

**DRAFT**: This document has been approved for online preview but has not been through the proofreading process, which may lead to differences between this version and the final version. Please cite this document as "draft".



**TOOLBOX**

# **MAINSTREAMING WELFARE IMPROVEMENT OF THE POOR AND INEQUALITY REDUCTION IN MARINE PROTECTED AREA MANAGEMENT**

Muhammad Syukri, Sulton Mawardi, Annabel Noor Asyah, Made Anthony Iswara



TOOLBOX

# MAINSTREAMING WELFARE IMPROVEMENT OF THE POOR AND INEQUALITY REDUCTION IN MARINE PROTECTED AREA MANAGEMENT

Muhammad Syukri  
Sulton Mawardi  
Annabel Noor Asyah  
Made Anthony Iswara

## **Reviewer**

Prof. Dr. Ir. Luky Adrianto M.Sc

## **Editor**

Mohammad Gabriell Firdausy Erfan

The SMERU Research Institute

June 2025

# Mainstreaming Welfare Improvement of the Poor and Inequality Reduction in Marine Protected Area Management

Authors: Muhammad Syukri, Sul-ton Mawardi, Annabel Noor Asyah, Made Anthony Iswara

Editor: Mohammad Gabriell Firdausy Erfan

Cover photo: Annabel Noor Asyah

Published by:

The SMERU Research Institute

Jl. Cikini Raya No. 10A

Jakarta 10330

Indonesia

Suggested citation:

Syukri, Muhammad, Sul-ton Mawardi, Annabel Noor Asyah, and Made Anthony Iswara (2025) *Mainstreaming Welfare Improvement of the Poor and Inequality Reduction in Marine Protected Area Management*. Toolbox. Jakarta: The SMERU Research Institute.

For the digital version, add:

<URL> [access date]



This work is licensed under a Creative Commons Attribution-NonCommercial 4.0 International License.

SMERU's content may be copied or distributed for noncommercial use provided that it is appropriately attributed to The SMERU Research Institute. In the absence of institutional arrangements, PDF formats of SMERU's publications may not be uploaded online and online content may only be published via a link to SMERU's website.

The findings, views, and interpretations published in this report are those of the authors and should not be attributed to any of the agencies providing financial support to The SMERU Research Institute.

For further information on SMERU's publications, please contact us on 62-21-31936336 (phone), 62-21-31930850 (fax), or smeru@smeru.or.id (e-mail); or visit [www.smeru.or.id](http://www.smeru.or.id).

# Table of Contents

Table of Contents | i

List of Tables | ii

List of Figures | ii

List of Boxes | ii

List of Abbreviations | iii

- I. Mainstreaming Welfare Improvement of the Poor and Inequality Reduction (PKM2PK):  
What and How? | 1
  - 1.1 Introduction | 1
  - 1.2 PKM2PK Mainstreaming Approach | 2
  - 1.3 The Importance of PKM2PK Mainstreaming Approach | 4
- II. PKM2PK Mainstreaming in MPA Management | 7
  - 2.1 Policy and Legal Basis | 7
  - 2.2 Designating a Conservation Area | 11
  - 2.3 Planning and Budgeting | 17
  - 2.4 Implementation | 25
  - 2.5 Partnership with Nongovernmental Actors | 28
  - 2.6 Monitoring and Evaluation | 34
- III. Closing | 40
- List of References | 41

# List of Tables

- Table 1. Checklist of the Steps in Formulating a Policy | 9
- Table 2. Data of People's Diversity in the Area Surrounding MPAs | 13
- Table 3. Matrix of the Stakeholder Analysis | 14
- Table 4. List of Required Individual and Regional Data (Village-Scale) | 19
- Table 5. Evaluation of Past Programs and Social Impact Analysis of Potential Programs in a MPA | 19
- Table 6. Plan for Meetings | 20
- Table 7. Plan for Synergizing MPA Programs in the PKM2PK Efforts | 20
- Table 8. Analysis of Beneficiaries of MPA Programs | 21
- Table 9. Example of MPA Management Strategic Plan Formulation by the Government and/or MPA Management Unit | 21
- Table 10. Example of PKM2PK Implementation in the Government and/or MPA Management Unit's RKA Document | 24
- Table 11. Mapping the Aspects of MPA Management to Build a Partnership | 31
- Table 12. EVIKA Criteria and Indicators Related to Welfare Improvement of the People in MPA | 34
- Table 13. Strengths and Weaknesses of Each Type of Monitoring and Evaluation | 37
- Table 14. Dummy Indicators of People's Welfare in MPA | 38

# List of Figures

- Figure 1. Stakeholders' Influence vs. Interests | 15
- Figure 2. Risk Analysis | 16
- Figure 3. Checklist of Public Services Criteria Based on Law No. 25 of 2009 on Public Services | 28
- Figure 4. Alliance Facility for Poverty Reduction | 32
- Figure 5. TNP2K's Partnership Schemes | 33

# List of Boxes

- Box 1. Poverty and Inequality in MPAs | 2
- Box 2. An Illustrative Example of PKM2PK Mainstreaming in MPA Management | 4
- Box 3. Not All Policy and Legal Basis on MPA Include PKM2PK Efforts | 10
- Box 4. Definition of Social Inclusion, Empowerment, and Protection | 12
- Box 5. Success Story: A Proactive "Jemput Bola<sup>a</sup>" System as a Way to Bring Closer Services to the Poor and the Vulnerable | 27
- Box 6. An Example of Best Practice to Reduce Poverty in Public and Private Partnership in Indonesia | 30
- Box 7. Independent Partnership Success Story: Solar-Powered Electricity Program in Kabupaten Timor Tengah Selatan | 33

# List of Abbreviations

<b><i>adminduk</i></b>	<i>administrasi dan kependudukan</i>	population administration
<b>BPS</b>	Badan Pusat Statistik	Statistics Indonesia
<b>DTKS</b>	Data Terpadu Kesejahteraan Sosial	Integrated Social Welfare Data
<b>EVIKA</b>	Evaluasi Efektivitas Pengelolaan Kawasan Konservasi	Evaluation of the Effectiveness of Conservation Area Management
<b>Gol</b>		Government of Indonesia
<b>KKB</b>	<i>kerangka kerja bersama</i>	alliance framework
<b>MPAs</b>		marine protected areas
<b>NGOs</b>		nongovernmental organizations
<b>PKM2PK</b>	<i>peningkatan kesejahteraan masyarakat miskin dan pengurangan ketimpangan</i>	welfare improvement of the poor and inequality reduction
<b>Podes</b>	Pendataan Potensi Desa	Village Potential Data Collection
<b><i>pokmaswas</i></b>	<i>kelompok masyarakat pengawas</i>	civilian monitoring group
<b>RKA</b>	<i>rencana kerja dan anggaran</i>	work and budget plan
<b>Sakernas</b>	Survei Angkatan Kerja Nasional	National Labor Force Survey
<b>SUOP</b>	<i>satuan organisasi pengelola</i>	management organization unit
<b>Susenas</b>	Survei Sosial-Ekonomi Nasional	National Socioeconomic Survey
<b>TNP2K</b>	Tim Nasional Percepatan Penanggulangan Kemiskinan	National Team for the Acceleration of Poverty Reduction



# I. Mainstreaming Welfare Improvement of the Poor and Inequality Reduction (PKM2PK): What and How?

## 1.1 Introduction

The Government of Indonesia (GoI) has expressed its commitment to protecting while simultaneously exploiting marine areas in the country that have specific characteristics by designating them as marine protected areas (MPAs). MPAs, or as stated in the regulation as “conservation areas in the coastal areas and isles”, are designed to safeguard the existence, availability, and sustainability of the existing resources and ecosystem, one of the goals of which is to improve the welfare of the people. The management of MPAs should be based on the principle of equality, as stipulated under Law No. 27 of 2007 on the Management of Coastal Areas and Isles, Article 3 letter f and Article 4 letter d. Even though some of the provisions in Law No. 27 of 2007 have been amended by Law No. 1 of 2014 and do not specifically mention the principle of equality anymore, MPAs still carry out the mission of improving the welfare of the people living in the surrounding areas and reducing inequality, in addition to conserving biodiversity.

Efforts related to the welfare improvement of the poor and inequality reduction (PKM2PK) in MPAs are of paramount importance not only because they are mandated by the law, but also because these areas are generally occupied by a poor population and have a high level of inequality. Therefore, managing MPAs is very challenging, as those assigned with the task need to not only maintain, but also improve the condition of the biodiversity as well as tackling the issues of poverty and inequality.

The high rate of poverty and inequality must be addressed simultaneously, so that the efforts to tackle conservation issues will not instead exacerbate the poverty and inequality in the MPAs. The government has come up with a number of affirmative development programs—programs that specifically target the issues of poverty—such as Direct Cash Transfer-Village Fund (BLT-DD), the Family of Hope Program (PKH), home renovation program, Rice for Prosperous Families (Beras Sejahtera) program, Indonesia Health Card (KIS), Smart Indonesia Card (KIP), fishermen’s card, and fishing equipment assistance for the fishermen. These affirmative programs are very important and have shown to be effective in reducing the expenses of the poor. Such programs can be integrated and mainstreamed into the management of MPAs.

## 1.2 PKM2PK Mainstreaming Approach

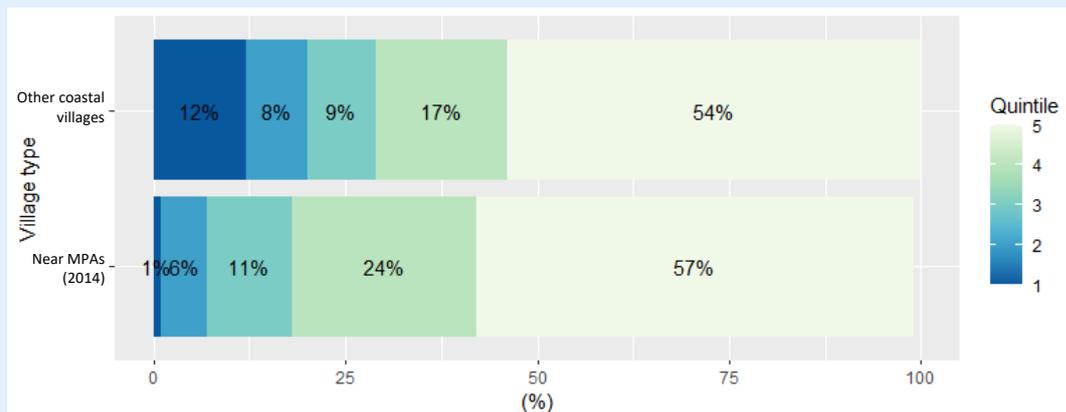
Affirmative efforts are not enough to improve welfare and reduce inequality; they should be complemented by a mainstreaming approach. Affirmative programs are specifically designed for the beneficiary families to help improve their welfare and reduce equality. Meanwhile, the mainstreaming efforts should be implemented in various programs and policies, although not directly aimed at improving welfare and reducing inequality.

