137
Gorontalo	23	12	17	24						344	420
Sulawesi Barat	7	2		17							26
Maluku	56	12	24	29							121
Maluku Utara	58	12	24	24							118
Irian Jaya Barat	34			7							41
Papua	108	10	52	45							215
	2,251	473	2,049	1,944	46	209	873	3	18	1,940	9,806

## Geographic Distribution CoC Training Participants Through March 2009

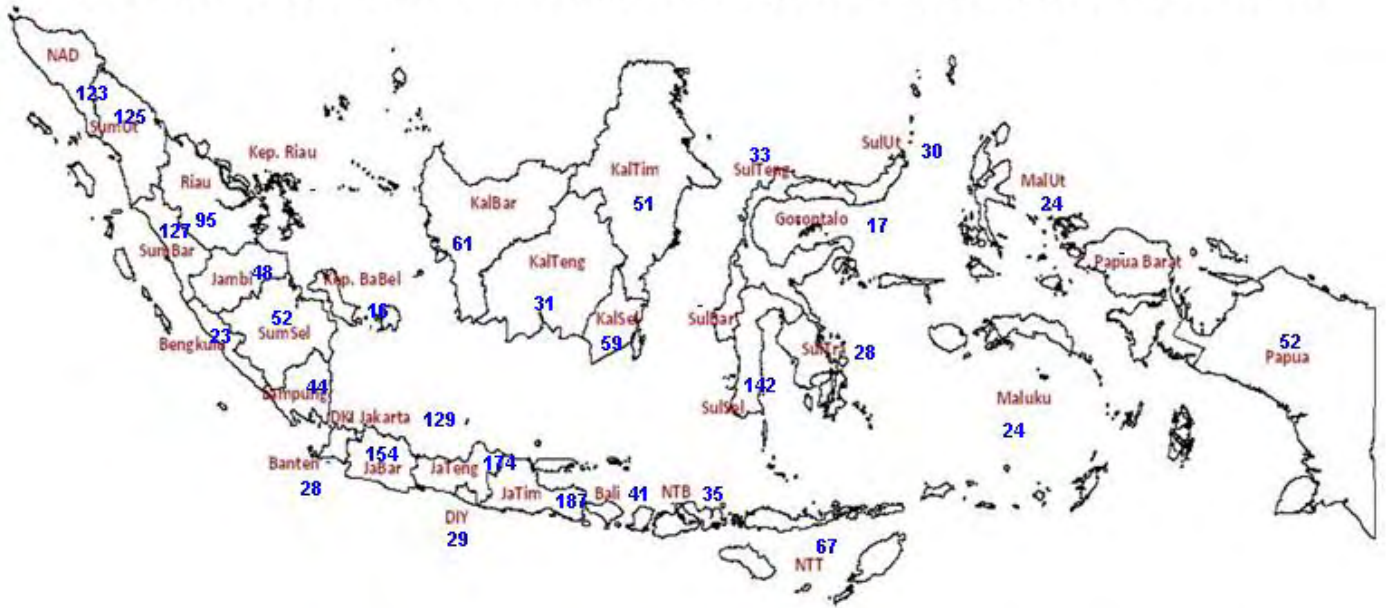


## Geographic Distribution HR Management Training Participants Through March 2009

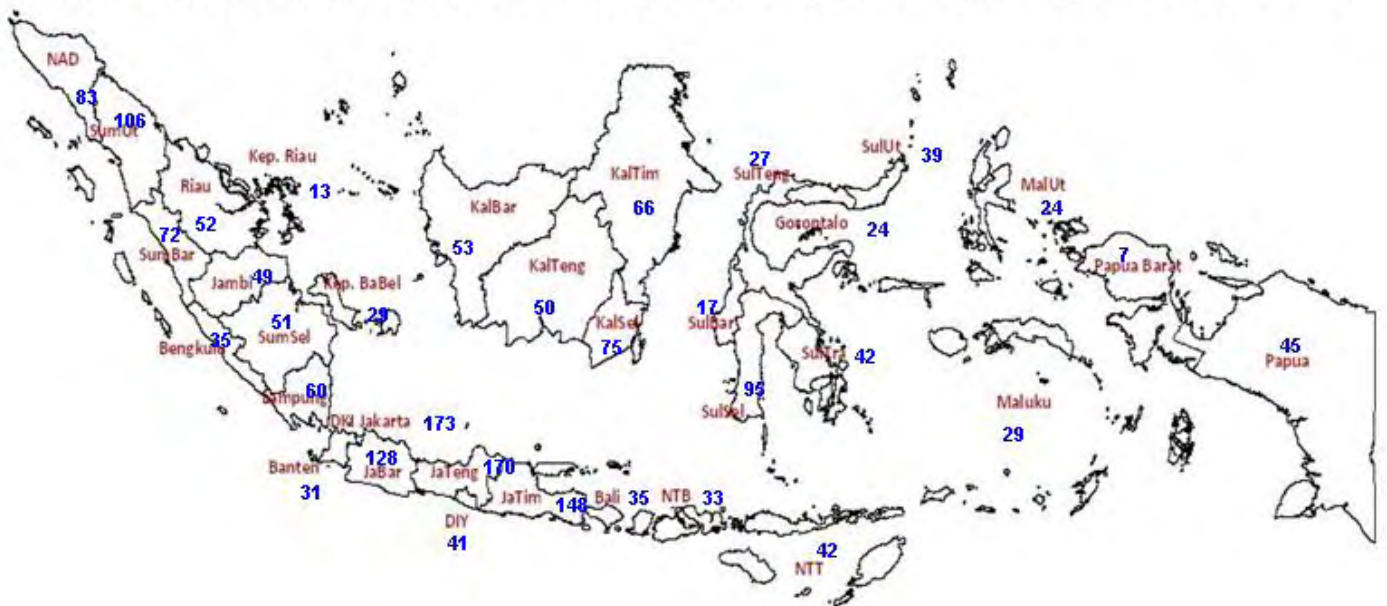




## **Geographic Distribution Asset Management Training Participants Through March 2009**



## **Geographic Distribution Financial Management Training Participants Through March 2009**



## Geographic Distribution KYC Training Participants Through March 2009



## Geographic Distribution e-GP Training Participants Through March 2009





## Geographic Distribution MCC ICCP Training Participants Through March 2009

