

Annual . 2024 Report

Menjembatani Kesenjangan
Melalui Tata Kelola Kolaboratif





Laporan Tahunan KEMITRAAN

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KEMITRAAN Annual Report

Fiscal Year January 1 – December 31, 2024

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Laporan . — 2024 — Tahunan

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Bridging the Gap
Through Collaborative Governance

Pesan dari Ketua Teman Serikat ● —



Noke Kiroyan
Ketua
Chairman

Pada bulan Oktober 2024, Indonesia menyambut pelantikan Presiden kedelapan, Presiden Prabowo Subianto beserta Wakil Presiden Gibran Rakabuming Raka. KEMITRAAN menyampaikan harapan terbaik agar keduanya sukses dalam pengabdianya kepada bangsa dalam lima tahun ke depan. Kami menantikan kerja sama dengan pemerintahan baru ini sebagai bagian dari upaya kolektif untuk mendorong Indonesia menuju visi bersama: Indonesia yang adil, demokratis, dan sejahtera yang berlandaskan pada prinsip serta praktik tata kelola pemerintahan yang baik dan berkelanjutan.

Pemerintahan baru memulai masa tugasnya di tengah berbagai tantangan besar, baik di dalam negeri maupun internasional. Ambisi pemerintah untuk mempercepat pembangunan ekonomi, misalnya, berhadapan dengan kenyataan surutnya posisi Indonesia dalam pemberantasan korupsi selama beberapa tahun terakhir. Hal ini menambah biaya dan prasyarat dalam mengakses modal investasi yang dibutuhkan untuk mempercepat pertumbuhan ekonomi.

Kondisi internasional juga masih penuh gejolak, ditandai dengan konflik bersenjata yang berlanjut antara Rusia dan Ukraina, ketegangan berkepanjangan antara Israel dan negara-negara tetangganya, serta meningkatnya eskalasi di kawasan Asia-Pasifik. Terpilihnya kembali Presiden Trump di Amerika Serikat turut menambah lapisan gangguan dan ketidakpastian pada dinamika keamanan global maupun hubungan perdagangan.

Tahun 2024 merupakan tahun yang produktif bagi KEMITRAAN. Total pelaksanaan program mencapai USD 16,4 juta—sebuah rekor

Message from the Chair of *Teman Serikat* ● —

In October 2024 Indonesia welcomed the inauguration of its eighth president, President Prabowo Subianto and his Vice President Gibran Rakabuming Raka. KEMITRAAN wishes them every success in their service to the nation over the next five years. We look forward to partnering with this new government as part of collective efforts to advance the country towards a shared vision of an Indonesia that is just, democratic and prosperous founded upon the principles and practices of good sustainable governance.

The new Government takes office at a time of considerable challenge both domestically and internationally. Notably the Government's ambitions to accelerate economic development confront the headwinds posed by several years of backsliding on Indonesia's standing on corruption. This will add to the costs and conditions of accessing the investment capital needed to accelerate rates of economic growth.

The broader international landscape remains volatile, marked by ongoing armed conflict between Russia and Ukraine, persistent hostilities involving Israel and its neighbouring states, and escalating tensions across the Asia-Pacific region. The re-election of President Trump in the United States introduces additional layers of disruption and unpredictability to global security dynamics and trade relations.

2024 was a busy year for KEMITRAAN. Total program delivery reached USD 16.4 million, This was a new record for the organisation, and more than double the figure from 2023. At the same time our resource mobilisation efforts secured an additional USD 19 million. These new program resources will enable KEMITRAAN to

remain a valued partner to our numerous networks and stakeholders into the medium term.

During the year we have been particularly pleased by the growth of our programmatic partnership with the Government of Indonesia through the Ministry of Finance's Indonesian Environment Fund. This represents the culmination of our long and solid work in advancing environmental governance reform while advancing the legal and economic rights of communities in forest and peatlands communities. This has also taken place at the same time as KEMITRAAN has secured and maintained its accreditation credentials as a partner for program implementation by various leading global funding agencies.

Beyond our growing partnership with the Government's Environment Fund, we have also been expanding our partnership with the ESTUNGKARA Program funded by Australia's DFAT. This is the third year of this program's operation and we are continuing to expand the range of people and communities that are engaged and supported through the program as demonstrated by a more than doubling of people engaged through the program engaging over 16,000 people.

KEMITRAAN's work on countering corruption made some important progress, especially with regards to the core issue of corruption prevention with the issuance of new regulations by the Ministry of State Apparatus Utilisation and Bureaucratic Reform to manage conflicts of interest. Additionally, work on conflicts of interest management has commenced with several key state-owned enterprises.

baru bagi organisasi dan lebih dari dua kali lipat dibandingkan capaian tahun 2023. Pada saat yang sama, upaya mobilisasi sumber daya berhasil mengamankan tambahan USD 19 juta. Sumber daya baru ini memungkinkan KEMITRAAN tetap menjadi mitra yang bernilai bagi berbagai jaringan dan pemangku kepentingan hingga jangka menengah.

Sepanjang tahun, kami merasa sangat puas dengan berkembangnya kemitraan programatik bersama Pemerintah Indonesia melalui Badan Pengelola Dana Lingkungan Hidup (BPDLH) Kementerian Keuangan. Hal ini merupakan puncak dari kerja panjang kami dalam mendorong reformasi tata kelola lingkungan sekaligus memperkuat hak hukum dan ekonomi masyarakat yang tinggal di kawasan hutan dan gambut. Pencapaian ini berlangsung seiring dengan keberhasilan KEMITRAAN memperoleh dan mempertahankan akreditasi sebagai mitra pelaksana program dari berbagai lembaga pendanaan global terkemuka.

Selain memperkuat kemitraan dengan BPDLH, kami juga terus memperluas kolaborasi melalui Program ESTUNGKARA yang didanai oleh DFAT Australia. Memasuki tahun ketiga pelaksanaan, program ini semakin memperluas jangkauan dukungan dan pemberdayaan, dengan jumlah penerima manfaat meningkat lebih dari dua kali lipat hingga melibatkan lebih dari 16.000 orang.

Kerja KEMITRAAN dalam pemberantasan korupsi juga mencatat kemajuan penting, khususnya dalam aspek pencegahan. Kementerian PAN-RB menerbitkan regulasi baru untuk mengelola konflik kepentingan, dan implementasi manajemen konflik kepentingan mulai dijalankan bersama sejumlah BUMN strategis.

Tahun ini juga menjadi tahun pembaruan bagi KEMITRAAN. Salah satunya melalui perubahan Anggaran Dasar yang sudah lama dinantikan, setelah beberapa tahun tidak diperbarui. Perubahan tersebut mencakup pembaruan komposisi Dewan untuk memastikan keterwakilan multi-pihak dengan keseimbangan gender. Re-

visi lain meliputi ketentuan mengenai rapat, kuorum, hak suara, serta struktur pengelolaan Asosiasi.

Seiring dengan itu, kami juga merevitalisasi keanggotaan Perkumpulan dan Dewan Eksekutif dengan tujuan menghadirkan perspektif dan pengalaman baru dalam reformasi tata kelola, sekaligus mengurangi jumlah anggota secara keseluruhan. Kami ingin menyampaikan terima kasih yang tulus kepada seluruh anggota Perkumpulan dan anggota Dewan Eksekutif yang telah mengakhiri masa baktinya atas dukungan luar biasa yang diberikan selama ini.

Beberapa Mitra berpulang ketika masih aktif menjabat, yaitu Dr. Azyumardi Azra, Dr. Koentoro Mangkusubroto, Inspektur Jenderal Polisi Dr. Farouk Muhammad, dan Monsinyur Petrus Turang. Dedikasi mereka dalam memperkuat institusi demokrasi dan mendorong tata kelola publik yang baik meninggalkan warisan yang abadi dan senantiasa kami kenang.

Dr. Laode M. Syarif mengakhiri masa jabatannya sebagai Direktur Eksekutif pada awal tahun 2025. Kami beruntung dapat mengajak beliau kembali ke KEMITRAAN lima tahun lalu setelah sukses menuntaskan pengabdianannya sebagai Wakil Ketua Komisi Pemberantasan Korupsi (KPK). Kami mendoakan keberhasilan beliau dalam perjalanan selanjutnya.

Bersamaan dengan berakhirnya masa jabatan Dr. Syarif, KEMITRAAN menunjuk Mitra sekaligus Ketua Dewan Eksekutif, Ibu Eva K. Sundari, sebagai Direktur Eksekutif ad interim hingga proses seleksi Direktur Eksekutif baru selesai.

This year was also a year of renewal for KEMITRAAN. This began with enacting some long overdue amendments to the articles of incorporation. It had been several years since this was last undertaken.

Among the changes were updates to the Board composition, aimed at ensuring a multi-stakeholder board with balanced gender representation. Additional revisions covered provisions on meetings, quorum, voting rights, and the Association's management structure.

At the same time, we revitalised the membership of our Partners and its Executive Board with the purpose of bringing in new and fresh perspectives and experiences on governance reform while also reducing the total number of members. We would like to take this opportunity to thank most sincerely all outgoing Partners and Executive Board members for their generous support for our work over these past years.

Dr. Azyumardi Azra, Dr. Koentoro Mangkusubroto, Police Inspector General Dr. Farouk Muhammad and Monsignor Petrus Turang passed away while serving as Partners. Their dedication to strengthening democratic institutions and promoting good public governance leave an enduring legacy and remain deeply cherished in our collective memory.

Dr. Laode M. Syarif concluded his full and final term as our Executive Director at the start of 2025. We were fortunate to have been able to recruit him back to KEMITRAAN five years ago after he completed so successfully his service as a Deputy Chair of the Corruption Eradication Commission, KPK. We wish him every success in the future.

At the same time as Dr. Syarif concluded his term, KEMITRAAN appointed Partner and concurrently the Chair of the Executive Board, Ibu Eva K. Sundari, to act as Executive Director ad interim until the selection process for a new Executive Director is completed.

Pesan dari Direktur Eksekutif ● —



Eva Kusuma Sundari
Direktur Eksekutif
Executive Director

Setelah sekian lama mengamati KEMITRAAN dari jauh, kini merupakan sebuah kehormatan dan kebahagiaan bagi saya dapat bekerja dari dalam sebagai Direktur Eksekutif yang baru.

Tahun ini terbukti menjadi tahun yang penting dan sukses bagi KEMITRAAN, baik sebagai organisasi maupun dalam lingkup pekerjaannya. Capaian tersebut termasuk pencapaian rekor baru dalam pelaksanaan program serta keberhasilan memperoleh sumber daya signifikan untuk mendukung pekerjaan kami di masa mendatang. Kami juga melakukan perubahan pada anggaran dasar serta menyegarkan keanggotaan lembaga pengurus tertinggi kami.

Salah satu perkembangan paling menggembirakan terkait kerja program kami tahun ini adalah melalui kemitraan baru dengan Badan Pengelola Dana Lingkungan Hidup (BPDLH). Melalui program ini, KEMITRAAN mampu melaksanakan dan mendukung sejumlah inisiatif penting. Di antaranya adalah penyusunan dan pengajuan ratusan proposal bersama komunitas di 10 pemerintah daerah di Provinsi Kalimantan Timur.

KEMITRAAN sejak lama memahami keterkaitan erat namun kompleks antara perubahan iklim, tata kelola lingkungan, hak ekonomi dan penghidupan, serta tata kelola partisipatif. Melalui kemitraan dengan Adaptation Fund, kami dapat mengembangkan dan melaksanakan berbagai inisiatif yang menunjukkan nilai dari pendekatan holistik yang memadukan berbagai elemen tersebut.

Sepanjang 2024, kami berhasil mendorong beberapa proyek melalui kerja sama dengan Adaptation Fund. Salah satu capaian penting ada-

Message from Executive Director ● —

Having spent so many years observing KEMITRAAN from a distance, it is now a real pleasure to be able to work on the inside as the new executive director.

This past year has proved to be an important and successful year for KEMITRAAN both as an organisation and in terms of its work. This included achieving a new record level of program delivery and also securing significant resources to support our future work into the future. We also amended our articles of association and refreshed the membership of our peak governing agencies.

One of the most exciting developments regarding our programmatic work during the year was through our new partnership with the Indonesian Government's Environment Fund, Badan Pengelola Dana Lingkungan Hidup, BPDLH. Through this program KEMITRAAN was able to undertake and support a number of important initiatives. Notable among these was the creation and submission of several hundred proposals with communities across the 10 local authorities across the Province of East Kalimantan.

KEMITRAAN has long respected the close but complex nexus between climate change, environmental governance, economic rights and livelihoods together with participatory governance. Through our close partnership with the Adaptation Fund we have been able to develop and implement a range of initiatives that demonstrate the value of a holistic approach that brings together these various elements.

