



Menjaga Arah, Merawat Proses

Catatan Kerja CRI
Sepanjang 2025

*Maintaining Direction,
Nurturing Processes*
CRI Work Notes
Throughout 2025

COMBINE
RESOURCE
INSTITUTION
Laporan Tahunan
Annual Report
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PENULIS | WRITER
Himas Nur

PENYUNTING | EDITOR
Ferdhi F. Putra

PENERJEMAH | TRANSLATOR
Khoirunnisa Candra P.

DESAIN & ILUSTRASI |
DESIGN & ILLUSTRATION
Damar N. Sosodoro & Semara Agustino

DOKUMENTASI FOTO |
PHOTO DOCUMENTATION
Combine Resource Institution

ALAMAT | ADDRESS

Jalan K.H. Ali Maksum 462,
Pelemsewu, Desa Panggungharjo,
Kecamatan Sewon,
Kabupaten Bantul,
Daerah Istimewa Yogyakarta
Kode Pos 55188

TELEPON | PHONE

0274 411 123

WHATSAPP | WHATSAPP

0851 3307 8794

SUREL | EMAIL

office@combine.or.id

SITUS | WEBSITE

combine.or.id

FACEBOOK | FACEBOOK

Combine Resource Institution

YOUTUBE | YOUTUBE

Combine Resource Institution

INSTAGRAM | INSTAGRAM

@combine_ri

x | x

@combineri

Daftar Isi

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Introduction

TAHUN-TAHUN BELAKANGAN tampaknya menjadi waktu yang tidak mudah bagi aktor masyarakat sipil. Kami tidak ingin memupuk pesimisme, namun mencoba melihatnya secara lebih realistis.

Sepanjang tahun ini, kami menyaksikan bagaimana ruang sipil terus dipersempit—bukan hanya melalui represi konvensional seperti intimidasi dan penangkapan yang kembali meningkat setelah lebih dari 20 tahun Reformasi, tetapi juga melalui kekerasan digital yang semakin canggih: peretasan, doksing, penyalahgunaan data pribadi, hingga pembredelan akun media sosial aktivis. Negara yang seharusnya melindungi warganya, justru kerap hadir sebagai ancaman. Di tengah situasi itu, kami terus bekerja. Bukan karena kami tidak takut, tetapi karena kami percaya bahwa berhenti bukan pilihan.

Laporan tahunan ini adalah cara kami bercerita—tentang apa yang kami kerjakan, dengan siapa, dan mengapa itu penting.

Dalam urusan pemberdayaan komunitas, kami memperkuat pendekatan yang kami sebut resiliensi holistik. Dengan pendekatan

THE LAST FEW YEARS have not been easy for civil society actors. We do not want to foster pessimism, but we do try to look at the situation realistically.

Throughout this year, we have witnessed how civic spaces continue to be narrowed—not only through conventional repression such as intimidation and arrests, which have increased again after more than two decades of reform, but also through increasingly sophisticated digital violence: hacking, doxxing, misuse of personal data, and the blocking of activists' social media accounts. A state that is supposed to protect its citizens is often present as a threat. In the midst of that situation, we continue to work—not because we are not afraid, but because we believe that quitting is not an option.

This annual report is our way of telling the story of what we do, with whom we work, and why it matters.

In community empowerment, we strengthen an approach we call holistic resilience. Through the connect-defend-act approach,

connect-defend-act, kami mendampingi aktivis, pembela HAM, dan penggerak organisasi masyarakat sipil (OMS) agar tidak hanya bertahan, tetapi juga mampu membangun sistem keamanan kolektif yang kokoh. Kami bergerak di Yogyakarta, Lombok, hingga wilayah-wilayah terdampak transisi energi dan kerusakan ekologi akibat Proyek Strategis Nasional. Bersama dengan itu, melalui program SCILLS, kami hadir di 39 sekolah dasar di delapan kabupaten pesisir selatan Jawa—menyiapkan skenario tanggap darurat saat bencana dan memastikan anak-anak di wilayah rawan bencana tetap bisa belajar.

Di ranah tata kelola data dan sistem informasi, kami melanjutkan komitmen panjang kami bersama desa-desa di Sleman dan Buleleng serta beberapa daerah lain. Kami tidak memandang teknologi sebagai solusi teknis semata—bagi kami, sistem informasi adalah praktik sosial yang menempatkan warga sebagai subjek, bukan sekadar angka dalam basis data.

Di sisi komunikasi dan pengetahuan, kami terus mendokumentasikan kerja-kerja lapangan dan memperluas jejaring. Dari Open Tech Camp di Penang, DRAPAC25 di Kuala Lumpur, Urban Social Forum di Denpasar, hingga Pasar Kolaborasi di Yogyakarta—kami percaya bahwa pengetahuan yang tidak dibagikan akan mati. Maka kami terus bercerita, menerbitkan modul, menulis artikel, dan mempertemukan orang-orang yang bergerak dalam satu visi.

we assist activists, human rights defenders, and civil society organizations (CSOs) not only to survive, but also to build strong collective security systems. We are engaged in Yogyakarta, Lombok, and areas affected by the energy transition and ecological damage caused by National Strategic Projects. At the same time, through the SCILLS program, we are present in 39 primary schools across eight districts along the southern coast of Java—preparing emergency response scenarios during disasters and ensuring that children in disaster-prone areas can continue learning.

In data governance and information systems, we continue our long-standing commitment with villages in Sleman and Buleleng, as well as several other regions. We do not view technology as a purely technical solution. For us, information systems are social practices that place citizens as subjects, not merely as numbers in a database.

In communication and knowledge, we continue to document our fieldwork and expand our networks. From Open Tech Camp in Penang, DRAPAC25 in Kuala Lumpur, the Urban Social Forum in Denpasar, to Kolaborasi Market in Yogyakarta, we believe that knowledge left unshared will disappear. Therefore, we continue to tell stories, publish modules, write articles, and bring together people who move toward the same vision.

Soal keberlanjutan lembaga, kami juga harus jujur. Unit usaha *guest house* yang kami rintis mencatat penurunan pendapatan di tahun ini—bukan karena pelayanan menurun, melainkan karena imbas pelemahan ekonomi nasional yang memukul banyak sektor. Tapi kami enggan sekadar mengutuki keadaan. Tahun ini muncul juga optimisme karena pusat pelatihan (*training center*) yang kami rancang sejak beberapa tahun terakhir mulai diluncurkan. Ini menjadi harapan baru di tengah kelesuan sektor lain. Kemandirian finansial tetap menjadi agenda yang tidak kami tunda.

Terakhir, tentu saja laporan ini bukan dokumen sempurna. Di dalamnya ada keberhasilan yang patut disyukuri, dan ada juga keterbatasan yang harus kami akui. Kami mempersembahkannya sebagai bentuk akuntabilitas kepada komunitas, mitra, dan publik yang telah mempercayai kami.

Ferdhi F. Putra

Direktur Combine Resource Institution

Regarding institutional sustainability, we must also be honest. The guest house business unit that we pioneered recorded a decline in revenue this year—not because of a decline in service quality, but because of the impact of the weakening national economy, which has affected many sectors. Still, we are reluctant to simply condemn the situation. This year also brought optimism, as the training center we had designed over the past few years was finally launched. This offers new hope amid the sluggishness of other sectors. Financial independence remains an agenda we cannot postpone.

Lastly, this report is not a perfect document. It contains achievements for which we are grateful, as well as limitations we must acknowledge. We present it as a form of accountability to the communities, partners, and public who have placed their trust in us.

Ferdhi F. Putra

Director of Combine Resource Institution



Membaca Ulang

Arah Gerak CRI

Perencanaan Strategis 2026-2030: Membaca Ulang Arah Gerak CRI

PROSES PENYUSUNAN Rencana Strategis 2026–2030 ini bukan sekadar rutinitas kelembagaan. Kami mengerjakannya di tengah situasi yang tidak sederhana—pergantian pemerintahan nasional ke tangan Presiden dengan rekam jejak HAM yang bermasalah, ditambah guncangan global dari kebijakan-kebijakan ekstrim pemerintahan Trump sejak awal 2025. Dalam kondisi seperti ini, tidak ada pilihan lain bagi CRI selain duduk, merefleksikan ulang posisi kami, dan memperbarui cara kami bergerak.

Proses renstra kami mulai dari bawah. Kami menggelar seri FGD bersama jaringan OMS lintas sektor dan wilayah pada April 2025, mendengarkan apa yang betul-betul terjadi di lapangan. Hasilnya cukup tegas; demokrasi sedang mundur, ruang sipil menyempit, pendanaan semakin sulit, dan fragmentasi di dalam gerakan masyarakat sipil sendiri cukup serius. Dari sana, kami mengerucut pada empat masalah utama yang

Rereading

CRI's Direction

Strategic Planning 2026–2030: Rereading CRI's Direction

THE PROCESS OF PREPARING the 2026–2030 Strategic Plan was not merely an institutional routine. We carried it out amid a complex situation: the transfer of national government to a president with a troubled human rights record, alongside the global shock caused by the extreme policies of the Trump administration since early 2025. In these conditions, CRI had no other choice but to pause, reflect again on our position, and update the way we move.