### Box 1

#### Poverty and Inequality in MPAs

Data from 2015 shows that almost 60% of the villages in the MPAs (designated in 2014) belong to the poorest 20% quintile in Indonesia; slightly more than coastal villages not located in MPAs (see figure below). This indicates that various means of livelihood in the coastal areas have yet to optimally improve the people's standard of living.

#### The 2015 Poverty Rate Quintiles: Comparison between Villages Near MPAs and Other Coastal Villages



Source: Poverty and Livelihood Map of Indonesia 2015 (The SMERU Research Institute, 2014); 2014 MPA data (Kementerian Kelautan dan Perikanan)

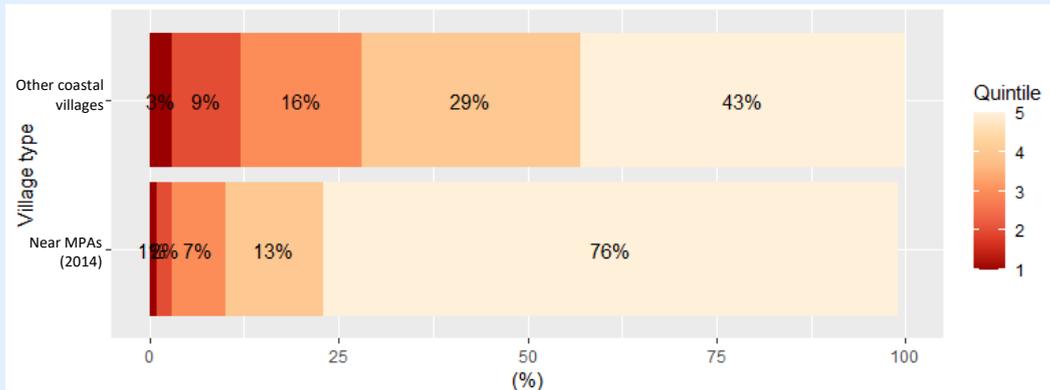
#### Note:

Villages near MPAs are villages located around MPAs designated in 2014 and coastal villages located two kilometers away from MPAs or in proximity with other villages that rely on capture fisheries as the main economic sector.

Other coastal villages refer to the villages located in the same *kabupaten* region as the villages near MPAs, but not in proximity with any MPAs.

Not only predominantly poor, the people living around MPAs are also afflicted with a high level of inequality. More than 70% of the villages around MPAs belong to the 20% quintile of the villages with the highest Gini index (highest inequality) in Indonesia (see figure below). The number of villages with a very high Gini index is almost twice the number of coastal villages in non-MPAs. This suggests that (i) the livelihood in the MPAs is unable to improve the people's welfare and (ii) the economic benefits are not evenly distributed. A small part of the population in the villages enjoys the economic benefits, while the majority of the villagers have to struggle to survive.

## The 2015 Gini Index Quintiles: Comparison between Villages Near MPAs and Other Coastal Villages



Source: Poverty and Livelihood Map of Indonesia 2015 (The SMERU Research Institute, 2014); 2014 MPA data (Kementerian Kelautan dan Perikanan)

### What Is PKM2PK Mainstreaming in MPA Management?

PKM2PK mainstreaming is a strategy that aims to integrate the dimension of welfare improvement of the poor and inequality reduction into all stages of MPA management, which are (i) preparation of legal basis and its regulations, (ii) area designation, (iii) planning and budgeting, (iv) implementation, (v) monitoring and evaluation, and (vi) partnership development. This means that the dimension of welfare improvement of the poor and inequality reduction is by default included in the design and implementation of those stages.

PKM2PK is not a standalone program in MPA management. PKM2PK serves as an approach in designing and managing MPA, with a focus on the benefits of the management to improving the welfare of the poor and reducing inequality, regardless of the forms of the activities.

The implementation of PKM2PK also does not require a special budget, as it is not a separate program. PKM2PK is applied by adjusting the design or implementation of a policy, so that it is relevant to the welfare improvement of the poor and inequality reduction, instead of making new activities.

## **Box 2**

### **An Illustrative Example of PKM2PK Mainstreaming in MPA Management**

In the process of designating a potential MPA, the proposer conducts an in-depth study on the potentials of livelihood improvement for the poor as well as the negative impacts. The proposer also collects data of the people living in the area surrounding the potential MPA, especially the underprivileged. The proposer looks into their relationship in regard to various issues—not only livelihood, but also sociocultural aspects, and perhaps also religion—with the potential MPA. Specifically, the proposer learns about the sources of vulnerability of the marginalized people and how the potential MPA can change the vulnerability into something better or, maybe, even worse. Then, the proposer integrates the data and understanding they have obtained about the condition of the marginalized people and their relationship with the potential MPA into the design plan of MPA management. In this design, both positive and negative impacts of all aspects of the MPA management on the welfare improvement of the poor and inequality reduction in the potential MPA should be taken into consideration.

## 1.3 The Importance of PKM2PK Mainstreaming Approach

The PKM2PK mainstreaming approach is not designed to replace the affirmative approaches through welfare improvement programs that specifically target the poor. The mainstreaming is an approach to ensure that the PKM2PK is implemented in a comprehensive and integrated manner. The following are three reasons why the PKM2PK mainstreaming approach is important.

- a) Affirmative programs usually focus on giving direct benefits to the people in the form of money, goods, or services (in the form of training). Meanwhile, the poor also need various other forms of support, including pro-poor institutional support, such as in the form of easy, speedy, and low-cost services. This kind of support can be easily available when the government's activities and policies mainstream PKM2PK.
- b) PKM2PK mainstreaming does conflict with the specific tasks and functions of ministries/institutions that may not have the mandate to address poverty and inequality issues. Therefore, any ministries/institutions can contribute to the efforts of improving the welfare of the poor and reducing inequality.
- c) Moreover, due to the multidimensional nature of poverty and inequality issues, the handling should also be multidimensional by involving all sectors. This can be done by implementing a mainstreaming approach in all policies and programs across the ministries and institutions.

### 1.3.1 About This *PKM2PK Mainstreaming Toolbox*

#### **What Is This *PKM2PK Mainstreaming Toolbox* and What Are Its Purposes?**

The *PKM2PK Mainstreaming Toolbox* is a guideline module designed to help the stakeholders in MPAs mainstream PKM2PK in MPA management. As a guideline, this toolbox complements the main policy as stipulated under the law and other regulations. Hence, the main goal of this toolbox is to actualize the mandate set by the law and its

implementing regulations, as discussed above. As such, this toolbox should be used by the MPA stakeholders only within the context of implementing the mandate of the law to improve the welfare of the poor and reduce inequality.

This toolbox serves as a guideline for PKM2PK mainstreaming in all stages of MPA management, namely:

a) Preparation of legal basis and regulations

For this stage, the toolbox provides a guideline on how a legal basis for MPA establishment and operation should be prepared, and what contents are needed to ensure PKM2PK mainstreaming in the process. For the already established MPAs, this part can still help, especially in the process of revising the regulations and developing the operational technical policies.

b) Area designation

For this stage, the toolbox provides a guideline to orient the processes of proposing, reserving, and designating an MPA toward PKM2PK, especially by conducting sufficient social analyses on the benefit and risk potentials of establishing an MPA for the people living in the surrounding area.

c) Planning and budgeting

For this stage, the toolbox assists the relevant parties in designing a pro-PKM2PK planning and budgeting without having to create specific activities or set budgets for PKM2PK objectives.

d) Implementation

For this stage, the toolbox showcases the good governance model that can support PKM2PK. In addition, this section also shows simple adjustments that can be made in MPA operations, which can have huge impacts on the achievement of PKM2PK objectives.

e) Partnership development

For this stage, the toolbox guides on how to build a partnership that can contribute to the achievement of PKM2PK, without encumbering the people living near the MPA.

f) Monitoring and evaluation

For this stage, the toolbox provides direction for developing additional methods or sources of information that can be used in the Evaluation of the Effectiveness of Conservation Area Management (EVIKA) in order to capture various PKM2PK-related variables and indicators during the evaluation stage and ensure that the welfare condition of the people is accurately reflected in the EVIKA result.

### **Who Can Use This Toolbox?**

This toolbox can be used by all MPA stakeholders, but the main users are the policymakers and managers of each MPA unit. Because the approach used in the toolbox is mainstreaming, every MPA management unit should understand its substance. The units responsible for the MPA institutional preparation, designation, planning and implementation, and monitoring and evaluation should understand this toolbox.

## **How to Use This Toolbox?**

This toolbox can be used as a guideline by every MPA management unit in performing their tasks and functions. This means that the toolbox should be used as training materials for all staff members recruited to manage MPA at the beginning of their assignment (onboard training). This toolbox can also be used anytime and for MPA at any stage (both already designated or still in the process). This toolbox is forward oriented, meaning that it helps to ensure that activities done in the future can accommodate the PKM2PK aspect. Especially for the preparation of legal basis and area designation stages, even MPAs that have long been designated can still benefit from this, especially for those undergoing a revision process to either its legal basis or zoning.

## II. PKM2PK Mainstreaming in MPA Management

### 2.1 Policy and Legal Basis

The existence of policy and legal basis that promote PKM2PK in MPAs is important. The policy and legal basis in the form of formal regulations should include a mandate about PKM2PK implementation. The policy and legal basis which include PKM2PK should be present in the regulation at every level of the government. Moreover, such a policy and legal basis should be able to align the interests of multiple parties and across sectors, ensure that poor people participate in the decision-making, and—most importantly—that there are efforts to actualize PKM2PK.

#### 2.1.1 Reflective Questions

- a) Has PKM2PK become one of the main goals in MPA establishment and management and has this been stipulated in laws and regulations or other policies related to MPA?
- b) Has PKM2PK been formalized in every stage of MPA management in the form of a policy or legal basis?
- c) Is the legal basis related to PKM2PK compatible in all departments (between ministries/institutions) and levels of the government (from the central to village governments)?
- d) Are targets related to PKM2PK in MPAs already included in the long- and medium-term planning as well as annual development planning by the relevant parties at the central and regional levels?
- e) Are PKM2PK targets and implementation included in the annual work plan of the MPA management units?
- f) Do the policies that have been formulated take into account the potential impacts on increasing inequality in the future?
- g) Are the policies that have been formulated based on the socioeconomic conditions of the people living near the MPAs?

#### 2.1.2 Why Are These Questions Important?

The policy and legal basis are fundamental in MPA management. Without a legal umbrella that regulates PKM2PK in MPAs, the management and other relevant parties cannot perform their functions, as they will be considered violating their authority. Clear policy and legal basis will also promote sustainable innovations to achieve PKM2PK in MPAs. However, the evidence-based policy and legal basis have to be effective in achieving the objectives.

