MINISTERIAL ROUND TABLE ON INNOVATION:

Government Reinvention for Attaining Good Governance

by
State Minister for Administrative Reform
Taufiq Effendi

GOVERNMENT OF THE REPUBLIC OF INDONESIA
State Ministry for Administrative Reform
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I.   Introduction

1. **Law No. 8/1974** as revised into **Law No. 43/1999** stipulates that the state personnel consists of Civil Servants which are also called state apparatus, the Indonesian Armed Forces (TNI), and the National Police (POLRI). Both the TNI and POLRI have their own laws, but do not valid for civil servants working under those two institutions. According to The National Survey of Civil Servants 2003, there were 3,648,005 civil servants or 1.7% of total population, 218 million.

2. **State apparatus** is the overall state institutions and officials covering all state and government apparatus as both state servants and society having the task and responsibility for the state and development implementation which are always in service and loyal to the interests, values and ideals of the nation and state's struggle based on the nation's five principles of Pancasila and the 1945 State Constitution.

3. **Governance** can be seen as the exercise of economic, political and administrative authority to manage a country's affairs at all levels. It comprises the mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences (Source: A UNDP Policy Document, 1997, "Governance for Sustainable Human Developments").

4. **The key words of good governance** according to many international bodies (World Bank, UNDP, OECD, UK-ODA, etc.) cover legitimacy, competency, accountability, supremacy of law, and respect of human right, civil society participation, professionalism, good public service, high commitment, equality, shifting of attitude and behavior, community supervision, and utilization of information technology.

   Reinventing Government means to have quality of life, steering rather than rowing, empowering rather than serving, injecting competition into service delivery, funding outcomes not inputs, meeting the need of the customer, not the bureaucracy, earning rather than spending, preventing rather than spending, from hierarchy to participation and team work, leveraging change through the market, downsizing privatization, bringing The State closer to the People, and synergy between good public governance and good corporate governance" (David Osborne and Ted Gaebler, "Reinventing Government").

5. **Four Problems and 7 Weaknesses of Government Apparatus**
   Some problems of government apparatus have been identified:
   a. Slow progress of bureaucratic reform and the prevailing numbers of bureaucratic malpractices.

b. Inadequate political support to combat CCN (corruption, collusion, and nepotism).
c. Grand design for governance reforms is basically non-existent.
d. Insufficient resources in improving public institutions and management.
e. Public participation in enhancing public services is limited.
f. Unsatisfactory coordination and synchronization of reform activities.
g. Inefficiency of resource utilization.

There are four problems of government apparatus, (1) little response from the government to the complaint of the people; (2) no accurate data base as starting point and sectoral arrogance as a burden; (3) unclear performance achievement, unclear black-box, and unclear subject-object-method or policy-strategy-action plan; and (4) weak analysis to know why the eradication of corruption since Soekarno and Soeharto era was unsuccessful? Up to now in addition, the country's bureaucracy was inefficient, low productivity, low disciplined, poor in public service delivery although the regional autonomy has been expected, low in morality and work ethics.

Regarding to the four problems **there are seven weaknesses of the government apparatus**: (1) weaknesses of political will in shifting corporate culture, bureaucratic culture, and mind-set; (2) different perception, goals, objectives, and unclear action-plan; (3) weaknesses in the utilization of information technology (e-government, e-procurement, e-office, e-business, e-bidding); (4) no single identity/identification number (SIN) for personnel, health, tax, land registration, immigration, and customs; (5) duplication in regulations, ambivalence and multi-interpretation (1,700 regulations to be assessed and synchronized); (6) weaknesses in criminal justice system (ineffective criminal policy on mass-media and electronics media, low participation, disparity of public sentencing, and unclear repressive, preventive, and detective criminal justice system (shifting burden of proof, corporate criminal responsibility, role of super body, expressive anti-corruption body, whistle-blower, safe conduct (gratification), mutual legal assistance, transfer of proceeding, asset recovery, proper management of public affair and public property, equality before the law, culture of rejection of corruption, clean hand operation, code of conduct of public official and good corporate governance principles, sting-approach and undercover operation, illicit enrichment); and (7) government consistency and seriousness in eradicating corruption, collusion, and nepotism, and shifting of mind-set.