Our strategic planning process started from the ground up. In April 2025, we held a series of FGDs with CSO networks across sectors and regions, listening to what was really happening on the ground. The findings were quite clear: democracy is in decline, civic space is shrinking, funding is becoming more difficult, and fragmentation within the civil society movement itself is quite serious. From there, we narrowed our focus to four

harus kami respons—penguatan komunitas dalam inovasi teknologi informasi untuk kemandirian ekonomi, advokasi keamanan digital dan tata kelola data komunitas, penguatan tata kelola data pada institusi pemerintah, dan pemecahan krisis iklim berbasis komunitas dalam kerangka keadilan iklim.

Empat isu itu bukan daftar yang kami buat dari sekadar di balik meja kantor. Itu adalah hasil pembacaan bersama yang jujur terhadap realitas gerakan saat ini.

Selain itu, kami juga harus jujur ke dalam. Melalui proses Organizational Mapping Tools (OMT), kami mengakui tiga kelemahan yang selama ini belum tuntas kami benahi: komunikasi eksternal yang masih lemah, kapasitas advokasi yang perlu dipertajam, dan model penggalangan dana yang belum menunjukkan hasil signifikan. Pengetahuan dan pengalaman CRI sebenarnya sudah terakumulasi cukup banyak selama lebih dari dua dekade—tapi masih terserak dan belum terkonsolidasi dengan baik.

Ke depan, kami menetapkan tiga orientasi dampak yang ingin kami capai: pertama, mempertahankan ruang sipil melalui sistem informasi berbasis komunitas; kedua, menjadi bagian dari solusi krisis ekologi demi keadilan iklim; ketiga, mendorong kemandirian ekonomi bagi OMS dan komunitas. Ketiga-

key issues we must respond to: strengthening community capacity in information technology innovation for economic independence; advocating for digital security and community data governance; strengthening data governance in government institutions; and promoting community-based climate crisis solutions within the framework of climate justice.

These four issues are not a list we made from behind an office desk. They are the result of an honest collective reading of the current realities of the movement.

In addition, we also had to look inward honestly. Through the Organizational Mapping Tools (OMT) process, we recognized three weaknesses we have not fully addressed: weak external communication, advocacy capacity that still needs sharpening, and fundraising models that have not yet shown significant results. CRI's knowledge and experience have accumulated substantially over more than two decades, but they remain scattered and have not yet been well consolidated.

Going forward, we have set three impact orientations we want to achieve: first, maintaining civic space through community-based information systems; second, contributing to solutions to the ecological crisis for climate justice; and third, encouraging economic independence for CSOs and communities. In



nya bukan agenda yang berdiri sendiri—dalam pandangan kami, ketiganya saling menopang.

CRI tidak sedang mencoba menjadi organisasi besar. Yang ingin kami perkuat adalah peran kami sebagai simpul—tempat bertemunya pengetahuan, jaringan, dan gerakan, agar ekosistem masyarakat sipil bisa terus bernapas dan bergerak, bahkan di tengah tekanan yang semakin berat.

Dokumen renstra adalah peta. Perjalanannya tetap harus kami tempuh bersama.

our view, these three agendas do not stand alone; they support one another.

CRI is not trying to become a large organization. What we want to strengthen is our role as a node—a place where knowledge, networks, and movements meet, so that civil society ecosystems can continue to breathe and move, even amid increasing pressure.

A strategic plan document is a map. We still have to travel together.

A

Pemberdayaan
Komunitas

*Community
Empowerment*

Resiliensi Holistik di Kepungan Rezim Antikritik

DEMOKRASI serupa jargon semu di negeri ini. Hari ke hari, linimasa dipenuhi dengan pembungkaman, bahkan pemberangusan ruang sipil. Warga dipertontonkan akrobatik rezim yang menindas dan culas. Sepanjang tahun ini arus protes terus menggema, di jalan dan di layar; tanda bahwa harapan dan jaring solidaritas juga kian erat. Namun mereka yang bersuara tak lantas imun dari teror dan ancaman. Kriminalisasi mengadang di persimpangan. Represi klasik seperti intimidasi dan penangkapan, kini berkomplot dengan kekerasan digital, yakni peretasan, doksing, penyalahgunaan data pribadi, pembredelan media sosial, dan seterusnya. Ini menjadi satu tantangan tersendiri bagi masyarakat sipil untuk mengonsolidasikan gerakan dengan lebih responsif dan efektif.

Berangkat dari titik kritis tersebut, kami mendorong penguatan solidaritas lintas gerakan dan sistem keamanan kolektif dengan menempatkan semua yang terlibat sebagai produsen pengetahuan. Kami menawarkan pendekatan yang lebih menyeluruh dan berbasis ekosistem bagi aktivis, pembela HAM, dan mereka yang berdedikasi mengadvokasi warga. Kami mencanangkan “Mozaik Solidaritas” sebagai respons atas penyusutan ruang-waktu sipil (*civic space-time*) dengan sasaran wilayah Yogyakarta dan Lombok. Program ini kami susun melalui metodologi

Holistic Resilience in the Siege of the Anti-Criticism Regime

DEMOCRACY increasingly feels like a hollow slogan in this country. Day after day, the news cycle is filled with instances of silencing and even the eradication of civic space. Citizens have been subjected to the maneuvers of an oppressive and reckless regime. Throughout the year, the stream of protests continued to echo—on the streets and on screens—a sign that hope and solidarity networks are also growing stronger. However, those who speak out are not necessarily immune from terror and threats. Criminalization is rampant at many intersections. Classic forms of repression, such as intimidation and arrest, now operate alongside digital violence: hacking, doxxing, misuse of personal data, and the blocking of social media accounts. This is a challenge for civil society to consolidate the movement in a more responsive and effective way.

Departing from this critical point, we encourage the strengthening of solidarity across movements and collective security systems by placing all involved actors as knowledge producers. We offer a more comprehensive, ecosystem-based approach for activists, human rights defenders, and those dedicated to advocating for citizens. We launched the “Solidarity Mosaic” program in response to the shrinking of civic space, focusing on the Yogyakarta and Lombok regions. We developed this program through the CONNECT-DEFEND-ACT (CDA) methodology.

CONNECT-DEFEND-ACT (CDA). Metode pendampingan transformatif berbasis interseksional ini membangun pemahaman bersama atas keterkaitan sistem penindasan (*CONNECT*); menguatkan mekanisme keamanan dan dukungan sejawat sebagai tanggung jawab bersama (*DEFEND*), serta; menciptakan ruang eksperimentasi aman untuk mengembangkan strategi perlawanan nirkekerasan dan produksi pengetahuan tandingan (*ACT*).

This intersectional transformative mentoring method builds a shared understanding of the interconnectedness of systems of oppression (*CONNECT*); strengthens security mechanisms and peer support as a shared responsibility (*DEFEND*); and creates safe spaces for experimentation to develop nonviolent resistance strategies and counter-knowledge production (*ACT*).



Kami meyakini bahwa kerja aktivisme tak berbasis pada hierarki tunggal, melainkan ekosistem solidaritas yang saling menopang. Penyusutan ruang-waktu sipil tak lain adalah manifestasi dari sistem penindasan yang saling terhubung—otoritarianisme, patriarki, kapitalisme ekstraktif, dan kolonialisme—yang memerlukan tanggapan holistik. Kami memusatkan pula perhatian pada wilayah terdampak transisi energi dan kerusakan ekologi akibat Proyek Strategis Nasional (PSN). Melalui Pelatihan Fasilitator Keamanan Digital bagi Organisasi Masyarakat Sipil (OMS) dan aktivis lingkungan, kami mendorong simpul keamanan yang kuat di level lokal. Aktivasi ini sejatinya telah kami mulai sejak tahun lalu bersama empat OMS lain yang tersebar di Bandung, Jakarta, Pontianak, hingga Palu. Agenda kolaboratif yang didukung Yayasan Tifa ini, menyoroti tiga wilayah dampingan, yaitu Sulawesi Tengah, Sulawesi Tenggara, dan Maluku Utara.

Benteng Digital, Perisai Diri Hadapi Bencana

Sepanjang 2025, kami memusatkan kerja-kerja pemberdayaan komunitas pada isu resiliensi holistik dan literasi digital. Selain mendampingi para kawan aktivis dan penggerak OMS, kami juga menyoroti langsung komunitas terdampak, khususnya anak di wilayah rawan bencana. Melalui program Strengthening Communities/Improving Lives and Livelihoods (SCILLS), CRI mendorong terciptanya internet alternatif yang tangguh bencana. Kami membantu komunitas memi-

We believe that activism is not built on a single hierarchy, but on an ecosystem of solidarity that supports one another. The shrinking of civic space is a manifestation of interconnected systems of oppression—authoritarianism, patriarchy, extractive capitalism, and colonialism—that require a holistic response. We also focus on areas affected by the energy transition and ecological damage caused by National Strategic Projects (NSPs). Through Digital Security Facilitator Training for Civil Society Organizations (CSOs) and environmental activists, we support the emergence of strong security nodes at the local level. We had actually started this activation last year with four other CSOs based in Bandung, Jakarta, Pontianak, and Palu. This collaborative agenda, supported by the Tifa Foundation, targets three assisted areas: Central Sulawesi, Southeast Sulawesi, and North Maluku.

