

# The road to reform: Indonesia's infrastructure transparency journey so far

Since 2019, CoST has supported partners in Indonesia at the sub-national level, beginning with the Regency of West Lombok joining as a member. Seeing West Lombok's early success, the wider Province of Nusa Tenggara Barat joined CoST in 2024.

Despite steady increases in Indonesia's national infrastructure budget, which exceeded USD 24 billion in 2024<sup>1</sup>, the country faces a projected infrastructure financing gap of nearly 40% between 2025 and 2029<sup>2</sup>. Compounding this, persistent corruption risks threaten the efficiency and quality of large-scale investment. In this context, Indonesia cannot afford inefficiency or opaque decision-making. Sub-national governments such as West Lombok and Nusa Tenggara Barat are playing a critical role in safeguarding public funds, strengthening investor confidence to attract the additional private and multilateral financing needed to meet growing infrastructure demands.

This impact story shows how, through the CoST approach, the Regency of West Lombok ("West Lombok") and the Province of Nusa Tenggara Barat ("Nusa Tenggara Barat" (NTB)) have built a culture of transparency which has delivered tangible improvements in roads, water and sanitation facilities, schools and hospitals.



<sup>1</sup> <https://business-indonesia.org/news/indonesia-s-construction-sector-remains-sturdy>

<sup>2</sup> The country's infrastructure targets are outlined in the 2025–2029 National Medium-Term Development Plan (RPJMN). Of the total estimated requirement of 116.74 Bn USD, the national and regional budgets combined only cover around 60.5%.

## Top 5 lessons learned:

### 1. Local success can catalyse wider reform in devolved systems

Demonstrating tangible results at regency level created the confidence and practical model for provincial adoption. In geographically dispersed, devolved governance systems, the CoST approach can scale across sub-national governments without requiring a national mandate.

### 2. Building on existing governance platforms accelerates change

Integrating the CoST approach into the already-established Road Transport and Traffic Forum prevented duplication and built momentum. Strengthening and expanding a functioning platform proved more effective than creating a new structure from scratch.

### 3. Data creates value only when it is used, not just published

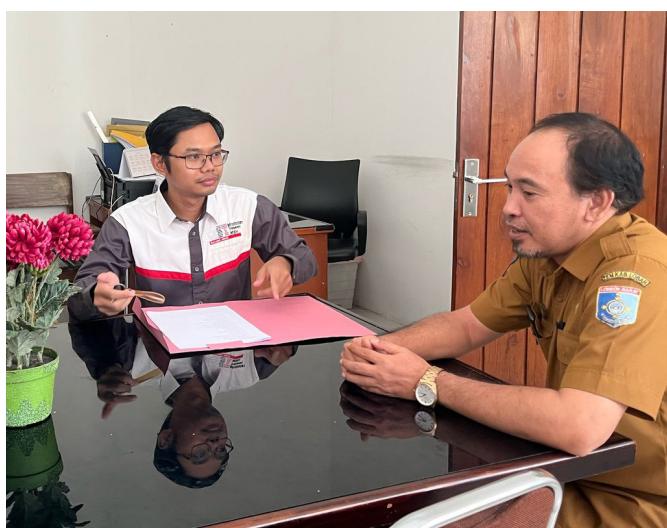
The shift from basic data publication to structured OC4IDS publication; the use of analytical dashboards; independent reviews; civil society monitoring of projects; the Infrastructure Transparency Index (ITI); and training of media, government and civil society in data use; shows that when transparency is linked to decision-making, budget prioritisation, and corrective action, it delivers real impact.

### 4. Sustained multi-stakeholder engagement can transform how government works beyond individual initiatives

The CoST approach fostered lasting collaboration across government, the private sector, civil society, media, and marginalised groups. This shifted working relationships and embedded a culture of joint problem-solving — from decree drafting to strengthening complaint handling — building government capacity for transparency and making openness part of everyday governance, rather than a donor-driven obligation.

### 5. A strong enabling environment underpins sustainable transparency action

Issuing decrees mandating INTRAS data publication and establishing a dedicated data team shifted transparency from discretionary to institutionalised. West Lombok's ITI results — highest in the "enabling environment" category — show how formalising transparency supports lasting performance.



Imam Arief Putrajaya, CoST West Lombok Manager, carrying out an interview with representative from Department of Public Works for the Infrastructure Transparency Index

## Building upon established multi-stakeholder platforms

Multi-stakeholder collaboration sits at the heart of the CoST approach. In West Lombok, that foundation already existed. The Regency's application to join CoST was developed and submitted not by a single department, but by the Road Transport and Traffic Forum (RTTF).

