

Better Policies Better Lives™



THE KNOWLEDGE SECTOR INITIATIVE

# PROJECT COMPLETION REPORT

*Volume 2: Annexes*

April 2022



THE KNOWLEDGE SECTOR  
INITIATIVE (KSI)

# PROJECT COMPLETION REPORT

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## Annexes

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## A. Financial expenditure analysis

### Head contract line items budget

During the life of the program in Phase 2, several budget changes took place following a reorientation of the Australian aid program as well as to address the impact of COVID-19. The Total Program Value of KSI reached 97.1% (AUD43,695,105) from the original allocation of AUD45,000,000.

**Table A.1. Summary of program original and final approved budget, by item categories**

Contractual line items	Original budget	Final approved budget
<b>Reimbursable costs</b>		
Labor cost	15,006,463	12,621,731
Operational costs *	19,128,743	15,704,194
Program costs	10,864,794	15,369,180
<b>TOTAL</b>	<b>45,000,000</b>	<b>43,695,105</b>

\* Including Management Fee

### Annual and accumulative spending of approved budget

The approved 5-Year budget allocation for the KSI project Phase 2 implementation Financial Year (FY) 2017–2022 is AUD43,695,105. The table below shows the annual budget and the percentage of absorption for each project fiscal year (July to June).

**Table A.2. Allocated budget and disbursed amounts, by fiscal year**

Year	Allocated budget	Disbursed amount	Ratio
Year 1 (FY2017–18)	8,587,508	8,373,288	97.51%
Year 2 (FY2018–19)	9,411,576	9,409,604	99.98%
Year 3 (FY2019–20)	9,156,898	9,115,750	99.55%
Year 4 (FY2020–21)	8,108,623	8,089,960	99.77%
Year 5 (FY2021–22)*	8,430,500	8,430,500	100.00%
<b>TOTAL</b>	<b>43,695,105</b>	<b>43,419,102</b>	<b>99.37%</b>

\* including forecast Jan–Jun 2022

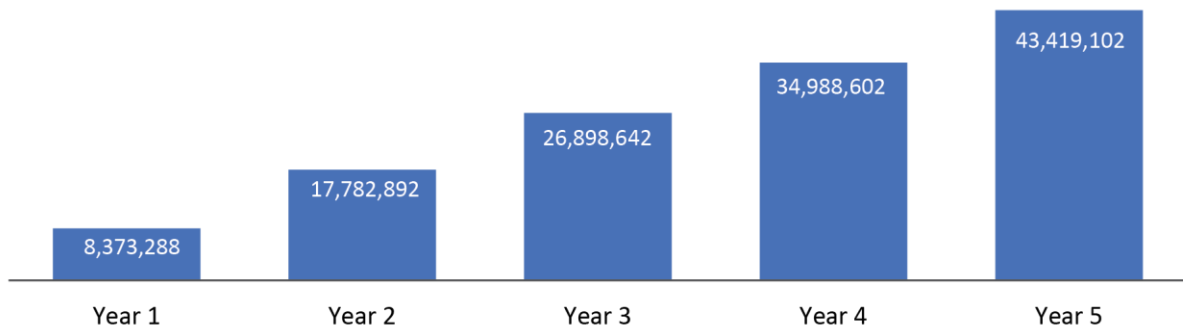
Over the total period, KSI was able to disburse 99.37% (total AUD43,419,102) of the project budget.

**Table A.3. Program spending performance and burn rate, by fiscal year**

Burn Rate – Spending Performance at the life of Program, status Dec 2021 – AUD	Budget	Year 1	Year 2	Year 3	Year 4	Year 5 *
		FY2017–18	FY2018–19	FY2019–20	FY2020–21	FY2021–22
	43,695,105	8,373,288	17,782,892	26,898,642	34,988,602	43,419,102
		19%	41%	62%	80%	99%

\* including forecast Jan–Jun 2022

**Spending trajectory for 5 years  
July 2017–June 2022**



**Table A.4. Summary of annual breakdown of spending based on head contract line items**

Contractual line items	Actual spending Year 1	Actual spending Year 2	Actual spending Year 3	Actual spending Year 4	Actual and forecasted spending Year 5	TOTAL
<b>Reimbursable costs</b>						
Labor cost	2,085,609	2,548,531	2,514,772	2,133,671	2,211,048	11,493,630
Operational costs *	3,952,851	3,046,175	2,623,733	2,375,126	3,927,233	15,925,118
Program costs	2,334,827	3,814,899	3,977,247	3,581,163	2,292,219	16,000,355
<b>TOTAL</b>	<b>8,373,287</b>	<b>9,409,605</b>	<b>9,115,752</b>	<b>8,089,960</b>	<b>8,430,500</b>	<b>43,419,104</b>

\* Including Management Fee

## Total program spending

KSI Phase 2 commenced 1 July 2017 with most of program spending for the first year focused on laying the groundwork, including diagnostics for more detailed initiative implementation. A total program cost of AUD16,000,355 was spent throughout the 5 years implementation. The allocation for the final year focused on closing out of initiatives, communicating results as well as supporting efforts on sustainable outcomes. Table A.5. below presents the annual spending for program cost per end-of-program outcome (EOPO). The costs for labor, STA/consultant, operation costs and management fee components have been allocated proportional to the share of each EOPO's expenditures.

**Table A.5. Program annual spending based on EOPO**

By EOPO	Actual spending Year 1	Actual spending Year 2	Actual spending Year 3	Actual spending Year 4	Actual and forecasted spending Year 5	TOTAL	Ratio spending from Total
EOPO 1	406,079	1,103,797	884,526	681,265	680,154	3,755,820	8.65%
EOPO 2	17,044	304,514	202,320	47,123	0	571,001	1.32%
EOPO 3	882,117	623,666	1,097,603	336,276	233,545	3,173,207	7.31%
EOPO 4	17,044	591,509	354,363	44,334	336,158	1,343,408	3.09%
EOPO 5	6,074,424	5,524,512	4,230,141	5,553,582	4,302,145	25,684,804	59.16%
Program management	976,578	1,261,607	2,346,799	1,427,381	2,878,498	8,890,863	20.48%
<b>Total Program</b>	<b>8,373,287</b>	<b>9,409,605</b>	<b>9,115,752</b>	<b>8,089,960</b>	<b>8,430,500</b>	<b>43,419,104</b>	

*Note: The Program Cost by EOPO includes Labor, STA/consultant costs, operations costs and management fee. These costs have been allocated proportional to the share of each EOPO's expenditures for that year.*

## Initiative-level spending

KSI initiatives to support its different EOPOs were implemented with different timeframes, based on the maturity of the concept, the momentum, the availability of funds and relevance to strategic priorities. These considerations were also used to determine the timeframe of the initiatives, and also varied from 1 year to a full 5 years' implementation. Starting from July 2017 (the commencement of KSI Phase 2) the financial management system was restructured to account for expenditures of different initiatives as identified in the Annual Workplan. The largest portion of program expenditure has always been grants to Policy Research Institutes, reported at 53.3%. While Program Management Support is calculated at 10.8%, it consists of various expenditure categories such as 7% allocation for MERLA related and 3.8% Program Communication to promote KSI overall (not specifically on public discourse/advocacy work through engaging media), as well as responses to emerging priorities that may not directly fit into a particular initiative.

Support to initiatives that consists of technical assistance and program implementation/operational support, including staff time are not part of the calculation for the initiative-level spending as these were accounted separately under staffing cost and short-term technical assistance (both national and international). The amount of KSI investment to different initiatives is captured in the table below.

**Table A.6. Initiatives level annual spending**

By activity category	Actual spending Year 1	Actual spending Year 2	Actual spending Year 3	Actual spending Year 4	Actual and forecasted spending Year 5	TOTAL	Ratio
Dana Abadi	220,806	93,705	263,015	117,537	0	695,063	4.34%
Policy Research Government	221,229	384,361	61,361	19,910	11,934	698,795	4.37%
Knowledge Ecosystem	0	0	0	76,531	85,840	162,371	1.01%
Procurement Regulation	0	17,912	30,543	73,386	92,062	213,903	1.34%
Sisnas Iptek	103,043	218,131	56,436	16,240	2,068	395,919	2.47%
University Lecturers: Incentives for Quality Research	0	21,578	0	0	0	21,578	0.13%
Policy Analyst	20,413	168,781	66,421	31,332	0	286,948	1.79%
Private Sector Engagement	5,436	51,306	0	0	0	56,742	0.35%
AIPI – DIPI	298,949	262,795	94,285	0	0	656,029	4.10%
IDF	0	51,582	270,727	40,548	29,019	391,875	2.45%
Knowledge Center (incl. KRISNA)	0	267,660	149,975	19,625	99,290	536,550	3.35%
PRI grants	1,168,877	1,702,875	1,892,688	2,593,804	1,171,724	8,529,968	53.31%
GESI	0	18,303	207,874	75,086	48,558	349,821	2.19%
Sub-national	0	29,135	62,206	70,405	37,636	199,382	1.25%
Public discourse	0	6,018	67,367	129,151	106,064	308,600	1.93%
Media engagement	0	256,223	393,487	84,775	20,540	755,024	4.72%
Program Management Support <sup>1</sup>	296,075	264,534	360,863	232,833	587,483	1,741,788	10.89%
<b>TOTAL</b>	<b>2,334,827</b>	<b>3,814,899</b>	<b>3,977,247</b>	<b>3,581,163</b>	<b>2,292,219</b>	<b>16,000,355</b>	<b>100%</b>

Note: Amount of Program Cost exclude STA/ consultant costs

**Table A.7. Summary of value of PRI grants in Phase 2**

	Transition phase grants	Strategic Partnership Grant (K2P component)	Strategic Partnership Grant (Investment component)	Resource partner grants	TOTAL
TOTAL (IDR), 16 PRIs	28,794,274,659	55,304,384,825	5,723,871,594	4,629,624,418	94,452,155,496
TOTAL (AUD), 16 PRIs	2,742,312	5,267,084	545,131	440,917	8,995,443

**Table A.8. Summary of value of PRI Grants in Phase 1 and Phase 2**

	Phase 1	Phase 2	TOTAL
TOTAL (IDR), 16 PRIs	84,379,612,891	94,452,155,496	178,831,768,387
TOTAL (AUD), 16 PRIs	8,036,154	8,995,443	17,031,597

<sup>1</sup> Program Management Support Costs consist of MERLA and Program Communication costs, while Program Management Cost is a combination of expenditures, which consists of GEDSI, Media Engagement, Public Discourse, Sub-national, and Program Management Support Costs.

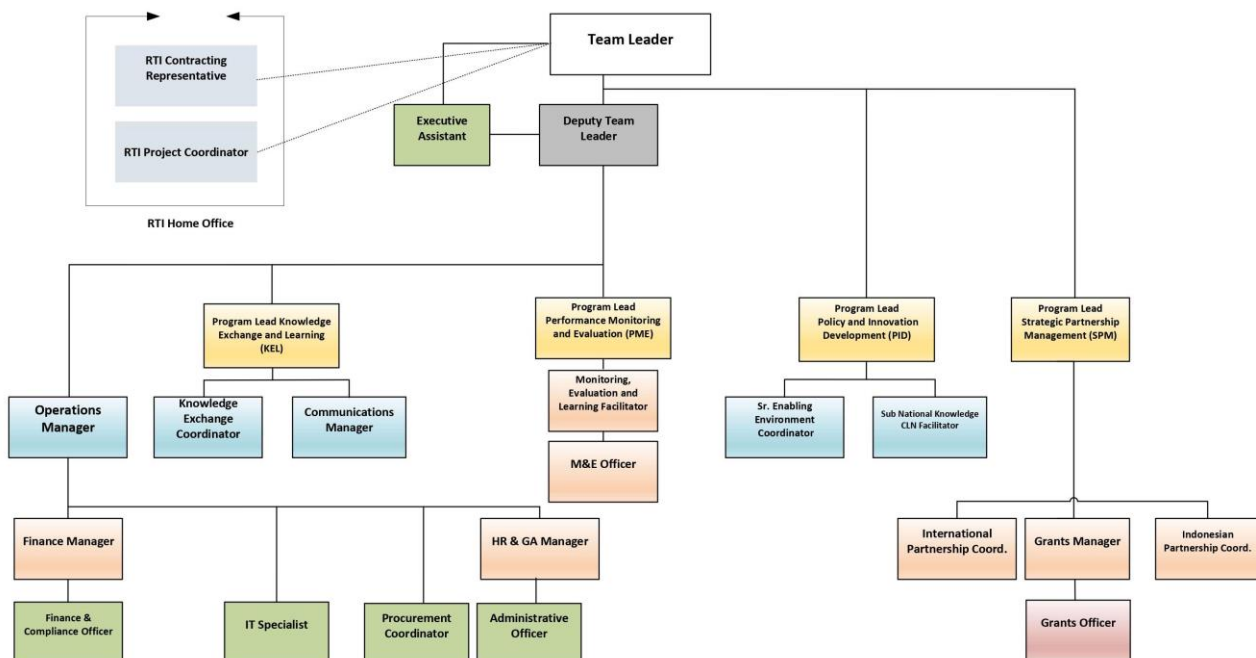


## B. KSI Phase 2 staffing (2017-2022)

This section outlines the dynamics of the KSI staffing structure created for Phase 2. As requested by DFAT, during the initial transition period, KSI made significant changes to the staffing configuration to align with the objectives and enhanced program approach and considering the lessons from Phase 1 to increase flexibility, strengthen the quality of outputs, and work smarter. The new program structure recognised that applying a problem-based, politically smart approach requires different sets of skills and knowledge than more traditional ‘project’ approaches. The team required a balance of strong interpersonal and leadership skills, including facilitation, influencing and negotiations skills, strategic thinking and strong communications. The new team for KSI Phase 2 was organised into 4 main units, Monitoring and Evaluation Performance, Policy Development and Innovation, Strategic Partnership Management, Knowledge Exchange and Learning, supported by the operations team.