Digital Fortress, Self-Shield to Face Disasters

Throughout 2025, we focused our community empowerment work on holistic resilience and digital literacy. In addition to assisting fellow activists and CSO organizers, we also directly targeted affected communities, especially children in disaster-prone areas. Through the Strengthening Communities/Improving Lives and Livelihoods (SCILLS) program, CRI supports the creation of alternative internet infrastructure that is resilient to disasters. We help communities think about mitigation by utiliz-



kirkan mitigasi dengan pemanfaatan literasi digital, menangkal hoaks, serta meretas ketimpangan akses informasi dan komunikasi. Upaya ini kami lakukan agar anak, termasuk ekosistem sekolah, tetap dapat memiliki ruang belajar yang kondusif, termasuk saat harus berada di situasi pembelajaran jarak jauh (PJJ) di kala bencana.

ing digital literacy, countering misinformation, and addressing inequalities in access to information and communication. We make this effort so that children, including the school ecosystem, can still have a conducive learning space, including when they must shift to distance learning during disasters.

Berangkat dari kondisi di atas, kami menginisiasi penguatan infrastruktur jaringan internet, penguatan kapasitas digital siswa, guru, dan orang tua, serta mendukung integrasi materi dalam kurikulum. Tercatat 39 sekolah dasar yang telah kami intervensi dan lakukan asesmen awal. Mereka tersebar di delapan kabupaten di pesisir selatan Jawa, yakni Tasikmalaya, Pangandaran, Cilacap, Kebumen, Kulon Progo, Gunungkidul, Pacitan, dan Trenggalek. Kami menggaet pula pemangku kebijakan terkait agar ikhtiar ini direspons dengan serius oleh semua pihak, baik hulu hingga hilir. Koordinasi kami jalin dengan Dinas Pendidikan (Disdik), Dinas Komunikasi dan Informatika (Diskominfo), serta Badan Penanggulangan Bencana Daerah (BPBD).

Program ini bukan sekadar keterampilan teknis, melainkan bagian dari mekanisme perlindungan dalam memperkuat hak anak atas pendidikan yang aman, pengasuhan yang sadar risiko, serta lingkungan belajar yang responsif terhadap situasi darurat. Kami menumbuhkan kesadaran bahwa internet bukan semata teknologi, namun juga medium strategi ketahanan dan kesiapsiagaan komunitas. Terlebih di tengah sesaknya ruang hidup masyarakat sipil di negeri ini, benteng digital bisa menjadi amunisi perisai bagi diri dan ekosistem yang lebih berdaya.

Departing from these conditions, we initiated the strengthening of internet network infrastructure, the strengthening of digital capacity among students, teachers, and parents, and support for integrating relevant materials into the curriculum. We conducted initial assessments and interventions in 39 elementary schools across eight districts along the southern coast of Java: Tasikmalaya, Pangandaran, Cilacap, Kebumen, Kulon Progo, Gunungkidul, Pacitan, and Trenggalek. We also involved relevant policymakers so that this effort would be taken seriously by all parties, both upstream and downstream. Our coordination included the Education Office (Disdik), the Communication and Information Office (Diskominfo), and the Regional Disaster Management Agency (BPBD).

This program is not merely about technical skills. It is part of a protection mechanism to strengthen children's right to safe education, risk-aware parenting, and learning environments that are responsive to emergency situations. We raise awareness that the internet is not only a technology, but also a medium for community resilience and preparedness strategies. Especially amid the increasingly constrained civic space in this country, digital fortresses can serve as self-protection and as part of a more empowered ecosystem.

Tata Kelola Data & Inovasi Sistem Informasi

B

*Data Governance
&
Information Systems
Innovation*

Spirit Multipihak Prioritaskan Subjek Data Berdaya

RUPA-RUPA REGULASI dan aplikasi atas nama “pembangunan” seharusnya tak meninggalkan Yang Rentan. Namun pemanfaatan yang tak menyasar seluruh lapisan, menempatkan warga semata data yang tak dilihat-tak tercatat-tak peroleh haknya dengan layak. Sepanjang 2025, kami terus melanjutkan komitmen mengadvokasi kedaulatan data desa-daerah, salah satunya melalui Sistem Informasi Desa (SID) Berdaya dan Sistem Informasi Kabupaten (SIKAB). Kami menawarkan pemahaman bahwa pemanfaatan teknologi informasi adalah praktik sosial, alih-alih sebagai pemenuhan instruktif dan birokratis semata. Maka dalam pengembangan dan pemanfaatan sistem, kami memikirkan warga—bukan sebagai angka dan statistik, melainkan—sebagai subjek yang sah.

Kabupaten Sleman adalah salah satu penerima manfaat yang konstan kami dampingi. Kami meningkatkan beberapa fitur guna memudahkan warga dan pengelola kebijakan dalam mengarsipkan, mempublikasikan, serta mengakses data-data mereka. Pada awal semester, kami menciptakan fitur (1) Data Kebudayaan; (2) Data Badan Musyawarah Kalurahan (Bamuskal), dan; (3) Survei Kepuasan Masyarakat. Lalu pada paruh akhir tahun, kami menambah fitur (1) Jaringan Dokumentasi dan Informasi Hukum (JDIH), serta (2) Pelaporan Kalurahan yang terintegrasi dengan SIKAB versi terkini. Ter-

Multistakeholder Spirit Prioritizes Empowered Data Subjects

VARIOUS REGULATIONS and applications implemented in the name of “development” should not leave behind vulnerable populations. However, when their use does not reach all layers of society, citizens whose data goes unseen and unrecorded are unable to access their rights properly. Throughout 2025, we continued our commitment to advocating for village data sovereignty, including through the Empowered Village Information System (SID) and the District Information System (SIKAB). We offer an understanding that the use of information technology is a social practice, not merely an instructive and bureaucratic requirement. Therefore, in developing and using the system, we think of citizens not as numbers and statistics, but as valid subjects.

Sleman Regency is one of the beneficiaries we continue to assist. We improved several features to make it easier for citizens and policymakers to archive, publish, and access their data. In the first semester, we created features for: (1) Cultural Data; (2) Village Deliberative Body (Bamuskal) Data; and (3) Community Satisfaction Survey. In the latter half of the year, we added features for: (1) Legal Documentation and Information Network (JDIH); and (2) Village Reporting, which is integrated with the latest version of SIKAB. In total, we facilitated 86 SID operators from 86 villages. Throughout the process, we coordi-

catat 86 operator SID dari 86 desa telah kami fasilitasi. Dalam pengerjaannya, kami secara intensif berkoordinasi dengan Dinas Pemberdayaan Masyarakat dan Kalurahan (PMK) Kabupaten Sleman.

Buleleng, Bali, juga merupakan wilayah yang kami pantau dalam implementasi SID Berdaya. Tahun ini kami menggandeng mitra baru akademisi, yakni Universitas Pendidikan Ganesha (Undiksha) yang berpusat di Singaraja. Nota Kesepahaman (MoU) telah kami sepakati bersama. Sebagai awalan, kami menjalin kerja sama dengan Unit Penunjang Akademik Teknologi Informasi dan Komunikasi (UPA TIK) Undiksha. Diproyeksikan UPA TIK Undiksha turut bekerja sama dalam agenda-agenda sektoral ke depan, termasuk sebagai ahli/pakar penguji keamanan untuk penerapan SID di Buleleng. Sementara itu, setelah berbagai proses multipihak dilalui sejak 2023, pada Desember 2025, MoU serta Perjanjian Kerja Sama (PKS) antara Pemerintah Kabupaten Buleleng dan CRI telah sampai pada penandatanganan. Kerja sama ini dipimpin oleh Dinas Pemberdayaan Masyarakat dan Desa (PMD) sebagai perwakilan pemerintah kabupaten.

Semua prakarsa di atas adalah upaya kami mewujudkan desa berdaulat. Ihwal ini selaras dengan pencatatan praktik baik yang direfleksikan warga desa di Buleleng, misalnya Pejarakan, Sumber Klampok, Wanagiri, Bengkala, dan Kubutambahan. Pada pertemuan di 23–28 Februari, mereka bersaksi bahwa kehadiran SID Berdaya la-

nated intensively with the Sleman Regency Community and Village Empowerment Office (PMK).

Buleleng, Bali, is also an area where we monitor the implementation of the Empowered SID. This year, we collaborated with a new academic partner, Ganesha University of Education (Undiksha), based in Singaraja. We agreed on a Memorandum of Understanding (MoU). To begin with, we collaborated with Undiksha's Academic Support Unit for Information and Communication Technology (UPA TIK). UPA TIK Undiksha is expected to collaborate on future sectoral programs, including as an expert security tester for SID implementation in Buleleng. Meanwhile, after various multistakeholder processes that had been underway since 2023, the MoU and Cooperation Agreement (PKS) between the Buleleng Regency Government and CRI were signed in December 2025. This collaboration is led by the Community and Village Empowerment Office (PMD) as a representative of the district government.