Based on that four problems and seven weaknesses, **we belief that five requirements will be needed in eradicating CCN**: (1) consistency and seriousness in combating corruption (Presidential Decree No. 5/2004, December 2004 on acceleration of Corruption Eradication showed the "high commitment" of President Susilo Bambang Yudhoyono in combating corruption: 11 general instructions and 10 instruction to some ministers, Corruption Eradication Commission, Chief of police, governor, regent and mayor); (2) the implementation and utilization of information technology (e-government, e-procurement, e-office, e-business, e-bidding), Presidential Instruction No. 3/2003 on The National Policy and Strategy of the Development of Information Technology); (3) the implementation of Single Identity/Identification Number (SIN) to avoid corruption; (4) interrelated and integrated regulations; and management of criminal justice system (CJS).

II. Strategies and Visions for Reinventing Government

1. **Bureaucratic Reform** is a series of conceptual, systematic and sustainable renewal activities or actions through restructuring, reviewing, ordering, bettering, improving and renewing existing systems, policies, and laws regarding state apparatus including improvement of their morality and character in accordance with contemporary demands and prevailing norms:

   a. **The Soekarno Era (1945-1966), 24 Cabinets**
      Politics dominated the bureaucracy as the country was preoccupied by its efforts to defend its territorial integrity. Totally 24.cabinets were installed, 1945-1949 (9 cabinets), 1949-1950 (2 cabinets, The United Republic of Indonesia, RIS), 1950-1959 (7 cabinets, liberal democracy), 1955 (first election), and 1959-1966 (a democracy-led system in which President Soekarno used his power excessively, 6 cabinets).

   b. **The Soeharto Era (1966-1998), "Ampera Cabinet I and Improved Cabinet" and "Development Cabinet I to VII"**
      One of the longest Asian leaders in power, economic development dominated the bureaucracy. Corruption eradication campaign was launched for the first time in 1957 by General Nasution, in 1967 by Attorney General Sugiharto under the Presidential Decree No.228/1967. Using Presidential Decree No.9/1977, the Soeharto administration experienced a significant bureaucratic reform by launching Security and Order Operation (Opstib) under the coordination of the Minister of Government Apparatus. However, the period of the 1980s and 1990s had seen the new word, corruption, collusion, and nepotism (CCN).

   c. **The Habibie Era (1998-1999), "Development Reform Cabinet"**
      Regulation on government reform, transparency, accountability, decentralization, government employee, civil society, poverty alleviation, good governance, clean government, and free of KKN.

   d. **The Abdurrahman Wahid Era (1999-2001), "National Unity Cabinet"**
      Law enforcement, transparency, accountability, bureaucratic reform, combating corruption, integrity, professionalism, government ethics (social and culture, politics and government, economics and business, law enforcement, knowledge, environment, and developing National Ombudsman.

   e. **The Megawati Era (2001-2004), "Gotong Royong Cabinet** (Literally means Mutual Help Cabinet)"
      The unity of Indonesia, reformation, law enforcement, combating corruption, national thrifty movement, bureaucratic reform, developing Corruption Eradication Commission in December 2003, increase supervision and control, reward and punishment, toward good governance, Millennium Development Goals (MDGs), and developing bureaucratic culture (transparent, accountable, clean, and responsible).

   f. **The Susilo Bambang Yudhoyono (SBY) Era (2004 up to now), "Bersatu Indonesia Cabinet"** (The United Indonesia Cabinet)
      High commitment to combat corruption, Presidential Instruction to accelerate corruption eradication (10 general instructions and 11 specific instructions to the Minister), Corruption Eradication Commission, Chief of Police, Attorney General, Presidential Instruction to the Governors, Presidential instruction to handle illegal logging and illegal fishing, and to reduce Corruption Perception Index.