During 2024 we were able to advance several projects through our partnership with the Ad-

aptation Fund. Important highlights from our work here included the project in the City of Pekalongan in Central Java. Our work on developing a climate change adaptation and resilience strategy with the city administration has been picked up by the provincial government of Central Java that is now co-funding the expansion of this local government based strategy development to cover four additional regions across the north coast of Central Java.

In the City of Samarinda in East Kalimantan, our project, Embracing the Sun, is working to redefine public space as a solution for the effects of global climate change. Samarinda sits astride the great Mahakam River but the foreshore has historically been disregarded as a public asset. Our participatory approach engages numerous citizen and community groups in partnership with the city administration. Collectively, we designed and commenced development of secured open public land regions along the Karang Mumus River, a tributary of the Mahakam River. The mayor, recognising the impact and popularity of this model, has determined to fund an expansion of these open zones from its own budgetary resources from 2025.

In the field of support for marginal and minority communities including women, we continued to work through our ESTUNGKARA program in partnership with the Australia Department of Foreign Affairs and Trade, DFAT, funded program, INKLUSI. Our program operates in a number of regions. During the year we were able to engage and support over 16,000 grass roots citizens and their local community organisations to engage in issues such as local development planning, secure their rights to access public

lah proyek di Kota Pekalongan, Jawa Tengah. Pekerjaan kami dalam mengembangkan strategi adaptasi dan ketahanan iklim bersama pemerintah kota telah diadopsi oleh Pemerintah Provinsi Jawa Tengah, yang kini turut mendanai perluasan pengembangan strategi ini ke empat wilayah tambahan di pesisir utara Jawa Tengah.

Di Kota Samarinda, Kalimantan Timur, proyek kami Embracing the Sun berfokus pada redefinisi ruang publik sebagai solusi atas dampak perubahan iklim global. Samarinda berada di tepi Sungai Mahakam yang besar, namun bantaran sungai selama ini kurang dimanfaatkan sebagai aset publik. Melalui pendekatan partisipatif, kami melibatkan berbagai kelompok warga dan komunitas bersama pemerintah kota. Bersama-sama, kami merancang dan mulai membangun kawasan terbuka publik yang aman di sepanjang Sungai Karang Mumus, anak Sungai Mahakam. Walikota, melihat dampak dan popularitas model ini, telah memutuskan untuk mendanai perluasan zona terbuka tersebut dari anggaran pemerintah kota mulai 2025.

Dalam bidang dukungan bagi komunitas marjinal dan minoritas, termasuk perempuan, kami melanjutkan program ESTUNGKARA bekerja sama dengan program INKLUSI yang didanai oleh Departemen Luar Negeri dan Perdagangan Australia (DFAT). Program ini berjalan di berbagai wilayah. Sepanjang tahun, kami berhasil menjangkau lebih dari 16.000 warga akar rumput dan organisasi komunitas lokal untuk terlibat dalam perencanaan pembangunan daerah, memperjuangkan hak akses layanan publik, serta memperkuat pemahaman tentang pembangunan berbasis hak, khususnya bagi masyarakat adat dan kelompok minoritas lainnya.

Tahun ini, program unggulan kami dalam bidang supremasi hukum dan pemberantasan korupsi, yaitu INTEGRITAS, juga mencatat kemajuan penting. Benturan kepentingan merupakan pintu masuk yang berbahaya bagi praktik korupsi, kolusi, dan nepotisme. Melalui kerja sama dengan Kementerian PANRB, diterbitkan regulasi baru mengenai pengelolaan benturan kepentingan. Regulasi ini bertujuan mengenda-

likan konflik kepentingan dengan pendekatan pencegahan kelembagaan alih-alih penegakan hukum semata.

Bersama kelompok masyarakat sipil terdepan dalam promosi integritas dan antikorupsi, KEMITRAAN juga terlibat mendukung upaya pemantauan serta keterlibatan publik dalam proses seleksi, peninjauan, dan pengesahan komisioner baru KPK beserta Dewan Pengawasnya.

Beberapa tahun terakhir muncul kekhawatiran yang semakin besar, baik dari masyarakat sipil maupun dunia usaha, terkait melemahnya partisipasi publik yang nyata dalam penyusunan peraturan perundang-undangan. Hal ini tercermin pula dari menurunnya posisi Indonesia pada indeks persepsi korupsi global pasca 2019. Mahkamah Konstitusi bahkan menegaskan bahwa partisipasi publik yang bermakna harus kembali dilembagakan sebagai bagian dari proses legislasi. Melalui kemitraan dengan Kemenko Polhukam, kami memulai kerja untuk mereformasi regulasi yang ada terkait partisipasi publik, dengan tujuan memperkuat konsultasi dan partisipasi substantif dalam proses pembuatan undang-undang sebagaimana diperintahkan Mahkamah Konstitusi.

Pada akhir 2024, KEMITRAAN memiliki 35 staf inti dan 213 staf kontrak yang menjalankan proyek-proyek kami. Dari total 248 orang tersebut, 38% adalah perempuan dan 62% laki-laki.

Sepanjang 2024, KEMITRAAN berhasil mengelola pelaksanaan program senilai USD 16,4 juta atau sekitar Rp260 miliar—sebuah rekor baru. Kami juga kembali menerima hasil audit independen tahunan yang memberikan opini wajar tanpa pengecualian. Dengan kondisi ini, KEMITRAAN menutup tahun 2024 dalam posisi keuangan yang kuat untuk melanjutkan kerja-kerjanya di masa mendatang.

services and gain a stronger understanding on rights based development issues as indigenous and other minority community groups.

During the year our flagship program in the field of advancing the rule of law and countering corruption, INTEGRITAS, made important progress in the struggle to prevent corruption. Conflicts of interest represent an insidious gateway to corruption, collusion and nepotism. Through our partnership with the Ministry of State Apparatus Utilisation and Bureaucratic Reform (Kemen PANRB), the ministry released a new regulation on managing conflicts of interest. The new regulation seeks to control conflicts of interest through the prism of institutionalised corruption prevention rather than enforcement.

In partnership with leading civil society groups engaged in the integrity promotion and anti-corruption space KEMITRAAN was also engaged in supporting efforts to track, monitor and engage with the government and parliament as they worked to select, review and endorse a new slate of commissions with the KPK and well as the KPK's Supervisory Agency.

Over the past few years there has been a growing concern certainly from civil society but also the investment and wider business community about apparent backsliding on issues such as genuine public and sectoral participation in the development of legislation. This has also been reflected in the sharp deterioration in Indonesia's standing on the global index on perceptions of corruption after 2019. Indeed the Constitutional Court has issued verdicts noting that genuine public participation must again be institutionalised as part and parcel of the legislative process. Through our close partnership with the Coordinating Ministry of Politics, Law and Security, we commenced work to reform existing regulations governing public participation. The objective is to strengthen and better enshrine substantive consultation and participation into the legislative making process as mandated by the Constitutional Court.

At the end of 2024, KEMITRAAN had 35 core

staff members and an additional 213 contract staff working to implement our projects. Of the total 248 people, 38% were women and 62% were men.

During 2024 KEMITRAAN was able to manage the implementation of a record USD 16.4 million, approximately IDR 260 billion. We were again delighted to receive the results of our annual independent audit report. KEMITRAAN's financial audit again secured an unqualified opinion (opini wajar tanpa pengecualian) from our auditors. As we conclude 2024 KEMITRAAN is in a secure state financially to continue its work into the future.

Ringkasan

Tahun 2024 merupakan tahun politik bagi Indonesia dengan terselenggaranya Pemilu serentak pertama dalam sejarah. Di tahun politik, KEMITRAAN melanjutkan misinya memperkuat tata kelola demokratis melalui empat bidang utama: pemberantasan korupsi dan penegakan hukum, demokratisasi dan hak warga negara, tata kelola lingkungan berkelanjutan, serta inklusi sosial dan pluralisme.

Sebanyak 23% dari total penduduk Indonesia merupakan orang muda dengan penuh talenta. Namun hingga saat ini sistem tata kelola

pemerintahan yang ada tidak memungkinkan mereka dapat berkontribusi secara signifikan dalam tata kelola demokratis di negeri ini. KEMITRAAN pada program-programnya, baik di nasional maupun daerah, berusaha memastikan pelibatan orang muda dan kelompok terpinggirkan lainnya.

Upaya ini mencerminkan komitmen kami dalam memperkuat implementasi tata kelola pemerintahan melalui integritas, akuntabilitas, dan keadilan sebagai fondasi demokrasi yang kuat.

Antikorupsi & Supremasi Hukum

Korupsi masih menjadi hambatan serius bagi demokrasi. Sejak awal pembentukannya, KEMITRAAN menempatkan agenda antikorupsi sebagai prioritas. Pada 2024, bersama ICW dan TII, kami mendukung KPK pada proses transisi kepemimpinan melalui penilaian calon komisioner dan dewan pengawas. Kami juga memperkuat Strategi Nasional Pencegahan Korupsi (Stranas PK) serta mendorong lahirnya regulasi manajemen konflik kepentingan (Permen PANRB No. 17/2024).

Demokratisasi dan Hak Warga Negara

Demokrasi harus berjalan secara prosedural dan substansial. KEMITRAAN mendorong integritas Pemilu 2024 melalui pemantauan dana kampanye, peningkatan akuntabilitas partai politik, serta integritas pemilihan khususya orang muda di lima provinsi. Dari sisi substansial, penguatan terhadap ruang sipil dilakukan dengan mendukung pembela HAM melalui advokasi regulasi Anti-SLAPP dan partisipasi publik, peningkatan kapasitas, serta dialog parapihak untuk memastikan implementasi hak asasi manusia tidak tercederai.

Lingkungan dan Tata Kelola Berkelanjutan

Kekayaan alam Indonesia membutuhkan pengelolaan yang seimbang antara pembangunan dan konservasi melalui tata kelola pemerintahan yang inklusif agar tidak ada yang tertinggal termasuk masyarakat adat. KEMITRAAN mendukung program ketahanan iklim di lima provinsi dan 29 kabupaten/kota melalui dukungan dana dari Adaptation Fund dan BPD LH

Inklusi Sosial dan Pluralisme

Demokrasi sejati menuntut keberagaman dan partisipasi setara dalam pembangunan hingga level desa dan komunitas. Di tahun 2024, KEMITRAAN bekerja di 264 desa pada 41 Kab/Kota yang tersebar di 19 Provinsi untuk menerapkan regulasi inklusif dan pendampingan kepada komunitas adat dan terpinggirkan agar mendapatkan akses layanan dasar dan peningkatan penghidupan.

Summary

In 2024, Indonesia entered a new chapter with its first simultaneous general elections. Amid this milestone, KEMITRAAN stayed committed to strengthening democratic governance through four focus areas: fighting corruption and upholding the rule of law, advancing democracy and citizens' rights, promoting sustainable environmental practices, and fostering social inclusion and pluralism.

Young people make up 23% of Indonesia's population and represent a generation rich with

talent. Yet, the current democratic governance system has not fully enabled them to contribute meaningfully to democratic processes. Across both national and local programs, KEMITRAAN works to ensure the active participation of young people and other marginalized groups, strengthening inclusivity in governance.

Through these efforts, we continue to uphold integrity, accountability, and justice as the foundation of a resilient democracy.

Anti-Corruption and Rule of Law

Corruption remains one of the biggest hurdles to Indonesia's democracy, and KEMITRAAN has prioritized this fight since its founding. In 2024, we worked with ICW (Indonesia Corruption Watch) and TII (Transparency International-Indonesia) to support the KPK's (Corruption Eradication Commission) leadership transition by assessing candidates for both commissioners and supervisory board. We also helped strengthen the National Corruption Prevention Strategy (Stranas PK) and promoted the issuance of a new conflict of interest regulation (Ministerial Regulation PANRB No. 17/2024).

Democratization and Citizens' Rights

Democracy must function both procedurally and substantively. On the procedural side, KEMITRAAN promoted integrity in the 2024 elections by monitoring campaign financing, strengthening political party accountability, and empowering young voters to embrace integrity. On the substantive side, we helped protect civic space by supporting human rights defenders (HRDs) through advocacy for Anti-SLAPP regulations, fostering public participation, building capacity, and facilitating multi-stakeholder dialogues to ensure human rights are upheld.

Environmental Sustainable Governance

Indonesia's natural resources requires balanced management between development and conservation through inclusive governance to ensure that no one is left behind, including Indigenous peoples. KEMITRAAN supports climate resilience programs in five provinces and 29 districts/municipalities with funding from the Adaptation Fund and the Indonesian Environment Fund (BPD LH). Our continued support for social forestry and palm oil sustainable governance also contribute to strengthening inclusive development

Social Inclusion and Pluralism

True democracy demands diversity and equal participation, in development down to the village and community level. In 2024, KEMITRAAN works in 264 villages across 41 districts/cities in 19 provinces to implement inclusive regulations and provide support to indigenous and marginalized communities, enabling access to basic services and improved livelihoods.