All of the above initiatives are part of our efforts to create sovereign villages. This is in line with the documentation of good practices reflected by villagers in Buleleng, such as Pejarakan, Sumber Klampok, Wanagiri, Bengkala, and Kubutambahan. At a meeting held from February 23 to 28, they shared that the presence of SID has served as an infor-



iknya etalase informasi dan platform pendataan berjenjang. Mereka juga mengungkapkan bahwa promosi pariwisata dan potensi desa kini terpublikasi lebih optimal. Kabar bahagia juga kami dapatkan sejak pertengahan tahun ini. Desa-desa yang kami dampingi aktif mengimplementasikan pemanfaatan SID hingga memperoleh penghargaan. Pada Kabupaten Sleman misalnya, ada Kalurahan Banyuraden yang berturut-turut memperoleh Juara 1 Lomba Evaluasi di tingkat kabupaten; Juara 1 di tingkat provinsi, serta Juara 2 tingkat nasional untuk regional II. Kemudian dari Buleleng, ada Desa Gobleg dan Tukad Sumaga yang terpilih menjadi desa binaan dalam program yang dimotori Badan Pusat Statistik.

mation storefront and a tiered data collection platform. They also explained that tourism promotion and village potential could now be published more optimally. We also received encouraging news in the middle of this year. Villages we assisted actively implemented SID and received awards. In Sleman Regency, for example, Banyuraden Village consecutively won first place in the evaluation competition at the district level, first place at the provincial level, and second place at the national level for Region II. From Buleleng, Gobleg and Tukad Sumaga villages were selected as assisted villages in a program led by the Central Statistics Agency.

Sokong Pusat Optimalkan Kinerja untuk Rakyat

Pelaksanaan tata kelola data dan informasi tentu tak bisa berjalan sendirian. Perlu kolaborasi pelbagai elemen termasuk komitmen dan kehadiran para penyelenggara negara. Sebagai OMS yang merintis dan mengembangkan SID Berdaya selama lebih dari satu dekade, kami terus melakukan harmonisasi dengan pemerintah setempat, baik di level lokal maupun nasional. Siasat ini merupakan wujud konkret kami dalam mengawal kebijakan negara tentang transformasi digital. Salah satu projek kebijakan tersebut termaktub dalam Rencana Pembangunan Jangka Panjang Nasional (RPJPN) 2025–2045, di mana dalam pelaksanaannya memerlukan dukungan Sistem Pemerintahan Berbasis Elektronik (SPBE).

Supporting the Government to Optimize Performance for the People

The implementation of data and information governance certainly cannot run alone. Collaboration is needed from various elements, including the commitment and presence of state administrators. As a CSO that pioneered and developed the Empowered SID for more than a decade, we continue to harmonize our work with local governments at both local and national levels. This strategy is a concrete manifestation of our commitment to overseeing state policies on digital transformation. One of these policy projects is contained in the 2025–2045 National Long-Term Development Plan (RPJPN), which requires support from the Electronic-Based Government System (SPBE) in its implementation.



Arsitektur SPBE yang terus kami dorong melalui kerja sama dengan perangkat desa-kabupaten, secara berkala kami tingkatkan melalui forum-forum koordinasi dengan kementerian. Tahun ini kami rutin berkonsolidasi dengan Direktorat Jenderal Bina Pemerintahan Desa (Ditjen Bina Pemdes) Kementerian Dalam Negeri (Kemendagri) guna membangkitkan pengelolaan Profil Desa dan Kelurahan (Prodeskel). Kami telah melakukan pemetaan dan pembahasan linimasa dari Juli–Agustus, serta tiga kali diskusi kelompok terfokus (FGD) pada Oktober–November 2025.

Inovasi Sistem Informasi Pemerintahan Desa dan Kelurahan (SIPDEKA) yang kami hidupkan ulang—setelah mengalami stagnasi sejak 2017—ialah juga ikhtiar kami menghidupkan asa Satu Data Indonesia. Kami mendukung seluruh pihak melaksanakan perannya dengan lebih fungsional agar arah pembangunan dapat tertuju secara efisien kepada warga. Paralel dengan pengembangan SIPDEKA, kami berkontribusi pula dalam penguatan kapasitas, pendekatan teknologi berbasis inklusivitas, serta fasilitasi ekosistem yang lebih kolaboratif. Hal-hal tersebut merupakan upaya kami meretas kesenjangan pengetahuan, akses, serta pengelolaan data yang kurang berpihak pada semua. Kolaborasi yang kami inisiasi tak lain adalah ajakan kembali kepada akar perjuangan bahwa memandang warga sebagai subjek data yang berdaya merupakan bentuk memanusiakan manusia, begitulah pemanfaatan teknologi informasi yang sebenarnya.

The SPBE architecture, which we continue to encourage through cooperation with village and district apparatuses, is regularly improved through coordination forums with the ministry. This year, we routinely consolidated with the Directorate General of Village Government Development (Ditjen Bina Pemdes) of the Ministry of Home Affairs (Kemendagri) to revive the management of Village and Subdistrict Profiles (Prodeskel). We conducted mapping and timeline discussions from July to August, as well as three focus group discussions (FGDs) in October and November 2025.

The revival of the Village and Subdistrict Government Information System (SIPDEKA), after experiencing stagnation since 2017, is also part of our effort to revive the hope of One Data Indonesia. We support all parties to carry out their roles more functionally so that the direction of development can be aimed efficiently at citizens. In parallel with SIPDEKA development, we also contribute to capacity building, an inclusiveness-based technology approach, and the facilitation of a more collaborative ecosystem. These are our efforts to address gaps in knowledge, access, and data management that have not served everyone equally. The collaboration we initiated is nothing less than an invitation to return to the root of the struggle: viewing citizens as empowered data subjects is a form of humanizing people. That is how information technology should actually be used.

Komunikasi
& Pengetahuan

*Communication
& Knowledge*

C

Arsip Memori sebagai Bekal Rekognisi

RANGKAI KEGIATAN yang kami jalankan bersama warga dan komunitas merupakan ruang pertukaran pengetahuan yang melimpah ruah. Mereka hadir di tiap-tiap pertemuan melalui ragam suara dan pengalaman yang spontan, acak, dan organik. Kami meyakini bahwa kekayaan tersebut perlu diarsipkan dan direkognisi. Melalui Unit Komunikasi, kami merekam dan mengolahnya dalam bentuk konten edukatif, penerbitan artikel lapangan dengan pendekatan *human story*, serta penyusunan laporan tahunan sebagai bentuk akuntabilitas publik.

Kami menyadari bahwa tak semua orang memiliki akses yang sepadan. Pengolahan konten yang kami siarkan di *website* dan media sosial adalah jembatan yang kami upayakan agar pengetahuan lebih mudah diakses dan dipahami. Pendokumentasian ini sekaligus sebagai arsip kolektif yang dapat menguatkan jejaring komunitas dan bagian dari jejak perubahan yang telah diperjuangkan. Salah satu produk pengetahuan yang kami terbitkan di tahun ini adalah Modul “Menjadi Guru Sekolah Dasar di Era Digital”.

Modul tersebut kami inisiasi bersama Pujiono Centre, didukung oleh Internet Society Foundation. Modul ini kami susun sebagai upaya membangun literasi dan keamanan digital di lingkungan pendidikan, khususnya dalam situasi darurat dan wilayah rawan bencana. Kami mendukung guru dan

Memory Archive as a Provision for Recognition

THE SERIES OF ACTIVITIES we carry out with residents and communities provides a space for abundant knowledge exchange. Knowledge emerges in each encounter through various spontaneous, random, and organic voices and experiences. We believe that this richness needs to be archived and recognized. Through the Communication Unit, we record and process it in the form of educational content, publish field articles using a human-story approach, and prepare annual reports as a form of public accountability.

We recognize that not everyone has equal access. The content we publish on websites and social media serves as a bridge through which we strive to make knowledge more accessible and understandable. This documentation is also a collective archive that can strengthen community networks and become part of the trail of change that has been fought for. One of the knowledge products we published this year is the module “Becoming an Elementary School Teacher in the Digital Era.”

We initiated this module with the Pujiono Centre, supported by the Internet Society Foundation. We compiled the module as an effort to build digital literacy and security in educational environments, especially in emergency situations and disaster-prone areas. We support teachers and parents to



orang tua menjadi fasilitator pembelajaran daring, sekaligus bersama membentuk generasi pembelajar yang cerdas, kritis, dan terlindungi di ruang digital. Produk pengetahuan ini telah tersedia di *website* kami. Publik dapat mengakses dan mengunduhnya secara gratis.

Jejak Konektivitas dan Kekuatan Ekosistem

Kerja-kerja komunikasi yang kami jalani mencakup pula keterlibatan di forum nasional maupun regional yang mempertemukan komunitas, OMS, serta penggerak perubahan. Pada pertengahan Februari, kami berpartisipasi dalam Open Tech Camp yang diselenggarakan EngageMedia di Penang, Malaysia. Melalui sesi “*Federated Cloud Storage for Teams with Nextcloud*,” kami menawarkan visi kedaulatan digital dengan mengembangkan infrastruktur *cloud* kolektif yang saling terkoneksi, namun tetap mengedepankan otonomi. Kemudian pada awal Mei, kami ikut serta dalam Pameran Jejaring Warga yang diselenggarakan Koalisi Rembuk Nusa, bekerja sama dengan Kedutaan Besar Inggris di Indonesia. Eksibisi kami memuat karya teks, grafis, dan fotografi yang menuturkan perjalanan internet berbasis komunitas di mana CRI turut mempelopornya selama lebih dari dua dekade. Pameran ini merupakan bentuk perayaan atas inisiatif akar rumput yang terus merawat pertumbuhan konektivitas komunitas.

become facilitators of online learning, while collectively shaping a generation of learners who are smart, critical, and protected in digital spaces. This knowledge product is available on our website and can be accessed and downloaded by the public for free.