The program’s organisational chart, outlining program and operations personnel, is provided below.

### KSI Organisation Chart status December 2021



KSI implementation is managed by a Senior Leadership Team (SLT) which is supported by program and operations team members. The SLT consists of a team leader, a deputy team leader, a performance, monitoring and evaluation lead, unit leads (strategic partnership management, policy and innovation development, and knowledge exchange and learning), an operations manager, finance manager and the RTI-designated program coordinator. In the early mobilisation stage for KSI Phase 2, KSI recruited 24 staff consisting of 13 male and 11 female staff to fill in the key positions needed. The number of staff reached its maximum 45 staff in Year 3 implementation signifying the peak of program mobilisation. Throughout the implementation, follow-up recruitments in relation to new positions or replacement positions were made and the original gender composition for the staff fluctuated. This led to the final composition of 8 male and 14 female staff at the end of the program. KSI considered GEDSI as part of recruitment, staff management, and decision making within the KSI program.

## C. List of KSI-supported knowledge products (2017-2022)

This annex provides the list of KSI-supported knowledge products over the period 2014-2022.

Table C.1 provides a summary of the 1,072 knowledge products by type, produced since KSI Phase 1. The most common type of knowledge product (53.5%) is an article, followed by publication (26.5%). The 5 other types of knowledge products have less than 10% each.

**Table C.1 KSI-supported knowledge products, 2014-2022 (PHASE 1 & 2)**

Type of knowledge product	Number	Percentage
Article	573	53,5%
Publication	284	26,5%
Story of Change, article	50	4,7%
Videos	95	8,9%
Infographics	40	3,7%
Podcasts	27	2,5%
Website	3	0,4%
Total	1,072	

Table C.2 provides a summary of the 734 knowledge products by type, produced during KSI Phase 2.

**Table C.2 KSI-supported knowledge products, 2017-2022 (PHASE 2)**

Type of knowledge product	Number	Percentage
Article	358	49%
Publication	230	31,5%
Story of Change, article	10	1,4%
Videos	77	10,5%
Infographics	29	4%
Podcasts	27	3,7%
Website	3	0,4%
Total	734	

No.	Title	Type of Information
1	Performance Indicators of the Strategic Plan of the Ministry of Research and Technology/BRIN 2020-2024 (Indonesian Version)	Publication
2	Policy Review and Indonesian Research Data Management System (Indonesian Version)	Publication
3	Making Indonesia's Research and Development Better: Stakeholder Ideas and International Best Practices	Publication
4	Supporting the Improvement of Indonesia's Research and Innovation Ecosystem: International Lessons Learned and Stakeholders' Input (Indonesian Version)	Publication
5	Guidelines for Optimizing the Role of Policy Analyst Functional Positions (Indonesian Version)	Publication
6	Partnerships between Government and Community Organizations in the Procurement of Government Goods and Services Using Type III Swakelola (Indonesian Version)	Publication
7	Knowledge-to-Policy Development Pilot Program in South Sulawesi	Publication
8	Bureaucratic Reform in Indonesia: Policy Analyst Experiences	Publication
9	Building a Sustainable and Independent Research Funding Implementation in Indonesia (Indonesian Version)	Publication

No.	Title	Type of Information
10	Promoting Evidence-Based Policy Making: Presidential Staff Office Experience and Development Priorities 2015-2019 (Indonesian Version)	Publication
11	Operationalization of Research and Development Funding Principles in the Management of Research Endowments (Indonesian Version)	Publication
12	Diagnostic Studies: Transformation of Research Governance in Higher Education	Publication
13	Knowledge Systems: Evidence to Policy Concepts in Practice	Publication
14	Building a Sustainable and Independent Research Funding Implementation in Indonesia: A Policy Brief (Indonesian Version)	Publication
15	KRISNA Sustainability Policy Paper as a Policy Instrument for Strengthening Bureaucratic Reform (Indonesian Version)	Publication
16	Story of Change: Indonesian Academy of Sciences (Indonesian Version)	Publication
17	Type III Swakelola	Publication
18	Research Endowment Policy Review: An Overview of Funding & Institutional Governance (Indonesian Version)	Publication
19	Potential Funding for Policy-Oriented Research from Private Sector (Indonesian Version)	Publication
20	Human Resources and Gender in Indonesian Higher Education (Indonesian Version)	Publication
21	Guidelines for Inclusive Events and Communications	Publication
22	Inclusive Events and Communication Guidelines	Publication
23	The Importance of Local Knowledge: Power, Context and Policy Making in Indonesia (Indonesian Version)	Publication
24	Update on Constraints in the Enabling Environment to the Provision of Knowledge in Executive and Legislative Government	Publication
25	Update on Constraints in the Enabling Environment to the Provision of Knowledge in Executive and Legislative Government	Publication
26	Critical Study on Development Planning and Budgeting in Indonesia	Publication
27	Policy and Causality: A Learning Approach	Publication
28	Policy, Change and Paradox in Indonesia	Publication
29	A Critical Review of Development Planning and Budgeting in Indonesia (Indonesian Version)	Publication
30	Understanding Policy Making in Indonesia: in Search of a Policy Cycle	Publication
31	White Book: Science, Technology and Higher Education Towards Indonesia 2045 (Indonesian Version)	Publication
32	Addressing Barriers to University Research: A Case Study at the Faculty of Medicine, University of Gadjah Mada and the Center for Health Policy and Management	Publication
33	GDN Reforms Research in Indonesia (Indonesian Version)	Publication
34	Diagnostic Study of Research Barriers at UIN Syarif Hidayatullah (Indonesian Version)	Publication
35	Diagnostic Study of Research Supporting Philanthropic Institutions Mapping (Indonesian Version)	Publication
36	Mapping of Research Supporting Philanthropic Institutions	Publication
37	Policy Journal Diagnostic Study	Publication
38	Strengthening the Use of Knowledge for Policy in Indonesia: A Collection of Selected Change Stories from Knowledge Sector Initiative (KSI) Phase I Program (Indonesian Version)	Publication
39	How to Evaluate Mental Revolution?	Publication
40	Can Policy Influence Be Measured?: The Experience of SurveyMETER in Producing Three Episode Studies of Research-based Policy Influence (Indonesian Version)	Publication
41	Commissioning Knowledge for Policy: Reforms in the Procurement of Research in Indonesia	Publication
42	Diverse Strategies for More Sustainable Production of Legal Knowledge: Insights from the Indonesian Center of Law and Policy Studies (PSHK)	Publication
43	Getting Evidence into Social Policy: Lessons from Australia 2007 to 2017	Publication

No.	Title	Type of Information
44	How Do You Evaluate a Mental Revolution?	Publication
45	Investing in Knowledge: The Establishment of the Indonesian Science Fund	Publication
46	Is Measuring Policy Influence Like Measuring Thin Air?: The Experience of SurveyMETER in Producing Three Episode Studies of Research-based Policy Influence	Publication
47	Linking Values and Research Evidence for Policy Advocacy: The Journey of the Indonesian Forum for Budget Transparency	Publication
48	Using Evidence to Develop Social Policies: Lessons from Australia From 2007 to 2017 (Indonesian Version)	Publication
49	Linking Research Value and Evidence to Policy Advocacy: The Indonesian Forum's Journey for Budget Transparency (Indonesian Version)	Publication
50	Strategies for Generating More Sustainable Legal Knowledge: Insights from the Center for Law and Policy Studies (PSHK) (Indonesian Version)	Publication
51	Shifts in the Knowledge Sector in Indonesia from 2013-2016: A Synthesis of Cases of Change	Publication
52	Diagnostic Study: Addressing Barriers to University Research: A Case Study at the Faculty of Medicine, University of Gadjah Mada and the Center for Health Policy and Management	Publication
53	A Study on Organizational Development	Publication
54	Addressing Barriers to University Research	Publication
55	Fundraising Opportunity Assessment for Policy Research Institutes in Indonesia	Publication
56	Study of Fundraising Opportunities for Policy Research Institutes in Indonesia (Indonesian Version)	Publication
57	Lesson from the New Zealand Data Futures Forum: How to Unlock the Value of Data-driven Innovation and New 'Evidence' in Policy-making	Publication
58	Lessons for Building and Managing an Evidence Base for Policy	Publication
59	Managing a Government Think Tank: Inside the Black Box	Publication
60	Think Tank Management: Creating a Knowledge Repository (Indonesian Version)	Publication
61	Integrating and Presenting Complex Evidence for Policy Making: Experience with Annual Report Cards (Indonesian Version)	Publication
62	Overcoming Research Barriers at Universities (Indonesian Version)	Publication
63	Managing Government Think Tanks: Inside a Black Box (Indonesian Version)	Publication
64	Using Community Evidence to Improve Public Services: Lessons from the UPIK Program in Yogyakarta (Indonesian Version)	Publication
65	Using Evidence to Reflect on 20 Years of South African Democracy (Indonesian Version)	Publication
66	Lessons from the New Zealand Data Future Forum: How to Unlock the Value of Data-Driven Innovation and New 'Evidence' in Policy Making (Indonesian Version)	Publication
67	Lessons for Building and Managing an Evidence Base for Policy Making (Indonesian Version)	Publication
68	Research Knowledge Acquisition by National Level Decision Makers in Indonesia (Indonesian Version)	Publication
69	Reflections on Academies and Science Advice	Publication
70	Reflection on the Role of the Academy of Sciences in Supporting Science-Based Arguments (Indonesian Version)	Publication
71	Indonesian Knowledge Sector: A Contextual Analysis (Indonesian Version)	Publication
72	Organizational Development Studies (Indonesian Version)	Publication
73	Synthesising and Presenting Complex Evidence for Policy Making: Experience With Annual Report Cards	Publication
74	The Acquisition of Research Knowledge by National-Level Decision Makers in Indonesia	Publication
75	The Indonesian Knowledge Sector: A Contextual Analysis	Publication
76	Think Tank Management: Establishing a Knowledge Repository	Publication