Bab 01

Antikorupsi & Supremasi Hukum • —

Chapter 01

Anti-Corruption & Rule of Law • —

Korupsi masih menjadi hambatan utama dalam mewujudkan kemajuan demokrasi. Sejak awal berdiri, KEMITRAAN menempatkan agenda antikorupsi sebagai fokus utama, dimulai dari pengawalan pembentukan Komisi Pemberantasan Korupsi (KPK) hingga mendukung berbagai kebijakan strategis pencegahan korupsi.

Pada tahun 2024, KEMITRAAN bersama Indonesia Corruption Watch (ICW) dan Transparency International Indonesia (TII) yang tergabung dalam konsorsium INTEGRITAS memberikan dukungan terhadap proses seleksi calon komisioner dan dewan pengawas KPK. Kami menyusun kajian serta melakukan penelusuran rekam jejak kandidat untuk memastikan integritas lembaga antirasuah tetap terjaga.

Selain itu, dukungan terhadap penyusunan Strategi Nasional Pencegahan Korupsi (Stranas PK) juga dilakukan secara intensif, untuk memastikan upaya pemerintah dalam pemberantasan korupsi lebih terarah, komprehensif, dan berkesinambungan.

Di sisi gerakan masyarakat, kami mengajak orang muda yang berjumlah sekitar 23% dari total populasi masyarakat Indonesia dan merupakan kelompok rentan terhadap paparan praktik korupsi. Namun pada sisi lain, mereka juga berpotensi besar untuk menjadi kekuatan yang memutus rantai korupsi dan membangun generasi Indonesia lebih demokratis.

Sejalan dengan prioritas pemerintah saat ini yang menempatkan pemberantasan korupsi sebagai salah satu misi utamanya, diperlukan upaya penguatan peran pemuda agar gerakan ini tidak hanya menjadi wacana, tetapi benar-benar terarah dan berdampak nyata.

Dalam rangka merayakan Hari Anti Korupsi Sedunia (HAKORDIA), KEMITRAAN menyelenggarakan beberapa kegiatan dalam rangka perayaan HAKORDIA berkolaborasi dengan jaringan masyarakat sipil dan orang muda di lima provinsi, yakni Jawa Timur, Sumatera Utara, Sulawesi Selatan, NTT dan Jakarta.

Di provinsi, kami berkolaborasi dengan beberapa mitra lokal di antaranya ACC Sulsel, HAPSARI, LBH Surabaya, dan Bengkel Appek. Sementara di level nasional, KEMITRAAN berkolaborasi dengan ASA Indonesia, KOPEL Jabodetabek, Universitas Paramadina, dan Universitas Bakrie menyelenggarakan kegiatan kampanye antikorupsi dengan jaringan orang muda di Jabodetabek dan dihadiri oleh kurang lebih 500 orang muda.

“Dari studi yang dilakukan oleh KEMITRAAN, kami melihat adanya celah dalam tantangan pengelolaan konflik kepentingan. Salah satunya berkaitan dengan regulasi yang sudah usang dan tidak lagi relevan. Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi (Permenpan RB) No. 37 Tahun 2012 perlu disesuaikan dengan perkembangan administrasi pemerintahan saat ini. Keputusan yang diambil tanpa mempertimbangkan potensi konflik kepentingan sangat rentan terhadap praktik korupsi dan, jika tidak dikelola, akan merugikan publik.”

“Saya mengajak semua untuk memahami regulasi ini (Permen PANRB No. 17 Tahun 2024) agar kita dapat mengurangi risiko konflik kepentingan. Regulasi ini memberdayakan kita untuk mengambil keputusan secara berintegritas, memastikan bahwa pelayanan publik benar-benar melayani masyarakat. Ini adalah langkah penting dalam membangun pemerintahan yang akuntabel bagi seluruh rakyat Indonesia.”

— Rini Widyantini, Menteri PANRB

Corruption remains a major obstacle to advancing democracy. Since its establishment, KEMITRAAN has placed the anti-corruption agenda at the forefront, beginning with its support for the formation of the Corruption Eradication Commission (KPK) and continuing through its advocacy for various strategic anti-corruption policies.

In 2024, together with Indonesia Corruption Watch (ICW) and Transparency International Indonesia (TII) under the INTEGRITAS consortium, KEMITRAAN supported the selection process for KPK commissioners and supervisory board members. We conducted studies and track record assessments of the candidates to ensure the integrity of Indonesia’s leading anti-corruption institution.

In addition, intensive support was provided for the development of the National Strategy for Corruption Prevention (Stranas PK) to ensure that the government’s anti-corruption efforts are more targeted, comprehensive, and sustainable.

At the community level, we engage young people who make up about 23% of Indonesia’s population and remain particularly vulnerable to corruption. On the other hand, they also hold great potential to become a force that breaks the chain of corruption and builds a more democratic generation of Indonesians.

In line with the government’s current priority of placing anti-corruption as one of its main missions, efforts are needed to strengthen the role of youth so that this movement becomes not just a discourse, but truly focused and impactful.

To commemorate International Anti-Corruption Day (HAKORDIA), KEMITRAAN organized a series of events in collaboration with civil society networks and youth across five provinces: East Java, North Sumatra, South Sulawesi, East Nusa Tenggara, and Jakarta.

At the provincial level, we collaborated with ACC Sulsel, HAPSARI, LBH Surabaya, and Bengkel Appek. At the national level, KEMITRAAN partnered with ASA Indonesia, KOPEL Jabodetabek, Paramadina University, and Bakrie University to organize anti-corruption campaigns with youth networks in the Greater Jakarta area, attended by approximately 500 young people.

Preventing Conflict of Interest

Corruption often stems from unmanaged conflicts of interest. Civil servants, known as Aparatur Sipil Negara (ASN) and public officials frequently face potential conflicts, whether related to personal, family, or group interests.

Through the INTEGRITAS Program, KEMITRAAN conducted a study on existing regulations, such as Law No. 30/2014 on Government Administration and Ministerial Regulation PANRB No. 37/2012. The study results reveal a fundamental weakness, particularly in the approach that remains focused on prohibition rather than prevention.

Working with the Ministry of Administrative and Bureaucratic Reform (PANRB), KEMITRAAN facilitated the drafting of alternative regulations through gap analysis, public consultations, and policy alternatives. The result was a document that served as a reference in the formulation of the more progressive Ministerial Regulation of PANRB No. 17 of 2024 on Conflict of Interest Management. This regulation introduces a three-stage declaration mechanism, promotes transparency, and provides recognition for institutions and officials who serve as role models in managing conflicts of interest.





Pencegahan Konflik Kepentingan

Korupsi sering bermula dari praktik konflik kepentingan yang tidak dikelola dengan baik. Aparatur Sipil Negara (ASN) dan pejabat publik kerap menghadapi potensi benturan kepentingan, baik terkait kepentingan pribadi, keluarga, maupun kelompok.

KEMITRAAN melalui Program INTEGRITAS melakukan kajian terhadap regulasi yang ada, seperti UU Nomor 30 Tahun 2014 tentang Administrasi Pemerintahan dan Permen PANRB Nomor 37 Tahun 2012. Hasil kajian menunjukkan kelemahan mendasar, terutama pendekatan yang masih berorientasi pada larangan, bukan pencegahan.

Bekerja sama dengan Kementerian PANRB, KEMITRAAN memfasilitasi penyusunan alternatif regulasi dengan melakukan analisis kesenjangan, konsultasi publik, serta penyusunan alternatif kebijakan baru. Hasilnya adalah dokumen yang menjadi acuan dalam perumusan Permen PANRB Nomor 17 Tahun 2024 tentang Pengelolaan Konflik Kepentingan yang lebih progresif. Regulasi ini memperkenalkan mekanisme

deklarasi dalam tiga tahap, mendorong transparansi, serta memberikan penghargaan bagi instansi atau pejabat yang menjadi teladan dalam pengelolaan konflik kepentingan.

Reformasi Sistem Hukum

Selain pemberantasan korupsi, demokrasi Indonesia perlu mengembalikan hukum sebagai panglima dalam berbangsa dan bernegara sehingga implementasinya imparsial. Sepanjang tahun 2024, KEMITRAAN terlibat aktif dalam Tim Percepatan Reformasi Hukum yang dibentuk oleh Kemenko Polhukam untuk merumuskan langkah-langkah strategis reformasi hukum.

Salah satu rekomendasi dari Tim Percepatan Reformasi Hukum adalah melakukan revisi terhadap proses penyusunan perundang-undangan. Hal ini didasarkan pada realitas (selama lima tahun terakhir) menunjukkan bahwa proses legislasi kerap berlangsung terburu-buru, sehingga mengabaikan transparansi dan partisipasi.

KEMITRAAN menganggap revisi terhadap aturan terkait proses penyusunan perundang-undangan menjadi salah satu langkah yang perlu

“From KEMITRAAN’s study, we saw gaps in conflict-of-interest management, particularly outdated regulations that no longer fit current governance. Ministerial Regulation PANRB No. 37/2012 must be updated to match the latest developments in public administration. Decisions made without considering potential conflicts of interest are highly prone to corruption and, if unmanaged, will harm the public.”

“I urge everyone to understand this regulation (Ministerial Regulation PANRB No. 17/2024) so we can reduce conflict-of-interest risks. It empowers us to make decisions with integrity, ensuring public services truly serve the people. This is a crucial step in building accountable governance for all Indonesians.”

— Rini Widyantini, Minister of State Apparatus Utilisation and Bureaucratic Reform-PANRB

Legal System Reform

Beyond combating corruption, Indonesia’s democracy must restore the rule of law as the guiding principle of nationhood and governance to ensure impartial implementation. Throughout

2024, KEMITRAAN actively participated in the Legal Reform Acceleration Team under the Coordinating Ministry for Political, Legal, and Security Affairs (Kemenko Polhukam), to formulate strategic legal reform measures.

One of the recommendations from the Legal Reform Acceleration Team is to improve legal governance. This is based on the reality that, over the past five years, the legislative process has often been rushed, compromising transparency and public participation.

KEMITRAAN considers revising regulation on legal governance as one of the urgent steps the government must take. Together with the Indonesian Center for Legislative Drafting (ICLD), we conducted studies and concluded that a more comprehensive regulation is needed to replace Presidential Regulation No. 87/2014 on Regulating the Formation of Legislation.

The revision of the above regulation must ensure the implementation of Constitutional Court Decision No. 91/PUU-XVIII/2020, which emphasizes the importance of meaningful public participation in regulatory drafting process. This decision recognizes three fundamental public rights: the right to be heard, the right for one’s views to be considered, and the right to receive an explanation.



segera dilakukan oleh pemerintah. Bersama Indonesian Center for Legislative Drafting (ICLD), KEMITRAAN melakukan kajian dan menyimpulkan perlunya peraturan baru yang lebih komprehensif menggantikan Peraturan Presiden No.87 Tahun 2014 tentang Pembentukan Peraturan Perundang-undangan.

“Partisipasi publik sangat penting dalam perumusan undang-undang, contohnya Undang-Undang Cipta Kerja yang dinilai gagal memenuhi persyaratan partisipasi publik. Oleh karena itu, kita perlu memperbaiki sistem perumusan undang-undang dan peraturan, dimulai dari prosedur dalam proses perumusannya.”

— Dr. Sugeng Purnomo, Deputi Bidang Koordinasi Hukum dan Hak Asasi Manusia di Kemenko Polhukam.

Dalam revisi peraturan tersebut harus memastikan implementasi Putusan Mahkamah Konstitusi No.91/PUU-XVIII/2020 yang menekankan pentingnya partisipasi publik yang bermakna dalam penyusunan peraturan. Putusan ini mengakui tiga hak dasar publik: hak untuk didengar, hak agar pendapatnya dipertimbangkan, dan hak untuk mendapat penjelasan.

Rancangan revisi Perpres telah diajukan sebagai pedoman baru penyusunan peraturan perundang-undangan kepada Kementerian Hukum dan HAM di akhir tahun 2024.

“Pemerintah yang baru memiliki tanggung jawab yang besar. Semoga Presiden berikutnya dapat secara cermat mengawasi perkembangan perundang-undangan.”

— Dr. Maria Farida, Mantan Hakim Konstitusi.



“Public participation is critical in drafting laws, as seen in the Omnibus Law on Job Creation, which failed to meet participation requirements. Therefore, we need to improve the legislative drafting system, starting from its procedures.”

— Dr. Sugeng Purnomo, Deputy for Law and Human Rights, Coordinating Ministry for Political, Legal, and Security Affairs

The draft revision of the Presidential Regulation was submitted to the Ministry of Law and Human Rights at the end of 2024 as a new guideline for legislative drafting.