Connectivity Footprint and Ecosystem Power

Our communication work also includes involvement in national and regional forums that bring together communities, CSOs, and change makers. In mid-February, we participated in Open Tech Camp, organized by EngageMedia in Penang, Malaysia. Through the session “*Federated Cloud Storage for Teams with Nextcloud*,” we presented a vision of digital sovereignty by developing collective cloud infrastructure that is interconnected while still prioritizing autonomy. In early May, we participated in the Citizen Network Exhibition organized by the Rembuk Nusa Coalition in collaboration with the British Embassy in Indonesia. Our exhibition featured text, graphics, and photography telling the story of the community-based internet journey that CRI has pioneered for more than two decades. The exhibition was a celebration of grassroots initiatives that continue to nurture the growth of community connectivity.

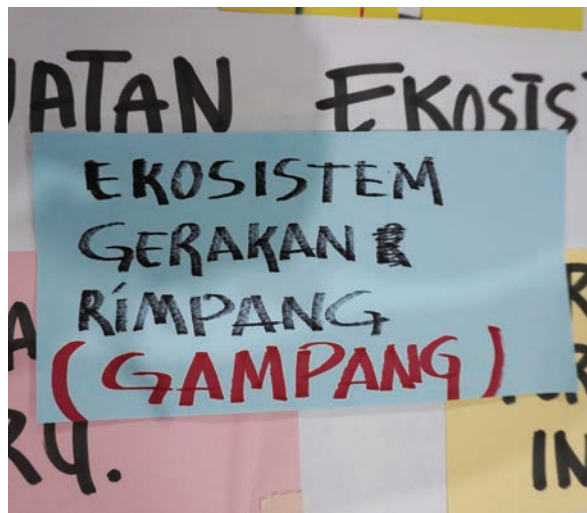
Komitmen kami mengawal penguatan hak digital, salah satunya kami realisasikan melalui dua panel diskusi dalam perhelatan *Digital Rights Asia-Pacific Assembly (DRAPAC25)*. Dalam pelaksanaannya di Kuala Lumpur, Malaysia, pada 26–28 Agustus ini, kami berkolaborasi dengan pelbagai pihak untuk berbagi pengetahuan dalam sesi "*Collect and Protect: Organizing Incident Handlers from the Grass Root to the Global Network*" bersama SAFEnet, TRACE dan Computer Professionals Union, serta "*Reclaiming Digital Sovereignty: Utilizing Federated Nextcloud for Collaborative Works*" berkolaborasi dengan SAFEnet. Jejaring ini berdampak pada kian lebarnya peluang kolaborasi baru dengan aktor-aktor regional yang memiliki visi selaras. Kami juga selalu percaya bahwa jaring pengaman terus tumbuh dari lingkaran terdekat. Jadi selain melebarkan kolaborasi di ruang regional, kami tak ingin luput merawat yang paling dekat.

Kami turut berbagi dalam gelaran Urban Social Forum ke-11 yang dihelat di Denpasar, Bali, pada akhir Agustus. Dalam acara yang diselenggarakan Yayasan Kota Kita itu, kami mengisi ruang percakapan "Menghimpun Kekuatan: Membangun Benteng untuk Dunia Digital yang Aman" bersama SAFEnet, Yayasan Tifa, dan TRACE. Kami juga mulai mengeksplorasi kemampuan kolektif bersama komunitas lokal, OMS, akademisi, dan aktivis. Beberapa hal kami refleksi ulang, seperti kualitas koneksi, keberagaman aktor, jangkauan, keberlanjutan dampak, hingga tercetuslah Ekosistem "Gerakan Rimpang".

We realized our commitment to strengthening digital rights through two discussion panels at the Digital Rights Asia-Pacific Assembly (DRAPAC25). In Kuala Lumpur, Malaysia, on August 26–28, we collaborated with various parties to share knowledge in the session "Collect and Protect: Organizing Incident Handlers from the Grass Root to the Global Network" with SAFEnet, TRACE, and the Computer Professionals Union. We also joined the session "Reclaiming Digital Sovereignty: Utilizing Federated Nextcloud for Collaborative Works" in collaboration with SAFEnet. This network has widened new collaboration opportunities with regional actors who share a similar vision. We have always believed that safety nets continue to grow from the closest circles. Therefore, in addition to expanding collaboration at the regional level, we also remain committed to nurturing those closest to us.

We also shared our work at the 11th Urban Social Forum held in Denpasar, Bali, at the end of August. In the event organized by Kota Kita Foundation, we contributed to the discussion space "Gathering Power: Building a Fortress for a Safe Digital World" with SAFEnet, Tifa Foundation, and TRACE. We also began to explore collective capabilities with local communities, CSOs, academics, and activists. We reflected on several aspects, such as the quality of connections, actor diversity, reach, and impact sustainability, until the "Rhizome Movement" ecosystem was born. This forum took place on Sep-





Forum ini berlangsung pada 30 September 2025 dan merupakan bagian dari gelaran Pasar Kolaborasi yang dikelola Roemah Inspirit (Roemi). Kerja-kerja komunikasi kami berimplikasi positif pada kekuatan ekosistem, kekayaan perspektif komunitas, serta memantik dan menginspirasi wilayah lain untuk mereplikasi inisiatif serupa.

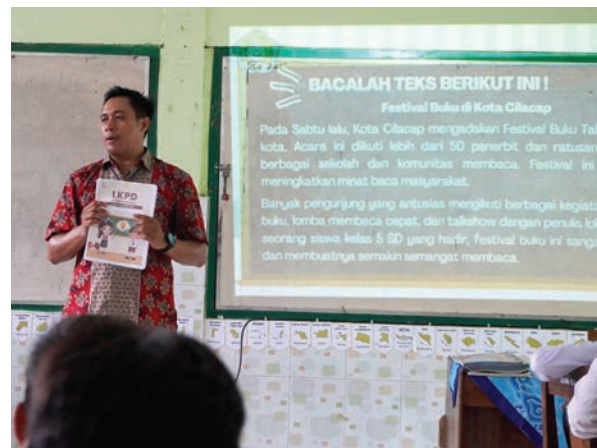
tember 30, 2025, as part of the Kolaborasi Market event managed by Roemah Inspirit (Roemi). Our communication work has had positive implications for ecosystem strength, the richness of community perspectives, and the sparks of inspiration that encourage other regions to replicate similar initiatives.



Digital Rights in Asia-Pacific

2025

August 26–28, 2025
Kuala Lumpur



D

Pengembangan Bisnis
& Keberlanjutan Lembaga

*Business Development
& Institutional Sustainability*

Merawat Keberlanjutan di Tengah Keterbatasan

BERADA DI BARISAN masyarakat sipil di mana negara abai, tak pernah mudah. Sebagai sebuah organisasi, kami perlu memikirkan amunisi agar kerja-kerja perjuangan ini berkelanjutan. Namun skema pendanaan yang umumnya berbasis proyek, terbatas pada isu tertentu, dan berskala temporer menjadi tantangan tersendiri. Sejak 2017, kami mulai mengintegrasikan kemandirian finansial guna menjaga semangat perubahan tetap terwujud dan berjalan optimal. Kami meyakini bahwa napas panjang kelembagaan dapat diupayakan dengan asas merawat yang nir-eksploitasi. Maka penguatan otonomi kami pilih dengan menggali dan mengembangkan potensi yang sudah kami miliki.

Combine Training Center (CTC) menjadi perluasan fungsi dari kompilasi potensi yang selama ini kami tekuni. Sembari menata fondasi kemandirian, kami mentransformasikan CTC sebagai ekosistem belajar yang lebih terstruktur, berdampak luas, dan relevan dengan kebutuhan zaman. Tahun ini kami merintis satu produk pelatihan bertajuk Sekolah Keterbukaan Informasi Publik (SKIP). Pelaksanaan ini kamiawali dengan pemetaan pasar, pengembangan kurikulum, hingga penyusunan materi pembelajaran. Kami telah menerbitkan “Modul Kelas Tata Kelola Informasi Publik Desa” dan memfasilitasi pelatihan bagi Pejabat Pengelola Informasi dan Dokumentasi (PPID) pada pertengahan November. Sebagai tindak lanjut, kami ber-

Caring for Sustainability in the Midst of Limitations

BEING PART OF civil society, where the state is often absent, is never easy. As an organization, we need to think about the resources required to sustain this work of struggle. However, funding schemes that are generally project-based, limited to specific issues, and temporary in scale pose their own challenges. Since 2017, we have begun integrating financial independence into our work to maintain the spirit of change and operate more optimally. We believe that institutional longevity can be pursued through the principle of non-exploitative stewardship. Therefore, we choose to strengthen autonomy by exploring and developing the potential we already have.

