

SMERU



Annual Report Laporan Tahunan

The SMERU Research Institute
Lembaga Penelitian SMERU

2003



The SMERU Research Institute

SMERU is an independent institution for research and policy studies which professionally and proactively provides accurate and timely information as well as objective analysis on various socioeconomic and poverty issues considered most urgent and relevant for the people of Indonesia.

With the challenges facing Indonesian society in poverty reduction, social protection, social sector improvement, development in democratization processes, and the implementation of decentralization, there continues to be a pressing need for independent studies of the kind that SMERU has been providing.

Lembaga Penelitian SMERU

Lembaga Penelitian SMERU adalah sebuah lembaga independen yang melakukan penelitian dan pengkajian kebijakan publik secara profesional dan proaktif, serta menyediakan informasi akurat, tepat waktu, dengan analisis yang objektif mengenai berbagai masalah sosial-ekonomi dan kemiskinan yang dianggap mendesak dan penting bagi rakyat Indonesia.

Melihat tantangan yang dihadapi masyarakat Indonesia dalam upaya penanggulangan kemiskinan, perlindungan sosial, perbaikan sektor sosial, pengembangan demokrasi, dan pelaksanaan desentralisasi, maka kebutuhan terhadap kajian independen sebagaimana yang dilakukan oleh SMERU selama ini sangatlah diperlukan.

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Message from the Chairperson of the Board of Governors

Vision

- SMERU aims to provide information and analysis to contribute to widening public policy dialog on the solutions to socioeconomic, poverty and vulnerability to poverty issues directly relating to the welfare of the Indonesian people.
- SMERU endeavors to strengthen the role of the community in the formulation and implementation of public policies.

Although only three years old, the SMERU Research Institute has firmly established itself as a highly-regarded policy research institute. With its research focus on poverty and related socioeconomic problems, SMERU is firmly committed to conducting research of the highest professional standards, which also meets the needs of policy-makers for solid information on which they can base their decisions in solving the social and economic problems.

SMERU's research orientation towards policy issues is clearly evident from the various research topics it is currently conducting, such as developing a poverty map for Indonesia, assessing the implications of regional autonomy on basic education services, and assessing the impact of provider absenteeism in Indonesia's public education and health sectors.

To ensure the widest dissemination of its research findings amongst policy-makers at the central and local government levels, academics, NGOs, the press, and the public at large, SMERU's research reports, working papers, and newsletters are available free of charge and can also be accessed via the SMERU Website. In addition, SMERU conducts national and regional workshops and seminars.

This annual report provides a comprehensive account of the work SMERU has accomplished during 2003, including its various research projects, the seminars and workshops it has conducted, and a number of papers, research reports, and newsletters it has published during the past year. It is therefore fitting that on this occasion I express my appreciation to the Director, Deputy Director and all the research and administrative staff of SMERU for their hard work and dedication.

As in previous years, SMERU's outstanding work has been made possible thanks to the generous financial support of the Australian Agency for International Development (AusAID), the Ford Foundation, and the United Kingdom's Department for International Development (DFID). I would therefore like to express my great appreciation to these three donor agencies for their continuing confidence in and valuable support for SMERU.

Thee Kian Wie

Chairperson, Board of Governors

Sambutan dari Ketua Badan Pengurus

Sekalipun baru berusia tiga tahun, Lembaga Penelitian SMERU dengan kokoh telah menjadi sebuah lembaga penelitian kebijakan yang terpadang. Melalui penelitiannya yang difokuskan pada masalah kemiskinan dan masalah sosial-ekonomi yang terkait, SMERU sepenuhnya bertekad untuk melakukan penelitian dengan standar profesional tertinggi yang juga dapat memenuhi kebutuhan para pembuat kebijakan terhadap informasi yang dapat dipercaya yang dapat digunakan sebagai dasar pengambilan keputusan ketika mengatasi masalah-masalah sosial-ekonomi.

Orientasi penelitian SMERU yang ditujukan pada isu-isu kebijakan tampak jelas dari berbagai topik penelitiannya yang saat ini sedang dikerjakan, misalnya mengembangkan peta kemiskinan Indonesia, memperkirakan dampak otonomi daerah terhadap pelayanan dasar pendidikan, dan memperkirakan dampak ketidakhadiran penyedia pelayanan di sektor pendidikan dan kesehatan di Indonesia.

Untuk memastikan bahwa temuan penelitian dapat disebarluaskan di antara para pembuat keputusan di tingkat pusat dan daerah, akademisi, LSM, pers, dan masyarakat umum, semua laporan penelitian, kertas kerja dan buletin SMERU dapat diperoleh tanpa dipungut biaya dan dapat diakses melalui Website SMERU. Di samping itu, SMERU mengadakan lokakarya dan seminar di tingkat nasional dan regional.

Laporan Tahunan ini menyajikan gambaran menyeluruh mengenai hasil kerja SMERU yang telah dicapai selama tahun 2003, termasuk berbagai proyek penelitiannya, seminar dan lokakarya yang telah dilaksanakan, serta sejumlah makalah, laporan penelitian dan buletin yang telah diterbitkan tahun itu. Karena itu sudah selayaknya jika pada kesempatan ini saya menyampaikan penghargaan saya kepada Direktur, Deputi Direktur dan semua peneliti serta staf administrasi SMERU atas kerja keras dan dedikasi mereka.

Seperti tahun-tahun sebelumnya, semua hasil kerja SMERU yang mengesankan dapat terwujud karena dukungan dana the Australian Agency for International Development (AusAID), the Ford Foundation, dan Department for International Development (DFID) dari United Kingdom. Saya ingin menyampaikan penghargaan kepada ketiga organisasi donor ini atas kepercayaan serta dukungan yang telah mereka berikan pada SMERU.

Thee Kian Wie

Ketua Badan Pengurus



Visi

- SMERU berusaha menyediakan informasi dan analisis untuk memperluas dialog kebijakan publik tentang pemecahan masalah sosial-ekonomi dan kemiskinan serta kerentanan terhadap kemiskinan yang menyangkut kesejahteraan masyarakat Indonesia.
- SMERU berupaya meningkatkan peranan masyarakat dalam proses perumusan dan pelaksanaan kebijakan publik.

SMERU: MAKING A DIFFERENCE IN RESEARCH IN INDONESIA

SMERU's performance in 2003 was marked by a significant increase in research output. We even managed to exceed our annual targets. It was also a year of recognition for SMERU. In addition to other achievements, one of our research teams won the 2003 H.W. Arndt Prize, an annual award from the Australian National University for the best article published in the Bulletin of Indonesian Economic Studies (BIES).

The year 2003 was also a very important year for SMERU because after recognizing SMERU's impact, our donors extended their support for several more years. In return, as SMERU moves into its fourth year in delivering quality research for the benefit of the Indonesian people, we promise to continue to uphold SMERU's commitment to making a difference in research in Indonesia.

SMERU will continue to maintain its research excellence by leveraging its strengths, building on its core strategic areas, and improving its research output in 2004. At the same time, we will strive to improve partnerships with our stakeholders and diversify our sources of funding so that SMERU can achieve sustainability.

We will continue to focus on the most pressing issues in Indonesia such as poverty, health and education, decentralization, good governance, labor markets, land issues, and other socioeconomic issues. We will work hard to become more active in the research-policy interface through further participation in dialogues and discussions with NGOs, government institutions, private organizations, and the media.

I would like to thank our donors, the SMERU Board of Governors, and our stakeholders for their continued confidence in SMERU's capability to meet the need for quality policy and socioeconomic research in Indonesia.

Finally, allow me to acknowledge the productive and tireless efforts of our researchers and administrative staff in delivering and producing high quality research. Without them, SMERU would not have been able to secure its present image.

Sudarno Sumarto
Director

Mission

- To carry out research on socioeconomic and poverty issues for the purpose of improving public policies and their implementation.
- To develop alternative models for public policies and their implementation.
- To provide accurate and timely information on socioeconomic, poverty and vulnerability to poverty issues, as well as related public policies and their implementation. This will be achieved through active contact with and early dissemination of research results to civil society groups, the government, and international agencies.

SMERU: MEMBAWA PERUBAHAN DALAM PENELITIAN DI INDONESIA

Kinerja SMERU pada tahun 2003 ditandai dengan peningkatan jumlah penelitiannya secara signifikan. Kami bahkan telah melampaui target tahunan yang direncanakan. Tahun ini juga merupakan tahun pengakuan atas karya SMERU. Di samping pencapaiannya yang lain, salah satu tim peneliti SMERU berhasil meraih penghargaan "H.W. Arndt Prize 2003", penghargaan tahunan yang diberikan Universitas Nasional Australia bagi karya terbaik yang dimuat dalam Buletin Studi Ekonomi Indonesia (BIES)

Tahun 2003 juga memiliki arti penting. Pengakuan atas dampak SMERU telah mendorong keyakinan kuat para lembaga donor untuk memperpanjang dukungannya bagi SMERU selama beberapa tahun lagi. Sebagai imbalannya, menyongsong perjalanannya di tahun ke empat dalam memberikan hasil penelitian yang bermutu untuk masyarakat luas, SMERU bertekad untuk membawa perubahan dalam penelitian di Indonesia.

SMERU akan terus mempertahankan keunggulannya dalam melakukan penelitian, membangun kekuatannya, dan terus berkembang dengan bertumpu pada bidang strategis utamanya, serta meningkatkan output penelitiannya pada tahun 2004 yang akan datang. Pada saat yang sama, kami akan terus menjalin kemitraan yang lebih luas dengan pemangku kepentingan dan menggali sumber-sumber pendanaan lainnya agar akhirnya SMERU dapat tampil mandiri.

Isu-isu mendesak seperti isu kemiskinan, kesehatan dan pendidikan, desentralisasi, tata kelola pemerintahan, pasar kerja, pertanian, dan isu sosial-ekonomi lainnya di Indonesia akan tetap menjadi perhatian utama kami. Kami akan berupaya keras agar lebih aktif dalam pembentukan kebijakan melalui hasil penelitian yang melibatkan LSM, lembaga pemerintah, organisasi swasta dan media melalui dialog dan diskusi.

Saya mengucapkan terima kasih kepada para lembaga donor, Badan Pengurus SMERU, dan pemangku kepentingan SMERU atas keyakinan mereka mengenai kemampuan SMERU dalam memenuhi kebutuhan adanya penelitian kebijakan dan penelitian sosial ekonomi yang lebih berkualitas di Indonesia.

Akhir kata, perkenankan saya menyampaikan terima kasih atas usaha keras dan tak kenal lelah para peneliti dan staf administrasi kami dalam menyampaikan dan menghasilkan penelitian yang berkualitas. Tanpa mereka, SMERU tidak akan mampu meraih citranya saat ini.