2. **Task of The Ministry of Administrative Reform is to formulate policy and coordination of government apparatus and supervision (control) The function covers:**
   a. policy formulation of central and local government institutions, human resources development, system and procedure (management), public services, supervision, and accountability;
   b. coordination of policy implication of central and local government institutions, human resources development, system and procedure (management), public services, supervision, and accountability;
   c. management of the government assets accountability;
   d. supervision of task implementation;
   e. report on monitoring and evaluation, recommendation, and consideration of related tasks to the President.

   Vision: to create professional, ethical, and qualified government apparatus toward achieving good governance.

   Mission: to reach neutral, professional, transparent, accountable, and free of CCN government apparatus as well as serve and empower communities.

3. **State Apparatus Bureaucratic Reform or Bureaucratic Reform is marked by:**
   a. **Institutional reform**: characterized by the slim structure but with many effective and efficient functions (structure follows strategy, an ideal span of control, small organization but large networking, and learning organization).
   b. **System and Procedure or Management reform**: intended to creating orderly, efficient and effective mechanism, system, work procedures, and administrative governance.
   c. **Human resources reform**: professional, neutral, prosperous, and performance-based personnel management or civil servants.
   d. **Performance accountability reform**: intended to create high quality government performance, accountable, and free or anti-CCN government institutions.
   e. **Supervision or control reform**: national supervision system, synchronize supervision, orderly national supervision and control system together with built-in, public and internal controls, and improvement of coordination, integration, and synchronization of government supervision.
   f. **Public service reform**: intended to create prime quality of public services which is characterized by the fast, correct, accurate, just, accountable services, and to guarantee security, cozy, certainty, transparency, accountability, and straight forwardness.
   g. **Government bureaucratic culture reform**: marked by the shifting of mind-set, thinking, action, and attitude patterns directed toward productive, efficient, and effective government bureaucracy culture, management beliefs, and values.
   h. **Coordinative reform**: intended to create a comprehensive, directed, and integrated vision, mission, policies, strategies, efforts, action plan, implementation, monitoring, evaluation, supervision and control, and integrative and synchronized bureaucratic reform program through institutional relationship according to the given task, function, authority, and role.

4. **Toward a Good Governance in Indonesia means the Changes from "Previous" to "Current and Future":**

  a. Evolution change From "Government" to "Governance" in Indonesia
  b. Focus on government ➔ focus on participative governance
  c. At national level only ➔ at all government levels (Law No.43 and 33/2004, Decentralization; Financial Equity between Central and Local Government).
  d. Public sectors as the prime mover of economic and social development (rowing mechanisms) ➔ State, constitute under the amended constitution, to integrate and lead society as a whole (steering mechanism).

III. Focus of Public Sector Reform

1. **Institutional Arrangement**: proportional and solid organization to support goals and objectives.

2. **Human Resources Development/Personnel Management**: performance-based management system, merit system oriented, decent remuneration system, professional and good civil service code of conducts.

3. **Management Efficiency**: simplifying systems and procedures, improving government administration.

4. **Civil Service Accountability**: systemic performance accountability.

5. **Improvement of Public Services Quality**: provision of excellent, prime, accurate, fast, reliable, efficient, transparent, and accountable public services.

6. **Improvement of Supervision System**: systemic and comprehensive efforts to CCN.

7. **Optimizing Coordination of Administrative Reform Programs**: integrated and comprehensive administrative reform programs.

IV. Strategic Issues of Reinventing Government

1. Establish good governance, clean government, and free of CCN.

2. Greater emphasis in the democratic nature of governance
   i. On process of participation: Law No. 68/1999 (People Participation).
   ii. On consensus building.
   iii. On involvement of civil society for more effective public private partnership (toward New Indonesia, Rewrite Indonesia).
   iv. Government: empowering people.

3. Rethink the role of existing institutions and develop new functions and processes (new public management): performance pay, benchmarking,

customer orientation, team building, competition, privatization, contracting out, and entrepreneurial administration.