Furthermore, the inclusion of statements about PKM2PK in the MPA management's vision and missions acts as a mandate that should be translated into short-, medium-, and long-

term MPA management strategies. The strategies will then be implemented in the forms of actions that can be evaluated in the future. This also helps ensure that efforts to achieve PKM2PK are more focused and measurable.

### 2.1.3 Required Actions

- a) Collecting evidence as the basis for formulating policies/regulations/plans related to PKM2PK in MPAs. The evidence can come in the form of primary data, literature reviews, and reviews of case studies, both from Indonesia and other countries.
- b) Ensuring that the spirit of PKM2PK is promoted in every national policy and/or other regulations related to MPAs
- c) Ensuring that the efforts to achieve PKM2PK are included in the short-, medium-, and long-term MPA management plans, and that they have clear goals and can provide directions to relevant parties to perform their functions
- d) Ensuring that the efforts to achieve PKM2PK are stated in the short-, medium-, long-term, and annual development plans of the regional governments that have MPAs in their regions
- e) Ensuring that the efforts to achieve PKM2PK are stated in the annual work plan of the MPA management units
- f) Taking into account the potential impacts on the increase of inequality in the future during the policy formulation process
- g) Ensuring that the efforts to achieve PKM2PK in MPAs are stated in the relevant parts—for example, in the considerations, principles, and objectives—and relevant regulations
- h) Ensuring the vertical policy compatibility (between lower regulations and higher regulations) and horizontal policy compatibility (between the regulations issued by different ministries/institutions), so that the PKM2PK efforts can be carried out harmoniously

**Table 1. Checklist of the Steps in Formulating a Policy**

Subject	Task/Authority*			
	Central Government	Provincial Government	<i>Kabupaten (District)/Kota (City) Government</i>	Management Unit
<b>Preparation Process</b>				
<input type="checkbox"/>	understanding, disseminating, and advocating the urgency of PKM2PK efforts in MPAs and the importance of PKM2PK mainstreaming in the relevant policies			
<input type="checkbox"/>	preparing supporting evidence, such as primary data (involving the surrounding communities, if necessary), literature reviews, and reviews of case studies as the basis for formulating policies related to PKM2PK in MPAs			
<input type="checkbox"/>	conducting participatory socioeconomic mapping to identify opportunities and challenges that might emerge when a strategic policy is implemented near the MPA			
<b>Formulation Process</b>				
<input type="checkbox"/>	organizing public consultations regularly prior to approving a policy related to PKM2PK in an MPA, especially for policies that concern the interests of the people			
<input type="checkbox"/>	ensuring the vertical and horizontal policy compatibility, so that the PKM2PK efforts can be carried out harmoniously			
<input type="checkbox"/>	ensuring that achievement of PKM2PK is mentioned in the considerations section, which is one of			

Subject	Task/Authority*			
	Central Government	Provincial Government	Kabupaten (District)/Kota (City) Government	Management Unit
the important elements in the opening of any relevant MPA-related policies				
<input type="checkbox"/> ensuring that the PKM2PK efforts is included in the medium-, long-term, and annual plans of the regional governments that have MPAs in their regions				
<input type="checkbox"/> ensuring that PKM2PK efforts are included in the annual work plan of the MPA management units				
<input type="checkbox"/> ensuring that there is an analysis of potential impacts on inequality of the policy being formulated				

### Box 3

#### Not All Policy and Legal Basis on MPAs Include PKM2PK Efforts

According to Regulation of the Minister for Marine Affairs and Fisheries No. PER.02/MEN/2009 on The Procedures for Designating Marine Protected Areas, one of the four objectives of designating an MPA is to improve the welfare of the people living in the surrounding areas. This clearly shows the government's commitment to achieving the balance between marine environment conservation and welfare improvement of the people through MPA.

However, since the enactment of Regulation of the Minister for Marine Affairs and Fisheries No. 31/PERMEN-KP/2020 on The Management of Conservation Areas, the previous regulation is no longer in effect and the clause on improving the welfare of the people was revoked. The new ministerial regulation states that conservation area management is carried out for (a) the protection, conservation, and utilization of biodiversity and/or fishery resources; and (b) the protection, conservation, and utilization of traditional cultural sites (Regulation of the Minister for Marine Affairs and Fisheries No. 31/PERMEN-KP/2020, Article 2)

Unfortunately, the mandate about improving the welfare of the people is no longer one of the objectives of MPA management to go hand in hand with conserving the environment. The ministerial regulation should serve as a reference for its technical implementing regulations/policies. If the ministerial regulation does not mention the mandate to improve the welfare of the people living near MPAs, there is a concern that there will be no efforts

to improve the people's welfare in the future. This needs to be anticipated by regularly reviewing the regulations/policies to ensure the implementation of the PKM2PK efforts in the MPAs. Nevertheless, we can still fight for the welfare improvement of the people living near the conservation areas, as the scope of the conservation area management includes the utilization of conservation areas (Regulation of the Minister for Marine Affairs and Fisheries No. 31/PERMEN-KP/2020, Article 3 letter c). In the context of MPA utilization, the approach that can be offered is sustainable utilization that prospers the actors or beneficiaries.

## 2.2 Designating a Conservation Area

The designation of a marine conservation area is a series of activities consisting of proposing, reserving, and designating. All these stages play a determining role in the MPA governance and target achievement; that is, to actualize a sustainable marine development based on the principle of equality to improve the people's welfare. When the designation of MPA is not based on proper information and mechanism—for example, the potential conflicts and negative impacts on the local communities' livelihood are unknown—its objectives are unlikely to be achieved. Therefore, the implementation of PKM2PK is also crucial in the designation stage.

### 2.2.1 Reflective Questions

- a) Has there been a thorough socioeconomic study conducted prior to the MPA designation proposal on the area's potentials to improve people's welfare and reduce inequality?
- b) Has there been an analysis of the potential negative impacts of MPA on marginalized groups?
- c) Was the analysis based on primary data (collected directly from primary sources/persons)?
- d) Was the study conducted in a participatory process?
- e) Has the reservation stage been validated (administrative and field data validation), and have the results been used as the basis during the designation stage?

### 2.2.2 Why Are These Questions Important?

Designating a marine area as an MPA is an action that results in major changes not only on the biological environment, but also on the human ecology. Thus, the people who live around and depend on the areas as well as their interests become the crucial factors to consider. Moreover, various regulations, including Law No. 27 of 2007 and Law No. 1 of 2014 have mandated that among the objectives of an MPA establishment is to improve the people's welfare.

However, the term "people" may be vague. Who are these people? Are they all the same or different? Are they rich or poor? Are they men or women? Are they natives or nonnatives? Do they have similar access to resources and decision-making processes? Are they similarly affected by the existence of an MPA? In many communities, these

differences relate to the different positions in the society and access to various resources. They are also impacted by the development differently, meaning that they need to be addressed differently as well. Some may be able to capitalize on the opportunities the MPA designation presents and improve their welfare; on the other hand, the MPA designation may lead to some others getting the short end of the stick.

To understand who they are as well as their interests and needs, it is necessary to conduct a direct study based on the data that is collected directly as well. In fact, to obtain valid information that accurately reflects the people's condition, the data collection process needs to involve the people using the participatory method.

### 2.2.3 Required Actions<sup>1</sup>

To achieve PKM2PK objectives, there are three aspects that need to be fulfilled in the overall MPA management, including its designation. The three aspects are social inclusion, empowerment, and protection.

#### **Box 4**

##### **Definition of Social Inclusion, Empowerment, and Protection**

**Social inclusion** refers to efforts to remove institutional barriers (rules, mechanisms, working procedures, behaviors, and so forth) while simultaneously strengthening incentives to improve access by individuals and diverse groups in the society to participate in development opportunities.

**Empowerment** means supporting assets and capabilities of individuals or community groups in order for them to be able to perform their functions and be actively involved, as well as to influence or demand accountability from institutions whose activities affect their lives.

**Protection/guarantee** refers to efforts to control various social risks that arise due to policy interventions or development.

To be able to apply the three principles when preparing an area to be designated as an MPA, it is imperative to understand the opportunities and constraints with regard to improving the welfare and reducing inequality, as well as the potential social impacts in the future. For that reason, an appropriate social analysis must be conducted before proposing an area to be designated as an MPA.

There are at least five social dimensions that need to be analyzed and used as considerations in the proposal stage. The five dimensions can be briefly described as follows:

#### **a) The Diversity of the Society**

---

<sup>1</sup>Most of the discussion in this section refers to World Bank (2003).

People living around the potential MPA consist of individuals with diverse identity backgrounds. The identity can be (i) the identity they are born with or ascribed to, such as sex, ethnic group, race, and age; (ii) something which develops over time, such as education, ideology, occupation, and citizenship; or (iii) mixed identity backgrounds, such as language, religion, location, and native/nonnative status. For some, these diverse backgrounds do not affect their position in the community, nor do they affect their access to available resources. For some others, however, these different identity backgrounds play a pivotal role in determining their social position and access to available resources. Therefore, in a major development policy that can transform an area (such as the establishment of an MPA), it is fundamental to have an understanding of this identity diversity in order to know and predict how the people will accept and support the plan or vice versa. It is also important to anticipate the utilization patterns in the future.

**Table 2. Data of People’s Diversity in the Area Surrounding MPAs**

Ascribed Identity	Achieved Identity	Mixed
age	education	language
sex	occupation	gender
ethnic group/race	ideology	native/nonnative status
others	others	others

### **b) Institutions, Regulations, and Behaviors**

This second aspect especially focuses on the link between organizations and institutions, both formal and informal ones, that affects various patterns of social relations. The institutions that we need to investigate thoroughly are those at the government level (e.g., regulations from the village or regional governments), market institutions (e.g., product supply chain), and at the community level (e.g., customary rules on sailing activities). The most important aspect to see is how far those institutions facilitate or limit people to access or utilize the available opportunities. Understanding the institutions, regulations, and behaviors will provide us with knowledge about opportunities and challenges that an MPA presents, as well as the achievement of its objectives. For this analysis, we can use institutional mapping tools (or the Venn diagram).

### **c) Stakeholders**

Stakeholder mapping aims to understand the actors (be it individuals, groups, or organizations) that have roles and interests in an MPA; either they have the potential to affect the existence of the MPA, or they will be deeply affected by the existence of the MPA. These stakeholders have various degrees of influence and interests (having huge influence but low interest, or vice versa), so that they might support or oppose the changes that the MPA may bring about. Firstly, the stakeholder analysis should map the relevant parties based on their influence and interests. Secondly, it is important to thoroughly map how far their influence and interests are and how far their assets and means can support their interests and influence. Lastly, the interests of the stakeholders that might support and oppose the establishment of the MPA should also be mapped.