No.	Title	Type of Information
77	Using Citizen Evidence to Improve Public Services: Lessons from the UPIK Program in Yogyakarta	Publication
78	Using Evidence to Reflect on South Africa's 20 Years of Democracy	Publication
79	Establishing Government Think Tanks: An Overview of Comparative Models	Publication
80	Investing in Evidence: Lessons from the UK Department for Environment, Food and Rural Affairs	Publication
81	Using Workshops to Develop an Evidence Strategy: Lessons from the UK Ministry of Environment, Food and Rural Affairs (Indonesian Version)	Publication
82	Relying on Evidence: Lessons from the UK Ministry of Environment, Food and Rural Affairs (Indonesian Version)	Publication
83	Developing a Government Think Tank: A Comparative Model Review (Indonesian Version)	Publication
84	Using Workshops to Develop an Evidence Strategy: Lessons from the UK Food Standards Agency	Publication
85	Working Politically: Research Contribution to Village Law Formulation (Indonesian Version)	Publication
86	Improving Health Services Through Knowledge Sharing and Communication: A Story of Change from the Regency of Lombok Barat	Publication
87	Working Politically: A Story of Change about the Contribution of Research Evidence to the New Village Law in Indonesia	Publication
88	Improving Health Services by Sharing Knowledge and Communication: A Story of Change from West Lombok (Indonesian Version)	Publication
89	Australia's Productivity Commission: Providing Independent Policy Advice to Government	Publication
90	Australian Productivity Commission: Providing Policy Advice Independently to the Government (Indonesian Version)	Publication
91	Guidelines for Inclusive Online Seminars for Participants with Disabilities (Indonesian Version)	Publication
92	Adequate Accommodation for Students with Disabilities during a Pandemic: Experience of Teaching Teachers Learning from Home (Indonesian Version)	Publication
93	Online Learning Guide for Students with Physical Disabilities (Indonesian Version)	Publication
94	Online Learning Guide for Students with Visual Disabilities	Publication
95	Do Local Governments in Indonesia Produce Evidence Based Policies	Publication
96	Indonesian Academy of Sciences Change Story: Partnership with Knowledge Sector Initiative (KSI) 2014-2019 (Indonesian Version)	Publication
97	Policy Brief: Building a Sustainable and Independent Research Funding Implementation in Indonesia (Indonesian Version)	Publication
98	Story of Change The Indonesian Academy of Sciences: Partnership with Knowledge Sector Initiative (KSI) 2014-2019	Publication
99	The Era of Disruption: Indonesian Higher Education Opportunities and Challenges (Indonesian Version)	Publication
100	Science, Technology and Higher Education Towards Indonesia 2045 (Indonesian Version)	Publication
101	Opening Land Access for Young People and Marginalized Groups in Rural Areas (Indonesian Version)	Publication
102	Alternative Markets for Agricultural Products (Indonesian Version)	Publication
103	Study of Youth Employment Opportunities in Rural Areas (Indonesian Version)	Publication
104	Village Youth, Intergenerational Transition, and Social Change (Journal of Social Analysis, Vol. 20, No. 1 & 2, 2016 Special Edition) (Indonesian Version)	Publication
105	Food Independence Study (Journal of Social Analysis Vol. 19, No. 1, August 2015) (Indonesian Version)	Publication

No.	Title	Type of Information
106	Having More Access Leads to Better Welfare: Study of Access for People with Disabilities (PwD) and Its Spatial Impact	Publication
107	Revitalization of Vocational Schools and Its Relevance to the Business World and the Industrial World (Indonesian Version)	Publication
108	Communicating Sensitive Issues: The Challenges Facing Think Tanks	Publication
109	Learn from the Silk Value Chain Collaborative Study Process (Indonesian Version)	Publication
110	The Disappearance of the Female Weavers (Indonesian Version)	Publication
111	South Sulawesi Silk Commodity Value Chain Report (Indonesian Version)	Publication
112	South Sulawesi Silk Commodity Value Chain (Indonesian Version)	Publication
113	Questioning Women's Representation Data in Five Areas (Indonesian Version)	Publication
114	Citizen Political Transactions: Encouraging Citizen Political Participation in Elections & Development Planning (Indonesian Version)	Publication
115	Exploring Collaborative Research Models in Indonesia	Publication
116	Funding Governance Reform: Increasing the Effectiveness and Efficiency of the Ministry of Research and Technology/BRIN Funding Scheme (Indonesian Version)	Publication
117	Guidelines for Research Protocols and Community Service during the Covid-19 Pandemic and Other Emergency Conditions for Adapting to the New Normal (Indonesian Version)	Publication
118	Identification of Problems with the Personal Data Protection Bill (Indonesian Version)	Publication
119	Reforming Research in Indonesia: Policies and Practices (Indonesian Version)	Publication
120	Building an Agricultural Sector that Has Resilience to the COVID-19 Pandemic (Indonesian Version)	Publication
121	Encouraging Villages to Care for Women (Indonesian Version)	Publication
122	Optimizing the Utilization of Village Funds for Pandemic Impact Recovery (Indonesian Version)	Publication
123	Opportunities for Recovery from the Impact of the Covid-19 Pandemic Through Social Capital and Local Initiatives (Indonesian Version)	Publication
124	The Role and Strategy of BUM Desa in Restoring the Village Economy during the Pandemic (Indonesian Version)	Publication
125	Policy Advocacy for the Implementation of the Village Law (Indonesian Version)	Publication
126	Script of Policy Input for Strengthening Village Issues and Rural Areas in the Gunungkidul Regency RPJMD Technocratic Document 2021-2024 (Indonesian Version)	Publication
127	The Urgency of Simplifying the Implementing Regulations of the Village Law (Indonesian Version)	Publication
128	Input Paper for the 2020-2024 RPJMN - Village and Rural Area Sector (Indonesian Version)	Publication
129	Rural and Urban Disparity in the Special Region of Yogyakarta (Indonesian Version)	Publication
130	Caring for Local Democracy for Village Economic Transformation (Indonesian Version)	Publication
131	Asymmetric Village Assistance to Strengthen Villages in Indonesia (Indonesian Version)	Publication
132	Developing BUMDes for Village Economic Transformation (Indonesian Version)	Publication
133	Developing an Asymmetric Village Assistance Model in Indonesia (Indonesian Version)	Publication
134	Political Parties, Money and Elections (Indonesian Version)	Publication
135	Portrait of Local Politics & Economy in Indonesia: Dynamics of Democratization, Economic Development & Rural Areas (Indonesian Version)	Publication
136	Knowledge and Innovation Ecosystem Blueprint (Indonesian Version)	Publication
137	Indonesia's Knowledge Sector is Catching Up, but a Large Gap Persists	Publication (Indonesian Version)
138	What Shapes Evidence use in a Government Agency?	Publication

No.	Title	Type of Information
139	Perspectives and Experiences of the Research Culture at Universities in Indonesia: 2017	Publication
140	Farming with Wisdom (Indonesian Version)	Publication
141	Farming with Wisdom	Publication
142	Blessings From the Sea: (Indonesian Version) Photo Essay	Publication
143	Blessings from the Sea: Photo Essay	Publication
144	Institutional Relations in Organizations Implementing Research, Development, Assessment. and Implementation with the Ministry of Research and Technology/National Research and Innovation Agency (Indonesian Version)	Publication
145	Diverse Strategies for More Sustainable Production of Legal Knowledge: Insights from the Indonesian Center of Law and Policy Studies (PSHK)	Publication
146	Impact of Large-Scale Social Restrictions in the Community on Hospital Visits (Indonesian Version)	Publication
147	BPJS Health's New Directors Need to Increase Effective Coverage of JKN	Publication
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171	Barriers to Adoption of Research For Policy: Portrait of Political Dynamics of Batu Tourism Sector Policy and Structuring the Malioboro Region of Yogyakarta (Indonesian Version)	Publication
172	Research Permit Problems in Indonesia: Case Studies in DI Yogyakarta Province and East Java Province (Indonesian Version)	Publication
173	Reviewing Agrarian Reform and Social Forestry Policies (Indonesian Version)	Publication
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176	Parenting Patterns for Children Under Five Years During the Covid-19 Pandemic: Momentum of Change in Holistic Parenting by Mom and Dad (Indonesian Version)	Publication
177	Prevalence and Risk Factors of Dementia and Caregiver's Knowledge of the Early Symptoms of Alzheimer's Disease	Publication
178	What Prompts Policy Change? Comparative Analyses of Efforts to Create Age-Friendly Cities in 14 Cities in Indonesia	Publication
179	Advocacy to Support the Development of an Old-Age Policy: 2018 Bali Dementia Study Results Report (Indonesian Version)	Publication
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181	We Need to Pay Attention to Dementia Prevalence Figures (Indonesian Version)	Publication
182	Data Inspires Policy: Balikpapan City Study Episode Towards an Age Friendly City 2030 (Indonesian Version)	Publication
183	Two out of ten seniors develop dementia by the time they reach 70 years of age: Dementia Studies at Yogyakarta Special Region (Indonesian Version)	Publication
184	Information Strengthening Policy: Episode Study of Denpasar City's Commitment to Realizing an Integration Policy of Child Friendly Cities, Elderly Friendly Cities, and Green Open Spaces in Healthy Cities (Indonesian Version)	Publication
185	Weaving Partnerships for Policy: An Episode Study on the Declaration of Jakarta as a Dementia Friendly and Elderly Friendly City (Indonesian Version)	Publication
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192	Addressing Barriers to University Research: A Case Study of Atma Jaya Catholic University of Indonesia	Publication
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484	Discussion Forum on the Implementation of Bureaucratic Reforms with Special Attention to Higher Education and the Establishment of a 'Task Force' for Higher Education Reform (Indonesian Version)	Article
485	Discussion Forum on the Implementation of Bureaucratic Reform with the Special Attention of Higher Education and the Establishment of 'Task Force' on Higher Education Reform	Article
486	One Indonesian Data: Towards a Better System and Governance for Successful Development (Indonesian Version)	Article
487	One Indonesian Data: Towards Better System and Governance for Successful Development	Article
488	Knowledge Sharing of Journal Management Policies and Practices (Indonesian Version)	Article
489	Knowledge Sharing on Journal Management Policy and Practice	Article
490	PSHK participates in Pre-Session Universal Periodic Review on Human Rights, in Geneva on 4-7 April and celebrates the Disability Law (Indonesian Version)	Article
491	PSHK participates in Pre-Session Universal Periodic Review on Human Rights, in Geneva on 4-7 April and celebrates the Disability Law	Article
492	KSI Sharing Return to Investment Methodology (Indonesian Version)	Article
493	KSI Sharing Return to Investment Methodology	Article
494	Culture as a Driver of National Development (Indonesian Version)	Article
495	Culture as a Driver for National Development	Article
496	International Workshop on Developing Inclusive Growth Index for Indonesia (Indonesian Version)	Article
497	International Workshop on Developing Inclusive Growth Index for Indonesia	Article
498	Syntegrity: Building a Shared Vision for the Knowledge Sector Program	Article
499	A Day Before the Doing Development Differently Workshop in Jakarta	Article
500	Doing Development Differently means Doing Monitoring & Learning Differently Too	Article



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501	Open Merit and Promotion System – Revised State Civil Service Act 2014 (Indonesian Version)	Article
502	Local Actor Led Policy Development - KSI and Partners at the 2017 Australasian Aid Conference (Indonesian Version)	Article
503	Developing Communications Strategy for Policy Research and Government Institutions	Article
504	Downstreaming Research Products into Commercialization through Science Techno Park	Article
505	Government's Commitment to Increase the Number of Research Grants for Women (Indonesian Version)	Article
506	Implementing 'The New Development' Agenda	Article
507	Indonesian Policy Research Alliance: Identifying Assets (Indonesian Version)	Article
508	Bappenas and Kemenko PMK are Leading Harmonization of Village Indexes	Article
509	GESI Perspectives in R&D for Inclusive Public Policies (Indonesian Version)	Article
510	Barriers for Quality Research among Islamic States Universities	Article
511	CSIS Study on Implementation of Merit-based Recruitment for Civil Servants	Article
512	The complexity of “smart” practices across Indonesia (Indonesian Version)	Article
513	Policy Advocacy and Public Discourse on the Revisions to the 2014 Civil Service Law (UU ASN)	Article
514	Government committed to move up the number of research grants for women	Article
515	Government committed to move up the number of research grants for women	Article
516	International Conference on “Data Revolution for Policy Makers”	Article
517	“Local actor-led policy development” - KSI and Partners at the 2017 Australasian Aid Conference	Article
518	The complexities of smart practices across Indonesia	Article
519	Estimate Return on Investment of Policy Research and Policy Engagement	Article
520	The Financial Benefits to Using Data for SDGs with Dr. Luis Crouch	Article
521	“Meritocracy and Open Promotion System” – Revisions to the 2014 Civil Service Law	Article
522	The Research Excellence Alliance: Identifying Assets	Article
523	Media Discussion on Regional Economic Governance 2016	Article
524	Knowledge Sharing Session with Media on Merit-based System and Open Recruitment in Indonesia's Civil Service	Article
525	KSI Research Partners meet to Discuss Joint Agendas	Article
526	KSI Knowledge Sharing Session: ‘How do you Evaluate a Mental Revolution?’	Article
527	KSI Knowledge Sharing Session: Commercialization of Research Results & Patent Implementation	Article
528	National Seminar on “Innovative Development, Creative Leaders and Competitive Regions	Article
529	Puskapol Celebrates 10 years with a Book Launch	Article
530	Forum Kajian Desa Partners Continue to Engage with Government Agencies	Article
531	KSI's Partner Provide Policy Advice on Village Development	Article
532	KSI Highlights Gender in Research and Public Policy	Article
533	LAN Showcases Policy Analyst and Role of Women in Public Policy	Article
534	Indonesia's PISA results show need to use education resources more efficiently	Article
535	Article: Indonesia’s PISA Results Show a Need to Use Education Resources More Efficiently	Article
536	Discussion Forum on Human Resource Management in Universities to Provide Input to the Draft Government Regulation of PPPK	Article
537	Field Visit of the Bappenas e-Planning Team to Yogyakarta and Surabaya	Article
538	GESI Perspectives in R&D for Inclusive Public Policies	Article
539	Gender Equality and Social Inclusion Perspectives in Research and Development for Inclusive Public Policy	Article