Sudarno Sumarto
Direktur



Misi

- Melakukan penelitian mengenai berbagai persoalan sosial-ekonomi dan kemiskinan guna memperbaiki kebijakan publik dan pelaksanaannya.
- Mengembangkan model-model alternatif kebijakan publik serta pelaksanaannya.
- Menyediakan informasi akurat dan tepat waktu mengenai masalah sosial-ekonomi, kemiskinan dan kerentanan terhadap kemiskinan, dan kebijakan publik dan pelaksanaannya. Hal ini dilakukan melalui kontak aktif serta penyebaran hasil penelitian kepada berbagai kelompok masyarakat sipil, pemerintah, dan lembaga internasional.

The People Inside/Orang-orang SMERU

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PRIMARY SCHOOL TEACHER AND COMMUNITY HEALTHCARE PROVIDER ABSENTEEISM SURVEY

This research on primary school teacher and community healthcare center (*puskesmas*) provider absenteeism was part of a survey conducted by the World Bank in eight developing countries. Although absenteeism amongst teachers and healthcare providers has a large impact on the quantity and quality of education and health services, research on this issue is rarely conducted. The aim of this survey was to determine why education and health providers are often absent from school or *puskesmas*.

SMERU was responsible for carrying out surveys in 147 primary schools, including *madrasah ibtidaiyah* (MI, Islamic primary schools), and 100 *puskesmas* in five sample *kabupaten* and five sample *kota* in Java, Bali, Sumatra, Kalimantan, Sulawesi and Nusa Tenggara, which were randomly selected weighted by the size of the population. There were two unannounced visits to each sample primary school/MI and *puskesmas* between October 2002 and March 2003. The SMERU team also conducted an institutional survey on the condition of and general policies concerning basic education and health services at the national level.

Teacher absenteeism means that those who should be teaching have left their duties, whereas absenteeism amongst health providers may indicate that they are providing health services outside *puskesmas*. The results of the survey, which involved 1,441 teachers and 1,263 *puskesmas* workers, indicated that the teacher absenteeism level in public and Islamic primary schools is 19%, whereas the absenteeism level for *puskesmas* workers is 42%. The teacher absenteeism figure places Indonesia in the third highest position among the sample countries, whereas the healthcare provider absenteeism figure places Indonesia second after India. Teacher absenteeism in schools has a different meaning and impact from healthcare provider absenteeism in *puskesmas*. There is a possibility that the high level of health services outside of *puskesmas* has caused fewer patients to visit *puskesmas* and more staff members to work outside of *puskesmas*. Thus, even though staff absenteeism in *puskesmas* is two times higher than teacher absenteeism, the impact of absenteeism amongst public service providers is estimated to be worse in the education sector than in the health sector.



Research findings also indicated that absenteeism amongst teachers and healthcare providers is related to, among others, the individual characteristics of the provider (level of education, sex, age, and status as a civil servant); characteristics of the community and environment (level of poverty, condition of infrastructure, degree of isolation, and concern for education and health); and the characteristics of schools and *puskesmas* (availability of facilities, number of students and teachers or *puskesmas* personnel, school or consultation fees, and existing supervision and reward systems). ■

SURVEI KETIDAKHADIRAN GURU SEKOLAH DASAR DAN STAF MEDIS PUSKESMAS

Penelitian ini merupakan bagian dari survei mengenai ketidakhadiran guru sekolah dasar dan staf medis pusat kesehatan masyarakat (puskesmas) yang dilakukan oleh Bank Dunia di delapan negara berkembang. Meskipun tingkat ketidakhadiran guru dan staf medis berdampak luas pada kuantitas dan kualitas pelayanan pendidikan dan kesehatan, tetapi penelitian tentang hal ini masih jarang dilakukan. Tujuan utama survei adalah melihat dinamika ketidakhadiran penyedia pelayanan pendidikan dan kesejahteraan dalam kaitannya dengan karakteristik guru dan staf kesehatan serta keadaan lingkungan kerja mereka.



SMERU bertanggung jawab melaksanakan survei di 147 sekolah dasar (SD), termasuk madrasah ibtidaiyah (MI), dan 100 puskesmas di lima kabupaten dan lima kota di Pulau Jawa, Bali, Sumatra, Kalimantan, Sulawesi, dan Nusa Tenggara yang dipilih secara acak dengan penimbang jumlah penduduk. Kunjungan ke setiap SD/MI dan puskesmas sampel dilakukan dua kali tanpa pemberitahuan, yaitu pada Oktober 2002 dan Maret 2003. Tim SMERU juga melaksanakan survei institusional di tingkat nasional mengenai kondisi dan kebijakan umum pelayanan pendidikan dan kesehatan dasar.

Ketidakhadiran guru berarti yang bersangkutan meninggalkan tugas mengajar, sementara ketidakhadiran staf medis dapat berarti yang bersangkutan sedang melaksanakan tugas pelayanan masyarakat di luar puskesmas. Hasil survei yang melibatkan 1.441 guru dan 1.263 staf medis ini menunjukkan bahwa tingkat ketidakhadiran guru SD/MI 19%, sedang tingkat ketidakhadiran staf medis puskesmas 42%. Angka ketidakhadiran guru yang diperoleh menempatkan Indonesia pada posisi ketiga tertinggi di antara negara-negara sampel, sedang angka ketidakhadiran staf medis Indonesia berada pada posisi kedua setelah India. Ketidakhadiran guru di sekolah mempunyai arti dan dampak berbeda dengan ketidakhadiran staf medis di puskesmas. Kemungkinan tingginya tingkat pelayanan kesehatan di luar puskesmas menyebabkan kecenderungan makin sedikit kunjungan pasien ke puskesmas dan makin banyak staf yang melakukan tugas luar. Jadi, meskipun tingkat ketidakhadiran staf medis puskesmas dua kali lipat dibanding dengan ketidakhadiran guru, tetapi dampak ketidakhadiran tenaga pelayanan publik diperkirakan lebih buruk pada sektor pendidikan dibanding dengan ketidakhadiran pada sektor kesehatan.

Temuan penelitian juga menunjukkan bahwa ketidakhadiran guru dan staf kesehatan antara lain berkaitan dengan karakteristik individual (tingkat pendidikan, jenis kelamin, umur, dan status kepegawaian); karakteristik masyarakat/lingkungan (tingkat kemiskinan, kondisi infrastruktur, keterpencilan, atau kepedulian masyarakat terhadap pendidikan dan kesehatan); dan karakteristik sekolah atau puskesmas (ketersediaan fasilitas, jumlah murid dan guru atau jumlah staf medis, biaya sekolah atau pemeriksaan di puskesmas, dan sistem pengawasan dan penghargaan). ■

Research Highlights

MAPPING ASSISTANCE TO STRENGTHEN MICROBUSINESSES

SMERU in cooperation with the Ministry for Women's Empowerment conducted this study to provide information on efforts undertaken at the national level to strengthen microbusinesses as well as provide a general description of microbusinesses, particularly those managed by women.



This study consisted of three components. The first component was to map efforts at the national level to strengthen small and microbusinesses between 1997 and 2003. This identified the programs, projects and activities to strengthen microbusinesses carried out by various institutions, such as government institutions, local and international non-government organizations, private enterprises, cooperatives, banks, donor agencies, and other institutions. In general, these organizations do not distinguish between small and microbusinesses. Small businesses can usually access assistance aimed at empowering microbusinesses and vice versa. Therefore, small businesses were also included in this mapping exercise. It is hoped that this map will help to prevent the various programs and beneficiaries from overlapping.

The second component was to conduct field research to supplement information regarding assistance aimed at strengthening small and microbusinesses. Field research was conducted simultaneously in September and October 2003 in six *kabupaten/kota*, namely Kota Padang, Surabaya, and Makassar, as well as Kabupaten Sukabumi, Kebumen, and Bantul. The field research component was conducted to complement information on assistance to strengthen small and microbusiness gathered in the mapping exercise at the national level.

The third component was to prepare guidelines on gathering data on microbusinesses at the *kabupaten/kota* level. This book is also an alternative source for the regional governments to draw on when compiling data on microbusinesses and the role of women in this field in their respective regions. It is hoped that this objective and up-to-date data will be useful when formulating gender-sensitive policies, particularly those relating to the development of small and microbusinesses at the regional level and evaluating achievements. ■



STUDI PEMETAAN UPAYA PENGUATAN USAHA MIKRO

Studi ini dilakukan atas kerja sama Lembaga Penelitian SMERU dengan Kementerian Pemberdayaan Perempuan dengan tujuan memberikan informasi tentang upaya penguatan usaha mikro di tingkat pusat serta gambaran umum usaha mikro, khususnya yang dilakukan oleh perempuan.



Penelitian ini terdiri dari tiga komponen kegiatan. Komponen pertama adalah pemetaan upaya penguatan usaha mikro di tingkat pusat selama periode 1997 hingga 2003. Kegiatan ini mengidentifikasi atau memetakan upaya, program, proyek atau kegiatan yang telah dilakukan berbagai lembaga, yaitu lembaga pemerintah, organisasi non-pemerintah (Ornop) lokal dan internasional, perusahaan, koperasi, perbankan, lembaga donor dan lembaga lainnya, untuk memperkuat usaha mikro. Pada umumnya, lembaga-lembaga tersebut tidak membedakan antara usaha mikro dengan usaha kecil. Upaya yang ditujukan untuk usaha mikro biasanya juga dapat diakses oleh usaha kecil, atau sebaliknya. Oleh karena itu, upaya untuk usaha kecil juga dimasukkan ke dalam upaya yang dipetakan. Peta upaya ini diharapkan dapat dijadikan acuan awal untuk menghindari tumpang-tindih upaya dan sasaran penerima manfaat.

Komponen kedua adalah penelitian lapangan yang bertujuan untuk melengkapi informasi hasil pemetaan upaya penguatan usaha mikro dan usaha kecil. Penelitian lapangan dilakukan pada September hingga Oktober 2003 secara serentak di enam kabupaten/kota sampel, yaitu di Kota Padang, Surabaya, Makassar, dan Kabupaten Sukabumi, Kebumen dan Bantul. Komponen penelitian lapangan ini dilakukan untuk melengkapi informasi peta upaya penguatan usaha mikro dan usaha kecil di tingkat pusat.