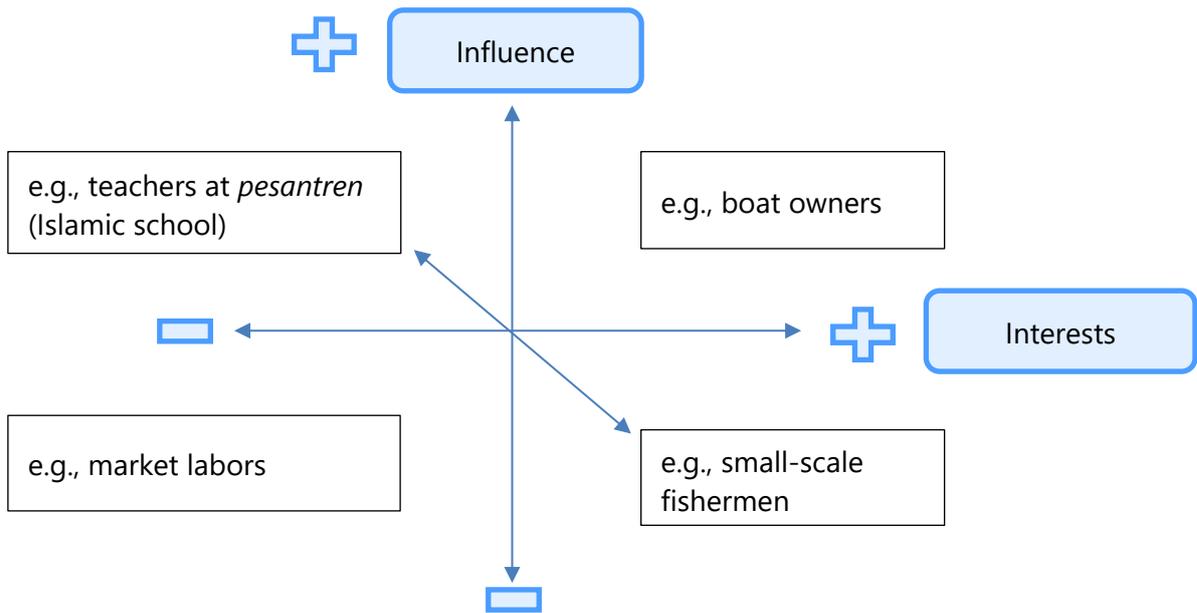
From this stakeholder analysis, we will have information about who to approach because of their influence on the success of the MPA and who need to be protected and empowered, as their livelihood might be negatively affected by the existence of the MPA.

**Table 3. Matrix of the Stakeholder Analysis**

Stakeholder Category <sup>a</sup>	Relevant Stakeholders	Characteristics (Social Condition, Location, Number, Capacity of Organization, etc.)	Interests (Supporting MPA, Neutral, and Opposing MPA)	Influence (B=Big, M=Medium, S=Small)
government official				
staff of managing institution				
direct beneficiary (including economic agents)				
parties who suffer a loss				
organized interest group				
civil society				
donor				
international stakeholders				

<sup>a</sup>The names of the stakeholders in this list are just examples.

**Figure 1. Stakeholders' Influence vs. Interests**



**d) Participation**

Focus on mapping participation concerns two things: people's participation as collaborators in MPA management and people's participation in the context of capitalizing on the opportunities that may be present from the establishment of the MPA. Analysis of this pattern of people's participation should be conducted to understand who (male or female, old or young, native or nonnative, and so forth) are able and unable to get involved in what community activities (decision-making activity or others) at which level (RT<sup>2</sup>, RW<sup>3</sup>, *dusun*<sup>4</sup>, village, and so forth), and how far their involvement is (merely present, voicing opinion, or making a decision). The analysis of participation should also be conducted to learn about local institutions, both formal and nonformal, which facilitate/support or limit people's participation, and the potentials of people's empowerment. Moreover, as participation is also affected by the presence of assets and capabilities, the analysis should identify what assets and capabilities the marginalized groups have in order to participate. The output of the analysis is the mapping of opportunities to equally participate and the efforts needed to boost them.

**e) Social Risks**

The last and the most important aspect is the focus on various negative possibilities (risks) that might emerge due to the existence of the MPA. In general, these risks are divided into five, namely:

- (1) vulnerability risks: the increased exposure to multiple forms of stress and shocks;
- (2) state risks: conflict and violence, political turmoil, religious and ethnic unrest;

<sup>2</sup>RT, or neighborhood unit, is the smallest unit of local administration consisting of a number of households.

<sup>3</sup>RW is a unit of local administration consisting of several RT within a *kelurahan*.

<sup>4</sup>A *dusun* is an administrative area within a village, consisting of a number of RT.

- (3) economic and political risks: the benefits of MPA being monopolized by the elites (elite capture), or the area’s operations being controlled by an influential local figure;
- (4) institutional risks: bad governance, lack of management’s capacity, complex operational design (rendering it hard to implement); and
- (5) exogenous risks: climate change impacts.

The risk analysis should identify the risks that are very likely to occur. It is also essential to learn to what extent the risks undermine the objectives’ achievement. Some of the risks may need more attention, whereas the others do not. The matrix of risk possibility and its values should become the basis for following up the MPA designation plan.

**Figure 2. Risk Analysis**

possibility of risk occurring	very high	T	T	UR	S
	high	T	T	UR	UR
	medium	A	T	P	P
	low	A	T	P	P
		low	medium	high	very high
	magnitude of risks				

Note:

S = stop; if the risk is too big and not worth the benefits

UR = change of plan; take actions to anticipate the possibilities of risks by changing the design or adding a mitigation strategy

P = trigger; make a measurable indicator that, if achieved, will trigger the design change or mitigation strategy to solve issues of distribution, compensation, negative impacts, and others

T = review and reconsider

A = ignore

In the context of this social risk analysis, the biggest portion of the focus should be directed to the marginalized groups, such as the poor households, women, and people with disability. Should a risk occur, these marginalized groups are most likely to be hit the hardest, as they lack resources needed to manage the risks and mitigate the impacts. Thus, this risk analysis—in addition to mapping the risks that might emerge due to the MPA’s existence—should also examine the losses incurred by those risks and the available options to address them.

### 2.2.4 What to Avoid

These things should be avoided in the designation process:

- a) Ignoring the results of the thorough socioeconomic analysis because the government already sets certain targets for the potential MPA
- b) Making the socioeconomic analysis a mere formality to enforce the establishment of the potential MPA by not performing a complete socioeconomic analysis

## 2.3 Planning and Budgeting

Planning and budgeting that favor the PKM2PK efforts will not only become the foundation of the whole process of MPA management, but also reflect the commitment of the policymakers. Efforts from the central, provincial, *kabupaten/kota* governments and the management units in tackling poverty and inequality issues can be detected early through the planning and budgeting documents each year. The planning and budgeting become a crucial stage and its drafting should be overseen, so that the MPA management can contribute to the efforts to improve the welfare of the poor and reduce inequality, aside from the mission of preserving marine environment.

### 2.3.1 Reflective Questions

- a) Are the planning and budgeting of the MPA programs formulated based on evidence that supports PKM2PK efforts?
- b) Has there been a socioeconomic impact evaluation of the running programs that can be used as a basis for future planning?
- c) Has a social impact analysis been conducted to examine whether a program plan supports the PKM2PK efforts and does not cause inequality in the future?
- d) Has the annual management plan prepared so far included the poor and favored them; e.g., making the poor as the party that provides inputs and receives assistance?
- e) Is the cross-sectoral PKM2PK program plan well synergized in the MPA?
- f) Has there been an analysis of the proportions of the beneficiaries for each MPA management program?
- g) Has the formulation of budget allocation for MPA management adopted the pro-poor budgeting concept and targeted the PKM2PK efforts?
- h) In formulating MPA management budget allocation, have the public been involved through a participatory budgeting mechanism; e.g., they take part in dialogues with the government/management unit to solve the poverty issue in the MPA?
- i) Are the budget plans for programs that are irrelevant to—or even in conflict with—the interests of the poor drawn up effectively and efficiently for the benefit of PKM2PK?
- j) Are there PKM2PK programs that combine a broad targeting approach and narrow targeting approach? Broad targeting is an approach that does not directly target the poor individuals/families/groups, such as through the provision of education, health, and clean water. On the other hand, a narrow targeting approach targets poor individuals/families/groups directly, such as through the provision of business capital assistance for poor families.

### 2.3.2 Why Are These Questions Important?

- a) Evidence-based program planning and budgeting is important, as it eases the government and MPA management units in formulating programs that are effective, targeted, and supportive of the PKM2PK efforts. Latest data on poverty and inequality around the MPA is also central to provide information about the regions, groups, and sectors that require special attention and should become a priority.

- b) Analysis of the social impacts and identification of the potential of inequality during the planning and budgeting stage can determine the effectiveness and feasibility of a program. Such an analysis and identification can minimize the losses suffered by the poor when the program is not pro-poor. Early detection of the impacts makes it possible to create better solutions/strategies.
- c) Participation of the poor in the planning and budgeting process is very important to ensure that a program achieves its intended targets according to the beneficiaries' needs and gives positive impacts on their livelihoods. Essentially, the people have the rights to know about the budget, and the government has the obligation to inform the people about the planned programs. The government should see the people as their dialogue partner when formulating a budget plan. This will become an added value for the government and MPA management, as this means that the participatory, transparent, and accountable governance principles have been implemented.
- d) The achievement of PKM2PK targets is a cross-sectoral effort that the Ministry of Marine Affairs and Fisheries cannot actualize by themselves solely. This is related to the type of authority and focus each institution has. This means that there needs to be a synergy of focus from every relevant institution, so that the PKM2PK targets aimed at the poor in MPA can be achieved as planned.
- e) Analysis of beneficiaries is important to examine whether a program is pro-poor, neutral, or burdening the poor.
- f) Understanding about pro-poor budgeting is important for every MPA management institution to enable the development of programs that support PKM2PK. Pro-poor budgeting refers to a practice of formulating and implementing policies related to budgeting that is by design aimed at producing policies, programs, and projects which favor the interests of the poor.
- g) Effective and efficient budget spending that indirectly targets the interests of the poor is imperative to deal with budget constraints, which many government institutions and MPA management institutions often face. This can be achieved through cross-sectoral synergy.
- h) The combination of broad and narrow targeting approaches in MPA program budgeting is vital to cover more poor populations and enable them to directly enjoy the benefits.

### 2.3.3 Required Actions

- a) Collecting evidence and making data inventory about the condition of the people living around the MPA. The evidence and data should also capture the (i) regional conditions that include the natural resources potentials, (ii) infrastructure conditions, (iii) available facilities and infrastructures, and (iv) strengths and challenges within an administrative area of the MPA. The evidence collection and data inventorization can be done in collaboration with Statistics Indonesia (BPS), research institutes, higher education institutions, survey agencies, nongovernmental organizations (NGOs), and other relevant entities. The resulting data has to be objective, up-to-date, and relevant, so that it can be used as a credible basis in the formulation of MPA management plans. An example of the required dataset is presented in Table 4.