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541	The launch of the Australia-Indonesia Science Symposium	Article
542	DIPI Call for Research: Review Panel	Article
543	CSIS Study on Implementation of Merit-based Recruitment for Civil Servants	Article
544	KSI Partners Facilitate Public Consultation on Simplified Reporting System for Government Research	Article
545	KSI's Forum Kajian Desa Brief Bappenas' Directorate of Disadvantaged Regions Transmigration and Villages	Article
546	SMERU Develops its Capacity through Horizontal Learning and Knowledge Exchanges	Article
547	Bappenas Networks with Government Think Tanks	Article
548	Bappenas' Integration of Planning Documents Gearing Up	Article
549	Round-Table Discussion on Women's Research Center in Higher Education	Article
550	Vice President Jusuf Kalla Dialogue with the Commissioner of the Australian Public Service Commission	Article
551	PPIM's Research Pleases the Minister of Religious Affairs	Article
552	Round Table Discussion on University Centers for Women and Gender Studies	Article
553	Bangladesh delegation + BCURE Project team on Bappenas' lessons learned of evidence-based planning	Article
554	GESI Training for Communications Practitioners	Article
555	RCA+ - Mixed Methods Training and Tertiary Education Study	Article
556	M&E Knowledge Sharing with BAPPENAS & Ministry of Social Affairs	Article
557	Launch of Science Discussion Forum between ALMI and KSP	Article
558	Addressing Complex Human Resource Management in Universities	Article
559	SMERU Briefing to Bappenas' Directorate for Industry, Creative Economy and Tourism	Article
560	PUSAD Paramadina's Knowledge Exchange Forum on Religious Tolerance and Violence	Article
561	Functional Positions of Policy Analyst, Researcher and Lecturer: Strengthening the Role of Think Tanks in Indonesia	Article
562	Policy Analyst, Researcher and Lecturer Functional Positions: Strengthening Think Tanks in Indonesia	Article
563	London Conference Evidence Works 2016 A Global Forum For Government	Article
564	The 'demand' side of evidence-based policy making: why and how. Two great days of discussion and sharing in London	Article
565	KSI's Supporting DFAT and Partner Projects on Policy Influence and Knowledge-to-Policy	Article
566	Alliance for Research Excellence Declared	Article
567	Update on the KSI Stories of Change Initiative	Article
568	Bappenas Knowledge Center, Monitoring Visit to Bima	Article
569	Socialization of the Functional Position of Policy Analyst to Subnational Governments	Article
570	Countdown: Australia-Indonesia Science Symposium, 28-Nov to 1-Dec, 2016	Article
571	Socialization of Bappenas' PAK and Mapping of Local Think Tanks	Article
572	API Annual Assembly	Article
573	Philanthropy Plays an Increasing Role in Supporting Research in Indonesia	Article
574	Philanthropy's Growing Role in Supporting Research in Indonesia	Article
575	Indonesian Policy Analyst Association: Improving Public Policy, Reducing State Budget Inefficiency	Article
576	Indonesian Association of Policy Analysts: Improving Public Policy, Reducing Inefficient Use of State Budget	Article
577	Bureaucratic Reform in Higher Education: Updates and Challenges on Policy Formulation and Implementation	Article
578	Indonesia-Australia science cooperation to be one step further after high-level visit	Article
579	Indonesia-Australia science cooperation to be one step further after high-level visit	Article

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581	Bappenas Educational Media for Smart Practices	Article
582	Inside the 'black box' of policy making: when policy researchers enter the bureaucracy	Article
583	Studies on Gender and Bureaucracy: Critical Notes of the Meeting of the Bureaucratic Reform Working Group	Article
584	Study on Gender and Bureaucracy: Critical Note on Bureaucratic Reform Working Group Meeting	Article
585	Local Knowledge and Wisdom Expected to be the Policy Base	Article
586	Public Policy Should be Based on Data and Knowledge	Article
587	Public Policy Must Be Based on Data and Knowledge (Indonesian Version)	Article
588	“One Size Fits All” Is No Longer Relevant for Sustainable Development in Indonesia (Indonesian Version)	Article
589	Nurturing the First Cohort of Indonesian Policy Analysts	Article
590	Free Yourself from Fear- Popular Writing for Research	Article
591	Free Yourself from Fear – Popular Writing for Research (Indonesian Version)	Article
592	Book: Local Knowledge in Sustainable Water Management (Indonesian Version)	Article
593	The Indonesian Science Fund, Paving the Way for Indonesia's Science & Research	Article
594	From the Visit of University of Newcastle President Prof Caroline McMillen	Article
595	UGM Research: Local Community Marginalization in the management of mining operations in NTT (Indonesian Version)	Article
596	UGM: Banyuwangi Gold Mining High Risk (Indonesian Version)	Article
597	UGM Polgov Team Holds Discussion of Research Results in Tanahbumbu (Indonesian Version)	Article
598	Workshop "Formulation of the Joint SID Platform to Support the Implementation of the Village Law" (Indonesian Version)	Article
599	PolGov UGM Encourages Local Communities to Get Involved in Mining Management in NTT (Indonesian Version)	Article
600	Realizing a Prosperous Indonesia through the Use of Science (Indonesian Version)	Article
601	API: The Key to Success in Using Demographic Dividend (Indonesian Version)	Article
602	The Long Road to Secure Torong Besi (Indonesian Version)	Article
603	Village Fund Discussion: Many Interests Leading to Obstacles (Indonesian Version)	Article
604	Issues and Opportunities in Higher Education : Finding Ways to Promote Science-Based Research - A Third Seminar	Article
605	Issues and Opportunities in Higher Education: Looking for Ways to Promote Research-Based Science - Third Seminar (Indonesian Version)	Article
606	Matchmaking for Public Policy Funding – Initial Dialogue with Private Sector and Philanthropic Organizations (Indonesian Version)	Article
607	Matchmaking for Public Policy Funding – Initial Dialogue with Private Sector and Philanthropy Organizations	Article
608	Matchmaking for Public Policy Funding – Initial Dialogue with Private Sector and Philanthropic Organizations (Indonesian Version)	Article
609	Data innovation as a new source of evidence for policy making: the experience of the New Zealand Data Futures Forum	Article
610	FISIP-UI To Educate Farmers About Climate Change (Indonesian Version)	Article
611	Local Knowledge to Restore Three Season Markers	Article
612	Local Knowledge to Restore the Three Season Markers (Indonesian Version)	Article
613	Knowledge Sector Interview with Mari Pangestu	Article
614	Knowledge Sector Interview with Mari Pangestu by Zack Petersen (Indonesian Version)	Article
615	Building Capacity of Policy Analyst Instructors through Implementation of ToT of Policy Analyst	Article

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616	Building Policy Analyst Teaching Capacity Through Implementation of Policy Analyst ToT (Indonesian Version)	Article
617	Jaleswari Pramodhawardhani's Interview on Nulistik Forum Discussion: Making Policy Paper is a Creative Work	Article
618	Jaleswari Pramodhawardhani's Interview on Nulistik Forum Discussion: Making Policy Papers is Creative Work (Indonesian Version)	Article
619	Writing Forum Discussion: Guarding Research Results for Policy	Article
620	Writing Forum Discussion: Controlling Research Results for Policy (Indonesian Version)	Article
621	KSI Working Group Meeting: Bureaucratic Reform to Improve Policy Making Process	Article
622	KSI Working Group Meeting: Bureaucratic Reform for Policy Making Process (Indonesian Version)	Article
623	KSI Working Group Meeting: Supporting Village-Led Development	Article
624	KSI Working Group Meeting: Support Village-Led Development (Indonesian Version)	Article
625	KSI Working Group Meeting: Strengthening the Synergy Between Research, Funding and Human Resources	Article
626	KSI Working Group Meeting: Strengthening Synergies Between Research, Financing and Human Resources (Indonesian Version)	Article
627	Smart Practice	Article
628	Workshops and Science Field Shops (Indonesian Version)	Article
629	Do Think Tanks Underinvest in Management? A Conversation with Raymond Struyk	Article
630	Are Think Tanks Underinvesting in Management? A Conversation with Raymond Struyk (Indonesian Version)	Article
631	Research Capacity Strengthening for Regional Development Innovation	Article
632	Strengthening R&D Research Capacity for Regional Development Innovation (Indonesian Version)	Article
633	Conditions and Prospects of Higher Education Ability to Develop Science (Indonesian Version)	Article
634	Condition and Prospects of Higher Education Ability on Developing Science	Article
635	AIPI and Kemenristek-DIKTI: Kick-Off Meeting about National Policy on S&T and Higher Education	Article
636	AIPI and Kemenristek-DIKTI: Kick-Off Meeting on National Policy on S&T and Higher Education (Indonesian Version)	Article
637	Development 2.0: future or already reality? A discussion with Michael Woolcock	Article
638	Development 2.0: Future or Reality? Discussion with Michael Woolcock (Indonesian Version)	Article
639	What can Indonesian Research Institutes Learn from Chinese Think Tanks?	Article
640	One Day Seminar Notes (Indonesian Version)	Article
641	Knowledge Sector Initiative (KSI) Supports Local Knowledge in Policy Making	Article
642	KSI Supports Local Knowledge in Policy Making (Indonesian Version)	Article
643	AIPI and LPDP Signed Memorandum of Understanding on the Indonesian Science Fund (Indonesian Version)	Article
644	Announcement - KSI Local Knowledge Grants Selection Results 2015/2016	Article
645	Announcement - Results of the 2015/2016 KSI Local Knowledge Grant Selection (Indonesian Version)	Article
646	Signing of Memorandum of Understanding between IRE and Yogyakarta City KPU (Indonesian Version)	Article
647	Past Human Rights Violations: Proposed Institutionalization for Equitable Settlement (Indonesian Version)	Article
648	Bridging Policy and Public Interest - National Institute of Public Administration (LAN)	Article
649	Bridging Policy and Public Interests - The State Administration Agency (LAN) (Indonesian Version)	Article