Komponen ketiga studi ini adalah penyusunan buku pedoman pendataan usaha mikro di tingkat kabupaten/kota. Buku ini dapat menjadi alternatif acuan bagi pemerintah kabupaten/kota untuk mengambil kebijakan mengenai usaha mikro dan peranan perempuan dalam usaha mikro di wilayahnya masing-masing. Data yang objektif dan mutakhir ini diharapkan bermanfaat untuk merumuskan kebijakan pemerintah daerah yang tanggap gender, khususnya dalam pengembangan usaha mikro dan kecil, dan mengevaluasi hasil-hasil yang telah dicapai. ■

Research Highlights

A CONSOLIDATION OF PARTICIPATORY POVERTY ASSESSMENTS IN INDONESIA

The aim of this study was to enrich and broaden our understanding of the conditions and characteristics of poverty in Indonesia, in addition to providing input for the formulation of the National Poverty Reduction Strategy Paper (PRSP). This study collected, consolidated, and analyzed findings from a number of PPA (Participatory Poverty Assessments) and PPA-like studies conducted by several institutions. Through an analysis of the findings presented in the PPA reports, this study identified the multi-dimensional aspects of poverty, the causes and effects of poverty, as well as the effectiveness of several poverty reduction efforts from the perspective of the poor.

This study was conducted between October and December 2003, by consolidating PPA and PPA-like studies carried out between 1999 and 2003 in 79 locations, including 58 rural areas and 21 urban areas. The study areas were located in 39 *kabupaten/kota* in 13 provinces in Java, Nusa Tenggara, Sumatra, Kalimantan and Sulawesi. These studies were conducted by the World Bank, Insan Hitawasana Sejahtera and Bappenas, FKPKM, DFID, and ILGR. The studies selected were those which used a participatory approach and involved the poor, both men and women.



This study was a collaboration between SMERU and Pradipta Paramitha with financial support from the Japanese Bank for International Cooperation (JBIC), and the results were presented in two volumes. The first volume is entitled "Understanding the Voice of the Poor: Input for the Formulation of the Poverty Reduction Strategy Paper", and the second one is entitled "Participatory Poverty Assessment (PPA) for the Regional Poverty Reduction Strategy Paper (PRSP)". The first volume contains a poverty analysis based upon the views of the poor as presented in the PPAs consolidated. Some of the important findings included:

- Identification of the poor by communities, particularly in urban areas, tended to produce a higher proportion of poor people than discovered in several statistical studies at the national level. This indicates that there are differences between the subjective measurements of local communities and the national poverty line based on consumption.
- Access to education and health services as well as employment opportunities are the most dominant structural problems. The poor are powerless in accessing public services and influencing the prices of their products and the commodities they consume. Despite material poverty being the dominant cause of poverty according to the poor, an analysis of the problems they face indicated that isolation - physical and social - was more dominant.
- The poor are very dependent upon family resources and the natural resources around them, as well as the existing traditional social networks. These three matters in fact often perpetuate poverty. Several efforts to reduce poverty, for example through the provision of credit, have still not really reached the poor.

In the second volume, SMERU proposes PPA methodologies for the formulation of the Regional PRSP. These recommendations were composed after reflecting on the strengths and weaknesses of several PPAs collected in this study. ■

KONSOLIDASI KAJIAN KEMISKINAN PARTISIPATORIS DI INDONESIA

Tujuan kajian ini adalah untuk memperkaya dan memperdalam pemahaman tentang kondisi dan karakteristik kemiskinan di Indonesia, serta sebagai masukan bagi penyusunan Strategi Penanggulangan Kemiskinan (SPK) Nasional. Kajian ini menghimpun, mengkonsolidasi, dan menganalisis temuan berbagai KKP (Kajian Kemiskinan Partisipatoris) dan kajian sejenis yang dilakukan berbagai lembaga. Melalui analisis temuan yang disajikan dalam laporan studi-studi tersebut, kajian ini mengidentifikasi aspek multidimensi kemiskinan, penyebab dan dampak kemiskinan, serta efektivitas berbagai upaya penanggulangan kemiskinan dari sudut pandang masyarakat miskin.



Kajian dilakukan antara Oktober hingga Desember 2003 dengan cara mengkonsolidasikan KKP dan studi sejenis yang telah dilaksanakan selama periode 1999 - 2003 di 79 lokasi, yaitu: 58 di perdesaan dan 21 di perkotaan. Lokasi desa kajian tersebar di 39 kabupaten/kota di 13 provinsi di Jawa, Nusa Tenggara, Sumatera, Kalimantan dan Sulawesi. Studi-studi tersebut dilaksanakan oleh Bank Dunia, Insan Hitawasana Sejahtera dan Bappenas, FKPKM, DFID, dan P2TPD. Studi yang dipilih adalah yang menggunakan pendekatan partisipatoris dan melibatkan masyarakat miskin, laki-laki dan perempuan.

Dalam penelitian ini, SMERU bekerja sama dengan Pradipta Paramitha dan didanai oleh The Japanese Bank for International Cooperation (JBIC). Hasil kajian ini tersaji dalam dua volume. Volume I berjudul, "Memahami Suara Orang Miskin: Masukan untuk Penyusunan Strategi Penanggulangan Kemiskinan," dan Volume II, "Kajian Kemiskinan Partisipatoris (KKP) untuk Strategi Penanggulangan Kemiskinan (SPK) Daerah". Volume I berisi analisis kemiskinan berdasarkan pandangan masyarakat miskin itu sendiri sebagaimana disajikan pada KKP yang dikonsolidasikan. Beberapa temuan penting adalah:

- Identifikasi penduduk miskin yang dilakukan sendiri oleh masyarakat, khususnya di daerah perkotaan, cenderung menghasilkan proporsi penduduk miskin lebih besar daripada hasil berbagai kajian statistik di tingkat nasional. Hal ini menunjukkan adanya perbedaan antara ukuran subjektif masyarakat lokal dengan standar garis kemiskinan nasional berdasarkan konsumsi.
- Akses terhadap pendidikan, pelayanan kesehatan, dan lapangan pekerjaan merupakan persoalan struktural yang paling dominan. Masyarakat miskin menghadapi ketidakberdayaan dalam mengakses pelayanan publik dan mempengaruhi harga produk mereka maupun barang-barang yang dikonsumsi. Meskipun menurut pandangan masyarakat miskin, kemiskinan materi merupakan faktor dominan penyebab kemiskinan, namun dari analisis berdasarkan persoalan yang mereka hadapi ternyata faktor keterisolasian -fisik dan sosial- merupakan faktor penyebab kemiskinan yang lebih dominan.
- Masyarakat miskin sangat tergantung pada sumber daya keluarga dan alam di sekitarnya, juga pada jaring sosial tradisional mereka yang sudah ada. Ketiga hal ini sering justru melestarikan kemiskinan. Berbagai upaya penanggulangan kemiskinan, misalnya melalui pemberian kredit, masih belum menyentuh masyarakat miskin secara nyata.

Dalam Volume II, SMERU mengusulkan alternatif metode KKP bagi penyusunan SPK Daerah. Usulan ini disusun setelah mempertimbangkan kekuatan dan kelemahan metode berbagai KKP yang telah dihimpun dalam studi ini. ■

GOVERNANCE AND POVERTY REDUCTION: PRELIMINARY EVIDENCE FROM NEWLY DECENTRALIZED INDONESIA



This study is the first attempt to systematically examine the impact of bad governance practices in Indonesia on poverty reduction. This study focuses on the impact of bad governance on the poor by assembling scattered anecdotal evidence on how bad governance in Indonesia disadvantaged the poor during the centralistic New Order era and how it is continuing to affect people today, in the era of regional autonomy. This study indicates that the adverse impact of bad governance on the poor is real, systematically affects many people, and undermines efforts to reduce poverty in the country. Furthermore, quantitative studies on the impact of bad governance -using both bivariate and multivariate analyses- indicate that regions that practice good governance experience a faster rate of poverty reduction and vice versa.

In order to strengthen the business climate and boost inter-regional trade, for example, clear guidelines need to be established at the national level to ensure that regulations do not distort markets and that good governance should be observed. This should be followed by incentives and disincentives as well as systematic reforms which will encourage (through reward or credible sanction) government apparatus both at the local and central levels to practice good governance. At the same time civil society needs to establish a consensus and build a coalition to combat bad governance, for example through media campaigns, class action, and research or evidence-based publications.

This study was completed by the SMERU research team in April 2003 and findings were presented twice. The first presentation was at a seminar on "Governance in East Asia" in Japan, May 2003 and the second was at the Congress of the Indonesian Economists Association (ISEI) in Malang, July 2003. The paper has appeared in a book published by the Institute of Southeast Asian Studies (ISEAS) in Singapore, entitled "The Role of Governance in East Asia." It will also appear as a SMERU Working Paper in early 2004. ■



TATA KELOLA PEMERINTAHAN DAN PENANGGULANGAN KEMISKINAN: BUKTI AWAL DESENTRALISASI DI INDONESIA

Studi ini merupakan upaya pertama untuk mengkaji secara sistematis dampak dari praktik-praktik buruk tata kelola pemerintahan di Indonesia terhadap upaya penanggulangan kemiskinan. Fokus studi ini adalah melihat dampak tata kelola pemerintahan yang buruk terhadap orang miskin dengan mengumpulkan berbagai studi kasus tentang praktik tata kelola pemerintahan yang buruk yang telah merugikan kaum miskin selama era Orde Baru yang sentralistik hingga saat ini di era otonomi daerah yang desentralistik. Hasil penelitian menunjukkan bahwa dampak praktik tata kelola pemerintahan yang buruk adalah nyata dan mempengaruhi kehidupan sejumlah besar penduduk, serta telah menghambat upaya penanggulangan kemiskinan di Indonesia. Selanjutnya, analisis kuantitatif terhadap dampak tata kelola pemerintahan yang buruk -dengan menggunakan analisis bivariat dan multivariat- menunjukkan adanya indikasi bahwa daerah yang melaksanakan praktik tata kelola pemerintahan yang baik mengalami pengurangan tingkat kemiskinan yang lebih tinggi, dan sebaliknya.

Untuk meningkatkan iklim bisnis dan perdagangan antardaerah, misalnya, perlu dikeluarkan aturan pelaksanaan yang jelas di tingkat nasional untuk memastikan bahwa regulasi pasar tidak distortif dan agar tata kelola pemerintahan yang baik diberlakukan oleh pemerintah daerah. Aturan tersebut perlu disertai dengan insentif dan disinsentif serta reformasi sistematis yang akan mendorong pejabat pemerintah untuk melaksanakan tata kelola pemerintahan yang baik, yang disertai dengan penghargaan dan sanksi nyata, baik di tingkat lokal maupun nasional. Pada saat yang sama, elemen masyarakat sipil perlu membentuk sebuah konsensus dan koalisi untuk menghadapi praktik-praktik tata kelola pemerintahan yang buruk, contohnya melalui kampanye di media publik, gugatan *class action*, dan publikasi hasil penelitian atau investigasi.