**Table 4. List of Required Individual and Regional Data (Village-Scale)**

General Data of the Population	Regional Data
age	types and conditions of available potential coastal and marine resources
sex	types and conditions of available infrastructures that support coastal and marine activities
education	types and conditions of available infrastructures that support tourism activities
occupation	types and conditions of transport, education, and health facilities and infrastructures
average income/day	types of occupation and the number of human resources that support marine activities
alternative occupation	types of occupation and the number of human resources that support tourism
marital status	involvement of other parties in managing the potentials
number of family members	strengths/added value of the region
types of social protection program coverage	existing challenges

b) Making an inventory of previous MPA programs and evaluating their successes to see whether they already reflect PKM2PK efforts or amplify the potential of inequality. In addition to that, conduct social impact analysis of the planned programs. An example of program evaluation and analysis of a potential program matrix is presented in Table 5.

**Table 5. Evaluation of Past Programs and Social Impact Analysis of Potential Programs in a MPA**

Evaluation of Past Programs						
Program	Running Period	Urgency	Results	Challenges	Impacts	Solutions

Social Impact Analysis of Future Programs						
Policy/Program Proposal	Planned Time for Program Implementation	Urgency	Targets	Challenges	Potential Impacts	Next Strategies

c) Involving the poor in formulating MPA management program plans that support the PKM2PK efforts. It is also necessary to create an inventory of constraints that may arise in involving the poor and the strategy to remove them. The scheme that requires attention to promote the participation of the poor is presented in Table 6.

**Table 6. Plan for Meetings**

Objectives	Targets	Targets	Time of the Meeting	Location
To improve the welfare of the poor and reducing inequality in the MPA	To obtain inputs from the people about the welfare improvement and inequality reduction programs within the local context of each village/region	Representatives of the village apparatus, public figures, representatives of the poor, supporting NGOs, etc.	Fourth week of January to fourth week of April	Kecamatan (Subdistrict) X (Desa [Village] A, B, C) Kecamatan Y (Desa D, E, F)
	To obtain information about the types of assistance, training, and infrastructure that the poor need in the villages/regions in the MPA			

d) Synergizing cross-sectoral programs with relevant parties through comprehensive partnership program planning and feasible execution plan.

**Table 7. Plan for Synergizing MPA Programs in the PKM2PK Efforts**

Programs	Objectives	Planned Time for Implementation	Partners			Collaboration Implementation Plan
			Involved Partners	Functions of the Partner	Support Needed from the Partner	

e) Conducting analysis of the beneficiaries to learn which parties—or in this case, which poor groups—benefit the most, are least affected/neutral, and most burdened by the MPA program. An example of analysis of beneficiaries from various community groups is presented in Table 8.

**Table 8. Analysis of Beneficiaries of MPA Programs**

Poor and Vulnerable Groups	Program's Impacts <sup>a</sup>		
	Beneficial	Neutral	Burdensome
<b>1. Name of the Program</b>			
very poor households (RTSM)	<i>reasons why enacting the new policy/ program will be beneficial</i>	<i>reasons why enacting the new policy/ program will be neutral</i>	<i>Reasons why enacting the new policy/ program will be burdensome</i>
poor households (RTM)			
female			
people with disability			
homeless people			
older people			
children			
poor people working in the coastal area (specific details, if necessary)			

<sup>a</sup>choose one

- f) Using a PKM2PK approach in the government and MPA management planning documents as a strong basis for policy to run programs that improve the welfare of the poor and reduce inequality. An example of this is shown in Table 9.

**Table 9. Example of MPA Management Strategic Plan Formulation by the Government and/or MPA Management Unit**

No.	Direction of the Policy	Strategies	Actions
1	participatory, compatible, and feasible planning of the marine space, coastal areas, and isles	<ul style="list-style-type: none"> <li>monitoring and evaluating of the utilization of marine space based on the zoning plan in the management unit's work area</li> <li>supporting the operation of MPA and/or incentives for the utilization of marine space in the management unit's work area</li> </ul>	

No.	Direction of the Policy	Strategies	Actions
		<ul style="list-style-type: none"> <li>engaging the people, especially the poor, in the MPA planning</li> </ul>	<ul style="list-style-type: none"> <li>conducting discussion on the MPA management plan</li> <li>conducting public consultation regarding MPA management</li> </ul>
2	sustainable management of the conservation areas and marine biodiversity	<ul style="list-style-type: none"> <li>providing facilities and infrastructures in the MPA in the management unit's work area</li> <li>improving the competence of the MPA management's human resources</li> </ul>	<ul style="list-style-type: none"> <li>delegating the MPA monitoring function to the civilian monitoring group (<i>pokmaswas</i>)</li> <li>implementing collaborative actions between the government and the people through the care for coral reef programs</li> </ul>
3	good governance by the management unit	<ul style="list-style-type: none"> <li>human resource management and governance in the management unit</li> <li>strengthening performance accountability in the management unit</li> </ul>	<ul style="list-style-type: none"> <li>adding a new division to handle PKM2PK efforts</li> </ul>

No.	Direction of the Policy	Strategies	Actions
		people and reduce inequality	
4	<ul style="list-style-type: none"> <li>welfare improvement and inequality reduction in the MPA</li> </ul>	<ul style="list-style-type: none"> <li>formulating policies on people's welfare in each management unit's area</li> </ul>	<ul style="list-style-type: none"> <li>formulating short-, medium-, and long-term MPA management plans with a focus on the PKM2PK efforts</li> <li>formulating strategic plans and annual actions to promote the PKM2PK efforts in MPA management</li> </ul>
		<ul style="list-style-type: none"> <li>providing financing and capital assistance for the poor in the MPA</li> </ul>	<ul style="list-style-type: none"> <li>allocating budget to help small industries in MPA by providing capital assistance for marine product processing equipment</li> <li>allocating budget for tour guide training programs as an alternative livelihood for the community in MPA</li> </ul>

g) Improving the effectiveness and efficiency of the spending budget that does not directly target the interests of the poor to work around the budget constraints, an issue that government institutions and MPA management institutions often face. An example of the implementation of PMK2PK in the work and budget plan (RKA) document is shown in Table 10.

**Table 10. Example of PKM2PK Implementation in the Government and/or MPA Management Unit’s RKA Document**

Activity Components	Subcomponents	Location of the Activity	Performance Targets (Quantitative)	Budget Ceiling
<b>improving the welfare of the poor and reducing inequality in the MPA</b>				
<b>policy on public welfare</b>				
<b>recommendation of priority villages for poor people management</b>				
inventory of data and studies	socioeconomic survey	Kecamatan X (Desa A, B, C)	1 package	
		Kecamatan Y (Desa D, E, F)	1 package	
	study of the alternative livelihoods of the coastal communities	Kecamatan X (Desa A, B, C)	1 package	
		Kecamatan Y (Desa D, E, F)	1 package	
<b>financing and capital assistance for the poor</b>				
<b>assistance for conservation activist fishermen</b>				
provision of fishing materials	provision of fishing boats, nets, and seaweed seeds	Kecamatan X (Desa A, B, C)	30 fishermen groups	
provision of capital for marine product processing equipments	provision of business capital for seaweed processing venture	Kecamatan Y (Desa D, E, F)	5 business groups	
Etc.				

h) Making efforts to disseminate information about PKM2PK both in the government and outside the government, including the political leaders and general public.

**2.3.4 What to Avoid**

- a) Planning and budgeting without involving the participation of the poor people living in the MPAs, not based on the latest poverty data, and not based on the empirical conditions on the field
- b) No evaluation of past policies/programs and no plan for future urgent policies/programs
- c) No social impact analysis in formulating a policy/program
- d) Not including PKM2PK approach in the strategic plans as well as work plan and annual budget

## 2.4 Implementation

MPA's success depends on good governance and coordination with multiple parties, including the local communities and various levels of the government. Good governance is reflected in the transparent, participatory, and accountable governance practices in accordance with the applicable regulations. Meanwhile, coordination comprises vertical coordination (between different levels of the government) and horizontal coordination (between the government and other actors).

Through activities related to administrative; service (e.g., community empowerment); and nonservice matters (e.g., zoning control, reef rehabilitation), MPAs can play a crucial role in enhancing the welfare of the people living in the area and reducing inequality. Moreover, by fulfilling the operational needs using local resources, the existence of MPAs supports the local community's source of economic livelihood. In addition to ensuring the MPA programs and policies' sustainability, effective coordination and governance between government institutions and the regional governments will ultimately contribute to the achievement of the expected outputs, outcomes, and impacts.

Conversely, poor governance can pose massive constraints on the implementation of MPAs. For instance, services that are not accountable can create opportunities for corruption, collusion, and nepotism in the MPA operations. Moreover, the lack of vertical and horizontal coordination can lead to program overlapping or even absence of services. Thus, good governance principles should be adopted and practiced consistently in all aspects of MPA operations.

### 2.4.1 Reflective Questions

- a) Is there a mechanism that allows all levels of society, including the poor and the vulnerable, to participate in the MPA governance process?
- b) Does the MPA's data collection mechanism also target the poor and the vulnerable? In the event where there are individuals or families who feel that they have the rights to benefit from the MPA, yet they are not included in the data, is there a mechanism to resolve such an issue?
- c) Is there a clear and easily accessible system to accommodate the suggestions and complaints from the people, especially the poor and the vulnerable?
- d) Has the MPA designed a model for providing friendly services that respect the poor and the vulnerable?
- e) Has the MPA considered and utilized local resources in its program implementation and activities to ensure long-term sustainability?
- f) Has the MPA disseminated information about its activities and programs to the people transparently using a method that everyone, including the poor and the vulnerable, can understand easily?
- g) Is there a clear mechanism for coordination between relevant agencies on designating and executing the tasks and responsibilities of each agency, especially in an effort to improve the welfare and reduce inequality around the MPA?

## 2.4.2 Why Are These Questions Important?

Improving the people's welfare and reducing inequality is of paramount importance in MPA operations. Without appropriate programs, good governance principles, and coordination between governmental and nongovernmental institutions, MPA's objectives will be difficult to achieve. Moreover, the sustainability of the activities is central to ensure that the welfare improvement efforts run on a long-term basis.

Furthermore, the poor and the vulnerable are usually sensitive to how services are provided. If a service is not given in a friendly manner or provided in a way that does not treat them with dignity and respect, they can be unwilling to participate and receive the service. This is because the poor and the vulnerable in general have an inferiority complex, a feeling of inadequacy and insecurity. For instance, they might be reluctant to access a certain service if the process is complicated, with numerous and difficult requirements, unfriendly officers, and inaccessible infrastructure.