The Combine Training Center (CTC) is an expansion of the potential we have been cultivating. While laying the foundation for independence, we are transforming CTC into a learning ecosystem that is more structured, has broader impact, and remains relevant to current needs. This year, we pioneered a training product titled the School of Public Information Disclosure (SKIP). We began its implementation through market mapping, curriculum development, and the preparation of learning materials. We published the “Village Public Information Governance Class Module” and facilitated training for Information and Documentation Management Officers (PPID) in mid-November. As a follow-up, we are committed to providing training schol-



komitmen memberikan beasiswa pelatihan kepada 12 peserta terpilih dari 8 desa di DIY.

Optimasi unit bisnis juga kami lakukan melalui jasa konsultasi. Tahun ini kami dipercaya sebagai konsultan pengembangan aplikasi *database* milik Roemi. Pada prosesnya, kami menciptakan sistem informasi terpusat berbasis web untuk direktori Kolaboraya. Produk ini membantu pengelolaan data secara lebih aman dan efisien. Sistem ini mendukung penguatan koordinasi internal, termasuk mempermudah monitoring jejaring dan anggota. Pada Agustus, penandatanganan SPK telah dilakukan. Proses pengembangan juga telah berlangsung dan diproyeksikan siap digunakan oleh Roemi pada April mendatang.

Membaca Peluang, Menata Masa Depan

Diversifikasi pendanaan menjadi langkah penting yang kami tempuh guna memperkuat otonomi kelembagaan. Kami menjajaki skema investasi serta mengelola sebagian dana cadangan melalui instrumen deposito dan obligasi. Kami menerjemahkan pula ragam peluang untuk terus mengasah kemandirian, termasuk terbuka pada pengalaman dari kawan OMS lain. Desember tahun ini, kami belajar dari Yayasan KEHATI dan Rumah Energi di bawah naungan forum *Learning Series* “Peluang Investasi bagi Organisasi Masyarakat Sipil”. Lingkaran belajar tersebut merupakan program Re.Search dari Yayasan

arships to 12 selected participants from eight villages in Yogyakarta.

We also optimized our business units through consulting services. This year, we were trusted as a consultant for the development of Roemi’s database application. In the process, we created a web-based centralized information system for the Kolaboraya directory. This product helps manage data more securely and efficiently. It also supports stronger internal coordination, including making it easier to monitor networks and members. The work order was signed in August. The development process has taken place and is projected to be ready for use by Roemi in April.

Reading Opportunities, Planning the Future

Diversifying funding is an important step we are taking to strengthen institutional autonomy. We are exploring investment schemes and managing a portion of our reserve funds through deposit and bond instruments. We are also translating various opportunities into ways to continue sharpening self-reliance, including by learning from the experiences of fellow CSOs. In December this year, we learned from the KEHATI Foundation and Rumah Energi through the Learning Series forum “Investment Opportunities for Civil Society Organizations.” This learning circle is part of the Re.Search program by Yayasan

Plus Indonesia di mana kami, sebagai mitra Ford Foundation, turut dilibatkan secara aktif.

Griya Jagadhaya, unit bisnis yang telah kami dirikan selama tujuh tahun, juga terus kami lakukan evaluasi dan pengembangan. Kami memperhatikan adanya tren penurunan okupansi dari 2024 ke 2025. Tercatat pendapatan yang semula sebesar Rp 314.454.002,00 kini berada di angka Rp 245.759.063,00. Kondisi ini rupanya tak lepas dari imbas aturan efisiensi anggaran, termasuk faktor domino yang menyertai, seperti pelemahan ekonomi nasional dan lesunya daya beli warga. Berita Resmi Statistik Nomor 29/04/Th. XXVIII menyebutkan bahwa Tingkat Penghunian Kamar (TPK) hotel bintang pada Februari 2025 merosot 2,24 poin bila dibandingkan Februari 2024, serta turun 1,17 poin bila dikomparasi dengan bulan sebelumnya (Badan Pusat Statistik, 2025).

Tantangan di atas tak lantas mengendurkan performa kami dalam menyuguhkan pelayanan terbaik. Testimoni pelanggan menunjukkan bahwa Griya Jagadhaya tetap menjadi pilihan penginapan yang nyaman dan berkesan. “Kamarnya luas, dikasih *extra bed* juga. Air panas *available all the time*. AC berfungsi dengan baik. Lokasi cukup strategis. Salah satu penginapan paling berkesan dengan harga murah,” ungkap Tri Larasati, salah satu pelanggan penginapan kami. Hal ini senada dengan penilaian dari Achmad Zakaria, “pelayanan yang baik, staf ramah-ramah, kamar bikin betah.” Upaya

Plus Indonesia, in which we, as a Ford Foundation partner, are actively involved.

Griya Jagadhaya, a business unit we have established for seven years, also continues to be evaluated and developed. We noticed a downward trend in occupancy from 2024 to 2025. Revenue, which was IDR 314,454,002 in 2024, declined to IDR 245,759,063 in 2025. This condition appears to be inseparable from the impact of budget efficiency regulations and their accompanying domino effects, such as the weakening national economy and declining public purchasing power. Official Statistics News No. 29/04/Th. XXVIII states that the Room Occupancy Rate (TPK) of star-rated hotels in February 2025 declined by 2.24 points compared to February 2024 and decreased by 1.17 points compared to the previous month (Central Statistics Agency, 2025).

These challenges do not reduce our commitment to providing the best service. Customer testimonials show that Griya Jagadhaya remains a comfortable and memorable lodging option. “The room is spacious, and an extra bed was provided. Hot water was available at all times. The air conditioner worked well. The location is quite strategic. One of the most memorable lodgings at an affordable price,” said Tri Larasati, one of our lodging customers. This is in line with Achmad Zakaria’s assessment: “Good service, friendly staff, and rooms that make you feel at home.” We have also matured efforts to

DESKRIPSI DESCRIPTION	2024	2025
PENDAPATAN REVENUE		
Guest House Guest House	234.838.345	198.072.635
Paket Pertemuan Meeting Packages	51.580.000	39.855.000
Pendapatan Lainnya Other Income	620.000	1.345.000
Training Center Training Center	27.255.000	6.311.002
Pendapatan Bunga Bank Bank Interest Income	160.657	175.426
TOTAL TOTAL	314.454.002	245.759.063
PENGELUARAN EXPENSES		
Gaji & Tunjangan Staf Staff Salary & Allowance	82.025.040	86.180.304
Biaya Pemasaran Marketing Costs	9.165.478	14.395.953
Biaya Operasional Guest House Guest House Operating Costs	68.553.337	70.787.393
Biaya Operasional Paket Pertemuan Meeting Package Operating Costs	14.591.465	13.184.385
Biaya Operasional Training Center Training Center Operating Costs	16.392.700	0
Biaya Lainnya Other Fees	0	0
TOTAL TOTAL	190.728.020	184.548.035

meningkatkan pelayanan bisnis juga telah kami matangkan dan segera dieksekusi awal tahun depan. Kami akan memperluas pembangunan ruang pertemuan dan menambah kapasitas kamar guna meningkatkan kenyamanan para tamu yang hendak rehat di Griya Jagadhaya maupun belajar di kelas-kelas CTC kami.

improve business services and will execute them early next year. We will expand the construction of meeting rooms and increase room capacity to improve the comfort of guests who want to rest at Griya Jagadhaya or study in our CTC classes.

Laporan Keuangan

Financial Statements

COMBINE RESOURCE INSTITUTION (CRI) menerapkan prinsip transparansi dan akuntabilitas dalam pengelolaan keuangan melalui tata kelola yang diatur secara formal dalam Standar Operasional Prosedur (SOP) Keuangan. Seluruh transaksi keuangan dicatat secara sistematis menggunakan perangkat lunak akuntansi SANGO sehingga setiap transaksi dapat ditelusuri dan diaudit. Setiap pengeluaran didukung oleh dokumen yang lengkap dan terdokumentasi dengan baik, seperti voucher, faktur, serta bukti transaksi lainnya. Proses penyusunan dan pengelolaan anggaran dilakukan secara terbuka melalui mekanisme peninjauan dan persetujuan bersama antara Manajer Keuangan dan Direktur. Selain itu, laporan keuangan disusun secara berkala dengan mengacu pada standar akuntansi yang berlaku, termasuk ISAK 35, untuk memastikan konsistensi, keterbandingan, dan keandalan informasi keuangan organisasi.

Untuk memperkuat sistem pengendalian internal, CRI juga menerapkan prinsip *four-eyes* dan pemisahan fungsi dalam setiap proses keuangan. Tanggung jawab keuangan dibagi secara jelas antara Staf Keuangan, Staf Akuntansi, Manajer Keuangan, dan

COMBINE RESOURCE INSTITUTION (CRI) applies the principles of transparency and accountability in financial management through governance that is formally regulated in the Financial Standard Operating Procedures (SOP). All financial transactions are systematically recorded using SANGO accounting software so that every transaction can be traced and audited. Every expense is supported by complete and well-documented documents, such as vouchers, invoices, and other proof of transactions. The process of preparing and managing the budget is carried out openly through a mutual review and approval mechanism between the Finance Manager and the Director. In addition, financial statements are prepared periodically with reference to applicable accounting standards, including ISAK 35, to ensure the consistency, comparability, and reliability of the organization's financial information.