Studi ini diselesaikan oleh tim peneliti SMERU pada bulan April 2003 dan telah dipresentasikan dua kali. Presentasi pertama dilakukan dalam sebuah seminar tentang "*Governance in East Asia*" (Tata Kelola Pemerintahan di Asia Timur) di Jepang pada Mei 2003 dan kedua dalam Kongres Ikatan Sarjana Ekonomi Indonesia (ISEI) di Malang pada Juli 2003. Penelitian ini telah dipublikasikan dalam buku yang diterbitkan oleh Institut Studi Asia Tenggara (ISEAS) di Singapura, berjudul "*The Role of Governance in East Asia*" (Peranan Tata Kelola Pemerintahan di Asia Timur). SMERU juga akan menerbitkan penelitian ini sebagai kertas kerja SMERU pada awal 2004. ■

PUBLICATIONS AND INFORMATION DIVISION

Securing an Optimal Publication and Information Role

Given the increase in the number of SMERU's research activities, 2003 was a challenging year which demanded optimal capacity from the Publications and Information Division. Throughout 2003, the Publications Division successfully published several reports, including five working papers, four field reports, one research report, one special report, material for a training session, proceedings for two workshops, four newsletters and SMERU's second annual report. In addition, the Editorial Team also assisted SMERU's Management Team to compose quarterly and biannual reports for the Project Consultation Committee (PCC) and assisted with editing and translating seminar reports and SMERU's memoranda. The SMERU Publications Team also updated its brochure which contains information about changes in the organizational structure, particularly those relating to the Research Division. In order to meet the needs of all stakeholders, a large number of SMERU's reports have been published in Indonesian and English with the assistance of two volunteers from Australian Volunteers International. These reports are then posted on the SMERU Website (www.smeru.or.id).



In October 2003, SMERU in collaboration with Friedrich Naumann Stiftung (FNSt), a German non-profit organization, published a book entitled, "Dictionary and Glossary of Regional Autonomy and Legal Terms." This book is aimed at members of the legislative, politicians, legal practitioners, NGOs, international organizations, academics and the general public. It is hoped that this book can become a reference in understanding terms relating to regional autonomy, decentralization and the general principles of good governance.

Some of SMERU's articles were also published in academic journals and newspapers, both in Indonesia and overseas, including the *Asian Economic Journal*, *Bulletin of Indonesian Economic Studies* (BIES), *Journal of International Development*, and *The Jakarta Post*. In addition, two of SMERU's reports were included as chapters in books. One book was entitled *The Impact of*

Trade on Labor: Issues, Perspectives, and Experiences from Developing Asia, edited by Rana Hasan and Devashish Mitra, and published by North Holland in Amsterdam, while the other was entitled *The Indonesian Rural Economy: Mobility, Work and Enterprise*, edited by Thomas R. Leinbach and published by the Institute of Southeast Asian Studies in Singapore.



The Publications and Information Division is determined to increase the quality of SMERU's publications from the linguistic, structural and design perspectives in order to catch the attention of relevant individuals and institutions. ■

BIDANG PUBLIKASI DAN INFORMASI

Meraih Peran Publikasi dan Informasi yang Optimal

Seiring dengan meningkatnya jumlah kegiatan penelitian SMERU, tahun 2003 merupakan tahun penuh tantangan yang menuntut kemampuan optimal Divisi Publikasi dan Informasi SMERU. Sepanjang masa kerja tahun 2003 ini, Divisi Publikasi berhasil menerbitkan berbagai laporan, di antaranya lima kertas kerja, empat laporan lapangan, satu laporan penelitian, satu laporan khusus, satu materi pelatihan, dua prosiding lokakarya, empat buletin, dan laporan tahunan SMERU yang kedua. Selain itu Tim Editor juga membantu Tim Manajemen SMERU menyusun laporan tiga bulanan, laporan semester, laporan tahunan untuk PCC (*Project Consultation Committee*), serta menyunting dan menerjemahkan makalah seminar dan memorandum SMERU. Tim Publikasi SMERU juga memperbaharui brosur yang memuat perubahan struktur organisasi, terutama yang berkaitan dengan Divisi Penelitian. Agar dapat menjangkau semua pemangku kepentingan, sebagian besar laporan SMERU dibuat dalam dua bahasa, Indonesia dan Inggris, dengan bantuan dua relawan dari Australian Volunteers International (AVI). Laporan tersebut kemudian dimuat dalam website SMERU (www.smeru.or.id).

Pada Oktober 2003, SMERU bekerja sama dengan Friedrich Naumann Stiftung (FNSf), sebuah organisasi nirlaba Jerman, menerbitkan buku berjudul “Kamus Hukum dan Glosarium Otonomi Daerah.” Buku ini ditujukan bagi anggota legislatif, politisi, praktisi hukum, LSM, lembaga internasional, akademisi, dan masyarakat umum. Diharapkan buku ini dapat dijadikan sebagai acuan dalam memahami istilah mengenai otonomi daerah, desentralisasi dan asas umum pemerintahan yang baik.

Beberapa laporan SMERU juga dimuat dalam jurnal akademik dan surat kabar baik dalam maupun luar negeri, di antaranya dalam *Asian Economic Journal*, *Bulletin of Indonesian Economic Studies* (BIES), *Journal of International Development*, dan *The Jakarta Post*. Selain itu, dua laporan SMERU telah dimuat dalam buku. Buku pertama berjudul “*The Impact of Trade on Labor: Issues, Perspectives, and Experiences from Developing Asia*,” diedit oleh Rana Hasan dan Devashish Mitra dan diterbitkan oleh North Holland di Amsterdam; buku kedua berjudul *The Indonesian Rural Economy: Mobility, Work and Enterprise*, diedit oleh Thomas R. Leinbach dan diterbitkan oleh Institute of Southeast Asian Studies di Singapura.

Divisi Publikasi dan Informasi bertekad untuk terus meningkatkan kualitas publikasi SMERU dari segi bahasa, tata letak dan desain untuk meraih perhatian pihak-pihak terkait. ■



Program Highlights

The SMERU Website

Since it was initially created, the SMERU Website (www.smeru.or.id) has been developed and managed by SMERU's own staff. In addition to disseminating SMERU's research findings, SMERU's website also aims to broaden the extent of public-policy dialogs on a range of socioeconomic and poverty issues in the interests of the general public.

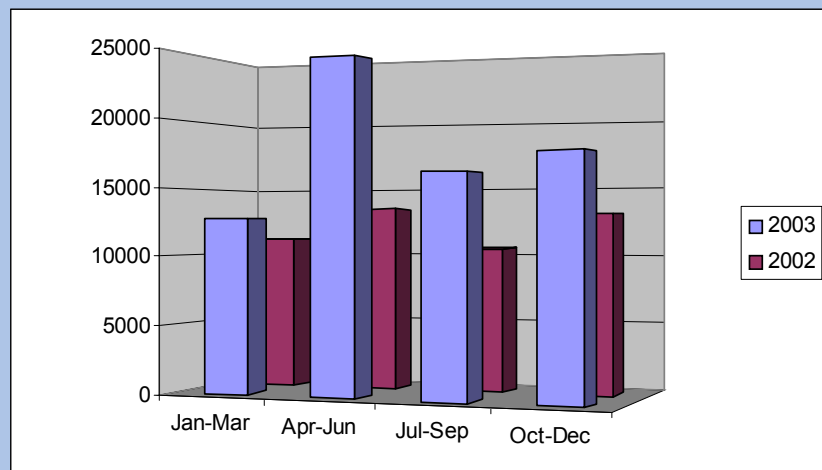
From: Totok Soefijanto
(cpi_hpcr@hsph.harvard.edu,
www.preventconflict.org)
Country: USA
Date: August 2, 2003

We'd like to congratulate and also express our gratitude to SMERU's staff for their credible research reports. In fact, we have been posting some of your reports on our portal. Great job!

The SMERU Website comprises almost all of SMERU's publications, including research reports, working papers, field reports, workshop reports, proceedings and SMERU's newsletters. In addition, SMERU's website also includes an array of news from the regions sent by NGOs in the provinces or obtained from regional newspapers. All items can be accessed or downloaded free of charge. It also needs to be noted that the Indonesian NGO Database, which was created in 2002 has been periodically updated. A mailing list has been created as a means of announcing that new material is or will soon be included on the SMERU Website.

As SMERU has gained a reputation as an independent and respectable research institute, interest in SMERU's research results and publications has also increased.

Diagram 1. Number of Visitors to the SMERU Website, 2002 – 2003
Diagram 1. Jumlah Kunjungan ke Website SMERU, 2002 – 2003



Source/Sumber: Webalizer

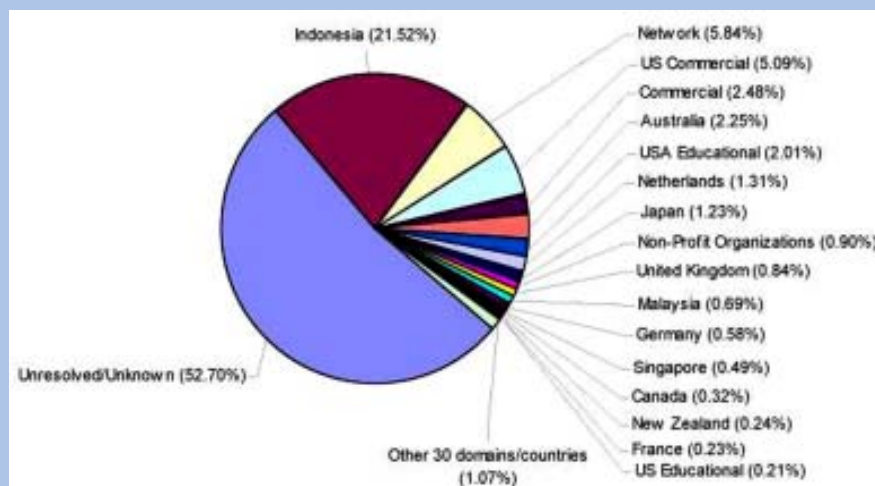
Website SMERU

Sejak mula dibangun hingga saat ini, website SMERU (www.smeru.or.id) terus dikembangkan dan dikelola sendiri oleh staf SMERU. Selain untuk menyebarluaskan hasil penelitian SMERU, website SMERU juga bertujuan memperluas jangkauan dialog kebijakan publik tentang berbagai masalah sosial-ekonomi dan kemiskinan untuk kepentingan masyarakat luas.

Website SMERU memuat hampir semua publikasi SMERU, antara lain: laporan penelitian, kertas kerja, laporan lapangan, laporan lokakarya, prosiding, dan Buletin SMERU. Selain itu website SMERU juga memuat kumpulan berita daerah yang dikirim oleh ornop di daerah atau yang diambil dari artikel koran daerah. Semuanya dapat diakses dan di-*download* secara cuma-cuma. Juga perlu dicatat bahwa Database Ornop di Indonesia yang telah dikembangkan sejak 2002 secara berkala dimutakhirkan. Sebuah mailing list telah dibuat sebagai media pemberitahuan mengenai materi-materi baru yang telah dan akan segera dimuat dalam website SMERU.