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650	Ecological Crisis, More Women Leaders Need to Appear	Article
651	SAINS 2045 - What One Young Indonesian Scientist Learns from His Slum Neighborhood	Article
652	Science 2045 - What One Young Indonesian Scientist Learns from the His Neighborhood (Indonesian Version)	Article
653	Press conference : Research Institute and Ministry of National Development Planning/Bappenas Encourage Research Contribution for Better Public Policy (Indonesian Version)	Article
654	Behind the Image of the Poor Local Fisherman: Building Indonesia's Maritime Policy Network	Article
655	Behind the Image of a Poor Fisherman on a Boat: Building an Indonesian Maritime Policy Network (Indonesian Version)	Article
656	Reportage: Workshop for Diagnostic Study Mechanism on University Barriers to Research	Article
657	Young Scientists Forum III: Promoting Excellent Scientific Culture- The Launching of the 2045 SCIENCE Consultation Draft (Indonesian Version)	Article
658	Minister of Finance, State Minister of National Development Planning Support the Autonomous Funding Mechanism for Science in Indonesia	Article
659	Minister of Finance and Minister of National Development Planning/Head of Bappenas Support Autonomous Research Funding System (Indonesian Version)	Article
660	APII Silver Jubilee: Remarks to the Young Academy and Young Scientists Network by Fred Carden	Article
661	APII Silver Celebration: Foreword by the Academy and Network of Young Scientists by Fred Carden, Jakarta 26 May 2015 (Indonesian Version)	Article
662	APII Launches SCIENCE (A Century of Science Inspiration) 2045 and Forms an Academy of Young Scientists (Indonesian Version)	Article
663	25 Years of APII: It's Time to Awaken the Passion for Science in Indonesia (Indonesian Version)	Article
664	SCIENCE 2045: Interview with Study Director Hasnawati Saleh	Article
665	Science 2045 - Interview with Study Director Hasnawati Saleh (Indonesian Version)	Article
666	Supporting the Life of Batik-Makers through Action Research	Article
667	Supporting the Life of Batik-Makers through Action Research (Indonesian Version)	Article
668	Reportage: Study Visits to Think Tank Institutions in China (Indonesian Version)	Article
669	Business development: What Research Has To Do With It (Indonesian Version)	Article
670	Quality Policy Research Starts with a Good Design (Indonesian Version)	Article
671	The Hourglass Method in Writing Opinion Articles (Indonesian Version)	Article
672	Making Research More Interesting - Lessons Learned from the Communication Workshop (Indonesian Version)	Article
673	45 Crucial Scientific Questions for the Future of the Nation (Indonesian Version)	Article
674	Opinion for Working Paper - Investing in Evidence: Some Lessons Learned from the UK for Ministries in Indonesia (Indonesian Version)	Article
675	Data Innovation Conference for Policy Makers 2014 5 (Indonesian Version)	Article
676	Data Innovation Conference for Policy Makers 2014 4 (Indonesian Version)	Article
677	Data Innovation Conference for Policy Makers 2014 3 (Indonesian Version)	Article
678	The Importance of NGO Think Tanks in Policy Making in the Parliament (Indonesian Version)	Article
679	Successful Research Proposal Writing – Get Started and Continue Without Giving Up (Indonesian Version)	Article
680	Business Development: What Research Has To Do With It	Article
681	Business development: What Research Has To Do With It (Indonesian Version)	Article
682	Quality Policy Research Starts with Good Design	Article
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685	Making Research More Engaging – Learning from Communications Workshops	Article
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687	45 Fundamental Scientific Questions for the Future of the Nation	Article
688	Call for Applications: Junior and Senior Fellowships 2015-2016	Article
689	Opinion for Working Paper - Investing in Evidence: Some Lessons Learned from the UK for Ministries in Indonesia (Indonesian Version)	Article
690	Opinion on Working Paper - Investing in Evidence: Some Lessons from the UK for Indonesian Ministries	Article
691	Data Innovation for Policy Makers Conference 2014 5	Article
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693	Data Innovation for Policy Makers Conference 2014 3	Article
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695	Data Innovation Conference for Policy Makers 2014 2	Article
696	The Problem of Articles on Hate Speech and Defamation in the Virtual Realm (Indonesian Version)	Article
697	Data Innovation for Policy Makers Conference 2014 1	Article
698	Learning from National Research Agenda 2010-2014	Article
699	Lessons Learned National Research Agenda 2010-2014 (Indonesian Version)	Article
700	Invitation - Making Good Policy: the challenges of evidence in policy reform	Article
701	KPPOD Brief - October-December 2014 Edition (Indonesian Version)	Article
702	Fajri Nursyamsi, a PSHK Researcher, Together with the Working Group on the Bill on Persons with Disabilities met with Members of Commission VIII DPR RI from the PAN faction (Indonesian Version)	Article
703	Multi-Stakeholder in Internet Settings: Is it there and Why? (Indonesian Version)	Article
704	OPINION: Integrating Human Rights and the Internet (Indonesian Version)	Article
705	Indonesian Science Fund Soft Launching	Article
706	Indonesian Science Fund Soft Launching (Indonesian Version)	Article
707	Local Knowledge Grant Scheme - Registration Closes January 31 2015, 17:00 WIB (Indonesian Version)	Article
708	Aceh Tsunami, 10 Years Later (Indonesian Version)	Article
709	Business and human rights: More than pure CSR	Article
710	Opportunities and Challenges in the Implementation of the Village Law (Indonesian Version)	Article
711	Science Enrichment Program - Learning from Australia Scientific Excellence	Article
712	Science Enrichment Program - Learning from Australian Scientific Excellence (Indonesian Version)	Article
713	#TheExchangeJakarta: Learning About Collaboration from the On Think Tanks Exchange	Article
714	'Chief storyteller' to UN, NGOs: Tell their story, not yours	Article
715	A 'revolution' to fill the data gap	Article
716	A Political Approach to The Social Sector	Article
717	Community knowledge + mobile phones = evidence for policy response	Article
718	International Conference - Innovation for Policy Makers	Article
719	International Conference - Data Innovation for Policy Makers (Indonesian Version)	Article
720	Lessons from the Jakarta Meeting - The Exchange (On Think Tanks)	Article
721	Indonesian Science Agenda – Responding to the Nation's Challenge in a Century of Independence	Article
722	Indonesian Science Agenda – Responding to the Nation's Challenges in a Century of Independence (Indonesian Version)	Article
723	Overcoming University Barriers for Research	Article

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726	Welcoming the New DPRD, Is There Any (New) Hope? (Indonesian Version)	Article
727	Promoting Pro-Community Plantation (Indonesian Version)	Article
728	The story of Munir's case (Indonesian Version)	Article
729	A bumpy road: Using data to inform policymaking	Article
730	The Importance of NGO Think Tanks in Policy Making in the Parliament (Indonesian Version)	Article
731	Writing a Successful Research Proposal – From Getting Started to Never Giving Up (Indonesian Version)	Article
732	Writing a Successful Research Proposal – From Getting Started to Never Giving Up	Article
733	The Role of Universities in Translating HIV/AIDS Research Results into Public Policy (Indonesian Version)	Article
734	Monitoring, Evaluation and Learning for Organizational Strategic Capacity Development	Article
735	Knowledge Sector Initiative Participates in Inauguration of Australia-Indonesia Research Summit	Article
736	KSI Partners To Sign Core Fund Grant Agreement (Indonesian Version)	Article
737	Effective Writing Workshop: Keep it Short and Simple! (Indonesian Version)	Article
738	Building Effective Communication Skills for Quality Policy (Indonesian Version)	Article
739	Two Indonesian Think-Tanks Participate in The Exchange in Lima, Peru (Indonesian Version)	Article
740	Five Partners Receive Core Fund Grants to Strengthen Research Capacity (Indonesian Version)	Article
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744	Launching of Indonesia Development Forum and Announcement of IDF 2017 Call for Papers	Article
745	Working with CSOs to Tackle Covid-19 Pandemic	Story of Change
746	Working with CSOs to Tackle Covid-19 Pandemic (Indonesian Version)	Story of Change
747	A Long Road toward Research-Based Policy Making	Story of Change
748	Story of Change: Indonesian Academy of Sciences (Indonesian Version)	Story of Change
749	Achieve Inclusive Development Through Type III Self-Management	Story of Change
750	Achieve Inclusive Development Through Type III Self-Management	Story of Change (Indonesian Version)
751	Reducing the Gender Gap in Research	Story of Change (Indonesian Version)
752	Reducing the Gender Gap in Research	Story of Change
753	Selected Stories of Change from The Knowledge Sector Indonesia (KSI) Program Phase 1 (Indonesian Version)	Story of Change
754	Selected Stories of Change from The Knowledge Sector Indonesia (KSI) Program Phase 1	Story of Change
755	Changes for Relevance and Regeneration (Indonesian Version)	Story of Change
756	Eight Years of Advocacy by Puskapol UI: The Ups and Downs of Overseeing the Issue of Women's Political Representation (Indonesian Version)	Story of Change
757	<i>Gotong Royong</i> (Collaboration) between Knowledge Sector Initiative (KSI) and the Indonesian Academy of Sciences (AIPI)	Story of Change
758	Leveraging Research to Improve the Quality of Health Policy (Indonesian Version)	Story of Change

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760	Strategic Steps to Prepare a Strategic Plan for Improving Governance of the UI Puskapol Institution (Indonesian Version)	Story of Change
761	Maintaining the Process Accountability and Knowledge Quality: The Story of Changes in Organizational Governance of PUSAD Paramadina (Indonesian Version)	Story of Change
762	From Data Collection to a Policy Reference: SurveyMETER's Story of Change after learning from experience in the Knowledge Sector (Indonesian Version)	Story of Change
763	Revolution in the Maternal and Child Health Service: Umbu Rara Meha Hospital Experience (Indonesian Version)	Story of Change
764	Setting up Foundation for the Awakening of Young Scientists – The Establishment of the Indonesian Academy of Young Scientists (Indonesian Version)	Story of Change
765	Along with Disabilities (Indonesian Version)	Story of Change
766	Transforming the Role of SMERU in Public Policy Formulation (Indonesian Version)	Story of Change
767	Building a Marine Fisheries Socio-Economic Knowledge Network (Indonesian Version)	Story of Change
768	The Long Road to Regulatory Reform: A Story behind the Birth of a Policy (Indonesian Version)	Story of Change
769	Puskapol Research Communication Strategy: Moving from the State to the Public Domain (Indonesian Version)	Story of Change
770	New Hope, New AIPI (Indonesian Version)	Story of Change
771	Turn, to the Right Path (Indonesian Version)	Story of Change
772	SOPs and Workplans as Starting Points for Change in PPIM (Indonesian Version)	Story of Change
773	Idealism of Bina Praja Journal Management (Indonesian Version)	Story of Change
774	Computer Interview: A New Way to Save on Survey Costs - A Story of Change for Efficient and Quality Research Data Collection (Indonesian Version)	Story of Change
775	Telling Stories About Local Traditions and Forest Conservation Through Film (Indonesian Version)	Story of Change
776	From Paper To Touch Screen (Indonesian Version)	Story of Change
777	The School Operators Task Force of Bogor City Government Initiative to Improve School Facilities and Infrastructure Database (Indonesian Version)	Story of Change
778	The Growth of a Knowledge Sharing Culture State Administration Institution (LAN) (Indonesian Version)	Story of Change
779	Speak up for those who are discriminated (Indonesian Version)	Story of Change
780	Improving Human Resources Management at Research Insitutes: SMERU Experience (Indonesian Version)	Story of Change
781	Indonesian Science Fund: Unleashing the Potentials of Indonesian Children to Open the Door to the Nobel Prizes (Indonesian Version)	Story of Change
782	From Fact Providers to Drivers of Policy Change: A Transformation (Indonesian Version)	Story of Change
783	Finding Partners to Power the Knowledge Sector (Indonesian Version)	Story of Change
784	SCIENCE45: Working and Befriending Colleagues from Other Disciplines (Indonesian Version)	Story of Change
785	AIPI Publications: AIPI Editor and the Effort to Voice Results from the “Work in Silence” (Indonesian Version)	Story of Change
786	Researchers and Obstacles Communicating Science (Indonesian Version)	Story of Change
787	Review Action: Commitment to the Weak (Indonesian Version)	Story of Change
788	“Melesi” : an Embryo for the Establishment of Village Health Insurance (Indonesian Version)	Story of Change
789	The Importance of the Role of Keujruen Blang for Farmers: A story on How to Promote Local Knowledge to Support Rice Management in Aceh (Indonesian Version)	Story of Change
790	The Metamorphosis of the Indonesian Academy of Sciences (Indonesian Version)	Story of Change



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792	Efforts to Improve Health Services in West Lombok (Indonesian Version)	Story of Change
793	Improving West Lombok's Health Services	Story of Change
794	Working Politically: Research Contribution to Village Law Formulation (Indonesian Version)	Story of Change
795	Working Politically: Contribution of Research Evidence to the New Village Law in Indonesia	Story of Change
796	The Balcony Podcast: On Expertise	Podcasts
797	How Does Indonesia Design Laws? ft. (Indonesian Version) Gita Putri & Dendy Raditya	Podcasts
798	The Balcony Podcast: On Behavior	Podcasts
799	Voiced Assumptions: Things You Must Know About the State Budget ft.(Indonesian Version) Misbah Hasan	Podcasts
800	uTara Podcasts: A Democratic Country and Youth Optimism (Indonesian Version)	Podcasts
801	uTara Podcasts: Where do you want to take BRIN to? (Indonesian Version)	Podcasts
802	uTara Podcasts: A Cake from the Private Sector to Support Research (Indonesian Version)	Podcasts
803	uTara Podcasts: Does the state set aside something for CSOs? (Indonesian Version)	Podcasts
804	uTara Podcasts: The Difference Between Being Verbose and Being Scientific, and How This Relate to Policy Making (Indonesian Version)	Podcasts
805	uTara Podcasts: Why is Indonesia lagging behind Korea and Taiwan? (Indonesian Version)	Podcasts
806	uTara Podcasts: Even Data-Based Policies Can Go Wrong, Let Alone Inspiration (Indonesian Version)	Podcasts
807	uTara Podcasts: A Policy Without Research is One Without Direction (Indonesian Version)	Podcasts
808	uTara Podcasts: It's time now for the fishermen and farmers to talk about the industrial revolution 4.0 (Indonesian Version)	Podcasts
809	uTara Podcasts: Research Findings are piling up to the sky, but which have been implemented for the interest of our nation? (Indonesian Version)	Podcasts
810	Talking Indonesia: Policy in Focus: Big Data, Privacy and Elections with Wahyudi Djafar (ELSAM)	Podcasts
811	Talking Indonesia: Disparities Between Regions	Podcasts
812	KSI Podcast Series - Improving Think Tank Management	Video podcasts
813	KSI Podcast Series - Investing Evidence in Policy Making	Video podcasts
814	KSI Podcast Series – Productivity Commission: Providing Independent Policy Advice to Government	Video podcasts
815	KSI Podcast Series – Government Think Tanks: an Overview of Comparative Models	Video podcasts
816	KSI Podcast Series – Working Politically: the Contribution of Research in the Formulation of the Village Law	Video podcasts
817	Knowledge-Based Policy Development – Silk Commodities (Indonesian Version)	Videos
818	Guidelines for Optimizing the Role of Policy Analyst Functional Positions (Indonesian Version)	Videos
819	KRISNA for Better Planning and Budgeting (Indonesian Version)	Videos
820	Why Do We Delay Passing Important Laws? - On Patriarchy (Indonesian Version)	Videos
821	KSIXChange#19: The Position of Think Tanks in the Midst of the Covid-19 Pandemic (Indonesian Version)	Videos
822	COVID-19: Explanation in Bisindo (Indonesian Version)	Videos
823	KSIXChange #18: Covid-19 and Social Economic Impact for Marginalized Groups in Indonesia (Indonesian Version)	Videos
824	AKATIGA - Type III Swakelola (Indonesian Version)	Videos