The RTTF is a government-mandated platform established under the Provincial Road Improvement and Maintenance (PRIM) pilot and its successor, Program Hibah Jalan Daerah (PHJD), both part of the Indonesia - Australia Partnership for Infrastructure. Having implemented the CoST International Data Standards

under the PRIM pilot, the RTTF recognised the value of adopting the full CoST approach through formal membership.

Joining CoST marked a turning point. The RTTF evolved from a road-focused complaints forum operating only while externally funded programmes were in place, into a broader permanent accountability platform. Its mandate expanded beyond road complaints to cover multiple infrastructure sectors, including schools and ports, enabling broader strategic decisions on infrastructure needs and delivery.

Its membership widened to formally include civil society, representatives of marginalised groups such as PPDI (the Association of People with Disabilities in Indonesia), the media, and a stronger private sector presence - growing from a single business representative to multiple participants, including water, electricity and telecom providers, and contractors. This ensured a far wider range of local voices contributed to infrastructure decision-making.



*CoST Technical Adviser, Hamish-Goldie Scot, meeting public officials in NTB*



Today, West Lombok's multi-stakeholder group (MSG) — still operating under the RTTF name — brings together 19 government and 22 non-government members. This more diverse and capable group has fostered a culture of collaborative problem-solving. Agencies now break down silos, work jointly to resolve issues, and focus on solutions rather than blame. A shift that the Government of West Lombok Regency believes has contributed to a reduction in infrastructure-related citizen complaints, declining from 29 in 2020 to 16 in 2024.

Beyond the numbers, the nature of complaints has also shifted. While earlier grievances focused on core infrastructure needs such as broken roads, more recent complaints relate to supporting services such as waste management. This change reflects a maturing of approach to infrastructure investment and oversight.

## From data publication to data use

Before joining CoST, CoST's international data standard (IDS) had already been integrated into PRIM alongside more than 300 governance mechanisms. Together, these measures helped identify inflated costs, correct procurement inefficiencies, and achieve a 5.29% cost saving between 2016 and 2019.<sup>3</sup>

<sup>3</sup> Equivalent to approximately IDR 6.3 billion (385,000 USD) from a total budget of IDR 119 billion (around 7.3 million USD). These savings were calculated by taking the total budget versus the actual costs spent utilising multiple sources including government and academic.

Building on this foundation, West Lombok joined CoST to further strengthen the quality, verification, and use of its infrastructure data for better decision-making. In July 2021, West Lombok achieved a significant milestone in launching a data publication platform called **INTRAS**, implementing the enhanced CoST international data standard (OC4IDS). This standard helps publication of clear, structured and comparable information about infrastructure projects, covering every stage of the infrastructure project lifecycle and related contract procurement.

### Data published: as of February 2026

#### West Lombok

**2500**

Projects: data published

**135**

Value: million USD

#### Nusa Tenggara Barat

**2531**

Projects: data published

**351**

Value: million USD

Since INTRAS West Lombok's launch, data has been published on a total of 2,500 projects across roads, hospitals, and schools to the total value of 135 million USD as of February 2026. To ensure quality of the data publication, West Lombok trained nearly 100 government officials on how to use INTRAS and established a dedicated public infrastructure data team responsible for publishing and managing infrastructure data.

CoST helps facilitate the sharing of good practice and resources between members. As part of this approach, West Lombok made the software behind INTRAS open source, enabling other governments globally to replicate and build upon the technology.

This meant that Nusa Tenggara Barat was able to quickly adapt and implement the INTRAS West Lombok platform for their provincial-level investments, enabling them to move quickly and publish their own data platform — **INTRAS Nusa Tenggara Barat** — within six months of joining CoST. This helped them move at speed to successfully publish data in the first six months on 952 infrastructure projects, with a combined value of 127 million USD. This has grown to 2531 projects totalling 351 million USD as of February 2026.

To facilitate better and wider use of data as highlighted as an area for improvement by West Lombok's Infrastructure Transparency Index (ITI), CoST West Lombok launched a [new analytical dashboard](#) in early 2024. This tool processes infrastructure data from INTRAS into simplified, real-time information, to enable evidence-based decisions and encourage citizen use of data.

Published data has been used by the development sections of the Regency Secretariat and the Public Works Agency to identify under-funded communities, inform central government funding requests and make local planning decisions. For example, analytical insights on published data helped make the case for the road of Kuta-Keruak becoming a provincial government development priority.