Dengan meningkatnya reputasi SMERU sebagai lembaga penelitian independen yang terkemuka, minat terhadap hasil penelitian atau publikasi SMERU juga semakin meningkat.

Diagram 2 . Proportion of SMERU Website Visitors by Domain, 2003
Diagram 2. Proporsi Pengunjung Website SMERU menurut Domain, 2003



Sumber/Source: Webalizer

Program Highlights

New Innovations and Hope for the Future

The number of research reports and other publications included on the SMERU Website has continuously increased, and because of this SMERU realizes that there is a need to use an information storage technique which is dynamic, efficient as well as capable of responding quickly to the needs of the readers. In order to do this, we will perfect the design and organization of the files on SMERU's website using web programming. It is hoped that visitors to the SMERU Website will be able to access the information they require more quickly and easily.

Another innovation which is considered necessary in the near future is to change the SMERU homepage. At present, the SMERU homepage only includes information on the titles of reports which can be accessed, whereas in the future this will be enriched with other information, for example reports which are soon to be published, SMERU's current research activities, and newsletter articles as well as the recent news from the regions. Thus, visitors to the SMERU Website will be able to obtain a better picture of the new material which can be accessed now and in the future. ■

Table 1. SMERU's Ten Most Downloaded Reports, 2003
Tabel 1. Sepuluh Laporan SMERU yang Paling Banyak Di-download, 2003

No.	Report Title / Judul Laporan	Frequency/Frekuensi
1	Paket Informasi Dasar Penanggulangan Kemiskinan, 2001	488
2	The Evolution of Poverty during the Crisis in Indonesia, March 2003	237
3	Politik Lokal di Era Desentralisasi: Menuju Otonomi Rakyat, Juli 2003	225
4	Kebijakan Publik yang Memihak Orang Miskin (Fokus: Pro-Poor Budgeting), Maret 2003	218
5	Perlindungan Tenaga Kerja melalui Sistem Jaminan Sosial: Pengalaman Indonesia, Juni 2003	212
6	Developing a Poverty Map for Indonesia: An Initiatory Work in Three Provinces, May 2003	178
7	Dampak Desentralisasi dan Otonomi Daerah atas Kinerja Pelayanan Publik: Kasus Kota Bandar Lampung, Propinsi Lampung, September 2002	169
8	Indonesia's Transition to Decentralized Governance: Evolution at the Local Level, June 2003	163
9	Mencari Alternatif Penyempurnaan Kebijakan Desentralisasi dan Otonomi Daerah: Beberapa Pelajaran dari Daerah, Agustus 2002	156
10	Industrial Relations in Jabotabek, Bandung, and Surabaya during the Freedom to Organize Era, May 2002	138

Source: Based on information provided by readers who are required to fill in an electronic form before downloading reports.

Inovasi Baru dan Harapan di Masa Depan

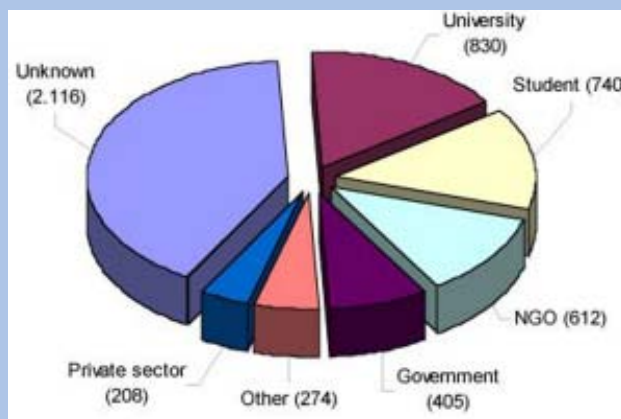
Jumlah laporan penelitian dan publikasi lainnya yang dimuat di website SMERU terus bertambah, karena itu SMERU menyadari adanya kebutuhan menggunakan sebuah teknik penyajian informasi yang dinamis, efisien serta mampu dengan cepat merespon keinginan pembacanya. Untuk itu kami akan menyempurnakan desain dan pengaturan file di website SMERU dengan menggunakan pemrograman web (*web programming*). Diharapkan pengunjung website SMERU akan dapat lebih cepat dan lebih mudah mengakses informasi yang diinginkan.

Inovasi lain yang dianggap perlu dilaksanakan dalam waktu dekat adalah melakukan perubahan pada halaman depan (*homepage*) website SMERU. Saat ini halaman depan SMERU hanya berisi informasi tentang judul laporan terkini yang dapat diakses. Di masa depan website SMERU akan diperkaya dengan informasi lain, misalnya laporan yang akan segera diterbitkan, kegiatan penelitian SMERU yang sedang berlangsung, artikel buletin serta berita daerah yang terakhir dimuat. Dengan demikian pengunjung website SMERU akan mendapat gambaran menyeluruh tentang materi baru yang dapat diakses saat ini atau yang akan datang. ■

From: Achmad An'am Tamrin
(an_am@eudoramail.com)
Country: Indonesia
Date: March 12, 2003

Apakah SMERU juga meneliti aspek internasional atau aspek global sosial-ekonomi Indonesia? Apakah masyarakat umum bisa datang ke SMERU dan mengakses langsung data yang ada di sana?

Diagram 3. Downloader of SMERU's Reports Based on Status and Institution
Diagram 3. Downloader Laporan SMERU menurut Status dan Institusi, 2003



Program Highlights

SMERU LIBRARY

To follow up on the plans to establish a library at SMERU, a librarian was recruited at the beginning of 2003. The first assignment was to assess all materials and resources for the library set up. Library management plans were then developed in order to make recommendations on the most optimal way of setting up the library and its future development strategies.

The establishment and development of the SMERU Library were based on two themes that are articulated in a set of goals and strategies. These two themes are the library as a gateway to information and the library as a facilitator for learning and research.

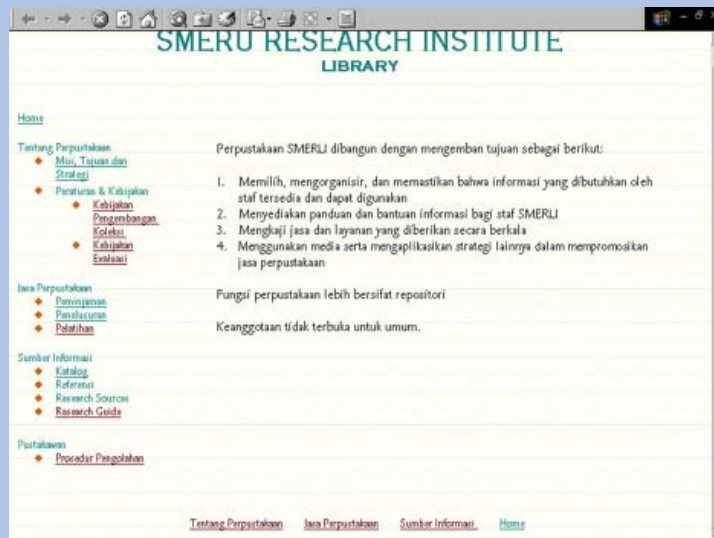
In its first year of operation, activities included:

- Organizing a collection of papers, books, and other documents. The collection currently includes 1,418 books, 259 newspaper clippings, 223 regional regulations, and 50 internal reports;
- Composing the standards and procedures for library operations;
- Designing an intranet structure to be used as a medium for communication between the library and other SMERU staff members; and
- Exchanging information, sharing resources, and participating in the development of an online catalog with other institutions.

In its second year, the library will concentrate on strengthening its services and evaluating the system to see how well it is operating. ■



PERPUSTAKAAN SMERU



Menindaklanjuti rencana pengembangan perpustakaan Lembaga Penelitian SMERU, pada awal 2003 SMERU telah mengangkat seorang pustakawan. Tugas awal yang harus dilaksanakan adalah mengkaji dan menata semua materi dan sumber daya perpustakaan yang dimiliki oleh SMERU, merencanakan pengelolaan perpustakaan kemudian dikembangkan untuk menggali berbagai rekomendasi atas cara-cara pengelolaan yang optimal, serta untuk menyusun strategi pengembangan ke depan.

Pengembangan perpustakaan SMERU berpijak pada dua asas yang terumus dalam tujuan dan strateginya. Kedua asas tersebut yaitu: perpustakaan sebagai gerbang informasi dan perpustakaan sebagai fasilitator pembelajaran dan kegiatan penelitian.

Dalam kurun waktu satu tahun, berbagai kegiatan telah dicapai antara lain:

- Mengorganisasi koleksi buku dan dokumen lainnya. Koleksi perpustakaan SMERU meliputi 1.418 judul buku, 259 judul kliping, 223 judul peraturan daerah dan 50 judul penerbitan internal SMERU;
- Mendokumentasi standar dan prosedur yang berlaku bagi jalannya operasional perpustakaan;
- Merancang struktur intranet sebagai media komunikasi antara perpustakaan dan staf SMERU; dan
- Berpartisipasi dalam kegiatan pertukaran informasi dan pengadaan katalog *online* dengan beberapa institusi terkait.

Di tahun mendatang, perpustakaan akan lebih berkonsentrasi dalam hal peningkatan penyediaan jasa yang diberikan dan mengkaji ulang pelaksanaan sistemnya. ■

FURTHERING COOPERATION WITH NGOS

In accordance with its vision, that is to provide opportunities for NGOs and various other civil society organizations to participate in discussions with each other, in 2003 the NGO Partnership Unit organized two regional seminars. First, in collaboration with YLK Sulsel (the South Sulawesi Consumer Organization), SMERU organized a regional seminar in Makassar entitled "Evaluating Regional Autonomy based on



Improvements in Public Services". NGOs from North, Southeast, Central and South Sulawesi, including several NGOs from Kota Makassar and Kabupaten Bulukumba, Wajo, Takalar, Gowa, Pangkep and Toraja, were present at this seminar. In addition, this seminar was also attended by representatives from regional governments, state-owned enterprises, and community organizations.

The second regional workshop was organized in collaboration with Yayasan Riau Mandiri and was entitled "Reflections on the Implementation of Regional Autonomy and Sustainable Natural Resource Management" di Kota Pekanbaru. Participants included NGOs in North Sumatra, West Sumatra, Jambi, Bengkulu, Lampung and Riau. Participants from Riau who attended this workshop were from several *kabupaten/kota* such as Kabupaten Indragiri Hulu dan Hilir, Kampar, Dumai, Siak, Bengkalis and Rokan Hulu and Kota Pekanbaru, officials regional governments in the above *kabupaten/kota* also attended this workshop.