No.	Title	Type of Information
825	VLOG Frame & Sentences: Why is the Quality of Indonesian Research Lagging Behind? - On Scientific Temper (Indonesian Version)	Videos
826	Indonesia: Workshop on Doing Development Differently	Videos
827	Journalistic Video Tutorial Episode 8: Publication (Indonesian Version)	Videos
828	Journalism Video Tutorial Episode 7: Editing Process(Indonesian Version)	Videos
829	Journalistic Video Tutorial Episode 6: Building Paragraphs (Indonesian Version)	Videos
830	Journalistic Video Tutorial Episode 5: Creating a Writing Outline (Indonesian Version)	Videos
831	Journalistic Video Tutorial Episode 4: Interview (Indonesian Version)	Videos
832	Journalistic Video Tutorial Episode 3: Research and Reporting (Indonesian Version)	Videos
833	Video Journalism Tutorial Episode 2: Newsworthy Criteria (Indonesian Version)	Videos
834	Video Journalism Tutorial Episode 1: Ideas and Angles (Indonesian Version)	Videos
835	KPP Video Toolkit: Video 5 – Knowledge Intermediaries (Indonesian Version)	Videos
836	KPP Video Toolkit: Video 4 – How Groups of People Get Together and Use Evidence and Knowledge (Indonesian Version)	Videos
837	KPP Video Toolkit: Video 4 – How Groups of People Gather and Use Evidence and Knowledge	Videos
838	KPP Video Toolkit: Video 2 – Types of Knowledge Used in the Policy Process (Indonesian Version)	Videos
839	KPP Video Toolkit: Video 3 – Political Context (Indonesian Version)	Videos
840	KPP Video Toolkit: Video 3 – The Political Context	Videos
841	KPP Video Toolkit: Video 1 – Introduction to Knowledge for Policy (Indonesian Version)	Videos
842	KPP Video Toolkit: Video 2 – Types of Knowledge Used in the Policy Process	Videos
843	KPP Video Toolkit: Video 1 – Introduction to Knowledge into Policy	Videos
844	Dr. Fenny M. Dwivany	Videos
845	Prof. Sangkot Marzuki	Videos
846	Dr Jim Peacock	Videos
847	Roby Muhammad (Part 1)	Videos
848	Roby Muhammad (Part 2)	Videos
849	Professor David Cooper	Videos
850	Professor Ove Hoegh Gulberg	Videos
851	Professor Jamaluddin Jompa	Videos
852	Professor Herawati Sudoyo	Videos
853	Smart Practices for BUMDes in Lembang Nangka Clean Water Management (Indonesian Version)	Videos
854	Talangagung Educational Landfill Tourism: A Smart Practice (Indonesian Version)	Videos
855	The Role of Research in the Policy Making Process (Indonesian Version)	Videos
856	Infographic Animation: Indonesian Science Fund (Indonesian Version)	Videos
857	Data Innovation for Policy Makers Conference 2014	Videos
858	Four Scenarios for the Future of Indigenous Peoples 2025 (Indonesian Version)	Videos

## D. List of knowledge exchange activities in KSI Phase 2

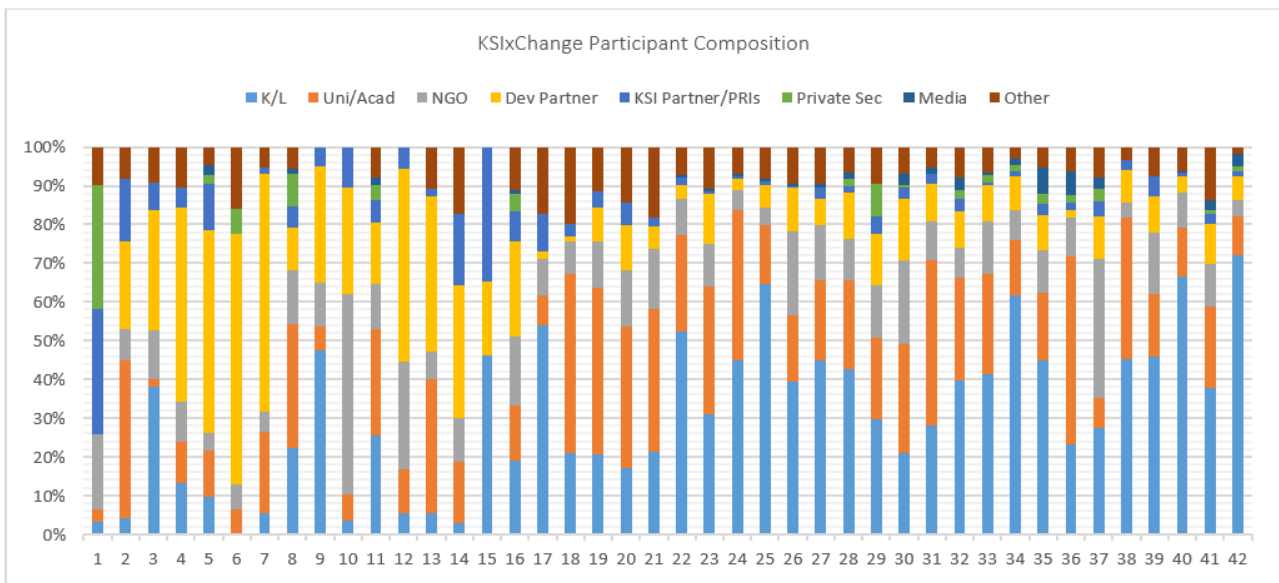
This annex provides the list of knowledge exchange activities in KSI Phase 2.

Table D.1 provides a summary of the KSIxChange, KSI4RDI, Road to IDF, STI Series, and K2P Conference events between 2018 and 2022, and Figure D.1 shows the participant composition in the 42 KSIxChange events.

**Table D.1. Knowledge exchange activities in KSI Phase 2**

Type of event	2018	2019	2020	2021	2022	Total
KSIxChange	6	11	14	9	3	42
KSI4RDI	0	0	12	7	0	19
Road to IDF	6	7	11	13	0	37
K2P Conference	0	0	0	0	1	1
STI series	0	0	0	6	0	6

**Figure D.1. KSIxChange Participation**



## List of knowledge exchange activities in KSI phase 2

KSIXChange, KSI4RDI, Road to IDF, and STI Series events that took place during KSI phase 2.

### A. Knowledge Exchange: KSIXChange (Open for public, managed by KSI)

No	Date	Event/Activity Title	Number of Attendance (Zoom)	Views (YT/FB/IG)	Post-Livestream Link
1	Thursday, 02 August 2018	<b>KSIXChange:</b> Inclusive Economic Development Index: Measuring Challenges of National Development Planning	31	721	<a href="https://www.facebook.com/iddevforum/videos/1078685155619489/">https://www.facebook.com/iddevforum/videos/1078685155619489/</a>
2	Monday, 27 August 2018	<b>KSIXChange#2:</b> Athena SWAN: Opportunities and Challenges for Gender Equality in Indonesia's Higher Education Sector	49	111	<a href="https://www.facebook.com/iddevforum/videos/2168458623250313/">https://www.facebook.com/iddevforum/videos/2168458623250313/</a>
3	Wednesday, 19 September 2018	<b>KSIXChange#3:</b> 'Swakelola Tipe III' Working Together to Deliver Services: Opportunities and Challenges for CSOs and Governments Part I (Introduction)	55	118	<a href="https://www.facebook.com/iddevforum/videos/235482027316623/">https://www.facebook.com/iddevforum/videos/235482027316623/</a>
4	Thursday, 27 September 2018	<b>KSIXChange#4:</b> Book Launch: "Local Knowledge Matters: Power, Context, and Policymaking in Indonesia"	38	508	<a href="https://www.facebook.com/iddevforum/videos/337348867020258/">https://www.facebook.com/iddevforum/videos/337348867020258/</a> <a href="https://www.facebook.com/iddevforum/videos/458234178031374/">https://www.facebook.com/iddevforum/videos/458234178031374/</a>
5	Tuesday, 9 October 2018	<b>KSIXChange#5:</b> 'Swakelola Tipe III' Working Together to Deliver Services: Opportunities and Challenges for CSOs and Governments Part II (Best Practices)	42	206	<a href="https://www.facebook.com/iddevforum/videos/155066242104169/">https://www.facebook.com/iddevforum/videos/155066242104169/</a>
6	Thursday, 13 December 2018	<b>KSIXChange#6:</b> Advocating Your Issue to Policymaker	31	97	<a href="https://www.facebook.com/iddevforum/videos/207681506781038/">https://www.facebook.com/iddevforum/videos/207681506781038/</a> <a href="https://www.facebook.com/iddevforum/videos/363855477721942/">https://www.facebook.com/iddevforum/videos/363855477721942/</a> <a href="https://www.facebook.com/iddevforum/videos/316792438936472/">https://www.facebook.com/iddevforum/videos/316792438936472/</a>
7	Thursday, 17 January 2019	<b>KSIXChange#7:</b> Making Research Inclusive: Listening to The Voices of People with Disability	57	380	<a href="https://www.facebook.com/iddevforum/videos/354715508593151/">https://www.facebook.com/iddevforum/videos/354715508593151/</a>
8	Friday, 22 February 2019	<b>KSIXChange#8:</b> Women in the Bureaucracy: Affirmative Action vs a Merit System	72	51	<a href="https://www.facebook.com/iddevforum/videos/988706074663933/">https://www.facebook.com/iddevforum/videos/988706074663933/</a> <a href="https://www.facebook.com/iddevforum/videos/604859153320070/">https://www.facebook.com/iddevforum/videos/604859153320070/</a>
9	Tuesday, 26 March 2019	<b>KSIXChange#9:</b> Evaluation of the National Health Insurance's Road Map	80	0	No link
10	Thursday, 02 May 2019	<b>KSIXChange#10:</b> Improving The Impact of Your Research on Policy: Suggestions, Opportunities, and Challenges	29	250	<a href="https://www.facebook.com/iddevforum/videos/179733316244456/">https://www.facebook.com/iddevforum/videos/179733316244456/</a>