4. New emphasis on partnership in the market economy

   Strategies of Reinventing Government:

   a. Significant changes of institutional, human resources or personnel, system and procedure or management, government accountability, supervision or control, and public services.

   b. Implementation of information technology.

   c. Socialization and dissemination of law and regulations.

   d. Toward an effective management.

   e. Increase people participation.

   f. Consistency of law and regulations in central and regional institutions.

   g. Increase coordination, monitoring, and evaluation.

5. **Policy Direction of Bureaucratic Reform**

   a. **Completing Action to Eliminate Power Abuse in the Form of CCN Practices:**
      1) Applying Good Governance Principles.
      2) Imposing Severe Punishment Based on Prevailing Laws.
      3) Heightening Effective Supervision.
      4) Improving Work Culture.

   b. **Increasing the Quality of Public Administration Implementation:**
      1) Reorganizing the functions of flat and responsive government institutions (rationalize institution, right-sizing).
      2) Improving effectiveness and efficiency of management and procedures.
      3) Managing and improving personnel capacity.
      4) Reorganizing and improving civil service welfare through performance-based career system.

   c. **Increasing People's Empowerment in the Implementation of Development:**
      1) Improving public service quality.
      2) Increasing public participation in the development process.

6. **Long Term Policy Directions, 2005 - 2025**

   a. **Indonesia 2025**: "Advanced and independent, just and democratic, secure and united, within The Unitary Republic of Indonesia" (Negara Kesatuan Republik Indonesia, NKRI).

   b. **Administrative Reform 2025**: good governance, clean government, and free of CCN through neutral, responsible, professional, transparent, and accountable government, serve communities, and empowering people.

   c. Eradication at public sector malpractices and CCN to create clean government.

   d. Improvement of the quality of public administration and management to better serve the people.

   e. Empowerment of the people to enhance their capability for participation in development process.

7. **Medium Term Programs, 2005-2009**

   National Program:

   a. Eradication of malpractices and CCN
      1) Program for establishing good governance
      2) Program for improving financial supervision and
      3) Program for accountability of state apparatus

   b. Improvement of public administration and management
      1) Program for institutional and public management development
      2) Program for enhancing human resources
      3) Program for improving infrastructure

   c. People Empowerment
      1) Program for increasing the quality of public services

   Administrative Reform Program:

   a. Improving the quality of public services and the acceleration of corruption eradication.

   b. Performance statement and performance contract, and accountability.

   c. Performance-based personnel management and giving opportunities to temporary civil servants to be selected as candidates of government employees.

8. **Priority Programs of Bureaucratic Reform**

   a. **Accelerating the elimination of CCN and improvement of public service quality:**
      1) Presidential instruction No.5/2004 (Inpres 5/2004) on the acceleration of eradicating corruption and action plan (National action plan for eliminating corruption and coordination, monitoring, and evaluation mechanism).
      2) Implementation of Single Identity/Identification Number (SIN).
      3) e-Government, e-office, e-business, e-biddings, etc.
      4) e-Procurement.
      5) Technology application in eliminating CCN and in improving public service.
      6) Amendment of overlapping laws.
      7) Criminal Justice System (CJS).
      8) Public service legal drafting.
      9) Public service standard (ISO-9000).
      10) Improving behavioral competency of public service.
      11) Applying good governance principles: equity, supervision, law enforcement, responsiveness, effectiveness and efficiency, participation, professionalism, accountability, strategic vision, and transparency.

   b. **Settling such issues as honorarium-based employee, daily wage earners, and contract-based workers:**
      1) Promoting and distributing some of the honorarium-based employees, daily wage earners, and contract-based workers who have served for many years to become civil servants.
      2) Performance agreement, implementation of AKIP System (System for performance accountability of government institution), System

for application of merit-based remuneration, and providing incentive and brevet for employees with high achievement.