In order to meet the wider needs of its stakeholders, SMERU is currently finishing translations for the English version of the Indonesian NGO Database. Around 50% of the database has already been translated. In addition, to meet the needs of NGOs for information on international NGOs and funding organizations in Indonesia, since the end of 2003 SMERU has been developing an international NGO directory. This initiative is a collaboration with the Bureau for International Technical Cooperation at the State Secretariat.

Future Plans for the NGO Partnership Unit

Considering the requests from a number of NGOs in relation to developing their capacity to conduct research, SMERU is planning to provide training on research methodologies for NGOs in early 2004.

As in previous years, SMERU will continue to provide a place and opportunity for discussions amongst NGOs. In 2004, SMERU plans to organize two regional discussions, in Nusa Tenggara and Kalimantan. Information on SMERU's research findings and SMERU's newsletters will be distributed on these occasions in addition to via the SMERU e-journal.

The NGO Partnership Unit believes that it is time we evaluate whether SMERU's research findings and policy recommendations are having an impact on NGOs. Accordingly, the NGO Partnership Unit is planning to send a questionnaire to NGOs by mail and e-mail in 2004.

MEMPERLUAS KERJA SAMA DENGAN ORNOP

Sesuai dengan misinya, yaitu memberikan kesempatan bagi ornop dan berbagai kelompok masyarakat sipil lainnya untuk saling berdiskusi, pada tahun 2003 Unit Kemitraan dengan Ornop menyelenggarakan dua seminar regional. Pertama, bersama YLK Sulsel (Yayasan Lembaga Konsumen Sulawesi Selatan) di Makassar, SMERU menyelenggarakan seminar regional dengan tema "Menilai Otonomi Daerah dari Kemajuan Pelayanan Publik". Seminar ini dihadiri oleh sejumlah ornop dari Sulawesi Utara, Sulawesi Tenggara, Sulawesi Tengah dan Sulawesi Selatan, termasuk ornop dari kota Makassar, Kabupaten Bulukumba, Wajo, Takalar, Gowa, Pangkep dan Toraja. Selain itu, seminar ini juga dihadiri staf pemerintah daerah, beberapa BUMN, dan organisasi masyarakat.

Lokakarya regional yang kedua diselenggarakan bersama Yayasan Riau Mandiri dengan tema "Refleksi Pelaksanaan Otonomi Daerah dan Pengelolaan Sumber Daya Alam yang Berkelanjutan" di Kota Pekanbaru. Pesertanya adalah ornop dari Sumatra Utara, Sumatra Barat, Jambi, Bengkulu, Lampung, dan Riau. Peserta dari Riau datang dari beberapa kabupaten di provinsi itu, seperti Kabupaten Indragiri Hulu dan Hilir, Kampar, Dumai, Siak, Bengkalis dan Rokan Hulu dan Kota Pekanbaru. Staf pemerintah daerah dari kabupaten-kabupaten tersebut juga hadir dalam lokakarya ini.

Untuk memenuhi kebutuhan pemangku kepentingan lebih luas, SMERU sedang menyelesaikan penerjemahan Database Ornop Indonesia ke dalam bahasa Inggris. Sekitar 50% pangkalan data tersebut telah selesai diterjemahkan. Di samping itu, untuk memenuhi kebutuhan ornop terhadap informasi mengenai NGO internasional dan lembaga-lembaga dana yang bekerja di Indonesia, sejak akhir tahun 2003 SMERU telah menyusun sebuah direktori NGO internasional. Kegiatan ini adalah kerja sama dengan Biro Kerja Sama Teknik Luar Negeri Sekretariat Negara.



Rencana ke Depan Unit Kemitraan dengan ORNOP

Menanggapi permohonan sejumlah ornop berkaitan dengan upaya pengembangan kemampuan melakukan penelitian, pada awal tahun 2004 SMERU merencanakan akan memberikan pelatihan mengenai metodologi penelitian kepada ornop.



Seperti tahun-tahun sebelumnya, SMERU akan terus menyediakan ruang diskusi untuk ornop. Pada tahun 2004 SMERU berencana menyelenggarakan dua diskusi regional, yaitu di wilayah Nusa Tenggara dan Kalimantan. Penyebaran informasi mengenai temuan penelitian SMERU dan Bulletin SMERU akan dilakukan dalam kesempatan tersebut di samping melalui e-journal SMERU.

Unit Kemitraan dengan ornop ini menilai bahwa sudah saatnya SMERU mengevaluasi apakah temuan-temuan penelitian dan saran kebijakan SMERU telah memberi dampak kepada ornop. Karena itu, pada tahun 2004 Unit Kemitraan dengan Ornop akan menyebarkan kuisioner kepada ornop melalui surat dan e-mail.

SMERU'S IMPACT

Throughout 2003, SMERU sustained its research excellence, increased its output and fostered new relations with local and international organizations. In addition, SMERU was also able to prove itself to be making a difference after four researchers were awarded the H. W. Arndt Prize by the Australian National University for their article entitled "Minimum Wage Policy and Its Impact on Employment in the Urban Formal Sector",

published in the *Bulletin of Indonesian Economic Studies (BIES)*. SMERU has also become more active in the research-policy interface through dialogs and discussions with the general public, House of Representatives, NGOs, government institutions, private enterprise, and the media.



Engagement with the General Public, Government Agencies and House of Representatives (DPR)

SMERU has continued to participate actively in dialogs on socioeconomic issues and poverty reduction with government institutions such as the National Development Planning Board, Ministry of Manpower and Transmigration, Ministry of Home Affairs, Ministry of Health, and Ministry of National Education. Commission V of the DPR and also the Indonesian Employers' Association (Apindo) invited SMERU to present the findings from its Industrial Relations study at discussions on the Industrial Relations Dispute Resolution Bill. The Poverty Reduction Strategy Paper Task Force used SMERU's preliminary findings from the Participatory Poverty Assessment project as a reference for their regional consultations, and the final paper will provide input for the government-endorsed Poverty Alleviation Committee. SMERU also presented the findings from its study on microbusinesses at a seminar at the Ministry of Women's Empowerment, which was attended by key personnel from the ministry.

SMERU has also ensured that its research findings are relayed to government institutions and the general public. Several staff members were invited to attend local and international seminars, provide lectures at training sessions, as well as serve as panelists or presenters at meetings and conferences. SMERU participated in two exhibitions organized by FORMAPPI (community forum concerned with the Indonesian parliament) and the Ford Foundation respectively.

Engagement with NGOs

Based upon an invitation extended by Newmont Nusa Tenggara, the SMERU NGO Partnership Officer visited Newmont Nusa Tenggara's mine site and observed community development activities for the people who live nearby. During this visit, SMERU arranged a discussion session with 14 NGOs in Sumbawa Besar regarding the importance of having accurate data for advocacy activities and increasing the capacity of NGOs. The discussion also highlighted issues concerning the role, accountability and reliability of NGOs. In October 2003, the NGO Partnership Officer visited and interviewed as many as 15 NGOs in Jakarta and the surrounding areas for the microbusiness research project.

DAMPAK SMERU

Sepanjang tahun 2003 SMERU kembali mempertahankan kepiawaiannya di bidang penelitian, menambah output serta terus membangun relasi baru dengan lembaga lokal maupun internasional. Di samping itu, SMERU telah mampu membuktikan dirinya sebagai lembaga penelitian yang terkemuka melalui penghargaan H.W.Arndt Prize dari Universitas Nasional Australia yang diterima empat penelitiannya atas karya penelitian berjudul "Kebijakan Upah Minimum dan Dampaknya pada Penyerapan Lapangan Pekerjaan di Sektor Formal Perkotaan" yang dipublikasikan di *Bulletin of Indonesian Economic Studies (BIES)*. SMERU juga mulai memberi perhatian lebih pada arah kebijakan penelitian melalui dialog dan diskusi bersama masyarakat umum, DPR, LSM, lembaga pemerintah, organisasi swasta, dan media.

Keterlibatan dengan Masyarakat Umum, Lembaga Pemerintahan dan DPR

SMERU terus berperan aktif dalam berbagai dialog mengenai isu-isu penanggulangan kemiskinan dan sosial-ekonomi bersama lembaga pemerintah, seperti Bappenas, Kementerian Tenaga Kerja dan Transmigrasi, Departemen Dalam Negeri, Departemen Keuangan, Departemen Kesehatan, Departemen Pendidikan Nasional. SMERU diundang Komisi V dan juga Asosiasi Pengusaha Indonesia (Apindo) untuk menyampaikan hasil studi Hubungan Industrial, berkaitan dengan pembahasan RUU Penyelesaian Perselisihan Hubungan Industrial (RUU PPHI). Gugus Tugas PRSP (Dokumen Strategi Penanggulangan Kemiskinan) telah memanfaatkan temuan awal SMERU pada proyek Kajian Kemiskinan Partisipatoris sebagai referensi untuk konsultasi daerah, dan laporan akhir tersebut akan memberi masukan kepada Komite Penanggulangan Kemiskinan (KPK) yang dibentuk pemerintah. SMERU juga telah menyebarluaskan berbagai temuan studinya tentang usaha mikro dalam seminar di Kementerian Pemberdayaan Perempuan yang dihadiri pejabat-pejabat terasnya.



SMERU juga menjamin penyebaran hasil temuannya kepada lembaga-lembaga pemerintah dan masyarakat luas. Beberapa staf SMERU telah diundang untuk menghadiri aneka seminar di tingkat lokal atau pun internasional, memberikan perkuliahan pada sesi pelatihan, dan juga bertindak sebagai panelis atau penyaji dalam pertemuan atau konferensi. SMERU juga ikut serta dalam pameran yang diselenggarakan oleh Forum Masyarakat Peduli Parlemen Indonesia (FORMAPPI) dan Ford Foundation.

Keterlibatan dengan Ornop

Atas undangan dari PT. Newmont Nusa Tenggara, staf Unit Kemitraan dengan Ornop mengunjungi tambang Newmont dan melihat kegiatan-kegiatan pengembangan masyarakat yang tinggal di sekitar lokasi pertambangan. Pada kesempatan yang sama SMERU mengadakan diskusi dengan 14 ornop di Sumbawa Besar tentang pentingnya memiliki data yang akurat untuk mendukung upaya-upaya advokasi dan meningkatkan kapasitas ornop. Diskusi juga menyoroti isu-isu lain seperti peran, akuntabilitas dan reliabilitas ornop. Pada Oktober 2003, staf Unit Kemitraan dengan Ornop juga mengunjungi dan mewawancarai 15 ornop di Jakarta dan sekitarnya untuk penelitian usaha mikro.