## 2.4.3 Required Actions

- a) Designing a service mechanism that is friendly to the poor and the vulnerable, i.e., services that are simple, free of charge, and using a proactive approach, with simple requirements and accessible infrastructures. The proactive approach includes providing services directly to the people who need them and having a good preparation to fulfill the needs of the poor and the vulnerable.
- b) Improving the targeting mechanism for the MPA empowerment program's beneficiaries by focusing on the poor and the vulnerable. This can be done by targeting the potential beneficiaries who are listed in the Integrated Social Welfare Data (DTKS). For individuals and families who feel that they should become beneficiaries but are not listed in DTKS, they can report their situation to the head of the village.
- c) Implementing a clear and easily accessible system to handle suggestions and complaints, especially from the poor and the vulnerable. For example, the government can set up a hotline for this purpose. People can also send them via the head of the village, who will then coordinate with the MPA management.
- d) Improving transparency and fostering public understanding about MPA activities and programs by providing easy-to-understand information in multiple media, such as posters and brochures, as well as direct dissemination to the public.
- e) Utilizing and involving local resources for labors, materials, and traditional knowhow in the MPA programs' planning and execution. Mapping local resources and giving capacity building training can become a step in the right direction in this process.
- f) Clarifying and strengthening coordination related to PKM2PK between government agencies by formulating joint work guidelines, which cover explanations of the roles, duties, and responsibilities of each agency.

## 2.4.4 What to Avoid

- a) Not involving the people, especially the poor and the vulnerable, in the program implementation. This can result in failure to meet their needs and respond to their conditions.

- b) Ignoring or underestimating local resources in the program implementation. This sort of practice can render the people less receptive of the program, which ultimately threatens the program's sustainability.
- c) Ignoring good governance principles in the MPA operations. For instance, the lack of transparency and accountability in MPA policies, programs, and activities can give rise to corruption, collusion, and nepotism practices as well as undermining public trust.
- d) Not adhering to regulations and guidelines, which can lead to incompatibility or discrepancies in program's implementation and failure in achieving the program's objectives.
- e) Poor communication and coordination between government agencies that can cause overlapping, inefficiency, and potentials for conflict. Hence, it is important to maintain a good and open communication channel between agencies.

#### **Box 5**

#### **Success Story: A Proactive "Jemput Bola"<sup>a</sup> System as a Way to Bring Closer Services to the Poor and the Vulnerable**

A *kelurahan* in Magetan, East Java, along with Adminduk's<sup>b</sup> Jemput Bola Team, came up with a proactive system of reaching out or going directly to the service beneficiaries as their leading and regular program. One of the forms of this approach can be seen in the data recording for the electronic identity card (e-KTP) and family identity card (KK) issuance, with poor families and people with disability as the focus. The team directly visits each neighborhood in the *kelurahan*, meets every resident, and provides the services that would otherwise be available only at the office.

The Idea behind the approach is to bring population administration and civil registration services closer to the people by proactively coming to them. The main objective is to speed up the process and help those living far from the office or unable to come to the office of the population and civil registration agency.

This strategy can be applied to multiple forms of services. To address the challenges of providing health services in a wide region with diverse topography and demography, Kabupaten Bayuwangi Health Agency has come up with an innovation dubbed Jemput Bola Rawat Warga or Jebol Raga. The initiative aims to reduce disparity and achieve targets, especially in reaching the most vulnerable population, such as poor people and those geographically isolated.

Through this program, health workers actively look for, visit, and take care of people who are sick and left unattended, including the older people and the poor. Moreover, the activities are uploaded to social media to raise public awareness. This sort of innovation can be applied in the context of MPA by providing accessible services and information related to MPA to the local communities.

<sup>a</sup>*Jemput bola* literally means "approaching the ball".

<sup>b</sup>population administration

### Figure 3. Checklist of Public Services Criteria Based on Law No. 25 of 2009 on Public Services

- Are the requirements for services clear, publicized, and can be easily understood by the service users?
- Are the service system and procedure clear and easy to understand and follow?
- Is the period of services clear and accountable?
- Is the charge or fee for the service clear, publicized, and free from illegal fees?
- Can the information about the service products be easily accessed and understood by service users?
- Are the service facilities and other facilities proper and comfortable for the users?
- Is there a mechanism to receive feedback from the service users and evaluate the performance of the service provider?
- Are there clear and measurable service promises?
- Is there a clear and effective mechanism to manage complaints from the service users?
- Is there a clear and accessible channel to obtain information about the services?
- Are there special services for the vulnerable groups, such as people with disability, older people, pregnant women, and children?
- Are the service providers easily recognizable from their uniform or identity card?

## 2.5 Partnership with Nongovernmental Actors

Regulation of the Minister for Marine Affairs and Fisheries No. 21/PERMEN-KP/2015 on Partnership in the Management of Marine Protected Areas defines partnership as a cooperation between two or more parties based on the principles of equality, openness, and mutual benefits. A partnership can be initiated by an organization's management unit or by the public by offering a proposal for partnership. Those in the partnership consist of community groups, indigenous communities, NGOs, corporations, research institutions, and universities. Improving the socioeconomic condition of the people in the surrounding area of MPAs is also a form of program that can be established through a partnership agreement, according to the ministerial regulation. Therefore, partnership in MPA management should become part of the efforts to improve the welfare of the people in the area and reduce inequality.

However, the efforts to improve people's welfare and reduce inequality through partnership in the context of MPA still needs improvement. Despite some initiatives, a major challenge remains in ensuring that the partnership is sustainable and not transactional. Another challenge is ensuring the participation of the indigenous communities and the poor, who generally have insufficient access or understanding of the process of managing the MPA. Moreover, there are also challenges related to the MPA's sustainability. Some regions depend on partnership with NGOs in the MPA management.

This means that any changes in the availability of resources or organization's priorities might potentially undermine the MPA's sustainability.

### 2.5.1 Reflective Questions

- a) Has the established partnership taken into consideration the objectives of PKM2PK?
- b) Are there any mechanisms designed to ensure that the benefits of the partnership are evenly and fairly distributed among all stakeholders, so that no party suffers a loss or is treated unfairly?
- c) Is the partnership built on the principles of equality, openness, and mutual benefits?
- d) Is the partnership free of the possibility of potentially burdening the poor and the marginalized groups?

### 2.5.2 Why Are These Questions Important?

Good and effective partnerships will help improve people's welfare and reduce inequality. The government has its limitations in terms of resources. Therefore, through partnerships, resources and skills can be combined to achieve common goals. Moreover, improving welfare is not only the responsibility of the government, but also other stakeholders. For that reason, the government should involve nongovernmental actors.

### 2.5.3 Required Actions

- a) Identifying and involving more relevant stakeholders in the partnership. This process starts with mapping the stakeholders to learn about the entities and individuals that have interests and capacity to support PKM2PK around the MPA.
- b) Establishing and maintaining good relationships with the partners based on the principles of equality, openness, and mutual benefit. This includes maintaining regular, transparent, and honest communication about the program's goals, hopes, and challenges.
- c) Ensuring that the partnership is built to improve the people's welfare. One of the ways to do this is by continuously evaluating how the partnership contributes to improving the people's welfare and reducing inequality. This includes measuring and reporting the improvement of access to basic services, income, or quality of life.
- d) Ensuring that the partnership is sustainable and not transactional. From the point of view of the people, this can be done by building awareness and commitment that, ultimately, it is the people who benefit from the partnership. From the point of view of the MPA management, the partnership should focus not only on fulfilling the targeted quantity, but also quality.

**Box 6****An Example of Best Practice to Reduce Poverty in Public and Private Partnership in Indonesia**

In solving the complex issues of poverty, the National Team for the Acceleration of Poverty Reduction (TNP2K) has suggested that every poverty reduction program must address a specific topic for the efforts to be more focused and effective. The topic can be chosen following a comprehensive research and coordination with multiple relevant agencies. The topic should be consistent over the next few years.

Determining the location of a poverty reduction program is also important and should be done carefully and realistically. This process requires coordination, research, and field visit by the team that will run the program. Important data in this process includes the number of poor people, people's occupations, health conditions, and access to big cities.

To ensure the program's success, a partnership needs to take into account several factors: budget, location, human resources, and experiences in running a similar program. Careful and detailed budget preparation is crucial for the smooth program execution. The budget should cover all components, including unexpected expenses during the program.

#### 2.5.4 What to Avoid

- a) Building a partnership that exacerbates inequality by giving the partner great authority to manage resources in the MPA
- b) Partnerships that are not transparent or do not yield fair benefits
- c) Overdependence on one or several stakeholders. Therefore, it is crucial to explore the potentials and capacity of the parties involved.

## 2.5.5 Supporting Tools

### a) Mapping the Aspects of MPA Management to Build a Partnership

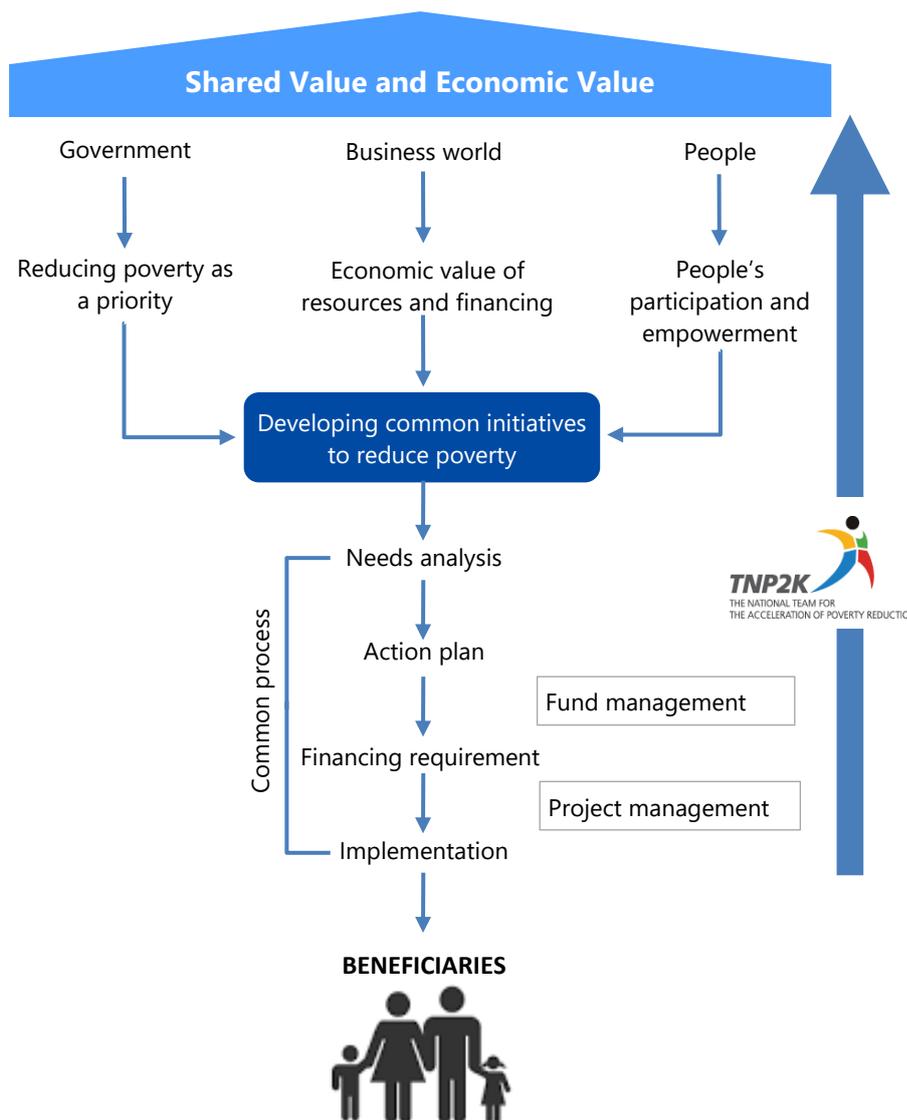
**Table 11. Mapping the Aspects of MPA Management to Build a Partnership**