No	Date	Event/Activity Title	Number of Attendance (Zoom)	Views (YT/FB/IG)	Post-Livestream Link
11	Tuesday, 07 May 2019	<b>KSixChange#11:</b> Linking Research Agenda with Cultural Progress	51	219	<a href="https://www.facebook.com/iddevforum/videos/665118507267766/">https://www.facebook.com/iddevforum/videos/665118507267766/</a>
12	Thursday, 20 June 2019	<b>KSixChange#12:</b> The Frailties of Indonesian Knowledge Production: A critical reflection of civil society and knowledge production during Orde Baru and Reformasi	18	227	<a href="https://www.facebook.com/iddevforum/videos/462173737876587/">https://www.facebook.com/iddevforum/videos/462173737876587/</a>
13	Tuesday, 24 September 2019	<b>KSixChange#13:</b> Doing Research: Assessing Social Science Research System in Indonesia	55	305	<a href="https://www.facebook.com/iddevforum/videos/385849415429619/">https://www.facebook.com/iddevforum/videos/385849415429619/</a>
14	Tuesday, 19 November 2019	<b>KSixChange#14:</b> Communicate Your Science!	70	682	<a href="https://www.facebook.com/iddevforum/videos/2449909175230956/">https://www.facebook.com/iddevforum/videos/2449909175230956/</a>
15	Tuesday, 26 November 2019	<b>KSixChange#15:</b> Self-Managed Procurement Type III – Internal Socialization in Bappenas	52	0	No link
16	Friday, 13 December 2019	<b>KSixChange#16:</b> Multisector Collaboration to Support Policy-Based Research	90	124	<a href="https://www.facebook.com/iddevforum/videos/589560678280548/">https://www.facebook.com/iddevforum/videos/589560678280548/</a>
17	Wednesday, 05 February 2020	<b>KSixChange#17:</b> Behaviour-Based Intervention in Policy Formulation: Best Practices of the Directorate General of Taxes and Social Security Provider (BPJS Ketenagakerjaan) in Improving the Quality of Public Services	52	148	<a href="https://www.facebook.com/iddevforum/videos/197001851701384/">https://www.facebook.com/iddevforum/videos/197001851701384/</a>
18	Monday, 23 March 2020	<b>KSixChange#18:</b> COVID-19 and Social Economic Impacts for Marginalised Groups	193	0	<a href="https://www.youtube.com/watch?v=mgdQ6Eh6c_s">https://www.youtube.com/watch?v=mgdQ6Eh6c_s</a>
19	Tuesday, 31 March 2020	<b>KSixChange#19:</b> The Role of Think Tank in Handling COVID-19	191	207	<a href="https://www.youtube.com/watch?v=QfN5UojAEFA&amp;t=38s">https://www.youtube.com/watch?v=QfN5UojAEFA&amp;t=38s</a>
20	Monday, 13 April 2020	<b>KSixChange#20:</b> Recommendations on the Implementation of Social Safety Net Policies for Marginal Groups Affected by COVID-19	490	5,529	<a href="https://www.youtube.com/watch?v=SCr4xBP1c-4&amp;t=1051s">https://www.youtube.com/watch?v=SCr4xBP1c-4&amp;t=1051s</a>
21	Tuesday, 28 April 2020	<b>KSixChange#21:</b> Importance of Guarding the Personal Data Protection Bill	201	659	<a href="https://www.youtube.com/watch?v=OqTjgVIA5ks&amp;t=733s">https://www.youtube.com/watch?v=OqTjgVIA5ks&amp;t=733s</a>
22	Thursday, 14 May 2020	<b>KSixChange#22:</b> COVID-19 Impact for Industrial Sector	347	4,418	<a href="https://www.youtube.com/watch?v=piC1kyUdfiE&amp;t=250s">https://www.youtube.com/watch?v=piC1kyUdfiE&amp;t=250s</a>

No	Date	Event/Activity Title	Number of Attendance (Zoom)	Views (YT/FB/IG)	Post-Livestream Link
23	Thursday, 4 June 2020	<b>KSixChange#23:</b> Development Cooperation in the New Normal	1328	7,024	<a href="https://www.youtube.com/watch?v=iTh_r4ldgDM&amp;t=6976s">https://www.youtube.com/watch?v=iTh_r4ldgDM&amp;t=6976s</a>
24	Tuesday, 30 June 2020	<b>KSixChange#24:</b> Alignment of COVID-19 Pandemic Research for a Sustainable and Inclusive Policy Making Process	509	196	No link
25	Thursday, 23 July 2020	<b>KSixChange#25:</b> Challenges of Budget Transparency and Fiscal Policy Synchronisation in Tackling COVID-19 in Indonesia	515	7,866	<a href="https://www.youtube.com/watch?v=Bc-63Zov3JI&amp;t=308s">https://www.youtube.com/watch?v=Bc-63Zov3JI&amp;t=308s</a>
26	Thursday, 30 July 2020	<b>KSixChange#26:</b> The Urgency of Institutionalisation and Implementation of Socio-Economic Policies for People with Disabilities in COVID-19 Pandemic Era	170	392	<a href="https://www.youtube.com/watch?v=FdlZKQljJFc&amp;t=14s">https://www.youtube.com/watch?v=FdlZKQljJFc&amp;t=14s</a>
27	Thursday, 27 August 2020	<b>KSixChange#27:</b> Data-Based Decision Making in Tackling COVID-19	674	7,552	<a href="https://www.youtube.com/watch?v=fCx2Yo7vk34&amp;t=2395s">https://www.youtube.com/watch?v=fCx2Yo7vk34&amp;t=2395s</a>
28	Tuesday, 29 September 2020	<b>KSixChange#28:</b> Effectiveness of Rapid Research in Tackling COVID-19	282	5,370	<a href="https://www.youtube.com/watch?v=cCFZVIF98KI&amp;t=25s">https://www.youtube.com/watch?v=cCFZVIF98KI&amp;t=25s</a>
29	Tuesday, 27 October 2020	<b>KSixChange#29:</b> Regeneration Challenges and Revitalisation Efforts in the Agricultural Sector Amid the COVID-19 Pandemic	179	4,251	<a href="https://www.youtube.com/watch?v=ElU9JzGMh0&amp;t=19s">https://www.youtube.com/watch?v=ElU9JzGMh0&amp;t=19s</a>
30	Wednesday, 02 December 2020	<b>KSixChange#30:</b> The Role of Disabled Persons Organisation in Post-COVID-19 Development	143	5,505	<a href="https://www.youtube.com/watch?v=AxTs_0NNQfc&amp;t=6s">https://www.youtube.com/watch?v=AxTs_0NNQfc&amp;t=6s</a>
31	Tuesday, 09 March 2021	<b>KSixChange#31:</b> Challenges Women Researchers Face during the COVID-19 Pandemic	192	439	<a href="https://www.youtube.com/watch?v=B8nAgYRAi-U&amp;t=29s">https://www.youtube.com/watch?v=B8nAgYRAi-U&amp;t=29s</a>
32	Tuesday, 23 March 2021	<b>KSixChange#32:</b> Challenges and Reality of COVID-19 Vaccination Policy in Indonesia	181	2,179	<a href="https://www.youtube.com/watch?v=82bYZf1m5Hk&amp;t=534s">https://www.youtube.com/watch?v=82bYZf1m5Hk&amp;t=534s</a>
33	Tuesday, 25 May 2021	<b>KSixChange#33:</b> Challenges and Recommendations in Communicating Social Science Research for Policy-Making Process	155	6,066	<a href="https://www.youtube.com/watch?v=Z6m2YM_54AU">https://www.youtube.com/watch?v=Z6m2YM_54AU</a>
34	Tuesday, 29 June 2021	<b>KSixChange#34:</b> Knowledge Collaboration Between Litbangjirap and Think Tanks in Social Science and Humanities	195	473	<a href="https://www.youtube.com/watch?v=eBtNO1JmUVQ&amp;t=614s">https://www.youtube.com/watch?v=eBtNO1JmUVQ&amp;t=614s</a>
35	Thursday, 26 August 2021	<b>KSixChange#35:</b> The Importance of Policy Innovation for Optimising Regional Potential	165	3,455	<a href="https://www.youtube.com/watch?v=tq3OCXQvNcl&amp;t=153s">https://www.youtube.com/watch?v=tq3OCXQvNcl&amp;t=153s</a>

No	Date	Event/Activity Title	Number of Attendance (Zoom)	Views (YT/FB/IG)	Post-Livestream Link
36	Tuesday, 21 September 2021	<b>KSIXChange#36:</b> ALMI Scientist Series "How Humanities and Social Sciences Can Play a Role in Protecting the Vulnerable Groups During COVID-19 Pandemic?"	160	436	<a href="https://www.youtube.com/watch?v=VTmwJ4TwKHg&amp;t=6s">https://www.youtube.com/watch?v=VTmwJ4TwKHg&amp;t=6s</a>
37	Tuesday, 26 October 2021	<b>KSIXChange#37:</b> A New Dimension of Partnership Between Government and CSOs: Lessons Learned from The Self-Managed Procurement Type III	128	3,127	<a href="https://www.youtube.com/watch?v=oi6Eu2-uyM4&amp;t=12s">Dimensi Baru Kemitraan Pemerintah &amp; Organisasi Masyarakat: Pembelajaran dari Swakelola Tipe III - YouTube</a>
38	Tuesday, 16 November 2021	<b>KSIXChange#38:</b> ALMI Special Scientis Series "Internalising GEDSI Perspectives and Institutionalising Research Ethical Clearance"	203	2,434	<a href="https://www.youtube.com/watch?v=oi6Eu2-uyM4&amp;t=12s">https://www.youtube.com/watch?v=oi6Eu2-uyM4&amp;t=12s</a>
39	Thursday, 2 December 2021	<b>KSIXChange#39:</b> Stregthening Disability Inclusion in Knowledge to Policy Process	118	2,581	<a href="https://www.youtube.com/watch?v=iVper0O3TYo&amp;t=220s">https://www.youtube.com/watch?v=iVper0O3TYo&amp;t=220s</a> <a href="https://www.youtube.com/watch?v=OeiGpUDEFWM&amp;t=250s">https://www.youtube.com/watch?v=OeiGpUDEFWM&amp;t=250s</a>
40	Thursday, 20 January 2022	<b>KSIXChange#40:</b> Potential Collaboration Between Research Institute and Policymakers to Promote Evidence-Informed and Inclusive Policymaking Process	227	2,356	<a href="https://www.youtube.com/watch?v=DVGaELgE3qg&amp;t=4331s">https://www.youtube.com/watch?v=DVGaELgE3qg&amp;t=4331s</a>
41	Tuesday, 08 March 2022	<b>KSIXChange#41:</b> Breaking the Bias and Achieving Gender Equality	300	418	<a href="https://www.youtube.com/watch?v=xcO_o9w0mh4">https://www.youtube.com/watch?v=xcO_o9w0mh4</a>
42	Thursday, 14 April 2022	<b>KSIXChange#42:</b> The Launch of Development Planning Knowledge Management (MP3)	404	553	<a href="https://www.youtube.com/watch?v=-ghGtTJKmYI">https://www.youtube.com/watch?v=-ghGtTJKmYI</a>

#### B. Knowledge Exchange: KSI4RDI (Close invited-event & managed by KSI)

No	Date	Event/Activity Title	Number of Attendance (Zoom)	Views (YT/FB/IG)	Post-Livestream Link
1.	Wednesday, 6 Mei 2020	<b>KSI4RDI#1:</b> Indonesian Diaspora Innovation Research Funding in the Socio-Economic Sector in Handling COVID-19 Pandemic	226	0	No link
2.	Wednesday, 20 May 2020	<b>KSI4RDI#2:</b> Enriching Innovation Research Ideas with Integrated Socio-Ecological Aspects in Handling COVID-19 Pandemic	30	0	No link
3.	Tuesday, 28 July 2020	<b>KSI4RDI#3:</b> Serial Discussions of the COVID-19 Pandemic Research, Cluster 1: Development of the National Health System	44	0	No link

No	Date	Event/Activity Title	Number of Attendance (Zoom)	Views (YT/FB/IG)	Post-Livestream Link
4.	Tuesday, 19 August 2020	<b>KSI4RDI#4:</b> GESI Streamline: Why is the Gender Equality approach Important in Research? (1st Session)	78	314	<a href="https://www.youtube.com/watch?v=Sp2BU8xbBE4&amp;t=1s">https://www.youtube.com/watch?v=Sp2BU8xbBE4&amp;t=1s</a>
5.	Monday, 24 August 2020	<b>KSI4RDI#5:</b> Serial Discussions of the COVID-19 Pandemic Research, Cluster 2: Improving the Quality of Education and Religious Services in Response to the Impact of COVID-19	66	0	No link
6.	Friday, 2 September 2020	<b>KSI4RDI#6:</b> GESI Streamline: Why is the Gender Equality Approach Important in Research? (2nd Session)	94	264	<a href="https://www.youtube.com/watch?v=AzjMtKn9SWQ&amp;t=11s">https://www.youtube.com/watch?v=AzjMtKn9SWQ&amp;t=11s</a>
7.	Tuesday, 22 September 2020	<b>KSI4RDI#7:</b> GESI Streamline: Practical Tools in Incorporating GESI Perspectives in Research (3rd Session)	76	56	<a href="https://www.youtube.com/watch?v=58v9v0CRG_Q&amp;t=11s">https://www.youtube.com/watch?v=58v9v0CRG_Q&amp;t=11s</a>
8.	Wednesday, 30 September 2020	<b>KSI4RDI#8:</b> Serial Discussions of the COVID-19 Pandemic Research, Cluster 2: Reviewing the Implementation of Curriculum in Special Conditions in Education Units	124	0	No link
9.	Thursday, 8 October 2020	<b>KSI4RDI#9:</b> Serial Discussions of the COVID-19 Pandemic Research, Cluster 1: Community Empowerment in the National Health System (SKN) Aspect in the Pandemic Era	52	0	No link
10.	Wednesday, 9 October 2020	<b>KSI4RDI#10:</b> Serial Discussions of the COVID-19 Pandemic Research, Cluster 3: National Health System Knowledge Management for COVID-19 Data Analysis	66	0	No link
11.	Wednesday, 4 November 2020	<b>KSI4RDI#11:</b> Following Up the Job Creation Law in the Context of Planning and Development	49	0	No link
12.	Thursday, 19 November 2020	<b>KSI4RDI#12:</b> GESI Streamline: Formulation of Lessons Learned and Practical Guide to Incorporating GESI Perspectives in Research (4th Session)	37	42	<a href="https://www.youtube.com/watch?v=-XCm3eG7RQY">https://www.youtube.com/watch?v=-XCm3eG7RQY</a>
13	Tuesday, 18 March 2021	<b>KSI4RDI#13:</b> GEDSI Coalition: Sustainability Strategy to Mainstream GEDSI Perspective in Research and Community Services	23	0	No link