“The new government carries a heavy responsibility. Hopefully, the next President will carefully oversee the development of legislation.”

— Dr. Maria Farida, Former Constitutional Court Justice



Bab 02

Demokratisasi dan Hak Warga Negara

Chapter 02

Democratization and Citizens' Rights



KEMITRAAN meyakini bahwa penguatan demokrasi harus dilakukan secara menyeluruh, mencakup dimensi prosedural dan substansial.

Demokrasi Prosedural

Tahun 2024 menjadi momentum penting bagi demokrasi Indonesia dengan diselenggarakannya pelaksanaan Pemilu serentak pertama dalam sejarah republik. Bersama mitra kerja, KEMITRAAN fokus memperkuat integritas penyelenggaraan pemilu melalui dua sisi: partai politik selaku kontestan dan pemilih.

Melalui program INTEGRITAS yang didukung oleh USAID, KEMITRAAN bersama ICW melakukan pemantauan dana kampanye. ICW bekerja sama dengan Perludem sejak 2023 hingga Agustus 2024 untuk menganalisis laporan kampanye tiga kandidat presiden dan partai politik. Kajian difokuskan pada Laporan Awal Dana Kampanye (LADK) serta Laporan Penerimaan dan Pengeluaran Dana Kampanye (LP-PDK).

Hasil analisis menunjukkan adanya ketidaksesuaian antara laporan dan realitas biaya kampanye. Berdasarkan LPPDK, partai politik melaporkan rata-rata pengeluaran Rp167,2 miliar, angka yang dinilai jauh di bawah estimasi kebutuhan riil setiap kandidat legislatif.

“Semoga kita semua dapat terus memperbaiki diri sebagai partai, dan berharap suatu hari nanti partai dapat menjadi jujur, transparan, akuntabel, serta berintegritas.”

Dian Aditya Ning Lestari (Kader Nasdem Kota Makassar), Peserta Pelatihan Partai Politik Berintegritas.

ICW kemudian meluncurkan kampanye publik untuk mendorong keterbukaan informasi

keuangan partai politik, termasuk melalui permintaan informasi publik ke Komisi Informasi Pusat. Upaya serupa dilakukan oleh AJI di Jawa Timur.

Selain pemantauan, KEMITRAAN mengadakan Pelatihan Partai Politik Berintegritas di lima wilayah (Sumatera Utara, Jakarta, Sulawesi Tengah, Jawa Timur, dan Nusa Tenggara Timur) melibatkan pengurus maupun simpatisan partai di tingkat daerah.

Di sisi pemilih, kegiatan penguatan integritas juga dilakukan pada wilayah yang sama dan difokuskan menyasar pada perempuan dan pemilih muda. Lebih dari 10 podcast diproduksi bersama peserta pelatihan untuk menyebarkan pesan pentingnya integritas pemilih dan mendorong partisipasi aktif dalam Pemilu 2024.

“Apa yang dibutuhkan untuk membangun negeri ini adalah pemimpin dengan integritas. Jadi, ayo menjadi anak muda dan pemilih yang berintegritas.”

-Ahmad Matondang, orang muda peserta pelatihan pemilih berintegritas di Medan.

Demokrasi Substansial

Selain prosedur, demokrasi substansial menuntut keterbukaan ruang ekspresi serta partisipasi dalam kebijakan publik. Membatasi ruang partisipasi merupakan pelanggaran terhadap hak asasi manusia.

KEMITRAAN berkolaborasi dengan mitra nasional dan lokal untuk merumuskan sistem perlindungan bagi para pembela Hak Asasi Manusia (human rights defenders). Bersama 18 organisasi masyarakat sipil yang fokus pada isu HAM, kami melakukan riset dan menemukan bahwa para pembela HAM menjadi kelompok

KEMITRAAN believes that strengthening democracy must be comprehensive, encompassing both procedural and substantive dimensions.

Procedural Democracy

The year 2024 was a historic milestone for Indonesia’s democracy with the implementation of the first simultaneous elections. Together with partners, KEMITRAAN focused on strengthening the integrity of the elections from two sides: political parties as contestants and the voters.

Through the USAID-supported INTEGRITAS Program, KEMITRAAN and ICW conducted campaign finance monitoring. Since 2023 until August 2024, ICW collaborated with Perludem to analyze campaign finance reports of three presidential candidates and political parties. The analysis focused on Initial Campaign Fund Reports (LADK) and Campaign Revenues and Expenditures Report (LPPDK).

The analysis revealed discrepancies between the reports and the actual campaign expenditures. Based on the LPPDK, political parties reported an average spending of IDR 167.2 billion, a figure considered significantly below the estimated real needs by each legislative candidate.

“Hopefully, we can improve ourselves as a political party, with the hope that one day the party can be honest, transparent, accountable, and full of integrity.”

— Dian Aditya Ning Lestari (Nasdem Makassar City Cadre), Participant in the Training on Political Parties with Integrity

ICW then launched a public campaign to promote transparency in political party financial information, including through public informa-

tion requests to the Central Information Commission. Similar efforts were carried out by AJI in East Java.

In addition to monitoring activities, KEMITRAAN organized “Training for Political Parties with Integrity” across five regions—North Sumatra, Jakarta, Central Sulawesi, East Java, and East Nusa Tenggara—bringing together party officials and supporters at the local level. On the voter side, integrity-strengthening activities were also carried out in the same regions, with a focus on women and young voters. More than 10 podcasts were produced together with training participants to spread the message of voter integrity and encourage active participation in the 2024 elections.

“What this nation needs to thrive is leaders with integrity. So, let us be the young people and voters who uphold integrity.”

— Ahmad Matondang, Young Participant in Voter Integrity Training, Medan

Substantive Democracy

Beyond procedures, substantive democracy demands space for freedom of expression and participation in public policy. Limiting space for participation constitutes a violation of human rights.

KEMITRAAN worked with national and local partners to develop a protection system for human rights defenders (HRDs). Together with 18 civil society organizations focused on human rights issues, we conducted research and found that HRDs are among the most vulnerable groups to attack and criminalization, including through Strategic Lawsuits Against Public Participation (SLAPPs), a pattern that has persisted

paling rentan terhadap serangan dan kriminalisasi, termasuk melalui gugatan hukum Strategic Lawsuit Against Public Participation (SLAPP) selama satu dekade pemerintahan Jokowi.

Capaian

Di level nasional, KEMITRAAN bersama Walhi, ICJR, dan Safenet turut mendorong serta mendukung lahirnya berbagai regulasi penting, antara lain:

- Pengesahan Peraturan Kementerian Lingkungan Hidup dan Kehutanan, yakni Permen LHK Nomor 10 Tahun 2024 tentang Perlindungan Hukum bagi Orang yang Memperjuangkan Hak atas Lingkungan Hidup yang Baik dan Sehat (Anti-Gugatan Strategis terhadap Partisipasi Publik/Anti-SLAPP).
- Masukan pada revisi kedua Undang-Undang ITE yang sering digunakan untuk mempidanakan ekspresi publik.
- Advokasi terhadap rancangan Keputusan Bersama Menteri mengenai pasal pencemaran nama baik dalam KUHP baru.
- Penyusunan rancangan undang-undang tentang Perlindungan Partisipasi Publik.

Di tingkat daerah, bersama Walhi Riau, LBH Riau, Jatam Kaltim, Walhi Kaltim, Jatam Sulteng dan Yayasan Tanah Merdeka (YTM), kami memfasilitasi pelatihan, dialog bersama pemerintah daerah untuk menemukan alternatif solusi serta membangun inisiatif penyelesaian konflik.

- Penyusunan modul pelatihan keamanan yang telah digunakan untuk melatih 64 pembela HAM dari 40 organisasi di tingkat nasional dan lokal. Peningkatan kapasitas termasuk melakukan advokasi secara aman, dengan memastikan perlindungan di berbagai dimensi: fisik, psikologis, ekonomi, seksual, dan digital.
- Kalimantan Timur: Jaringan Advokasi Tam-

bang (JATAM) Kaltim memfasilitasi dialog dengan pemerintah daerah terkait pertambangan ilegal. Dialog ini mendorong terbentuknya Satgas Tambang Ilegal oleh Penjabat Gubernur.

- Banggai - Sulawesi Tengah: Penguatkan advokasi terhadap konflik lingkungan dan sosial akibat pertambangan dilakukan dengan melibatkan para pemuka agama dan komunitas akar rumput. Setelah mengikuti pelatihan, seorang Pendeta Perempuan menjadi penggerak advokasi lingkungan di dalam gereja. Inisiatifnya mendorong terbentuknya “Komisi Lingkungan” dalam struktur resmi Sinode Kabupaten Banggai—sebuah perubahan kelembagaan yang signifikan dalam perlindungan lingkungan berbasis iman.

“Sekarang masyarakat sudah mulai memahami hak asasi manusia. Selama ini, kami takut untuk bekerja (menjalankan hak kami), khawatir akan dihukum. Kami juga tahu ke mana harus mengajukan pengaduan, siapa pelindung kami, siapa lawan kami, dan ke mana harus mencari dukungan hukum.”

— Seorang perempuan desa di Riau



throughout a decade of the Jokowi administration.

Achievements

At the national level, KEMITRAAN, together with WALHI, ICJR, and Safenet, advocated for and supported the adoption of several critical regulations, including:

- The issuance of the Ministry of Environment and Forestry Regulation No. 10/2024 on Legal Protection for People Defending the Rights to a Good and Healthy Environment (Anti-SLAPP).
- Providing input to the second revision of the Electronic Information and Transactions Law (ITE Law) – the law that commonly used to prosecute expression of opinion.
- Advocacy on the draft Joint Ministerial Decree concerning the defamation articles in the new Criminal Code.
- Drafting of a bill on the Protection of Public Participation.

At the regional level, in collaboration with Walhi Riau, LBH Riau, Jatam Kaltim, Walhi Kaltim, Jatam Sulteng, and Yayasan Tanah Merdeka (YTM), we facilitated training sessions and dialogues with local governments to identify alter-

native solutions and foster conflict resolution initiatives.

- Developed security training module that has been applied to train 64 human rights defenders from 40 national and local organizations. The capacity-building program emphasized safe advocacy practices while ensuring comprehensive protection across physical, psychological, economic, sexual, and digital dimensions.
- East Kalimantan: The Mining Advocacy Network (JATAM) Kaltim facilitated a dialogue with the local government on illegal mining. This led to the establishment of an Illegal Mining Task Force by the Acting Governor.
- Banggai Island – Central Sulawesi: Strengthening advocacy against environmental and social conflicts caused by mining was carried out by involving religious leaders and grassroots communities. After participating in the training, a female pastor became a driving force for environmental advocacy within the church. Her initiative led to the establishment of an “Environmental Commission” within the official structure of the Banggai Regency Synod—a significant institutional shift in faith-based environmental protection.

“Now the community have started to understand human rights. In the past, we were afraid to work (exercise our rights), fearing that we would be punished. Now We know where to file complaints, who protects us, who our opponents are, and where to seek legal support.”

— A female villager in Riau

Bab 03

Tata Kelola Lingkungan Berkelanjutan



Chapter 03

Sustainable Environmental Governance



Indonesia dikaruniai sumber daya alam yang melimpah. Konstitusi menegaskan bahwa setiap warga negara berhak atas lingkungan hidup yang baik dan sehat. Hak ini juga diatur dalam UU Nomor 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup (PPLH). Namun, kerusakan lingkungan dan perubahan iklim telah menimbulkan bencana yang melampaui kapasitas masyarakat. Negara wajib hadir memastikan perlindungan dan ketahanan masyarakat dalam menghadapi tantangan tersebut.

Penguatan Resiliensi Iklim

Melalui dukungan Adaptation Fund (AF) dan Kementerian Lingkungan Hidup dan Kehutanan (KLHK), KEMITRAAN menjalankan program penguatan resiliensi iklim. Hingga 2024, dokumen Rencana Aksi Daerah Adaptasi Perubahan Iklim (RAD-API) berhasil difasilitasi di lebih dari kabupaten /kota di Jawa, Kalimantan, dan Sulawesi.

Ada 7 wilayah (Kota Pekalongan, Kab Pekalon-

gan, Kab Batang, Kota Tegal, Kota Semarang, Kab Bulukumba, Kab Toraja).

RAD-API menjadi acuan utama bagi daerah dalam menyusun program adaptasi iklim, dengan mempertimbangkan karakteristik dan tantangan lokal. Misalnya, banjir rob di pesisir, abrasi di kepulauan, hingga kekeringan di daerah aliran sungai.