MPA Management Aspects	Approaches	Potential Partners	Expected Benefits
monitoring and evaluation	joint research, training	universities, research institutes	generating new data and knowledge about MPA that can be utilized in a decision-making process
habitat rehabilitation	joint project, technical support	World Wildlife Fund (WWF), Wildlife Conservation Society (WCS), private sector	restoring the damaged ecosystems and protecting endangered species
improving people's awareness	campaign, training	Yayasan Karang Lestari Indonesia (YKLI), Yayasan Konservasi Alam Nusantara (YKAN)	improving people's knowledge and awareness of the importance of marine conservation
development of local economy	joint financing project	<i>pokmaswas</i> , tourism awareness groups ( <i>pokdarwis</i> ), private sector	improving the welfare of the people living around the MPA through the programs developed in the partnership

### b) Partnership Framework Model

Alliance framework (KKB) model is an approach developed by TNP2K to reduce poverty. This model involves multiparty partnership between the government, private sector, and the people in integrating their missions. The objective of the KKB model is to create a common value through collaboration, mutual benefit, contributions to each other, and understanding of the risks involved.

**Figure 4. Alliance Facility for Poverty Reduction**

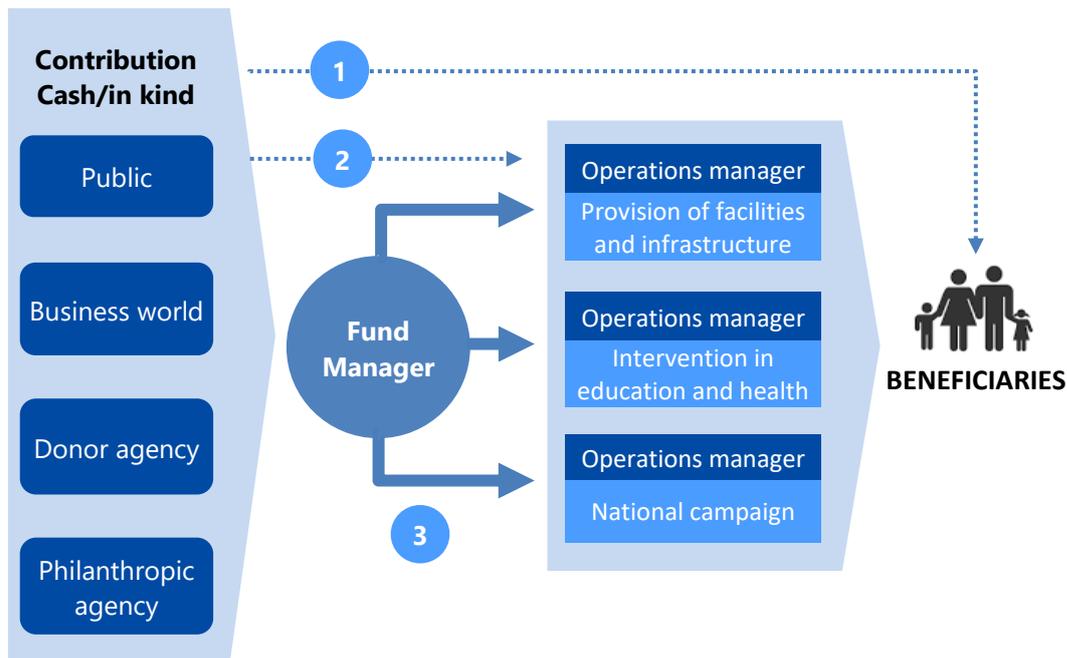


**c) TNP2K Partnership Schemes**

The suggested scheme includes three options for the participating parties, be it the public, business world, donor agencies, or philanthropic agencies, namely:

- (1) **sponsorship scheme**, by giving assistance directly to the beneficiaries;
- (2) **independent scheme**, by directly supporting various activities that foster independence, including providing facilities and infrastructure, interventions in education and health, or program campaign; and
- (3) **alliance scheme**, by providing funds or support to an intermediary agency (fund manager) that will manage the programs that are in line with poverty reduction targets.

**Figure 5. TNP2K's Partnership Schemes**



Source: TNP2K (2019)

**Box 7**

**Independent Partnership Success Story: Solar-Powered Electricity Program in Kabupaten Timor Tengah Selatan**

In Kabupaten Timor Tengah Selatan, East Nusa Tenggara, more than seven million households, including two million poor households, had no access to electricity. The poverty rate in this *kabupaten* reached 29.4%, while the electrification rate was about 43%. To address the problem, the government, through TNP2K, initiated a solar-powered electrification program using a partnership approach.

The Government of Kabupaten Timor Tengah Selatan; an NGO, namely Besipa'e Foundation; and private companies, such as Artha Graha and Bank NTT, collaborated in the program. Besipa'e Foundation was responsible for ensuring the availability of solar electric devices and educating the beneficiaries.

This partnership successfully provided electricity access to around 767 target households in 6 villages. People who benefited from this program could boost their productivity and build the economic capacity to pay the monthly bills. The program also opened the door for economic empowerment through micro and small enterprises. This success story shows how partnership between the government and private sector can help reduce poverty and improve people's welfare.

## 2.6 Monitoring and Evaluation

Regulations that govern MPA programs emphasize the importance of MPA objectives to promote a sustainable marine area for the welfare of the people. As a development program, MPA should be regularly monitored and evaluated on its practices to achieve this objective. Functionally, monitoring and evaluation aims to provide objective and systematic information about the performance of a program and identify reasons for success or shortcomings. In this regard, the Directorate General of Marine Space Management of the Ministry of Marine Affairs and Fisheries has designated EVIKA as the standard for MPA monitoring and evaluation.

EVIKA has become a very strategic program instrument, especially in determining whether the overall aspects of MPA implementation are moving toward the targeted objectives, both the protection and conservation aspects and its utilization for people’s welfare. The latter needs to be highlighted, since EVIKA includes people’s participation, empowerment, and socioeconomic condition indicators in the 24 MPA monitoring and evaluation indicators. Some variables that make up the people’s welfare indicator include all EVIKA’s monitoring and evaluation criteria, namely input, process, output, and outcome (Table 12). This shows that the designation of MPA does have a strong preference to improve the welfare of the locals, and EVIKA is consistent with MPA objectives.

**Table 12. EVIKA Criteria and Indicators Related to Welfare Improvement of the People in MPA**

Criteria	Indicators	Variables
input	human resources	formation, number, and competence of the human resources for the socioeconomic monitoring, people’s awareness, and assistance functions
process	community empowerment	achievement of community outreach targets around the MPA
output	community empowerment	<ul style="list-style-type: none"> <li>assistance from the management organization unit (SUOP) for community groups and levels of independence of community groups</li> </ul>
	partnership	<ul style="list-style-type: none"> <li>partnership between SUOP and the people to support the management objectives</li> </ul>
	data and information	<ul style="list-style-type: none"> <li>up-to-date and accessible data and information of social, cultural, and economic aspects</li> </ul>
outcome	socioeconomic condition	<ul style="list-style-type: none"> <li>impacts of the MPA on the creation of new jobs and absorption of new workforce in the tourism and fisheries sectors</li> <li>change in people’s income between periods</li> <li>change in quantity and size of the fish caught by traditional fishermen</li> </ul>
	people’s participation	people in/around the MPA who actively participate in the MPA management

Even though EVIKA indicators are in line with the MPA objectives, the outcome of people's welfare measured in EVIKA is still general or aggregate. This indicator is not disaggregated based on the groups of people. Consequently, EVIKA cannot show which groups of people in MPA benefit more or benefit less compared to the other groups. This information is important, so that the MPA management does not wrongfully interpret the aggregate numbers. For instance, if an MPA has only benefited a certain group in the society, its designation has instead created a new problem of increasing inequality between community groups. This certainly goes against the principles underlying the designation of an MPA, including the distribution of benefits.

On the practical front, the level of people's welfare can be seen from, among others, the dynamics of poverty and income inequality in an MPA. Thus, it is imperative that EVIKA sort the community groups affected by the MPA. In relation to this, PKM2PK is a highly relevant indicator in the whole implementation of MPA and EVIKA. PKM2PK mainstreaming, both in MPA implementation and in EVIKA indicators, will articulate the benefits of the MPA more clearly. EVIKA can actually utilize the poverty and inequality variables that BPS periodically publishes. EVIKA can also make use of the Village Potential Data Collection (Podes) data variables from BPS to see how the conditions of villages in MPA are transforming.

Therefore, it is advisable that EVIKA add impact in its monitoring and evaluation criteria, with poverty and inequality reduction in the MPA as an indicator. In relation to this, we need to remember that poverty and inequality are multidimensional. Its reduction efforts will require the involvement of the ministries and institutions and regional governments. As a development program, MPA can contribute to poverty and inequality reduction efforts in all of its activities.

The implication of adding impact as a criterion is that EVIKA needs to be equipped with basic data/information before an area is designated as an MPA (baseline condition). The fact that many MPAs are already operational does not mean that a baseline data collection is unnecessary. The basic data/information can be collected on the current condition. Then, the collected data can act as reference or starting point to assess the performance of the MPA management in the following years.

Moreover, the current EVIKA is an internal or technocratic monitoring and evaluation system. Although it cannot be generalized, internal monitoring and evaluation is often constrained by the unwillingness to admit weaknesses. This can undermine the accuracy of EVIKA. To minimize this possibility, it is advisable to equip EVIKA with external monitoring and evaluation—monitoring and evaluation conducted by academia, researchers, or professionals. As people's participation is an important element in an MPA designation, MPA monitoring and evaluation can be conducted in a participatory manner by considering people living in MPA as the main stakeholders.