9. **On-Going Activities**
   a. **Preparing Legal Drafting related to Reform of mind-set and cultural-set, management beliefs, and values:**
      1) Public sector code of conducts.
      2) Public administration law.
   b. **Preparing legal drafting related to reform of public sector management system:**
      1) Public services.
      2) State ministry.
      3) National civil service.
      4) Civil service retirement and that of widow and widower.
      5) Non-profit corporation.
      6) Management of authority relationship of central, provincial, municipality, and city governments.
      7) National supervision system.
      8) Public sector performance accountability system.
   c. Inventory, deregulation, reviewing, and preparing laws to substitute:
      1) Colonial products (HO, BRO, etc.).
      2) Any laws allowing CCN to take place.
      3) Overlapping laws.
      4) Any laws hindering quality public service.
   d. Reform of criminal justice system (CJS).
   e. Improving public service system and mechanism (16 priorities of public service).
   f. Preparing e-procurement in public sector logistics.
   g. Preparing e-government in public service.
   h. Preparing Single Identity/Identification Number (SIN).
   i. Reform of national civil service management system.
   j. Implementing Good Governance principles through "Island of Integrity" concept (in Riau Province and Gorontalo Province).

10. **Seventeen Strategies to Improve Public Service Performance**
   a. Paradigm shift.
   b. Commitment from top management down to the bottom.
   c. Consistent application of public service standard.
   d. Public service provision of respectively concerned public sectors leading to One Stop Service (OSS).
   e. Optimizing efficient use of IT and continuous innovations.
   f. Minimizing to eliminating possibility of committing CCN and taking repressive measures towards those committing CCN.
   g. Reward and punishment.
   h. Application of ISO-9000 in public service processes.
   i. Single Identity Number (SIN).
   j. Customer satisfaction index.
   k. Professional code of conduct and work culture.

l. Service quality assurance and consistent implementation.

m. Inventory of public complaints and immediate corrections.

n. Performance agreement.

o. Transparency and accountability.

p. Competency and technical staff.
q. Optimizing media.

11. **Challenges for Good Governance, clean government, and free of CCN:**
    a. **Challenges for All Actors**
       1) Strategic thinking-action (understand change and context).
       2) Redefine roles and functions.
       3) Capacity to carry-out functions effectively.
       4) Working in partnership with other sectors in society.
       5) Achieve "sound" governance.
    b. **Challenges for Government**
       1) Come to grip with global/regional environmental context and challenges.
       2) Balanced tensions between forces of globalization and people's quest for identity and voice (challenge of leadership).
       3) Move from control and "doing" to decentralization and creating an enabling environment.
       4) Define/find new ways of dealing with social elements of development, under pressures for reducing government spending.
    c. **Challenges for civil society**
       1) Moving beyond emphasis on advocacy, to increase program and policy activity.
       2) Learning how to articulate demand – design and formulate alternative approaches to service delivery.
       3) Garnering resources to take on responsibilities shed by governments (central and local).
       4) Learning to understand and work with government and private sector in addressing development challenges – finding common ground.
       5) Expanding on research to engage in action-based approach which feeds into policy dialogues, program design and implementation.
    d. **Challenges for development cooperation**
       1) The need for systemic rather than strictly institutional-based approaches.
       2) Shifting and evolving roles and functions of institutions.
       3) Developing capacity of sectors to carry out their functions and to act as the interface and manage the change.

12. **The basic capital of Indonesia**
    a. 7 basics of clean government management toward good governance (law enforcement, follow regulation, public need, openness, proportionality, professionalism, and accountability).
    b. 17-34 elements of government culture and ethics.
    c. National Team of Eradicating Corruption and Bureaucratic Reform.
    d. Action Plan of Eradicating Corruption.

e. Action Plan of Bureaucratic Reform.

f. One Land, One Nation, and One Language: INDONESIA

V. Furthering International Cooperation on Reinventing Government

1. **Further International Cooperation in term of Bureaucratic Reform and Combating Corruption**

   a. "Bring Indonesia into free from Corruption" and "Movement toward Anti Corruption Nation" through the implementation of Law No. 30/2002 and Presidential Instruction No. 5/2004 (Central and Local Government, Corruption Eradication Commission (KPK), National Police, Attorney General, and other institutions, in the field of organizational development, prosecution, prevention, and public participation).

   b. Action Plan of the Sub-Regional Forum on Anti Corruption in Jakarta, 13-15 December 2004.