- Pekalongan, Jawa Tengah: Melanjutkan program yang telah dimulai sejak tahun 2021, tahun ini kami memperkuat ketahanan masyarakat pesisir menghadapi banjir rob. Kegiatan meliputi penanaman mangrove, pembangunan pelindung garis pantai ramah lingkungan, MCK komunal adaptif, serta Tempat Pengelolaan Sampah Terpadu (TPST). Dari sisi ekonomi, masyarakat diberdayakan melalui pertanian kota, silvofishery, dan batik ekologis dengan pewarna alami. Perempuan dan pemuda menjadi aktor kunci dalam pelaksanaan program melalui Kelompok Kerja Perubahan Iklim (Pokja-PI).

Indonesia is blessed with abundant natural resources. The Constitution affirms that every citizen has the right to a good and healthy environment. This right is also regulated under Law No. 32/2009 on Environmental Protection and Management (PPLH). However, environmental degradation and climate change have triggered disasters that exceed communities' coping capacities. The state must be present to ensure protection and resilience for people in facing these challenges.

Strengthening Climate Resilience

With support from the Adaptation Fund (AF) and the Ministry of Environment and Forestry (KLHK), KEMITRAAN implemented climate resilience programs. By 2024, the Regional Climate Change Adaptation Action Plans (RAD-API) were successfully facilitated in more than 10 districts/cities across Java, Kalimantan, and Sulawesi.

RAD-API serves as a primary reference for local governments to design climate adaptation pro-

grams, taking into account local characteristics and challenges— for example, tidal flooding in coastal areas, erosion in island regions, and droughts in river basins.

- Pekalongan, Central Java: Building on the program launched in 2021, we continued efforts to strengthen coastal communities' resilience against tidal flooding. Activities included mangrove restoration, eco-friendly coastal protection, adaptive communal sanitation facilities, and integrated waste management. On the economic front, communities were empowered through urban farming, silvofishery, and ecological batik using natural dyes. Women and youth played a central role through Climate Change Working Groups (Pokja-PI). Youth engagement was further enhanced through KOBAR (short for 'collaborative action'), a Pekalongan-based community platform promoting climate awareness. In its year, KOBAR organized three major activities: (1) a youth camp involving around 100 students from schools and universities in Pekalongan,



- Setelah berhasil membentuk KOBAR (kolaborasi bareng), sebagai wadah komunitas orang muda Pekalongan yang fokus mengkampanyekan isu perubahan iklim pada tahun pertama, tahun ini KOBAR melakukan tiga kegiatan utama; (1) *Youth Camp* bersama sekitar 100 orang muda dari kampus dan sekolah menengah atas se-Kota Pekalongan; (2) *KOBAR Goes to Campus and School* untuk membangun kesadaran kepada orang muda pekalongan akan pentingnya menjaga lingkungan agar dampak perubahan iklim tidak kian membesar; (3) Penanaman mangrove di wilayah terdampak banjir rob.
- Kabupaten Bulukumba, Sulawesi Selatan: Bersama Pemda, Lembaga Oase dan Payo-payo, KEMITRAAN berhasil menyusun Rencana Pengelolaan Daerah Aliran Sungai (RP-DAS) untuk memastikan ketersediaan air bagi Suku Kajang dan ketahanan pangan daerah. Kegiatan juga berhasil mengarusutamakan aksi-aksi ketahanan iklim di level komunitas kedalam rencana Pembangunan di 14 desa dampingan. Misalnya di Desa Kambuno yang terletak di hulu Sungai, kami berhasil mendorong kegiatan adaptasi menjadi bagian dari program ketahanan pangan yang didanai oleh APBDes. Pada kelompok rentan yakni Perempuan, kami berhasil membentuk kelompok PETI (Perempuan Tangguh iklim) di masing-masing dampingan dengan kegiatan beragam, dari mulai membuat kebun pekarangan, pupuk organik cair dan bank sampah.
- Tana Toraja dan Toraja Utara: Program mendukung perhutanan sosial, pembentukan koperasi hasil hutan bukan kayu, serta pengembangan varietas kopi adaptif iklim serta destinasi wisata berbasis perhutanan sosial. Bersama orang muda di sana, kami membangun dan mengimplementasikan system pertanian berbasis climate smart agriculture.
- Maluku Tengah: Bersama Harmony Alam Indonesia (HAI), kapasitas nelayan tradisional diperkuat menghadapi perubahan

arus dan migrasi ikan tuna yang tidak lagi dapat diprediksi, termasuk rehabilitasi ekosistem pesisir dan perbaikan sistem budi-daya perikanan.

- Samarinda, Kalimantan Timur: Bersama CeCUR UNTAG Surabaya, KEMITRAAN mengembangkan ruang publik adaptif di bantaran Sungai Karangmumus, yang sebelumnya merupakan kawasan padat dan rentan banjir. Relokasi warga dilakukan melalui proses partisipatif, dan pembangunan taman publik diharapkan menjadi pusat dialog isu perubahan iklim.



(2) “KOBAR Goes to Campus and School” to raise environmental awareness among young people, and (3) mangrove planting in flood-prone areas.

- Bulukumba Regency, South Sulawesi: Together with the local government, Oase Institute, and Payo-payo, KEMITRAAN facilitated a Watershed Management Plan (RP-DAS) to secure water for the Kajang indigenous community and local food security. Climate resilience actions were mainstreamed into development plans in 14 villages. In Kambuno Village, upstream, adaptation initiatives became part of village food security programs funded by the village budget (APBDes). Women formed PETI

(Climate-Resilient Women) groups, engaging in home gardens, liquid organic fertilizer production, and waste banks.

- Tana Toraja and North Toraja: Programs supported social forestry, non-timber forest product cooperatives, climate-adaptive coffee varieties, and social-forestry-based tourism. Together with youth, we promoted climate-smart agriculture systems.
- Central Maluku: With Harmony Alam Indonesia (HAI), we strengthened the capacity of traditional fishers to adapt to unpredictable tuna migration, rehabilitated coastal ecosystems, and improved aquaculture systems.
- Samarinda, East Kalimantan: Together with CeCUR UNTAG Surabaya, KEMITRAAN developed adaptive public spaces along the Karangmumus River. Previously a flood-prone settlement, residents were relocated through participatory processes, and a riverside park was built as a hub for climate dialogue.

Carbon Fund Schemes

East Kalimantan became the first province in Indonesia to receive carbon funds from the World Bank’s Forest Carbon Partnership Facility–Carbon Fund (FCPF-CF), earning USD 110 million for reducing 22 million tons of CO₂e emissions. Since 2023, an advance payment of USD 20.9 million was disbursed, with USD 10.3 million distributed to 591 beneficiaries, including 417 villages, 143 community groups, and 7 indigenous communities.

In 2024, KEMITRAAN was appointed as the Intermediary Institution (Lemtara) to support proposal preparation and fund distribution. Of 591 proposals, 589 were successfully submitted and approved, with 419 beneficiaries (71.1%) receiving payments by year-end. To ensure effective management, we also trained over 600 participants—including village heads and facilitators—on technical aspects of carbon fund management and benefit-sharing plans (BSP).

Skema Dana Karbon

Kalimantan Timur menjadi provinsi pertama di Indonesia yang menerima dana karbon dari Bank Dunia melalui skema Forest Carbon Partnership Facility–Carbon Fund (FCPF-CF). Total sebesar USD 110 juta diperoleh atas pengurangan emisi 22 juta ton CO₂e. Sejak 2023, pembayaran awal sebesar USD 20,9 juta telah diterima, dan USD 10,3 juta di antaranya disalurkan kepada 591 penerima manfaat, terdiri dari 417 desa, 143 kelompok masyarakat, serta 7 Masyarakat Hukum Adat.

Mengangkat masyarakat adat dan kelompok rentan untuk mengakses dana

Pada 2024, KEMITRAAN dipercaya sebagai Lembaga Perantara (Lemtara) untuk mendampingi proses penyusunan proposal dan penyaluran dana karbon. Dari 591 proposal, sebanyak 589 berhasil diajukan dan seluruhnya disetujui pemerintah provinsi. Hingga akhir 2024, 419 penerima manfaat (71,1%) telah menerima pembayaran.

KEMITRAAN juga melaksanakan pelatihan bagi lebih dari 600 peserta, termasuk kepala desa dan fasilitator, untuk memperkuat keterampilan teknis pengelolaan dana karbon dan rencana pembagian manfaat (Benefit Sharing Plan/BSP).

Kepercayaan serupa diberikan pada 2024 di Sulawesi Tengah melalui skema Result-Based Payment Green Climate Fund (RBP-GCF) untuk melindungi 2,4 juta hektare hutan dari pembalakan dan pertambangan ilegal, mendukung target FOLU Net Sink 2030 serta meningkatkan ekonomi masyarakat yang tinggal di sekitar hutan dengan memanfaatkan hasil hutan bukan kayu.

Perhutanan Sosial dan Tata Kelola Hutan

Sejak 2007, KEMITRAAN aktif mendukung implementasi Peraturan Pemerintah No. 6 Tahun 2007 tentang Tata Hutan Dan Penyusunan Rencana Pengelolaan Hutan, Serta Pemanfaatan Hutan yang menjadi dasar lahirnya perhutanan

an sosial, kemudian diperkuat dengan Peraturan Menteri Lingkungan Hidup dan Kehutanan P.09/2021 tentang Perhutanan Sosial.

That same year, KEMITRAAN assumed a similar role in Central Sulawesi under the Result-Based Payment Green Climate Fund (RBP-GCF) scheme, aimed at protecting 2.4 million hectares of forest from illegal logging and mining, supporting the FOLU Net Sink 2030 target, and improving livelihoods of forest-dependent communities through non-timber forest products.

Social Forestry and Forest Governance

Since 2007, KEMITRAAN has actively supported regulations forming the basis of social forestry policy, including Ministerial Regulation LHK P.09/2021 on Social Forestry. In 2024, this support continued through the Indonesia–Germany cooperation under Forest Program IV and V.



Pada 2024, dukungan dilanjutkan melalui dukungan dari kerjasama pemerintah Indonesia dan Jerman dalam Forest Program IV dan V.

- *Forest Program IV*: Mendukung komunitas di Mamasa, Sulawesi Barat, dalam memperoleh izin perhutanan sosial dan menyusun Rencana Kelola Perhutanan Sosial (RKPS).
- *Forest Program V*: Mendampingi 27 Kelompok Perhutanan Sosial (KPS) di Sanggau (Kalimantan Barat) dan Sikka (NTT) untuk menyusun rencana pengelolaan investasi tahunan.
- KEMITRAAN membantu pembentukan Kelompok Usaha Perhutanan Sosial (KUPS) di Sulawesi Barat dan Selatan untuk meningkatkan nilai ekonomi hasil hutan.
- Ketapang, Kalimantan Barat: KEMITRAAN memfasilitasi *Production, Protection & Inclusion Compact (PPI Compact)*, sebuah kesepakatan multipihak untuk meningkatkan produktivitas lahan, kesejahteraan masyarakat, dan perlindungan hutan.
- Aceh: Bersama IDH, KEMITRAAN mendukung implementasi Peraturan Gubernur tentang Pengembangan Kelapa Sawit Berkelanjutan 2023–2045 dengan memperkuat Unit Manajemen Program (PMU).
- RIMBA (Riau, Jambi, Sumbar): Didukung UNEP-GEF, KEMITRAAN membentuk tim pusat dan sekretariat provinsi untuk memperkuat konektivitas ekosistem, konservasi keanekaragaman hayati, dan pembangunan berbasis jasa lingkungan di tiga (3) Kawasan Strategis Nasional (KSN) dengan sudut kepentingan fungsi dan daya dukung lingkungan hidup, yaitu Taman Nasional Kerinci Seblat, Hutan Lindung Bukit Batabuh, dan Taman Nasional Berbak-Bukit Tigapuluh.
- Papua: Bersama CLUA, Bappenas, dan Pemprov Papua, KEMITRAAN mengembangkan riset *climate budget tagging* untuk

mendorong alokasi anggaran pembangunan rendah karbon.



- *Forest Program IV*: Supported communities in Mamasa, West Sulawesi, in securing social forestry permits and preparing Social Forestry Management Plans (RKPS).
- *Forest Program V*: Assisted 27 Social Forestry Groups (KPS) in Sanggau (West Kalimantan) and Sikka (East Nusa Tenggara) to prepare annual investment management plans.
- Supported the formation of Social Forestry Business Groups (KUPS) in West and South Sulawesi to increase the economic value of forest products.
- Ketapang, West Kalimantan: Facilitated the *Production, Protection & Inclusion Compact (PPI Compact)*, a multi-stakeholder agreement to enhance land productivity, community welfare, and forest protection.
- Aceh: With IDH, supported the implementation of the Governor’s Regulation on Sustainable Palm Oil Development 2023–2045 by strengthening the Program Management Unit (PMU).
- RIMBA Landscape (Riau, Jambi, West Sumatra): Supported by UNEP-GEF, established central and provincial teams to strengthen ecosystem connectivity, biodiversity conservation, and environmental service-based development in three National Strategic Areas (KSN): Kerinci Seblat National Park, Bukit Batabuh Protected Forest, and Berbak-Bukit Tigapuluh National Park.
- Papua: Together with CLUA, Bappenas, and the Papua Provincial Government, developed research on *climate budget tagging* to encourage low-carbon development budget allocations.