To strengthen the internal control system, CRI also applies the four-eyes principle and separation of functions in every financial process. Financial responsibilities are clearly divided among Finance Staff, Accounting Staff, the Finance Manager, and the Director so

Direktur sehingga tidak ada satu pihak yang menangani keseluruhan proses transaksi dari awal hingga akhir. Staf Keuangan bertanggung jawab atas pengelolaan kas dan pembayaran, sementara Staf Akuntansi melakukan verifikasi, pencatatan, rekonsiliasi bank, dan pengelolaan dokumentasi. Manajer Keuangan berperan dalam pengawasan, persetujuan transaksi, serta penyusunan laporan keuangan. Akses terhadap informasi dan sistem keuangan juga diatur berdasarkan kebutuhan fungsi masing-masing, sehingga hanya pihak yang berwenang yang dapat mengakses data tertentu. Melalui mekanisme ini, CRI memastikan pengelolaan keuangan yang transparan, akuntabel, serta terlindungi dari potensi konflik kepentingan dan penyalahgunaan kewenangan.

CRI juga secara berkala melakukan audit dan penguatan sistem pengelolaan keuangan sebagai bagian dari upaya menjaga integritas, akuntabilitas, dan kualitas tata kelola organisasi. Audit dilakukan baik melalui mekanisme pemeriksaan internal maupun audit eksternal oleh auditor independen untuk memastikan bahwa seluruh proses pengelolaan keuangan telah berjalan sesuai dengan kebijakan organisasi, SOP Keuangan, serta standar akuntansi yang berlaku. Temuan dan rekomendasi dari proses audit digunakan sebagai dasar untuk melakukan perbaikan berkelanjutan, termasuk penyempurnaan prosedur, peningkatan kapasitas tim keuangan, serta penguatan sistem pencatatan dan pelaporan keuangan. Melalui proses ini, CRI memastikan bahwa sistem

that no single party handles the entire transaction process from start to finish. Finance Staff are responsible for cash and payment management, while Accounting Staff handle verification, record keeping, bank reconciliation, and documentation management. The Finance Manager is responsible for supervision, transaction approval, and the preparation of financial statements. Access to financial information and systems is also regulated according to the needs of each function, so that only authorized parties can access certain data. Through this mechanism, CRI ensures financial management that is transparent, accountable, and protected from potential conflicts of interest and abuse of authority.

CRI also conducts periodic audits and strengthens its financial management system as part of efforts to maintain integrity, accountability, and the quality of organizational governance. Audits are carried out through both internal audit mechanisms and external audits by independent auditors to ensure that the entire financial management process has been carried out in accordance with organizational policies, Financial SOPs, and applicable accounting standards. Findings and recommendations from the audit process are used as the basis for continuous improvement, including improving procedures, increasing the capacity of the finance team, and strengthening financial recording and reporting systems. Through this process, CRI ensures that the organization's financial

keuangan organisasi terus berkembang menjadi lebih transparan, efisien, dan dapat dipertanggungjawabkan kepada para pemangku kepentingan.

system continues to develop in a more transparent, efficient, and accountable manner for stakeholders.

TABEL 1 | TABLE 1
Yayasan Lembaga Sumber Daya Kombinasi Indonesia
(Combine Resource Institution)

LAPORAN POSISI KEUANGAN - KONSOLIDASI 1 Januari–31 Desember 2025		STATEMENT OF FINANCIAL POSITION - CONSOLIDATED 1 January–31 December 2025	
		S/D 31 DESEMBER 2025 UNTIL 31 DECEMBER 2025	S/D 31 DESEMBER 2024 UNTIL 31 DECEMBER 2024
ASET ASSET			
Aset Lancar Current Asset			
Kas Setara Kas Cash & Cash Equivalent	1.182.990.568	4.604.833.652	
Surat Berharga Marketable Securities	5.925.000.000	5.225.000.000	
Piutang Receivables	175.401.515	247.775.421	
Uang Muka Advance	2.058.180	0	
Total Aset Lancar Total Current Asset	7.285.450.264	10.077.609.073	
Aset Tidak Lancar Fixed Asset			
Aktiva Tetap Fixed Asset	3.700.387.301	2.530.282.287	
Akumulasi Depresiasi Accumulation Depreciation	– 2.394.262.090	– 1.234.611.671	
Total Aset Tidak Lancar Total Fixed Asset	1.306.125.211	1.295.670.616	
TOTAL ASET TOTAL ASSET	8.591.575.475	11.373.279.689	

	S/D 31 DESEMBER 2025 UNTIL 31 DECEMBER 2025	S/D 31 DESEMBER 2024 UNTIL 31 DECEMBER 2024
HUTANG & ASET BERSIH LIABILITIES & NET ASSET		
Hutang Lancar <i>Current Liabilites</i>	133.472.136	148.494.278
Hutang Jangka Panjang <i>Longterm Liabilities</i>	240.492.727	240.492.727
Total Hutang <i>Total Liabilities</i>	373.964.863	388.987.005
Tanpa Pembatasan Dari Pemberi Sumber Daya <i>Net Asset Without Restriction</i>	6.915.105.800	6.343.183.400
Dengan Pembatasan Dari Pemberi Sumber Daya <i>Net Asset With Restriction</i>	1.302.504.811	4.641.277.284
Total Aset Neto <i>Net Asset</i>	8.217.610.611	10.984.460.684
TOTAL HUTANG & ASET BERSIH TOTAL LIABILITIES & NET ASSET	8.591.575.475	11.373.447.689

TABEL 2 | TABLE 2

Yayasan Lembaga Sumber Daya Kombinasi Indonesia

(Combine Resource Institution)

LAPORAN PENGHASILAN
KOMPREHENSIF - KONSOLIDASI
1 Januari–31 Desember 2025

STATEMENT OF COMPREHENSIVE
INCOME - CONSOLIDATED
1 January–31 December 2025

TANPA PEMBATAAN DARI PEMBERI SUMBER DAYA UNRESTRICTED	
Pendapatan Income	
Kontribusi Contribution	2.652.841.371
Total Pendapatan Total Income	2.652.841.371
Penghasilan Revenue	
Griya Jagadhaya	245.583.637
Total Penghasilan Total Revenue	245.583.637
Pendapatan Lainnya Other Income	
Pendapatan Lainnya Other Income	3.831.004
Total Pendapatan Lainnya Total Other Income	3.831.004
TOTAL TOTAL	
2.902.256.012	
Beban Expenses	
Beban Program Direct Expenses	1.121.428.596
Beban Penggalangan Dana Fundraising Expenses	211.767.585
Beban Operasional Indirect Expenses	779.279.349
Beban Lain-Lain Other Expenses	218.409.125
TOTAL TOTAL	
2.330.884.655	
SURPLUS/DEFISIT SURPLUS/DEFICIT	
571.371.358	

DENGAN PEMBATASAN DARI PEMBERI SUMBER DAYA | *RESTRICTED*

Hibah | *Grants* 1.711.313.438

TOTAL | *TOTAL* 1.711.313.438

Beban | *Expenses*

Beban Program | *Direct Expenses* 4.157.515.818

Beban Operasional | *Indirect Expenses* 861.615.400

Beban Lain-Lain | *Other Expenses* 30.954.693

TOTAL | *TOTAL* 5.050.085.911

SURPLUS/DEFISIT | *SURPLUS/DEFICIT* - 3.338.772.473

TABEL 3 | TABLE 3
Yayasan Lembaga Sumber Daya Kombinasi Indonesia
(Combine Resource Institution)

**LAPORAN PERUBAHAN
 ASET NETO
 1 Januari–31 Desember 2025**

**STATEMENT OF CHANGE
 IN NET ASSET
 1 January–31 December 2025**

TANPA PEMBASTAN DARI PEMBERI SUMBER DAYA | UNRESTRICTED

ASET BERSIH | NET ASSET

Saldo Awal Beginning Balance	6.343.734.443
Suplus/Defisit Periode Berjalan <i>Current Surplus/Deficit</i>	571.371.358
Aset Neto yang Dibebaskan dari Pembatasan <i>Net Asset Released from Restrictions</i>	2.330.884.655
TOTAL PENERIMAAN TOTAL REVENUE	2.902.256.012
BEBAN EXPENSES	
Swadaya <i>Internal Resources</i>	1.900.707.945
Griya Jagadhaya	204.765.085
Layanan Jasa Konsultansi <i>Consultant Service</i>	7.002.500
Beban Manajemen, Umum, dan Lain-Lain <i>Management, General, and Other Expenses</i>	218.409.125
TOTAL TOTAL	2.330.884.655
SURPLUS/DEFISIT SURPLUS/DEFICIT	571.371.358
Saldo Akhir Ending Balance	6.915.105.800