   c. Action Plan of "Enhancing International Cooperation on Combating Corruption", Jakarta, 15 December 2004 (Indonesia, Brunei Darussalam, Malaysia, Philippines, Singapore, and Thailand).

   d. Learn from Korea and Australia's Experience in Combating Corruption.

   e. Seminar on "Indonesia-Korea Cooperation: Learning from The Lessons of The Republic of Korea", Guest Speaker from Korea, Prof. Yun Won Hwang, Chung-Ang University in cooperation with the University of Indonesia / Institute for Local Governance Studies (ILGOS). Jakarta, 17-18 March, 2005.

   f. International seminar on "Indonesia: Challenges in the 21st Century, Civil Society, Administrative Culture and Government Issues" Ministry of Culture and Ministry of Administrative Reform, Jakarta, 28 Sept. 2004.

   g. "ADB-OECD Anti-Corruption Initiative for Asia-Pacific Combating Corruption in The New Millennium": Anti-Corruption Action Plan for Asia and The Pacific. Jakarta, 3rd Steering Committee Group, 4-6 March 2003.

   h. The Area of the Minister of Finance: Working together with IMF and other international institutions to handle problems in customs, taxes, imported goods procedures reform, establishment of large taxpayer office, establishment of code of ethics, and supervising the implementation of code of ethics. In addition, working together with USAID in developing organization reform, training for auditors, and proper complaint mechanisms.

   i. Developing effective and transparent systems for public service through integrity in public service, accountability, and transparency (the case of Jembrana, Sleman, Tanah Datar, and Solok Municipalities), strengthening anti-bribery actions and Promoting Integrity in Business Operations (effective prevention, investigation, and prosecution, corporate responsibility and accountability (the case of Six Pillars Partnership between the Ministry for Administrative Reform, Indonesian Chamber of Commerce, Indonesia Procurement Watch, Indonesia Transparency Community, Transparency International

Indonesia, and Partnership for Governance Reform) to build the New Indonesia with clean, transparent, and professional nation.

j. In process of ratification of (1) Treaty of Palermo on the Preventing and Combating Transnational Organized Crimes, December 2000; and (2) UN Convention Against Corruption, Merida, Mexico, 9-11 December 2003: shifting paradigm and building criminal law system. Try to do international cooperation (article 43 of the UN Convention Against Corruption) in the field of criminal justice system, transnational corruption, extradition (article 44), transfer of sentenced persons (article 45), mutual legal assistance (article 46), transfer of criminal proceedings (article 47), law enforcement cooperation (article 48), joint investigation (article 49), and special investigative techniques.

k. Possible Cooperation with UNDP/UNDESA in the field of Reinventing Government and Combating Corruption.

2. **The Key To Success: Bureaucratic Reform**

a. Strong political will in eliminating CCN and reforming mind-set and cultural set in a consistent, earnest, and serious manner.

b. Increase in shared perceptions of goals, action pattern and planning.

c. Making efficient use of Information Technology (e-government, e-procurement, e-office, e-administration, e-business, e-bidding, etc).

d. The presence of agreement of Single Identity Number (SIN) application.

e. Reform in overlapping laws and regulations.

f. Management of Criminal Justice System (CJS).

In addition, toward achieving good governance through bureaucratic reform, we should concentrate on:

a. Clear and accurate, and vision, mission, policy, strategy, and action plan.

b. Implement 4Ws (well-planned, well-organized – who brings what, well-arranged, and well-controlled – supervised).

c. Implement 4Cs (clear, comprehensive and innovative Concept, Competence, Connections, and Commitment – know your mission, know your men, and keep your men involved).

d. Implementation of SIN, e-Government and CJS.

e. Shifting mind-set and culture-set, ethics, and code of conduct.

f. Implement e-government, e-procurement, e-office, e-business, e-bidding, and start to rewrite Indonesia, rewrite the republic, rewrite the nation.

g. Develop attitude, skill, knowledge, motivation, environment, and knowledge-based society and knowledge-based economy.

h. Implementation of 7 basics of clean government toward good governance and basic principles of good governance.