### 2.6.1 Reflective Questions

- a) In the current EVIKA mechanism, will it be better to include an impact criterion with poverty and inequality reduction as its indicator, so that all MPA activities will be based on PKM2PK?

- b) As many people around MPA still have a low level of welfare, will it be better if EVIKA more specifically determines the community groups that are designated as the target for empowerment (e.g., empowerment of the poor and the vulnerable)?
- c) To make EVIKA more credible, will it be better if the MPA monitoring and evaluation is complemented with external and/or participatory monitoring and evaluation? If we cannot include these types of monitoring and evaluation in all MPA locations, is it possible to run them in several locations of MPA as samples to verify the results of the regular internal monitoring and evaluation?

## 2.6.2 Why Are These Questions Important?

The ultimate objective of MPAs is the achievement of environment sustainability and protection that benefit people for a long term. EVIKA, as the standard instrument for MPA monitoring and evaluation, has included people's empowerment, participation, and socioeconomic condition as its indicators. This means that the MPA monitoring and evaluation system needs to be able to capture the people's welfare dynamics in the MPAs.

Thus far, the EVIKA mechanism has been limited to assessing administrative reports from SUOP. The assessment includes verification through public consultation with the stakeholders (central government, regional governments, village governments, higher education institutions, private sector, and representatives from community groups). However, for the people's welfare indicator, this method has its downside. One of the issues is the possibility that those who attend the public consultation are not those who are truly knowledgeable about and understand the social welfare dynamics in the MPA. We can still have public consultation, but it should be supported by data and information from other sources, including (i) results of the National Socioeconomic Survey (Susenas) and National Labor Force Survey (Sakernas) from BPS; (ii) Podes data from BPS; and (iii) data from primary sources, i.e., information from the locals or first-hand information. These are the best sources of data for verification, as the possibility of information distortion is smaller. These types of data can be obtained through external or participatory monitoring and evaluation in some of the sample locations of MPAs (Table 13).

**Table 13. Strengths and Weaknesses of Each Type of Monitoring and Evaluation**

Types of Monitoring and Evaluation	Strengths	Weaknesses
internal monitoring and evaluation	<ul style="list-style-type: none"> <li>• Understanding about the environment/object of monitoring and evaluation is better.</li> <li>• Some respondents find it easier to give information to “insiders” than to outsiders.</li> <li>• The costs are lower.</li> <li>• Understanding of the program’s mechanism is better.</li> </ul>	<ul style="list-style-type: none"> <li>• According to those outside the program, internal monitoring and evaluation can be less objective due to influences from various interests.</li> <li>• The party conducting the monitoring and evaluation might not have adequate skill sets in fields outside their expertise.</li> </ul>
external monitoring and evaluation	<ul style="list-style-type: none"> <li>• The party conducting the monitoring and evaluation has better skills in specific fields.</li> <li>• The results are more objective, as there are no personal interests in the programs.</li> <li>• The results can be more credible to other people.</li> </ul>	<ul style="list-style-type: none"> <li>• The costs can be higher.</li> <li>• There is a possibility of misunderstanding of the program’s details.</li> </ul>
participatory monitoring and evaluation	<ul style="list-style-type: none"> <li>▪ The representative of the program management works together with the people in designing and running the monitoring and evaluation.</li> <li>▪ The results of participatory monitoring and evaluation can be used in internal and external monitoring and evaluation.</li> <li>• Participatory monitoring and evaluation can be used as a part of the empowerment strategy.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The process takes longer.</li> <li>▪ The costs are higher.</li> <li>• The process is more flexible and more varied than the traditional nonparticipatory monitoring and evaluation, making it difficult to generalize the results.</li> </ul>

Enriching sources of data and information in the EVIKA mechanism should be accompanied with selecting variables according to the community group categories, such as poor and nonpoor groups. As such, EVIKA can be a holistic monitoring and evaluation mechanism. To actualize this, a planned scenario should be prepared based on analysis of the people’s condition, both in terms of the potentials and weaknesses. Moreover, this step must be adjusted to the condition of each region.

### 2.6.3 Required Actions

- a) As EVIKA is the current standard for MPA monitoring and evaluation, this toolbox does not suggest that we replace the EVIKA mechanism. What we need to do is adding methods and sources of data/information to enhance the indicator variables. For the

secondary data sources, the variables used to measure people’s welfare and conditions of the villages around the MPAs can refer to those used by BPS.

- b) People’s welfare is dynamic, meaning that the variables making up the welfare level indicator can be used as proxy indicators for the MPA impact criteria. This is important to ensure that the measures of welfare levels between the MPAs are comparable to one another and can be compared with the national level. Table 13 shows the examples of variables from various data sources that can be included as EVIKA indicators. With the addition of these variables, EVIKA may need to adjust its indicator categories.

**Table 14. Dummy Indicators of People’s Welfare in MPA**

Sources of Data	Variables
Susenas	a. occupation b. income per capita etc.
Sakernas	a. occupation etc.
Podes	a. occupation b. access and infrastructure etc.
Indonesia Family Life Survey (Sakerti)	a. occupation b. income per capita etc.

- c) SUOP can facilitate participatory monitoring and evaluation by involving the local stakeholders who are directly involved in and/or are impacted by the existence of the MPA.
- d) External monitoring and evaluation can be carried out by paid institutions or in collaboration with universities, research institutes, NGOs, and so forth. In doing this type of monitoring and evaluation, the chosen institution should be reputable, and the selection process should adhere to the regulation.
- e) For external and/or participatory monitoring and evaluation, the MPA management can start with a smaller scale as a learning step and as a comparison for EVIKA when doing verification through public consultation.
- f) Whichever monitoring and evaluation method is used, the variables that make up the indicators should reflect the real conditions and must be as closely related as possible to MPA operation, either directly or indirectly.
- g) A monitoring and evaluation can be considered successful when the results can serve as inputs to guide the program implementation to the right direction. This requires some prerequisites: (i) improvement of human resources’ capacity in all work units, (ii) institutional aspect of monitoring and evaluation as an effective work unit, and (iii) sufficient budget allocation for EVIKA adjusted with the additional methods and coverage of activities.

- h) These steps will improve EVIKA's credibility as the MPA monitoring and evaluation system. These steps should go hand in hand with EVIKA's technical guidelines, which require real conditions of the conservation areas. This means that there should be no conservation areas that exist only on paper (paper park) or conservation areas that act only as a cost center and do not have economic value for the locals nor do they contribute to the national economy.

#### 2.6.4 What to Avoid

Since monitoring and evaluation is an inseparable part of the logical framework in development policies/programs whose cycle consists of planning, budgeting, implementation, and monitoring and evaluation, the following things should be avoided:

- a) Not putting social welfare dynamics as an important part in designating an MPA
- b) Making monitoring and evaluation less important than planning, budgeting, and implementation
- c) Performing monitoring and evaluation merely to "tick the technical obligation box" in the program's logical framework and/or seeing it as a mere accessory to the program's implementation
- d) Not using the results of the monitoring and evaluation as important inputs in the program improvement process and/or in the next planning process
- e) Including variables/indicators that do not represent the MPA operations
- f) Manipulating the monitoring and evaluation's process and/or results to justify the program's achievement

## III. Closing

The GoI is on the right track with its commitment to conserving some of its marine and coastal areas in a bid to ensure environmental sustainability for the future generations. However, this attention to the environmental aspects should also be supported by efforts to improve the socioeconomic condition of the people. The development of the conservation areas must also contribute to the welfare improvement of the poor and inequality reduction of the people living around the conservation areas.

This toolbox can help the management of MPAs strengthen the role of MPAs in the government's great effort to reduce poverty and inequalities. The toolbox, however, will not serve any function without implementation. To implement the substance of the toolbox will require political will of the policymakers in the conservation sector in Indonesia and the determination and hard work of MPA management. If PKM2K is realized, we will see balance in the management of conservation areas in Indonesia: the conservation areas will ensure not only the sustainability of their biodiversity, but also the welfare and equality of the people living around them.

# List of References

The SMERU Research Institute (2016) *Poverty and Livelihood Map of Indonesia 2015* <<http://www.indonesiapovertymap.org/>> [21 November 2022].

The World Bank (2003) *Social Analysis Sourcebook: Incorporating Social Dimensions into Bank-Supported Projects*. Washington DC: The World Bank.

Tim Nasional Percepatan Penanggulangan Kemiskinan (2019) *Kemitraan Pemerintah dan Swasta dalam Upaya Penanggulangan Kemiskinan*. Jakarta: Tim Nasional Percepatan Penanggulangan Kemiskinan <<https://www.tnp2k.go.id/download/5991001Buku%20KemitraanFINAL.pdf>> [22 June 2023]

## **Government Laws and Regulations**

Regulation of the Minister for Marine Affairs and Fisheries No. 31/PERMEN-KP/2020 on The Management of Conservation Areas [Peraturan Menteri Kelautan dan Perikanan KP No. 31/PERMEN-KP/2020 tentang Pengelolaan Kawasan Konservasi].

Regulation of the Minister for Marine Affairs and Fisheries No. 21/PERMEN-KP/2015 on Partnership in the Management of Marine Protected Areas [Peraturan Menteri Kelautan dan Perikanan KP No. 21/PERMEN-KP/2015 tentang Kemitraan Pengelolaan Kawasan Konservasi Perairan].

Regulation of the Minister for Marine Affairs and Fisheries No. PER.02/MEN/2009 on The Procedures for Designating Marine Protected Areas [Peraturan Menteri Kelautan dan Perikanan No. PER.02/MEN/2009 tentang Tata Cara Penetapan Kawasan Konservasi Perairan].

Law No. 1 of 2014 on the Amendment to Law No. 27 of 2007 on the Management of Coastal Areas and Isles [Undang-Undang No. 1 Tahun 2014 tentang Perubahan atas Undang-Undang Nomor 27 Tahun 2007 tentang Pengelolaan Wilayah Pesisir dan Pulau-Pulau Kecil].

Law No. 25 of 2009 on Public Services [Undang-Undang No. 25 Tahun 2009 tentang Pelayanan Publik].

Law No. 27 of 2007 on the Management of Coastal Areas and Isles, Article 3 letter f; Article 4 letter d [Undang-Undang No. 27 Tahun 2007 tentang Pengelolaan Wilayah Pesisir dan Pulau-Pulau Kecil Pasal 3 Huruf f; Pasal 4 Huruf d].





 Jl. Cikini Raya No. 10A  
Jakarta 10330 Indonesia

 +62 21 3193 6336

 +62 21 3193 0850

 smeru@smeru.or.id

 smeru.or.id

   The SMERU Research Institute

 @SMERUInstitute

 @smeru.institute