West Lombok also analysed the data as part of delivering their first [independent review \(assurance report\)](#) in 2025. At the launch, the Assistant Regent for Economic and Development Affairs of the Regional Secretariat of West Lombok Regency spoke about how INTRAS was being used to provide valuable insights that would inform their decision making. The government has committed to implementing all independent review recommendations, and to using the data to publish annual independent reviews to help guide future priorities and reform efforts.



Hamish Goldie-Scot and Lalu Sahabuddin, Strategic advisor for Indonesia, meeting public officials ahead of NTB's membership launch

## Establishing a legal framework for transparency

The Government of West Lombok Regency and the Provincial Government of Nusa Tenggara Barat recognised the importance of creating a legal framework to institutionalise transparency in the infrastructure sector.

In 2024, they each issued decrees, in West Lombok the decree mandated the publication of infrastructure data through INTRAS and in Nusa Tenggara Barat the decree instituted a data publication team.

Typically, decree drafting is a government-only process. However, in this case, there was collaboration with various stakeholders, including not only representatives from multiple government departments but also the private sector and community organisations. This helped ensure that the decrees reflected the needs and expectations of both the government, businesses and the public, while fostering a sense of ownership and commitment. The process shows how the CoST approach can embed participation and multi-stakeholder practices into routine government practices.

The importance of these legal measures was reflected in the publication of the first [Infrastructure Transparency Index \(ITI\) for West Lombok in 2023](#). The Index evaluates the enabling environment for transparency, the capacity and processes of procuring entities to publish data and engage citizens, and actual data publication. West Lombok achieved its highest score<sup>4</sup> on the “enabling environment” with the regulatory environment playing an important part.

## Strengthening public engagement to improve infrastructure outcomes

Through the CoST approach, both local governments have taken significant steps to address low levels of public trust and engagement in government decision-making.

One such way is through establishing regular community meetings which provide a forum for residents to raise grievances related to infrastructure projects, with up to 30 participants attending each session.

Another approach has been upskilling residents to monitor infrastructure projects and inform decision-making processes, helping all stakeholders better understand and address community needs.

The Lembar-Gerung Road project was a regional road project worth over 734k USD, connecting Kecamatan Lembar and Kecamatan Gerung in West Lombok. During the works, objective information provided through CoST processes helped the local community through a citizens' forum to raise questions and concerns about the quality of the asphalt, and delays to the project. The result of this collaborative and constructive process was that corrective action was duly taken in accordance with the contract.

During the upgrade of **Gunungsari Market**, Gunungsari District, which included improved sanitary and drainage facilities, serious issues with flooding remained. Many of the village heads and local civil society organisations, including the Transparent Community Forum, had received training from CoST West Lombok on how to monitor local infrastructure projects, including using published data. They used these skills to monitor the construction and raised concerns with the government. These were discussed in RTTF meetings, where it was agreed that an audit should be carried out. Media members of the group were encouraged to report objectively on the issue in order to raise awareness. These actions resulted in contract revisions and enhanced supervision by the Trade Office. As a result, the works were enhanced, and the project completed within a shorter timeframe.

<sup>4</sup> Enabling environment score was 59.7/100 compared to capacities and processes 31.36/100, information disclosure 27.24/100, and citizen participation 10.44/100.

West Lombok have also leveraged innovative communication channels to engage citizens. A government podcast series has included numerous episodes led by the CoST West Lombok manager to inform residents — and encourage their participation — on infrastructure issues.

Finally, through training the media it has helped empower journalists to use published infrastructure data for objective reporting; with 87.5% of media trained reporting an improved ability to write advocacy articles around infrastructure issues.

## Catalysing action for better infrastructure in a devolved context

Although still at an early stage in Indonesia, the CoST approach is already delivering improved quality and value for money in public infrastructure within a devolved governance context. To support wider adoption, CoST is working to create centres of excellence among its existing Indonesian members to share learning, open resources and technology, and provide support.

What began in one regency is now showing a potential to shape how Indonesia approaches infrastructure transparency at scale.



*Ibu Yeni, Former Assistant Regent of West Lombok and Former Head of RTTF West Lombok at the West Lombok independent review launch along with H. Akhmad Saikhu, SE., MM and Prof. Agusdin, SE., MBA, DBA*

Such success in **West Lombok** and across **Nusa Tenggara Barat** has inspired other regions to follow suit, with the **Regency of Belitung** joining CoST in late 2024, and membership interest is growing from other provinces, including East Java and the Regency of Probolinggo.