APPENDICES

I. IMPROVING EFFECTIVENESS OF PUBLIC ADMINISTRATION IN THE CONTEXT OF GLOBALIZATION

1.1 Strategic management of government personnel
   a. Performance-based personnel management system.
   b. Develop personnel information system.
   c. Remuneration and meritocracy, reward and punishment.

1.2 Flexible administration of government entities
   a. Improve management of central, provincial, municipality, and city governments.
   b. Develop systems, procedures, and management of central and local government institutions
   c. Implement good governance principles in central and local government.

1.3 Efficient administrative system by enhancing administrative process
   a. Performance-based Administrative system.
   b. Law of decentralization, interrelationship between central, provincial, municipality, and city governments.

1.4 Improving financial transparency and productive management
   a. Investment climate change, macro-economic policy, decentralization.
   b. National framework of action plan, law reform, law enforcement institutions, develop anti corruption commission, and need assessment of each institutions.
   c. Implement Law of Government Finance, Law of Government Administrative Finance, and Law of Decentralization.

II. ENHANCING QUALITY OF PUBLIC SERVICE

2.1 Improving the selecting and delivering process of public service standards
   a. Basic services provision in urban and rural areas.
   b. Community participation in basic services provision.
   c. Identifying national poverty alleviation (objectives, indicators, and targets) through MDG's program.

2.2 Establishing code of conduct for public workers
   a. Public private partnership in basic services provision.
   b. Implementation of e-government and e-procurement in tendering project.
   c. Transparency and accountability in basic services activities.

2.3 Preventing corruption in the public sector by enhancing administrative institutions and fostering international cooperation
   a. Law of corruption eradication commission, Presidential Instruction No. 5/2004, President and Cabinet's commitment in combating corruption.
   b. Improve supervision and control of government activities.
   c. Increase coordination among all government institutions.
   d. Learn from international institutions and develop international cooperation in the field of eradication of corruption.

III. BUILDING E-GOVERNMENT

3.1 Reconstructing administrative process with IT applications

a. Develop e-leadership, telecommunication infrastructure, PC penetration, internet penetration, legislative and regulatory, human resource, funding, and ICT strategy.

b. Roadmap to e-Government (short, medium, and long-term), Presidential Instruction No. 3/2003 to implement e-Government (to seven ministries).

c. 11 action lines and the development of knowledge-based societies.

3.2 Establishing an electronic knowledge management system for national and prompt policy decisions

a. Develop information society through National IT Network and e-Strategy.

b. Presidential Instruction No. 3/2003, National Policy and Strategy for the Development of e-Government.

c. Clear vision, mission, goals, and objectives of the development of e-Government.

d. One School One Computer Laboratory Program (OSOL Program).

e. Develop and implement e-government, e-procurement, system identity number (SIN), and implement e-government in public services activities.

3.3 Laying the foundation for joint usage of information, as well as high-speed communication network across the country to upgrade the quality of public service for citizens

a. International cooperation in the field of information technology.

b. Implement information technology, e-government, in the international activities (immigration, customs, taxes, etc.).

c. Develop high quality regional product in rural areas to be exported (such as The INV Project, Information Network Village Project in Korea).

IV. ESTABLISHING A PARTICIPATION-ORIENTED ADMINISTRATIVE SYSTEM

4.1 Fostering partnership between central and local governments

a. Government, Private Sector, and People Partnership in central and local governments.

b. Implement Law of Decentralization to encourage partnership.

c. New systems and procedures, and project management.

4.2 Encouraging public participation in policy decisions

a. Public participation in the government management, development process and eradicating corruption (Law No. 68/1999).

b. Direct participation in certain government programs by NGO, citizen's oversight function (monitoring and evaluation).

c. Spontaneous or induce free participation, forced participation, and customary participation, intensive or extensive.

4.3 Resolving social conflicts through public participation

a. Implement good governance principles in public participation activities.

b. Socialization, communication, and regular meeting in the field of government programs and public participation.

c. Interchange culture and art activities among communities.