Program Highlights



In late 2003, SMERU began to develop a directory of international NGOs and donor agencies which provide technical assistance in Indonesia in accordance with a memorandum of understanding with the government. SMERU has already collected data on 52 relevant organizations. This directory will also contain guidelines and mechanisms to apply for funding. Initially, the Publications Division had planned to complete translation of the Indonesian NGO Database in 2003, but because of updating difficulties, this has been postponed.

SMERU is planning to conduct training sessions on research methodologies for NGOs in 2004. SMERU has sought the assistance of the Civil Society Support and Strengthening Program (CSSP), an NGO concerned with conflict prevention, natural resource management, human rights, and local governance. CSSP indicated its interest in SMERU's training.

Engagement with Academia

In addition to being awarded the H.W. Arndt Prize, a SMERU paper entitled "Regional Autonomy in Indonesia: Field Experiences and Emerging Challenges" also received recognition. This report was presented at the 4th Indonesian Regional Science Association (IRSA) International Conference in Bali, and was also published in a book entitled *Decentralization, Natural Resources and Regional Development in Indonesia*. SMERU has also had a number of other articles published, and its research findings have been regularly quoted in journals, books, and academic papers both in Indonesia and overseas. International academic journals such as *World Development* and *the World Bank Economic Review* have also requested SMERU researchers to become referees. ■

JOINT INITIATIVES

SMERU actively worked together with local and international organizations throughout 2003. Four out of six organizations shortlisted for an ADB project on social protection schemes, in addition to USAID, the Ministry of Finance and CIDA, approached SMERU regarding collaboration. Such interest indicates confidence in SMERU's research capabilities and expertise. However, over the past six months, SMERU has unfortunately had to refuse a number of research undertakings either due to limitations in human resources or the project topics not being parallel with SMERU's research thrust and expertise.

SMERU fostered cooperation and maintained close links with government institutions and international organizations, including the Ford Foundation, DFID, and the World Bank. SMERU, in collaboration with the Ministry for Women's Empowerment, completed a project entitled "Mapping National Assistance to Strengthen Microbusinesses for Improving the Welfare of Women". Another project included the "Focussed Area Approach: District Data Collection and Analysis", for the AusAID Area Development Program. SMERU also organized a workshop with PEG-Bappenas entitled "Employment Friendly Labor Policies". ■

Di penghujung 2003, SMERU mulai mengembangkan direktori LSM internasional dan lembaga donor yang menyediakan bantuan teknis di Indonesia di bawah Nota Kesepahaman dengan pemerintah. SMERU telah mengumpulkan data 52 organisasi yang relevan. Direktori ini juga memuat panduan dan mekanisme pengajuan permintaan dana. Pada awalnya penterjemahan data base LSM Indonesia dijadwalkan akan selesai pada tahun 2003 tetapi karena adanya kesulitan dengan memperbaharui data, maka kegiatan ini tertunda.

SMERU sedang merencanakan penyelenggaraan pelatihan tentang metodologi penelitian untuk LSM pada tahun 2004. SMERU telah meminta bantuan dari Civil Society Support and Strengthening Program (CSSP), sebuah LSM yang fokus utamanya pada isu-isu seperti, pencegahan konflik, pengelolaan sumber daya alam, hak asasi manusia (HAM), dan tata pemerintahan lokal. CSSP menunjukkan minatnya terhadap rencana pelatihan ini.

Keterlibatan dengan Akademisi

Selain menerima penghargaan H.W.Arndt Prize, makalah SMERU yang berjudul "Otonomi Daerah di Indonesia: Pengalaman Lapangan dan Tantangan yang Muncul" juga mendapatkan sambutan positif. Laporan itu dipresentasikan pada Konferensi Internasional ke-4 Asosiasi Ilmu Pengetahuan Daerah Indonesia (IRSA) di Bali. Makalah tersebut dimuat dalam buku berjudul "*Desentralisasi, Sumber Daya Alam dan Pembangunan Daerah di Indonesia*". Artikel dan temuan penelitian SMERU juga dimuat dan sering dikutip di berbagai jurnal, buku, dan laporan akademis di dalam maupun di luar negeri. Beberapa peneliti SMERU juga telah diminta menjadi penilai artikel-artikel yang dikirim ke jurnal-jurnal ilmiah internasional seperti *World Development* dan *the World Bank Economic Review*. ■



PRAKARSA BERSAMA

SMERU secara aktif bekerja sama dengan lembaga lokal dan internasional selama 2003. Di samping USAID, Departemen Keuangan dan CIDA, empat dari enam lembaga yang masuk dalam daftar proyek ADB mengenai Skema Sistem Perlindungan Sosial mengajak SMERU bekerja sama. Hal ini memperlihatkan kepercayaan atas kemampuan dan keahlian SMERU di bidang penelitian. Sayangnya, selama enam bulan terakhir, SMERU terpaksa menolak sejumlah permintaan kerja sama tersebut karena keterbatasan sumber daya personel dan topik proyek tidak sesuai dengan bidang keahliannya.

SMERU telah menjalin kerja sama yang erat dengan lembaga internasional seperti Ford Foundation, DFID, Bank Dunia dan lembaga-lembaga pemerintah. Bersama dengan Kementerian Pemberdayaan Perempuan, SMERU telah menyelesaikan proyek "Pemetaan Upaya Nasional untuk Penguatan Usaha Mikro bagi Peningkatan Kesejahteraan Perempuan". Juga proyek lain seperti "Pendekatan Area Fokus: Pengumpulan dan Analisis Data Kabupaten" untuk Program Pengembangan Area AusAID. SMERU juga mengorganisasi lokakarya bersama PEG-Bappenas tentang "Kebijakan Pasar Kerja dan Hubungan Industrial untuk Memperluas Kesempatan Kerja". ■



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INDEPENDENT AUDITOR'S REPORT

Report No. 475/04-A3

The Members of
THE SMERU RESEARCH INSTITUTE

We have audited the accompanying Statements of Financial Positions of **The SMERU Research Institute** for the years ended December 31, 2003 and 2002, and the related Statements of Activities and Fund Balances and Statements of Cash Flows for the years then ended. These Financial Statements are the responsibility of **The SMERU Research Institute's** management. Our responsibility is to express an opinion on these Financial Statements based on our audits.

We conducted our audits in accordance with auditing standards established by the Indonesian Institute of Accountants. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the Financial Statements of are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the Financial Statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall Financial Statement presentation. We believe that our audits provide a reasonable basis for our opinion.

As described in Note 3a, these Financial Statements were prepared based on the Modified Cash basis, which is a comprehensive basis of accounting other than generally accepted accounting principles applied in Indonesia.

In our opinion, the Financial Statements referred to above present fairly, in all material respects, the Financial Positions of the SMERU Research Institute as of December 31, 2003 and 2002, and the Changes in its Fund Balances and its Cash Flows for the years then ended, in conformity with the basis of accounting described in Note 3a.

Our audits were made for the purpose of forming an opinion on the basic Financial Statements taken as a whole. The accompanying supplementary information is presented for purposes of additional analysis and is not a required part of the basic Financial Statements. Such information has been subjected to the procedures applied in the audits of the basic Financial Statements and, in our opinion, is fairly stated, in all material respects, in relation to the basic Financial Statements taken as a whole.

DRS JOHAN, MALONDA & REKAN
Licence No. 98.2.00010

Justinus A. Sidarta
Public Accountant Licence No. 98.1.0478

April 23, 2004

**The SMERU Research Institute
Statements of Financial Position
December 31, 2003 and 2002**

	Notes	2003 Rp	2002 Rp
A S S E T S			
CURRENT ASSETS			
Cash and Cash Equivalents	4	6,008,961,333	8,378,790,224
Employee Receivables		<u>7,000,000</u>	<u>2,750,000</u>
Total Current Assets		<u>6,012,961,553</u>	<u>8,341,548,524</u>
NON CURRENT ASSETS			
Equipment - Net of Accumulated Depreciation	5	<u>651,041,042</u>	<u>384,007,550</u>
TOTAL ASSETS		<u>6,664,002,595</u>	<u>8,726,056,074</u>
NET ASSETS AND LIABILITIES			
LIABILITIES			
Payable on Purchase of Equipment	6	54,545,000	-
Tax Payable	7	<u>67,373,000</u>	-
Total Liabilities		<u>122,018,000</u>	-
NET ASSETS			
Donated Equipment	8	<u>388,457,675</u>	<u>379,337,675</u>
Fund Balances :	3d		
Restricted		668,969,062	1,932,311,838
Unrestricted		<u>5,491,594,838</u>	<u>6,416,784,549</u>
Total Fund Balances		<u>6,161,486,900</u>	<u>8,348,696,390</u>
Total Net Assets		<u>6,541,924,575</u>	<u>8,726,056,074</u>
TOTAL NET ASSETS AND LIABILITIES		<u>6,664,002,595</u>	<u>8,726,056,074</u>

See accompanying Notes to Financial Statements
which are an integral part of these Statements

**The SMERU Research Institute
Statements of Cash Flows
for the Years Ended December 31, 2003 and 2002**

	2003	2002
	Rp	Rp
CASH FLOWS FROM OPERATING ACTIVITIES		
Excess of Revenues over Expenditures	(2,183,229,499)	7,553,668,221
Adjustments to Reconcile Excess of Revenues over Expenditures to Net Cash Provided by (Used in) Operating Activities:		
Depreciation	166,944,554	112,082,366
Decrease (Increase) in:		
Employees Receivable	(250,000)	(2,750,000)
Payable on Purchase of Equipment	54,545,000	-
Tax Payable	87,333,000	-
Net Cash Provided by (Used in) Operating Activities	<u>(1,886,856,945)</u>	<u>7,883,000,587</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Acquisition of Equipment	<u>(433,978,046)</u>	<u>(81,156,384)</u>
Net Cash Used in Investing Activities	<u>(433,978,046)</u>	<u>(81,156,384)</u>
NET INCREASE (DECREASE) IN CASH	<u>(2,320,834,991)</u>	<u>7,801,844,203</u>
CASH AND CASH EQUIVALENTS, BEGINNING	<u>8,338,394,324</u>	<u>716,552,323</u>
CASH AND CASH EQUIVALENTS, ENDING	<u>6,017,559,333</u>	<u>8,318,396,524</u>
NON CASH ACTIVITIES		
Donated Equipment:	1,100,000	379,357,675
Equipment	1,100,000	379,357,675

See accompanying Notes to Financial Statements
which are an integral part of these Statements

**The SMERU Research Institute
Statements of Activities and Fund Balances
for the Years Ended December 31, 2003 and 2002**