Bab 04

Inklusi Sosial dan Pluralisme

Chapter 04

Social Inclusion and Pluralism

Demokrasi sejati menuntut keberagaman dan partisipasi setara dalam pembangunan hingga level desa dan komunitas. Sejak 2011, KEMITRAAN konsisten mendampingi dan mengadvokasi pemenuhan hak dasar masyarakat adat dan komunitas terpencil dari tingkat desa hingga pemerintah pusat.

Momentum semakin kuat setelah disahkannya UU Desa No. 6/2014 yang kemudian direvisi dengan UU No. 3/2024. Desa kini memiliki pijakan hukum yang lebih kokoh untuk tumbuh sesuai karakteristik dan kekhasannya.

Desa Inklusif dan Akuntabilitas Sosial

Untuk mewujudkan pembangunan desa yang inklusif dan akuntabel, Kementerian Desa PDTT pada 2024 menerbitkan Keputusan Menteri No. 518 tentang Panduan Fasilitasi Desa Inklusif serta No. 519 tentang Panduan Fasilitasi Akuntabilitas Sosial (Akunsos) di Desa.

Kedua regulasi ini merupakan hasil dari program percontohan yang diimplementasikan di seluruh provinsi. Dalam program ini, KEMITRAAN turut mendampingi implementasi desa inklusi di 12 provinsi, 28 kabupaten, dan 224 desa di wilayah timur Indonesia.

Melalui Program Penguatan Pemerintahan dan Pembangunan Desa (P3PD), KEMITRAAN bermitra dengan 15 LSM dan melatih lebih dari 1.000 individu untuk menerapkan regulasi yang lebih inklusif, partisipatif, setara, dan meningkatkan kesejahteraan yang lebih baik. Hasilnya, ratusan desa berhasil menyusun Peraturan Desa yang mengarusutamakan inklusi dan akuntabilitas sosial. Contohnya, Desa Tanamea, Donggala, Sulawesi Tengah, menggunakan data baseline untuk mengalokasikan anggaran desa bagi penyandang disabilitas dan lansia.

Keterlibatan masyarakat juga menjadi kunci. Dalam sekolah lapang, warga desa berkontribusi menyediakan tenaga, peralatan, hingga bahan habis pakai. Nilai kontribusi masyarakat di wilayah dampingan KEMITRAAN sepanjang 2024 mencapai Rp117.970.000.

“Kami berkomitmen untuk mewujudkan Desa Tanamea sebagai desa inklusif, melindungi dan memenuhi hak-hak kelompok rentan, khususnya penyandang disabilitas dan lansia. Ke depan, kami akan terus memperkuat program inklusi kami.”

— Heri Daud Widu, Kepala Desa Tanamea, Kabupaten Donggala

Selanjutnya, KEMITRAAN melalui dukungan Program INKLUSI-DFAT menguatkan implementasi kesetaraan melalui program ESTUNGKARA (Kesetaraan untuk Menghapus Diskriminasi) bersama 10 mitra lokal di 40 desa yang ada di 13 Kab dan 7 provinsi (Jambi, Sumbar, Banten, Sulsel, Sulteng, Kalteng, NTT).

Dengan pendekatan GEDSI (Gender Equality, Disability, and Social Inclusion), KEMITRAAN mendorong tata kelola inklusif, terutama bagi perempuan, anak-anak, penyandang disabilitas, dan masyarakat adat.

Di tahun ketiga program (2024), KEMITRAAN bersama LAURA UGM berhasil melakukan riset kekerasan seksual di masyarakat adat dan kelompok minoritas di tiga wilayah (Tangerang-Banten, Sumba Timur-Nusa Tenggara Timur, Mentawai-Sumatera Barat).

Pendampingan yang dilakukan oleh mitra Estungkara juga menghasilkan achievement di antaranya:

- Maros, Sulawesi Selatan: Sulawesi Cipta Foundation (SCF) berhasil mengadvokasi pengakuan Sekolah Kolong oleh Pemerintah Kabupaten, dalam hal ini Dinas Pendidikan. Sekolah kolong dibentuk oleh orang muda adat Dusun Bara yang resah dan khawatir akan nasib adik-adiknya, akibat ketiadaan sekolah dasar (SD) di sekitar tempat tinggal mereka.
- Tahun 2024, advokasi yang dilakukan meng-

True democracy demands diversity and equal participation in development down to the village and community level. Since 2011, KEMITRAAN has consistently supported and advocated for the fulfillment of basic rights of indigenous peoples and remote communities, from the village level to the central government. Since 2011, KEMITRAAN has consistently supported and advocated for the fulfillment of the basic rights of indigenous peoples and remote communities. Our scope of work has expanded from the village level to the national government.

The Momentum for this agenda grew stronger following the enactment of Village Law No. 6/2014, which was later revised by Law No. 3/2024. Villages now have a stronger more solid legal foundation to grow in accordance with their own characteristics and uniqueness identities.

Inclusive Villages and Social Accountability

To realize inclusive and accountable village development, in 2024 the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration (PDDT) in 2024 issued Ministerial Decree No. 518 on Guidelines for Facilitating Inclusive Villages and No. 519 on Guidelines for Facilitating Social Accountability (Akunsos) in Villages.

Both The two regulations stemmed are the result of from a pilot programs implemented across all provinces nationwide. In this program, KEMITRAAN has supported the implementation of inclusive villages in 13 provinces, 28 districts, and 224 villages in eastern Indonesia.

Through the Village Governance and Development Strengthening Program (P3PD), KEMITRAAN partnered with 15 NGOs and trained more than 1,000 individuals to implement regulations that more through field schools on inclusiveon, social accountabilityparticipatory, equitable, and aimed at improving overall well-being. women’s and vulnerable groups’ leadership.

As a result, hundreds of villages successfully

adopted drafted Village Regulations that mainstream inclusion and social accountability. For example, Tanamea Village in Donggala, Central Sulawesi, used baseline data to allocate village budgets for persons with disabilities and the elderly.

“We are committed to making realizing Tanamea Village as an inclusive village, protecting and fulfilling the rights of vulnerable groups, especially persons with disabilities and the elderly. Going Moving forward, we will continue to strengthen our inclusion programs.”

— Heri Daud Widu, Head of Tanamea Village, Donggala District

Community engagement had also been a key factor. In the field school program, village residents contributed labor, equipment, and consumable materials. The total value of community contributions in KEMITRAAN’s supported areas throughout 2024 reached IDR 117,970,000.

Furthermore, KEMITRAAN, with support from the DFAT-funded INKLUSI Program, has strengthened further advancedthe implementation of equality through the ESTUNGKARA Program (Equality to Eliminate Discrimination), in collaboration with 10 local partners across 40 villages in 13 districts and 7 provinces (Jambi, West Sumatra, Banten, South Sulawesi, Central Sulawesi, Central Kalimantan, and East Nusa Tenggara).working with nine local partners supporting nine indigenous and minority communities across nine provinces, from Sumatra to East Nusa Tenggara.

Using thea GEDSI approach (Gender Equality, Disability, and Social Inclusion), KEMITRAAN promoted inclusive governance, particularly for women, children, persons with disabilities, and indigenous groupscommunities.

hasilkan adanya pengakuan dengan terdaftar menjadi Data Pokok Pendidikan (DAPODIK), sehingga kini sebanyak 41 siswa dapat menikmati kurikulum standar pendidikan pada umum, terbukanya peluang beasiswa bagi siswa.

- Sumba Timur, NTT: Lembaga Bumi Lestari (LBL) berhasil mendorong terbentuknya forum perempuan adat dan menjadi bagian dari kelembagaan adat Marapu di desa dampingan. Pembentukan kelompok perempuan menjadikan mereka tidak hanya terlibat aktif dalam proses pembangunan desa, tetapi juga mereka dapat mengembangkan kelompok ekonomi melalui pembentukan kelompok Usaha Bersama Simpan Pinjam (UBSP). Kedepan, mereka bercita-cita ingin membentuk koperasi Perempuan seperti yang telah dilakukan oleh Perempuan Cina Benteng di Tangerang.
- Kabupaten Tangerang, Banten: PPSW Jakarta berhasil memperkuat keberadaan komunitas Perempuan Cina Benteng (Ciben) di Desa Belimbing, Kabupaten Tangerang melalui Koperasi Lampion Merah Abadi (LMA). Keberhasilan dalam mengembangkan koperasi dengan bertambahnya anggota di luar komunitas Ciben juga berujung pada pengakuan dari Pemerintah Desa Belimbing. Selama dua tahun berturut turut, mereka diundang dalam musyawarah perencanaan pembangunan desa (Musrenbangdes).
- Apa yang dicapai oleh koperasi merupakan prestasi besar, terlebih dengan latar belakang mereka yang selama ini dianggap sebagai kelompok minoritas di lingkungan desa dan dianggap kelas dua (karena Perempuan) di komunitasnya.

KEMITRAAN juga memanfaatkan momentum Pemilu untuk mengadvokasi dan mendorong pemerintah untuk mengarusutamakan perspektif inklusi ke dalam pembangunan. Dialog untuk mendorong isu GEDSI dilaksanakan bersama Calon Kepala Daerah level Kabupaten/Kota, di Kabupaten Mentawai, Kabupaten Jamb, Kabu-

paten Maros, dan Kabupaten Sumba Timur.

Selain itu, serangkaian dialog kebudayaan untuk menguatkan multikulturalisme dalam rencana Pembangunan daerah juga dilakukan dengan melibatkan Calon Kepala Daerah di level Provinsi. Bersama Direktorat Jenderal Kebudayaan Kementerian Pendidikan dan Kebudayaan serta PWNu, kami menyelenggarakan dialog di Provinsi Sumatera Utara, Jambi, Kalimantan Timur, Sulawesi Utara, Maluku Utara, Sulawesi Barat, Sulawesi Utara, dan Papua Barat.



In its third year of the program (2024), KEMITRAANthe- ESTUNGKARA Program, in collaboration with LAURA UGM, successfully conducted research on sexual violence affecting within iIndigenous peoples and minority groups communities across in three regions: Kabupaten Tangerang-Banten, East Sumba-East Nusa Tenggara, and Mentawai-West Sumatera.

Accompanying initiatives by ESTUNGKARA partners also delivered significant achievements, including:

- Maros, South Sulawesi: The Sulawesi Cipta Foundation (SCF) successfully advocated for the recognition of Sekolah Kolong by the District Government through the Education Office. Sekolah Kolong was established by Indigenous youth from Dusun Bara, concerned about the lack of access to elementary education for their younger siblings. In 2024, this advocacy resulted in official recognition through registration in the national education database (DAPODIK). As a result, 41 students can now access the standard national curriculum and scholarship opportunities.
- East Sumba, East Nusa Tenggara: Lembaga Bumi Lestari (LBL) facilitated the establishment of a women's forum within the Marapu Indigenous structure in its partner villages. This enabled women not only to actively engage in village development processes but also to strengthen their economic participation through the creation of a joint savings and loan group (UBSP). Looking ahead, they

aspire to form a women's cooperative, inspired by the successful model developed by Cina Benteng women in Tangerang.

- Tangerang District, Banten: PPSW Jakarta successfully strengthened the presence of the Cina Benteng (Ciben) women's community in Belimbing Village, Tangerang District, through the Lampion Merah Abadi (LMA) Cooperative. The cooperative's success in expanding its membership beyond the Ciben community has also led to formal recognition from the Belimbing Village Government. For two consecutive years, they have been invited to participate in the village development planning meetings (Musrenbangdes).
- These achievements represent a remarkable milestone, especially considering the long-standing marginalization of Cina Benteng women as both a minority group and as women within their community.

KEMITRAAN also leveraged the momentum of the 2024 Elections to advocate for and encourage the government to mainstream inclusive perspectives into development planning. Dialogues promoting GEDSI (Gender Equality, Disability, and Social Inclusion) perspectives were held with regional head candidates at the district and city levels in Mentawai District–West Sumatra, Jambi District–Jambi, Maros District–South Sulawesi, and East Sumba District–East Nusa Tenggara.

In addition, a series of cultural dialogues aimed at strengthening multiculturalism within local and regional development planning were carried out, involving gubernatorial (provincial-level) head candidates. Together with the Directorate General of Culture of the Ministry of Education and Culture and PWNu, these dialogues were convened in the provinces of North Sumatra, Jambi, East Kalimantan, North Sulawesi, North Maluku, West Sulawesi, and West Papua.