DENGAN PEMBATAAN DARI PEMBERI SUMBER DAYA | *RESTRICTED*

ASET BERSIH | *NET ASSET*

Saldo Awal <i>Beginning Balance</i>	4.641.277.284
Suplus/Defisit Periode Berjalan <i>Current Surplus/Deficit</i>	– 3.338.772.473
Aset Neto yang Dibebaskan dari Pembatasan <i>Net Asset Released from Restrictions</i>	4.788.658.500
TOTAL PENERIMAAN <i>TOTAL REVENUE</i>	1.449.886.027
BEBAN <i>EXPENSES</i>	
Ford Foundation	2.630.537.834
ISOC	1.931.258.733
Humanis	195.907.240
Beban Manajemen, Umum, dan Lain-Lain <i>Management, General, and Other Expenses</i>	30.954.693
TOTAL <i>TOTAL</i>	4.788.658.500
SURPLUS/DEFISIT <i>SURPLUS/DEFICIT</i>	– 3.338.772.473
Saldo Akhir <i>Ending Balance</i>	1.302.504.811

TABEL 4 | TABLE 4
Yayasan Lembaga Sumber Daya Kombinasi Indonesia
(Combine Resource Institution)

LAPORAN ARUS KAS
- KONSOLIDASI
1 Januari–31 Desember 2025

STATEMENT OF CASH FLOW
- CONSOLIDATED
1 January–31 December 2025

Arus Kas dari Aktivitas Operasi | Cash Flow from Operating Activities

Perubahan dalam Aktiva Bersih <i>Changes in Net Assets</i>	– 2.767.401.115
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Penyesuaian untuk Rekonsiliasi Perubahan Aktiva Bersih Menjadi Kas Bersih yang Digunakan untuk Aktivitas Operasi | *Adjustment for Reconciliation of Changes in Net Assets to Net Cash Used for Operating Activities*

Penyusutan <i>Shrinkage</i>	156.483.168
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Kenaikan/Penurunan Piutang <i>Increase/Decrease in Receivables</i>	322.373.905
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Kenaikan/Penurunan Uang Muka <i>Increase/Decrease in Down Payment</i>	– 2.058.180
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Kenaikan/Penurunan Hutang Jangka Pendek <i>Increase/Decrease in Short-Term Debt</i>	– 15.022.141
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Arus Kas Bersih yang Diperoleh dari Aktivitas Operasi Net Cash Flow Obtained from Operating Activities	461.776.752
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Arus Kas dari Aktivitas Investasi | Cash Flow from Investment Activities

Kenaikan/Penurunan Investasi <i>Increase/Decrease in Investment</i>	– 950.000.000
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Kenaikan/Penurunan Aktiva Tetap <i>Increase/Decrease in Fixed Assets</i>	– 166.218.720
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Arus Kas yang Diperoleh dari Aktivitas Investasi Cash Flow Obtained from Investment Activities	– 1.116.218.720
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Arus Kas dari Aktivitas Pendanaan | *Cash Flow from Funding Activities*

Pengurangan/Penambahan Kewajiban <i>Reduction/Addition of Obligations</i>	0
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Arus Kas yang Diperoleh dari Aktivitas Pendanaan <i>Cash Flow Obtained from Funding Activities</i>	0
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Kenaikan Bersih Kas dan Setara Kas <i>Net Increase in Cash and Cash Equivalents</i>	- 3.421.843.084
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Kas Setara Kas Awal Tahun <i>Cash Equivalent at The Beginning of The Year</i>	4.604.833.652
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Koreksi <i>Corrections</i>	0
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Kas dan Setara Kas Akhir <i>Cash and Cash Equivalents Final</i>	1.182.990.568
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ZERO CHECK	0
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Dewan Pembina dan Staf

Board of Trustees and Staff

DEWAN PEMBINA | BOARD OF TRUSTEES

KETUA DEWAN PEMBINA |
CHAIRMAN OF THE BOARD
OF TRUSTEES

Mulya Amri

ANGGOTA DEWAN PEMBINA |
MEMBERS OF THE BOARD
OF TRUSTEES

Dodo Juliman, Shita Laksmi,
& Ayu Diasti Rahma

DEWAN PENGURUS | BOARD OF DIRECTORS

KETUA PENGURUS |
CHAIRMAN OF THE BOARD

Ranggoaini Jahja

SEKRETARIS PENGURUS |
SECRETARY OF THE BOARD

Ade Tanesia

BENDAHARA PENGURUS |
TREASURER OF THE BOARD

Budhi Hermanto

DEWAN PENGAWAS | SUPERVISORY BOARD

KETUA DEWAN PENGAWAS |
CHAIRMAN OF THE
SUPERVISORY BOARD

Agustiawan Syahputra

ANGGOTA DEWAN PENGAWAS |
MEMBERS OF THE
SUPERVISORY BOARD

Bahrudin & Wasingatu Zakiyah

DIREKTUR | *DIRECTOR*
Ferdhi F. Putra

**UNIT MANAJEMEN PROGRAM &
INOVASI | *PROGRAM MANAGEMENT
& INNOVATION UNIT***

MANAJER | *MANAGER*
Aris Harianto

KOORDINATOR PROGRAM TATA KELOLA
DATA | *DATA GOVERNANCE PROGRAM
COORDINATOR*
Gerardus Krisna Satya

STAF PROGRAM TATA KELOLA DATA |
DATA GOVERNANCE PROGRAM STAFF
Muhamad Amrun

KOORDINATOR PROGRAM
PEMBERDAYAAN KOMUNITAS |
*COMMUNITY EMPOWERMENT
PROGRAM COORDINATOR*
Melani Jayanti

STAF PROYEK SCILLS |
SCILLS PROJECT OFFICER
Melani Jayanti

ASISTEN STAF PROYEK SCILLS |
SCILLS PROJECT ASSISTANT
Aloysius Brama

**UNIT PENGEMBANGAN BISNIS |
*BUSINESS DEVELOPMENT UNIT***

MANAJER | *MANAGER*
Mary T. Prestiningsih

STAF PENGEMBANGAN BISNIS |
BUSINESS DEVELOPMENT STAFF
Dini Zakia

STAF OPERASIONAL GRIYA JAGADHAYA |
GRIYA JAGADHAYA OPERATIONAL STAFF
Maryanto

STAF TATA GRAHA GRIYA JAGADHAYA |
GRIYA JAGADHAYA MAINTENANCE STAFF
Muhammad Nor Cholit

**UNIT KEUANGAN & ADMINISTRASI
LOGISTIK | *FINANCE & LOGISTICS
ADMINISTRATION UNIT***

MANAJER | *MANAGER*

Rita Oktavianti

STAF KEUANGAN | *FINANCE STAFF*

Ulfah Hanani

STAF AKUNTANSI | *ACCOUNTING STAFF*

Fika Fawalah

KOORDINATOR ADMINISTRASI
& LOGISTIK | *ADMINISTRATION
& LOGISTICS COORDINATOR*

Rani S. Siregar

STAF RUMAH TANGGA |
HOUSEHOLD STAFF

Sarjiman

STAF PENJAGA MALAM |
NIGHT GUARD STAFF

Suris Meidianto

**UNIT KOMUNIKASI |
*COMMUNICATION UNIT***

KOORDINATOR KOMUNIKASI (PLT) |
COMMUNICATIONS COORDINATOR

Dini Zakia

**UNIT TEKNOLOGI INFORMASI
& KOMUNIKASI | *INFORMATION
& COMMUNICATION TECHNOLOGY
UNIT***

KOORDINATOR TIK | *ICT COORDINATOR*

Wahyu W.

STAF PENGEMBANGAN SISTEM
INFORMASI | *INFORMATION SYSTEM
DEVELOPMENT STAFF*

Rizka Himawan

STAF TIK | *ICT STAFF*

Dennis Arista

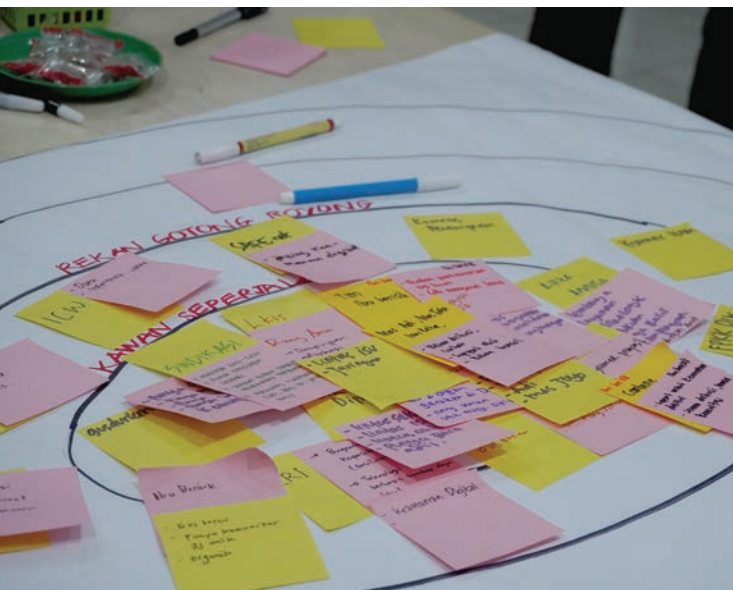
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