	Notes	2 0 0 3		Total Rp	2 0 0 2 Total Rp
		Unrestricted Rp	Restricted Rp		
REVENUES					
Grants	9	-	3,347,163,211	3,347,163,211	11,600,177,800
Consultant Fees	10	574,740,500	-	574,740,500	3,611,136,628
Bank and Deposit Interest		61,759,287	-	61,759,287	20,994,383
Others	11	42,774,571	-	42,774,571	267,450,355
Total Revenues		679,274,358	3,347,163,211	4,026,439,669	13,889,388,166
EXPENDITURES					
The Ford Foundation		-	2,651,945,000	2,651,945,000	2,943,991,229
The Department For International Development		-	1,957,571,999	1,957,571,999	559,821,921
The World Bank		983,545,855	-	983,545,855	273,173,255
The Government of Australia (GOA)- AusAID		-	-	-	1,229,575,488
PO Nos PEG-07, 11, 14, 21 and 22		-	-	-	551,634,886
Depreciation		166,944,554	-	166,944,554	112,082,364
Exchange Rate Differences		451,661,660	-	451,661,660	333,411,782
Total Expenditures		1,602,152,069	4,609,516,999	6,211,669,068	6,805,690,845
EXCESS OF REVENUES OVER EXPENDITURES (EXPENDITURES OVER REVENUES)		(922,877,711)	(1,262,353,788)	(2,185,229,499)	7,883,668,221
FUND BALANCE, BEGINNING		6,414,384,549	1,932,311,850	8,346,696,399	736,952,323
CORRECTION	12	-	-	-	86,478,855
FUND BALANCE, ENDING		5,491,506,838	669,958,062	6,161,464,900	8,346,696,399

See accompanying Notes to Financial Statements
which are an integral part of these Statements

ADMINISTRATION AND STAFF REVIEW

Organizational Structure

Although the steps to adjust SMERU's organizational structure in order to conform with Law No. 16/2001 on Foundations were discussed in several meetings with the Board of Governors, so far SMERU's organizational structure has not undergone any change. This is because according to the stipulations for change under this law on foundations, SMERU still has the opportunity to adjust its statutes for up to five years after its implementation.

SMERU's decision to merge its three research divisions into one research division in 2002 strengthened SMERU's research capacity, and thus SMERU can now conduct cross-discipline research using various methodologies. Indeed, it has been proven that by being able to employ such an approach SMERU has been able to produce more comprehensive research reports.

Meetings

In accordance with the schedule agreed upon by SMERU and its donors, SMERU held Project Consultation Committee (PCC) meetings on 23 July 2003 and 12 February 2004. The objectives of these meetings were to review SMERU's performance and accomplishments as well as its future plans. The PCC meetings were attended by representatives from donor organizations (AusAID, the Ford Foundation, and DFID), members of the Board of Governors, and representatives from other affiliated institutions.

The Board of Governors met on 22 July 2003 and 11 February 2004 to discuss issues relating to SMERU's work. When the Board of Governors met in July, Dr. Tom Theric, a member of the Board, resigned from his position because he had been invited to work as a research fellow at the Australian National University (ANU). Starting in 2003, members of the Board of Governors residing in Jakarta held meetings every 3 months so that they could become more involved in SMERU's activities.

The SMERU Management Team met on regular basis to discuss completed and ongoing research, develop work plans, and review various staffing, administration and financial issues. SMERU also held regular meetings with its staff.

Staffing

During 2003, SMERU recruited one senior researcher, three researchers, one librarian, one External Affairs Officer to replace the Business Development Officer, and two translators/assistant editors from Australian Volunteers International (AVI).

In order to maintain the high standard of its staff's performance, the SMERU Management Team conducted staff evaluation in January. Such appraisal assisted management to monitor staff progress.

TINJAUAN ADMINISTRASI DAN STAF

Struktur Organisasi Lembaga

Meskipun langkah-langkah penyesuaian struktur organisasi Lembaga Penelitian SMERU terhadap UU RI No. 16 Tahun 2001 tentang Yayasan telah dibahas dalam beberapa pertemuan dengan Badan Pengurus, sejauh ini struktur organisasi SMERU belum mengalami perubahan. Hal ini karena sesuai dengan ketentuan peralihan dalam UU Yayasan, SMERU masih mempunyai kesempatan untuk menyesuaikan Anggaran Dasarnya dalam waktu paling lambat lima tahun sejak UU Yayasan ini diberlakukan.

Keputusan SMERU untuk menggabungkan tiga divisi penelitiannya menjadi satu divisi penelitian pada tahun 2002 telah memperkuat kemampuan meneliti SMERU, dan dengan demikian kini SMERU dapat melakukan penelitian lintas disiplin ilmu dengan menggunakan berbagai metodologi penelitian. Memang, terbukti bahwa dengan pendekatan ini SMERU mampu menghasilkan laporan penelitian yang lebih komprehensif.

Pertemuan

Sesuai dengan jadwal yang disepakati SMERU dan lembaga donor, SMERU menyelenggarakan rapat Project Consultation Committee (PCC) pada 23 Juli 2003 dan 12 Februari 2004. Tujuan pertemuan ini adalah untuk meninjau kinerja dan kegiatan yang telah dan akan dilakukan oleh SMERU. Rapat PCC dihadiri oleh perwakilan lembaga donor (AusAID, Ford Foundation, DFID), anggota Badan Pengurus Yayasan SMERU, dan wakil dari lembaga afiliasi lainnya.

Badan Pengurus Yayasan SMERU mengadakan dua pertemuan, yaitu pada 22 Juli 2003 dan 11 Februari 2004, untuk mendiskusikan isu-isu yang terkait dengan kegiatan SMERU. Pada rapat bulan Juli salah satu anggota Badan Pengurus Dr. Tom Theric mengundurkan diri karena beliau diundang menjadi research fellow di Australian National University (ANU). Mulai tahun 2003 Badan Pengurus menjadwalkan pertemuan bagi anggota yang berdomisili di Jakarta setiap 3 bulan sekali agar para anggota Badan Pengurus dapat lebih terlibat dalam kegiatan SMERU.

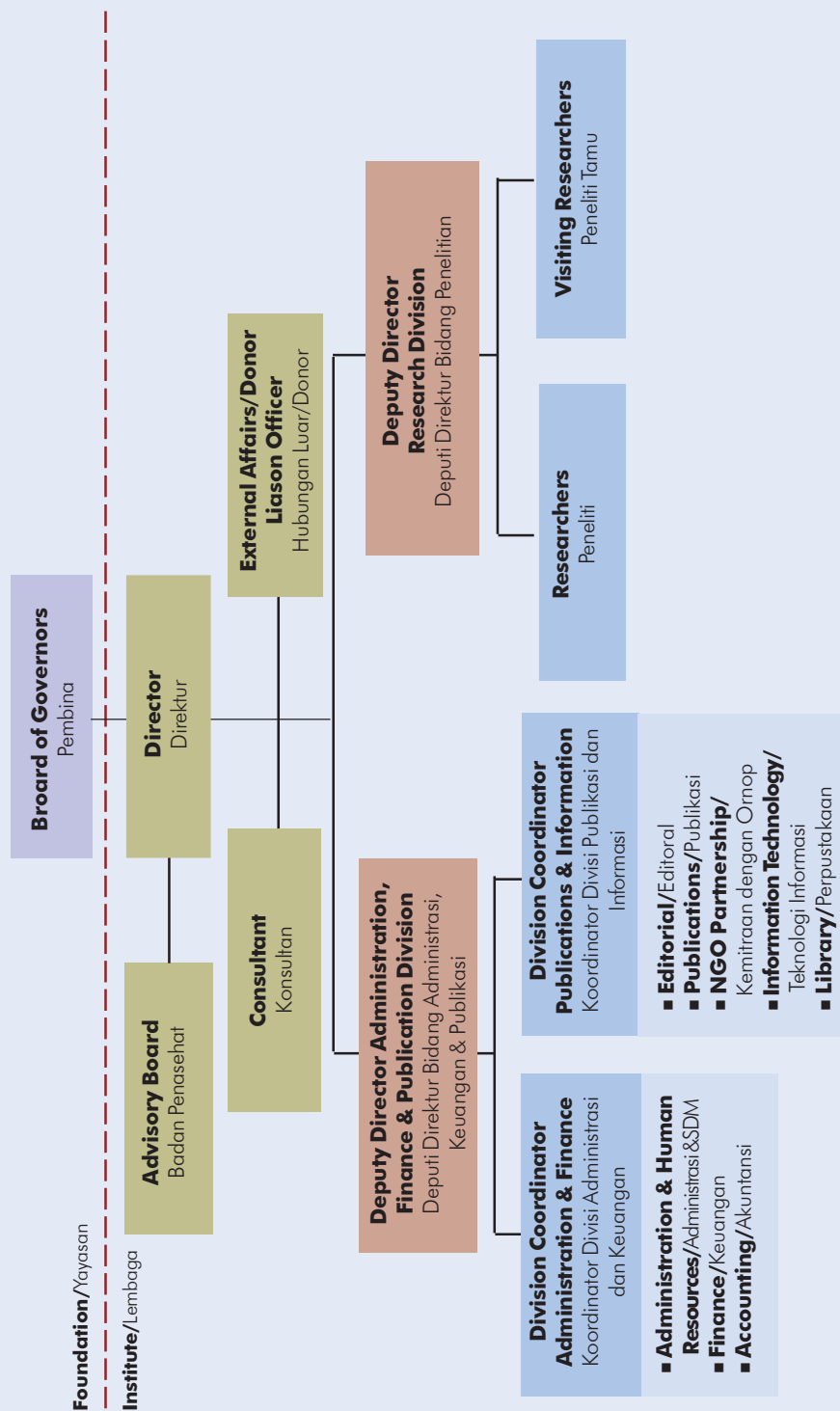
Secara teratur Tim Manajemen SMERU bertemu setiap bulan untuk membicarakan kegiatan penelitian yang telah dan akan berlangsung, menyusun rencana kerja, serta membahas masalah administrasi dan keuangan. Disamping itu SMERU juga mengadakan pertemuan staf secara rutin.

Staf

Selama periode tahun 2003 SMERU merekrut satu peneliti senior, tiga peneliti, satu pustakawan, satu External Affairs Officer untuk menggantikan staf Business Development Officer, dan 2 penerjemah/asisten editor dari Australian Volunteers International (AVI).

Agar dapat menjaga kualitas kinerja stafnya, Tim Manajemen SMERU melakukan evaluasi staf pada bulan Januari. Evaluasi ini membantu Tim Manajemen dalam memantau kemajuan stafnya.

ORGANIZATIONAL STRUCTURE OF SMERU RESEARCH INSTITUTE 2003
STRUKTUR ORGANISASI LEMBAGA PENELITIAN SMERU 2003



SMERU

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