Bab 05

Keterlibatan dalam Inisiatif Internasional

Chapter 05

Regional Engagement



Sepanjang tahun 2024, KEMITRAAN aktif terlibat dan mendukung berbagai inisiatif regional serta internasional. Direktur Eksekutif berpartisipasi dalam sejumlah kegiatan strategis berskala internasional dan nasional untuk meningkatkan jangkauan dan visibilitas KEMITRAAN. Beberapa kegiatan penting yang diikuti antara lain:

- **Pertukaran Negara untuk Lembaga Pelaksana Nasional (NIEs) Adaptation Fund**, yang diselenggarakan di Dodoma dan Arusha, Tanzania pada Mei 2024;
- **Konferensi “Sustainability and Development: Transforming Pathways in the Asia Pacific Region”** di Fakultas Hukum Universitas Sydney pada Juli 2024, di mana Direktur Eksekutif menyampaikan pidato utama berjudul *Ensuring the Transparency and Accountability of Critical Minerals Exploitation: an Indonesian Case Study on Nickel Mining*;
- **Asia-Pacific Integrity School**, yang dilaksanakan di Griffith University, Brisbane, Australia bekerja sama dengan Transparency International – Australia pada Agustus 2024;
- **Konferensi Update Indonesia** di Canberra, Australia, di mana Direktur Eksekutif menjadi pembicara utama dalam sesi keenam tentang hak-hak demokratis dan institusi pada September 2024;
- **Dialog Regional Sektor Swasta Asia-Pasifik tentang Penanggulangan Kejahatan Keuangan Terkait Kejahatan Lingkungan**, yang diselenggarakan oleh Kantor PBB untuk Narkoba dan Kejahatan (UNODC) dengan dukungan dari Nature Crime Alliance, INTERPOL, dan United for Wildlife di Singapura pada Desember 2024. Direktur Eksekutif bertindak sebagai ketua bersama dalam dialog tersebut.



KEMITRAAN remained active in supporting and engaging a number of regional initiatives during 2024. The Executive Director was actively involved in strategic international and national events to increase KEMITRAAN’s outreach and visibility. Among these included:

- **Country Exchange for National Implementing Entities (NIEs) of the Adaptation Fund**. This program was conducted in Dodoma & Arusha, Tanzania in May 2024;
- **Sustainability, and Development: Transforming Pathways in the Asia Pacific Region** at the Sydney University’s Law School in July 2024. The Executive Director delivered a key note address: *Ensuring the Transparency and Accountability of Critical Minerals Exploitation: an Indonesian Case Study on Nickel Mining*;
- The **Asia-Pacific Integrity School** conducted at Griffith University in, Brisbane, Australia in partnership with Transparency International - Australia in August 2024;
- The **Indonesia Update conference**, Canberra, Australia where the Executive Director was a lead speaker at session six on Democratic rights and institutions in September 2024;
- **Asia-Pacific Regional Private Sector Dialogue on Disruption of Financial Crimes Related to Crimes that Affect the Environment**, conducted by the UN Office on Drugs and Crime (UNODC) supported by the Nature Crime Alliance, INTERPOL and United for Wildlife in Singapore in December 2024. The Executive Director was co-chair of the Dialogue.

Bab 06

Pengelolaan Pengetahuan dan Operasional KEMITRAAN

Chapter 06

KEMITRAAN Knowledge Management and Operations

Strategi Kebijakan dan Pengelolaan Pengetahuan

Selama tahun 2024, KEMITRAAN telah menghasilkan sejumlah produk pengetahuan. Di antaranya dua policy briefs masing-masing untuk proyek ELEVATE dan ACT, serta mendukung pengembangan dua policy briefs proyek untuk Berkilau. Kami juga memproduksi dua film proyek dari kegiatan Adaptation Fund di Payo-Payo, Sulawesi Selatan dan di Kota Pekalongan, Jawa Tengah. Selain itu, kami menghasilkan empat episode podcast yang menyoroti kerja KEMITRAAN dalam proyek ELEVATE serta proyek Adaptation Fund di Payo-Payo dan Samarinda, Kalimantan Timur. Selain itu, kami juga mengembangkan satu modul produksi film.

Sejak berdiri, KEMITRAAN selalu berupaya untuk mengambil pembelajaran dan berefleksi dari program-program yang telah dijalkannya. Untuk ini, setiap 3 tahun sekali KEMITRAAN melakukan survei independen terhadap penerima manfaat manfaat program-programnya untuk melihat seberapa jauh tingkat kemanfaatannya.

Pada tahun 2024, KEMITRAAN kembali melakukan survei penerima manfaat dengan 167 responden yang berpartisipasi dalam survei daring dan luring. Survei ini mencakup pertanyaan kunci kepada penerima manfaat langsung maupun tidak langsung. Dari total responden, 54% adalah perempuan dan 46% laki-laki. Berdasarkan kelompok usia, 16% berusia di atas 50 tahun, 37% antara 36–50 tahun, 46% antara 21–35 tahun, dan 1% di bawah 21 tahun. Hasil menunjukkan bahwa tingkat kepuasan mendapat respon sangat positif dari para penerima manfaat. Namun demikian, hasil ini tetap menjadi pengingat untuk tidak berpuas diri.

Manajemen Sumber Daya Manusia

Jumlah total staf yang bekerja bersama KEMITRAAN pada akhir tahun 2024 sebanyak 248 orang, terdiri dari 35 staf inti dan 213 staf kontrak yang bekerja pada proyek-proyek



Strategy, Policy and Knowledge Management

During 2024 KEMITRAAN produced several knowledge products. These included two Policy Briefs one respectively for the ELEVATE and ACT projects as well as assisted in the development of two Project Policy Briefs for Berkilau. We also produced two project films from our Adaption Fund projects in Payo-Payo in South Sulawesi and in the City of Pekalongan in Central Java. We also produced a series of four podcasts that profiled the work on ELEVATE as well as the Adaption Fund projects in Payo-Payo and Samarinda, East Kalimantan. Finally, we also developed one film production module.

Since its establishment, KEMITRAAN has consistently sought to learn and reflect on the programs it has implemented. To this end, every three years KEMITRAAN conducts an independent survey of its program beneficiaries to assess the level of impact.

In 2024, KEMITRAAN once again conducted a beneficiary survey with 167 respondents participating both online and offline. The survey included key questions for both direct and indirect beneficiaries. Of the total respondents, 54% were women and 46% were men. By age group, 16% were over 50 years old, 37% were between 36–50 years, 46% were between 21–35 years, and 1% were under 21. The results showed a very positive response in terms of satisfaction among beneficiaries. Nevertheless, these findings serve as a reminder not to become complacent.

Human resource management

The total number of staff working with KEMITRAAN at the end of 2024 was 248 persons. This consisted of 35 core staff together with an additional 213 contract staff who were working on specific projects.

In terms of the gender division of all our staff the figures were of core staff the figures were 62 percent men and 38 percent women. Among our

tertentu.

Sebanyak 62 persen staf adalah laki-laki dan 38 persen perempuan. Sementara di antara staf inti, komposisinya adalah 57 persen laki-laki dan 43 persen perempuan.

Layanan Pengadaan

Tim pengadaan KEMITRAAN aktif sepanjang tahun 2024 dalam melaksanakan kegiatan kontrak dan pengadaan dengan mencatat 270 kegiatan pengadaan dan 33 kontrak.

Untuk meningkatkan efisiensi pengadaan dan pengelolaan kontrak, KEMITRAAN juga melakukan beberapa pembaruan mekanisme untuk mendukung kerja yang lebih efektif, antara lain, sistem Purchase Order (PO), pengkinian kontrak, mekanism pelaporan untuk potensi kecurangan, serta penataan kembali sistem dokumentasi pengadaan dan kontrak.

Aset dan Inventaris

Sepanjang tahun, KEMITRAAN berhasil melacak dan mencatat data pengadaan untuk berbagai proyek, dengan total 64 entri dan nilai pembelian gabungan sebesar IDR 943.413.546.

Untuk sisi inventaris, sebanyak 129 proyek berhasil direkam dan didokumentasikan, dengan estimasi nilai sebesar IDR 163.214.371.

Operasional Keuangan

Selama tahun 2024, total pendapatan KEMITRAAN dan proyek-proyeknya mencapai USD 17.395.616, sementara total pengeluaran mencapai USD 16.364.134. Aset bersih pada awal tahun 2024 tercatat sebesar USD 4.726.409, dan meningkat menjadi USD 5.757.891 pada akhir tahun.

Audit keuangan tahunan KEMITRAAN dilakukan oleh Kantor Akuntan Publik KAP Rama Wendra, anggota McMillan Woods. Hasil audit menunjukkan bahwa KEMITRAAN kembali memperoleh opini wajar tanpa pengecualian,



core staff the figures were 57 percent men and 43 percent women.

Procurement Services

The procurement team was active throughout 2024 undertaking contracting and procurement activities recorded 270 procurement activities and 33 contracting.

To improve procurement and contract management efficiency, KEMITRAAN has also introduced several mechanism updates to support more effective operations, including the Purchase Order (PO) system, contract updates, a reporting mechanism for potential fraud, and the restructuring of procurement and contract documentation systems.

Asset and Inventory

During the year we were able to track and record procurement data for various projects, with a total of 64 entries and a combined purchased price of IDR 943,413,546.

On the Inventory side a total of 129 projects were tracked and documented, with an estimated value of IDR 163,214,371.

Financial Operations

During 2024 total revenue for KEMITRAAN and its projects reached USD 17,395,616, while expenditure reached USD 16,364,134. Total net assets at the start of 2024 was USD 4,726,409. At the end of 2024 this figure thus increased to the value of USD 5,757,891.

The annual financial audit of KEMITRAAN was conducted by public accounting firm KAP Rama Wendra, a member of McMillan Woods. The results of this audit indicated that KEMITRAAN has again secured an unqualified opinion, indicating no concerns in terms of financial management. This continues our trend since assuming full responsibility and accountability for our own financial management in 2005.

yang menandakan tidak ada kekhawatiran dalam pengelolaan keuangan. Hal ini melanjutkan tren positif sejak KEMITRAAN mengambil tanggung jawab penuh atas pengelolaan keuangannya sendiri pada tahun 2005.

Rincian audit tahunan independen tercantum dalam Lampiran 7 laporan ini.

Dukungan Teknologi Informasi

KEMITRAAN senantiasa berupaya untuk meningkatkan sistem teknologi informasi mendukung kerja-kerja program. Sepanjang tahun 2024, gangguan-gangguan perangkat lunak telah dapat diatasi dengan baik. Selain itu, dukungan juga meliputi upaya untuk meningkatkan kinerja situs web organisasi, www.kemitraan.or.id, melalui kolaborasi dengan tim Komunikasi.

Pada tahun 2024, kami memulai pengembangan platform pembelajaran daring (E-learning) khusus untuk mekanisme pemahaman dan orientasi staf baru. Platform ini dirancang untuk memuat seluruh materi induksi dalam bentuk teks, video, dan konten interaktif lainnya. Pengembangan ini akan berlanjut selama dua tahun ke depan.



Details of the independent annual audit are appended at Annex 7.

Information Technology Support

KEMITRAAN continuously strives to improve its information technology systems to support program implementations. Throughout 2024, software disruptions were successfully resolved. In addition, efforts also included enhancing the performance of the organization’s website, www.kemitraan.or.id, through collaboration with the Communications team.

During 2024 we initiated the development of an E-learning online platform specifically for new staff induction purposes. This platform is designed to house all induction materials, which can be in the forms of text, videos, and other interactive content. This work will continue for the next two years.

Annex 1

Daftar Rilis Buku | *List of Published Books*

Martabat Petani Hutan <i>(The Dignity of Forest Farmers)</i> Kemitraan+KLHK (Ministry of Environment and Forestry)	Petaka dan Prakarsa di Sungai Saddang <i>(Disaster and Initiative on the Saddang River)</i> Kemitraan+Yayasan Tim Layanan Kehutanan Masyarakat (Community Forestry Service Team Foundation)	Naskah akademik kerangka hukum perolehan, pemeriksaan dan pengelolaan bukti elektronik <i>(Academic paper on the legal framework for the acquisition, examination and management of electronic evidence)</i> Kemitraan+Lembaga Kajian dan Advokasi untuk Independensi Peradilan (Agency for the Study and Advocacy for an Independent Judiciary)	Menyibak Yang Tidak Terlihat Menyuarakan Yang Tidak Terdengar <i>(Revealing the Unseen Giving Voice to the Unheard)</i> Kemitraan+PPSW Jakarta (Pusat Pengembangan Sumberdaya Wanita Jakarta)	Kajian atas Implementasi Peraturan Komnas HAM untuk Perlindungan Pembela Hak Asasi Manusia <i>(Study on the Implementation of the National Human Rights Commission Regulation for the Protection of Human Rights Defenders)</i> Kemitraan+ELSAM (Lembaga Studi & Advokasi Masyarakat)	Manual perlindungan keamanan perempuan pembela HAM di Indonesia <i>(Manual for the protection of women human rights defenders in Indonesia)</i> Kemitraan+Komnas Perempuan (National Commission on Violence against Women)	Laporan: Pengembangan Manajemen Data Pemulihan Aset di Indonesia <i>(Report: Development of Asset Recovery Data Management in Indonesia)</i> Kemitraan
Asesmen Sistem Peradilan Pidana di Indonesia <i>(Assessment of the Criminal Justice System in Indonesia)</i> Kemitraan	Pedoman Pengukuran Indeks Tata Kelola Pemerintahan Daerah, ITKPD, Tahun 2023 <i>(Guidelines for Measuring the Regional Government Governance Index, ITKPD, in 2023)</i> Kemitraan+BSKDN Kemendagri (Ministry of Home Affairs Agency for Strategic Policy)	Hasil Pengukuran Indeks Tata Kelola Pemerintahan Daerah (ITKPD) Tahun 2023 <i>(Results of the 2023 Regional Government Governance Index (ITKPD) Measurement)</i> Kemitraan+BSKDN Kemendagri (Ministry of Home Affairs Agency for Strategic Policy)	Kertas Kerja <i>Working Paper</i> Kemitraan	Usulan rekomendasi penguatan Pusat Pemulihan Aset Kejaksaan Agung Republik Indonesia <i>(Proposed recommendations for strengthening the Asset Recovery Center of the Office of the Attorney General, Republic of Indonesia)</i> Kemitraan	Laporan: kegiatan studi komparatif tentang praktik-praktik pemulihan aset internasional <i>(Report: comparative study activities regarding international asset recovery practices)</i> Kemitraan	

Annex 2

Daftar Kontributor Donor Kami 2000–2024

Our List of Donor Contributors 2000-2024 (USD Equiv)

Donors	Donor Contribution 2000 - 2023	Donor Contribution Yr 2024	Donor Contribution 2000 - 2024
Government of Netherlands	39,562,931	0	39,562,931
Government of Norway	21,411,836	0	21,411,836
Government of Australia	15,257,688	0	15,257,688
European Union	12,807,037	0	12,807,037
Government of USA	9,274,161	2,022,339	11,296,500
BPD LH, Indonesian Ministry of Finance	0	10,289,207	10,289,207
Adaptation Funds	8,551,029	873,664	9,424,693
Government of United Kingdom	8,464,273	0	8,464,273
United Nations Office for Project Services	7,221,524	180,000	7,401,524
Government of Sweden	7,353,799	0	7,353,799
World Bank	6,113,655	0	6,113,655
The Asia Foundation	4,647,855	17,055	4,664,910
Government of Japan	4,084,312	0	4,084,312
Government of Denmark	4,023,265	0	4,023,265
Climate and Land Use Alliance	2,977,927	0	2,977,927
Cowater International Inc,	1,477,298	1,075,171	2,552,469
Ford Foundation	2,332,443	0	2,332,443
UNEP	1,574,134	540,752	2,114,886
RTI International	2,106,173	0	2,106,173
UNDP	2,015,139	0	2,015,139
Government of New Zealand	1,874,005	0	1,874,005
P3PD - Pill -Directorate of Socio-Cultural, Environment	615,522	1,170,224	1,785,746
Chemonics International Inc	1,726,633	0	1,726,633
Siemens	1,311,266	0	1,311,266
BP Berau Ltd,	1,244,344	0	1,244,344
IDLO - International Development Law Organization	1,228,109	0	1,228,109

MCAI - Millenium Challenge Account Indonesia	1,143,920	0	1,143,920
UNODC	1,038,737	0	1,038,737
Government of Canada	1,002,479	0	1,002,479
IDH The Sustainable Trade Initiative	877,162	44,690	921,852
The David and Lucile Packard Foundation	849,000	0	849,000
Genting Oil Kasuri Pte, Ltd	795,612	0	795,612
Oxford Policy Management Asia	780,692	0	780,692
Cardno Emerging Markets (Australia) Pty Ltd	777,400	0	777,400
Government of Finland	597,812	0	597,812
NIMD - The Netherlands Institute for Multiparty Democracy	596,235	0	596,235
University of Colorado	537,187	0	537,187
NDI - National Democratic Institute	371,814	0	371,814
Rockefeller Philanthropy Advisors, Inc	347,000	0	347,000
Axis	343,696	0	343,696
MSI - Management System International	284,409	0	284,409
Government of Indonesia	245,773	0	245,773
GFA Consulting Group	0	198,379	198,379
Bosch Foundation	192,227	0	192,227
PT EOS Consultants	149,726	0	149,726
Government of Switzerland	139,285	0	139,285
IFES - International Foundation for Electoral Systems	8,619	124,777	133,396
Outright Action International	120,015	0	120,015
Good Energies Foundation	97,372	0	97,372
Government of Spain	83,343	0	83,343
Food And Agriculture Organisation	75,776	0	75,776
BSR - Business for Social Responsibility	72,171	0	72,171
CIFOR - Center for International Forestry Research	65,521	0	65,521
The Samdhana Institute	63,808	0	63,808
IOM - International Organization for Migration	49,624	0	49,624
Government of France	49,062	0	49,062

LTKL - Lembaga Temu Kabupaten Lestari	47,629	0	47,629
TII - Transparency International Indonesia	38,053	0	38,053
University of Sydney	37,582	0	37,582
Plan-C	31,489	0	31,489
Kompak - Kolaborasi Masyarakat dan Pelayanan	30,128	0	30,128
Global Green Growth Institute (GGGI)	25,000	0	25,000
Woods and Wayside International	24,876	0	24,876
AUAF - American University of Afghanistan	20,000	0	20,000
British Embassy	13,193	0	13,193
UNESCAP	9,143	0	9,143
Government of Korea	2,190	0	2,190
Internal Funds	5,381,402	715,679	6,097,081
Total Donor Contributions	186,672,520	17,251,937	203,924,457

Annex 3

Hasil Audit KEMITRAAN 2024

KEMITRAAN 2024 Audit Results



**DIRECTORS' STATEMENT LETTER
RELATING TO
THE RESPONSIBILITY ON THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED DECEMBER 31, 2024
THE PARTNERSHIP FOR GOVERNANCE REFORM**

We, the undersigned:

1. Name : Nurina Widagdo
Office address : Jl. Taman Margasatwa No. 26C, Ragunan, Jakarta Selatan
Domicile as stated in ID Card : Jakarta
Phone Number : 021-22780580
Position : Executive Director
2. Name : Budi Setiawan
Office address : Jl. Taman Margasatwa No. 26C, Ragunan, Jakarta Selatan
Domicile as stated in ID Card : Jakarta
Phone Number : 021-22780580
Position : Finance and Accounting Manager

State that:

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

This statement letter is made truthfully.

Jakarta, August 13, 2025

Executive Director



Nurina Widagdo

Finance and Accounting Manager



Budi Setiawan

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

KEMITRAAN Annual Report 2024

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INDEPENDENT AUDITORS' REPORT

No: 00142/2.0641/AU.1/11/1670-4/1/VIII/2025

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

Opinion

We have audited the financial statements of The Partnership for Governance Reform (the "Organization"), which comprise the statement of financial position as of December 31, 2024, and the statement of activities, statement of changes in net assets, cash flows for the years then ended, and notes to the financial statements including a summary of material accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as of December 31, 2024 and its financial performance and its cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Basis for Opinion

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

Other Matter

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

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

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

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

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

RAMA WENDRA
REGISTERED PUBLIC ACCOUNTANTS

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Jakarta 12560
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Web: www.mcmillanwoods.co.id
Licensed No: KEP.353/KM.6/2004

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

RAMA WENDRA
Registered Public Accountants



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

Jakarta, August 13, 2025



RAMA WENDRA
REGISTERED PUBLIC ACCOUNTANTS

Statement of Financial Position
THE PARTNERSHIP FOR GOVERNANCE REFORM

As of December 31, 2024 and 2023

(Expressed in USD, unless otherwise stated)

	Notes	2024	2023
ASSETS			
Current Assets			
Cash and cash equivalents	2e, 4	3,789,251	4,793,929
Deposit	5	1,471,822	-
Program receivable	6	613,346	359
Advances	7	196,157	233,303
Prepaid expenses	2f, 8	45,113	45,676
Prepaid tax	2k, 9	231	-
Total Current Assets		6,115,720	5,073,267
Non-Current Assets			
Fixed assets - net	2g, 10	2,796	-
Total Non-Current Assets		2,796	-
TOTAL ASSETS		6,118,516	5,073,267
LIABILITIES AND NET ASSETS			
Current Liabilities			
Accruals	11	360,025	264,829
Taxes payable	2k, 12	600	447
Total Current Liabilities		360,625	265,276
Noncurrent Liabilities			
Post-employment benefit obligation	2h, 13	-	81,582
TOTAL LIABILITIES		360,625	346,858
NET ASSETS			
Restricted	2i, 14	5,318,613	4,512,318
Unrestricted		439,278	214,091
TOTAL NET ASSETS		5,757,891	4,726,409
TOTAL LIABILITIES AND NET ASSETS		6,118,516	5,073,267

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

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Statement of Activities
THE PARTNERSHIP FOR GOVERNANCE REFORM
For the Years Ended December 31, 2024 and 2023

(Expressed in USD, unless otherwise stated)

	Notes	2024			2023		
		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
REVENUES							
Contributions	2j, 15	715,679	16,536,259	17,251,938	478,574	7,958,260	8,436,835
Interest income		23,537	10,284	33,821	33,284	4,924	38,208
Other income		109,857	-	109,857	86,860	-	86,860
Total Revenues		849,073	16,546,543	17,395,616	598,748	7,963,184	8,561,932
EXPENSES							
Programme expenses	2j, 16	-	(15,611,077)	(15,611,077)	-	(6,436,847)	(6,436,847)
Operational support expenses		(623,886)	-	(623,886)	(657,954)	-	(657,954)
Other expenses		-	(129,171)	(129,171)	-	(7,128)	(7,128)
Refund to donors		-	-	-	-	(40,284)	(40,284)
Total Expenses		(623,886)	(15,740,248)	(16,364,134)	(657,954)	(6,484,259)	(7,142,213)
(Decrease) increase in net assets before other comprehensive income		225,187	806,295	1,031,482	(59,206)	1,478,925	1,419,719
OTHER COMPREHENSIVE INCOME							
Actuarial gain or loss		-	-	-	-	-	-
(Decrease) increase in net assets after other comprehensive income		225,187	806,295	1,031,482	(59,206)	1,478,925	1,419,719

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

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Statements of Changes in Net Assets
THE PARTNERSHIP FOR GOVERNANCE REFORM
For the Years Ended December 31, 2024 and 2023

(Expressed in USD, unless otherwise stated)

	Notes	2024			2023		
		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
NET ASSETS AT BEGINNING OF THE YEAR		214,091	4,512,318	4,726,409	245,055	3,081,635	3,306,690
(Decrease) increase in net assets after other comprehensive income		225,187	806,295	1,031,482	(59,206)	1,478,925	1,419,719
Adjustment for closing project ended December 31, 2024 and 2023		-	-	-	28,242	(28,242)	-
NET ASSETS AT END OF THE YEAR	14	439,278	5,318,613	5,757,891	214,091	4,512,318	4,726,409

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

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Statement of Cash Flow
THE PARTNERSHIP FOR GOVERNANCE REFORM

For the Years Ended December 31, 2024 and 2023

(Expressed in USD, unless otherwise stated)

	2024	2023
CASH FLOWS FROM OPERATING ACTIVITIES		
Contributions	17,251,938	8,436,834
Interest income	33,821	38,208
Other income	109,857	86,890
Expenses	(16,384,134)	(7,142,213)
Adjustment for increase (decrease) in employee benefits obligation	(81,582)	10,594
Increase in net assets from operating before changes in working capital	949,900	1,430,313
Increase in deposit	(1,471,622)	-
(Increase) decrease in program receivable	(612,987)	142,504
(Increase) decrease in advances	37,146	(190,422)
(Increase) decrease in prepaid expenses	563	(21,408)
Increase in prepaid tax	(231)	-
Increase in fixed asset – net	(2,796)	-
Increase (decrease) in accruals	95,196	(182,154)
Increase in taxes payable	153	299
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENT	(1,004,678)	1,179,132
CASH AND CASH EQUIVALENT AT BEGINNING OF THE YEAR	4,793,929	3,614,797
CASH AND CASH EQUIVALENT AT END OF THE YEAR	3,789,251	4,793,929

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



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