No	Date	Event/Activity Title	Number of Attendance (Zoom)	Views (YT/FB/IG)	Post-Livestream Link
14	Friday, 23 April 2021	<b>KSI4RDI#14:</b> GEDSI Coalition: Sustainability Strategy to Mainstream GEDSI Perspective in Research and Community Services	20	0	No link
15	Friday, 28 May 2021	<b>KSI4RDI#15:</b> GEDSI Coalition: Sustainability Strategy to Mainstream GEDSI Perspective in Research and Community Services	13	0	No link
16	Thursday, September 30, 2021	<b>KSI4RDI#16:</b> Extreme Poverty from Low-Carbon Development Aspects (with PAKK Bappenas)	19	0	No link
17	Friday, October 15, 2021	<b>KSI4RDI#17:</b> Optimalisation The Role of JFAK in Bappenas	15	0	No link
18	Thursday, November 4, 2021	<b>KSI4RDI#18:</b> Optimalisation The Role of JFAK in Bappenas	15	0	No link
19	Thursday, November 11, 2021	<b>KSI4RDI#19:</b> Optimalisation The Role of JFAK in Bappenas	21	0	No link

#### C. Knowledge to Policy Conference (Open for public, managed by KSI)

No	Date	Event/Activity Title	Number of Attendance (Zoom)	Views (YT/FB/IG)	Post-Livestream Link
1	Tuesday, March 22 – Wednesday, March 23, 2022	<b>Knowledge to Policy Conferece</b>	768	4,586	<a href="https://www.youtube.com/playlist?list=PLalynhfvv0kjGznCzcdaQdP-zpo0jCXfm">https://www.youtube.com/playlist?list=PLalynhfvv0kjGznCzcdaQdP-zpo0jCXfm</a>

#### D. Road to IDF (Open for public, managed by Bappenas & supported by KSI)

No	Date	Event/Activity Title	Number of Attendance (Zoom)	Views (YT/FB/IG)	Post-Livestream Link
1	Tuesday, May 8, 2018	<b>RIDF 2018:</b> Growth Centers Development: Challenges, Good Practices, and Basic Services Improvement to Reduce Economic Gaps and Optimize Development Funding	53	0	No link
2	Tuesday, May 22, 2018	<b>RIDF 2018:</b> Innovation in Governance and Regional Development	135	0	No link

No	Date	Event/Activity Title	Number of Attendance (Zoom)	Views (YT/FB/IG)	Post-Livestream Link
3	Wednesday, May 30, 2018	<b>RIDF 2018:</b> Growth Centers Development: Challenges and Good Practices of Governance and Regional Development Innovation to Strengthen Indonesian Connectivity	193	0	No link
4	Thursday, May 31, 2018	<b>RIDF 2018:</b> Efforts to Reduce The Disparity of Disadvantaged Areas and Borders, Strengthening Indonesian Connectivity as an Archipelago, Improve Basic Services To Reduce Regional Gaps	172	0	No link
5	Tuesday, May 8, 2018	<b>RIDF 2018:</b> FKP: Towards More Inclusive Development of South Sulawesi	0	0	No link
6	Tuesday, May 8, 2018	<b>RIDF 2018:</b> <i>Diskusi Lingkar Temu Kabupaten Lestari (LTKL)</i>	0	0	No link
7	Thursday, February 21, 2019	<b>RIDF 2019:</b> TVET Reform Seminar for Future Work and Improve the Investment Climate for Job Creation	58	0	No link
8	Thursday, March 21, 2019	<b>RIDF 2019:</b> Accelerate Economic Structural Transformation Seminar for TVET Reform, Create Inclusive Employment Opportunities, and Foster Social Enterprises	141	0	No link
9	Wednesday, April 24, 2019	<b>RIDF 2019:</b> Improving the Investment Climate for Job Creation, Developing Global Competitive MSMEs, Fostering Social Enterprises, and Developing Local Talents and Markets	154	0	No link
10	Thursday, May 23, 2019	<b>RIDF 2019:</b> Discuss Regional Policy Issues for IDF 2019	46	0	No link
11	Saturday, June 22, 2019	<b>RIDF 2019:</b> Room E: The Future is Us	52	0	No link
12	Tuesday, June 25, 2019	<b>RIDF 2019:</b> Matchmaking with Saraswati	70	0	No link
13	Wednesday, June 26, 2019	<b>RIDF 2019:</b> Creating Common Benefits for Healthier Future	51	0	No link
14	Friday, May 29, 2020	<b>IG Live RIDF 2021:</b> Potential and Challenges of the Fashion Industry in Supporting IKM and Creative Economy with Didiet Maulana	487	113	<a href="https://www.instagram.com/tv/CAJ_x_7HP0E/">https://www.instagram.com/tv/CAJ_x_7HP0E/</a>
15	Wednesday, July 29, 2020	<b>RIDF Webinar 2021:</b> Prospects for Industrial Recovery With Levers of	786	5,000	<a href="https://www.youtube.com/watch?v=4pe7nml-ezE">https://www.youtube.com/watch?v=4pe7nml-ezE</a>

No	Date	Event/Activity Title	Number of Attendance (Zoom)	Views (YT/FB/IG)	Post-Livestream Link
		Superior Industrial Subsectors and Industrial Zone Development			
16	Tuesday, September 8, 2020	<b>RIDF Webinar 2021:</b> The Prospect of Economic Recovery of Small and Medium Industrial Sectors (IKM)	762	3,580	<a href="https://www.youtube.com/watch?v=FGrBfaPVHMO">https://www.youtube.com/watch?v=FGrBfaPVHMO</a>
17	Thursday, September 10, 2020	<b>IG Live RIDF 2021:</b> The Role of Research for Industrial Revitalization In The Middle of The Pandemic With Edbert Gani	490	1,004	<a href="https://www.instagram.com/tv/CE9LUh-BLHQ/">https://www.instagram.com/tv/CE9LUh-BLHQ/</a>
18	Wednesday, September 23, 2020	<b>Talkshow #1 Road to IDF 2021:</b> Industry Revitalization for Pandemic Mitigation	0	1,101	<a href="https://www.youtube.com/watch?v=jAUStqo6PRM">https://www.youtube.com/watch?v=jAUStqo6PRM</a>
19	Thursday, September 24, 2020	<b>IG Live RIDF 2021:</b> Encouraging Small Medium Industries Up Class Through Crowdfunding with Heinrich Vincent	150	372	<a href="https://www.instagram.com/tv/CFgVhzwIYul/">https://www.instagram.com/tv/CFgVhzwIYul/</a>
20	Wednesday, October 14, 2020	<b>RIDF Webinar 2021:</b> Prospect of Economic Recovery of the National Automotive Industry Sector	374	1,800	<a href="https://www.youtube.com/watch?v=psPeJPYQ3VY">https://www.youtube.com/watch?v=psPeJPYQ3VY</a>
21	Monday, November 23, 2020	<b>IG Live RIDF 2021:</b> Automotive Modification Industry Strategy In Dealing With The Pandemic Impact With Andre Mulyadi	270	264	<a href="https://www.instagram.com/tv/CH7ptw7FZ_U/">https://www.instagram.com/tv/CH7ptw7FZ_U/</a>
22	Tuesday, November 24, 2020	<b>RIDF Webinar 2021:</b> Inovasi Industri dalam Mendorong Pemulihan Ekonomi Nasional	264	849	<a href="https://www.youtube.com/watch?v=dje4LZECbYQ">https://www.youtube.com/watch?v=dje4LZECbYQ</a>
23	Friday, November 27, 2020	<b>Talkshow #2 Road to IDF 2021:</b> Industrial Innovation In Encouraging The Recovery of The National Economy	0	4,103	<a href="https://www.youtube.com/watch?v=YJfxjVph1AQ">https://www.youtube.com/watch?v=YJfxjVph1AQ</a>
24	Wednesday, December 16, 2020	<b>University Lecture #1 Road to IDF 2021:</b> The Important Role of Indonesian Young Entrepreneurs in Encouraging Economic Recovery	400	443	<a href="https://www.youtube.com/watch?v=a04493taaZ0">https://www.youtube.com/watch?v=a04493taaZ0</a>
25	Thursday, January 14, 2021	<b>Instagram Live #5 Road to IDF 2021:</b> The Role of Industrial Technology Innovation In Indonesia	0	1,276	<a href="https://www.instagram.com/tv/CKBbRoXsoem/?utm_medium=copy_link">https://www.instagram.com/tv/CKBbRoXsoem/?utm_medium=copy_link</a>
26	Friday, April 16, 2021	<b>Youtube Series:</b> Meet the Leader Marthella Sirait: Inclusive Indonesia	0	1,131	<a href="https://www.youtube.com/watch?v=Koneksi_Indonesia_Inklusif_-_YouTube">Youtube Series Meet the Leader: Marthella Sirait - Koneksi Indonesia Inklusif - YouTube</a>
27	Wednesday, April 28, 2021	<b>Bincang Santai IDF:</b> Get to Know of IDF	350	658	No link
28	Wednesday, May 5, 2021	<b>University Lecture #2 Road to IDF 2021:</b> Industrialization Strategies to Encourage Economic Transformation	500	2,219	<a href="https://youtu.be/Q1ozGapXo9c">https://youtu.be/Q1ozGapXo9c</a>

No	Date	Event/Activity Title	Number of Attendance (Zoom)	Views (YT/FB/IG)	Post-Livestream Link
29	Tuesday, June 29, 2021	IDF 2021 Inspiring Session	1,168	2,733	<a href="https://youtu.be/uk6_Y3FpiEo">https://youtu.be/uk6_Y3FpiEo</a>
30	Thursday, July 22, 2021	<b>University Lecture #3 Road to IDF 2021:</b> Industrial Zone Development Strategies and Special Economic Zones to Encourage Equal Distribution of New Economic Centers	767	1,690	<a href="https://youtu.be/vi0yJDfFcYM">https://youtu.be/vi0yJDfFcYM</a>
31	Tuesday, September 28, 2021	<b>Road to IDF 2021:</b> Kick Off Workshop SEED Policy Lab for Sustainable Procurement (PLSP)	91	188	No link
32	Tuesday, October 5, 2021	<b>Road to IDF 2021:</b> Workshop SEED Policy Lab for Sustainable Procurement (PLSP) Day 1	56	0	No link
33	Wednesday, October 6, 2021	<b>Road to IDF 2021:</b> Workshop SEED Policy Lab for Sustainable Procurement (PLSP) Day 2	64	0	No link
34	Thursday, October 7, 2021	<b>Road to IDF 2021:</b> Workshop SEED Policy Lab for Sustainable Procurement (PLSP) Day 3	53	0	No link
35	Monday, October 18, 2021	<b>Road to IDF 2021:</b> Hackathon Co-Creation Workshop SEED Policy Lab for Sustainable Procurement (PLSP)	54	0	No link
36	Wednesday, November 17, 2021	<b>Road to IDF 2021:</b> Webinar Launch Book of Indonesian Manufacturing Study 2021	155	519	No link
37	Wednesday, December 8, 2021	<b>Road to IDF 2021:</b> Gender Insights and Digital UMKM Capabilities in Indonesian E-Commerce Use	124	252	No link

#### E. STI Policy Lecture Series (Open for public, managed by BRIN, KSI)

No	Date	Event/Activity Title	Number of Attendance (Zoom)	Views (YT/FB/IG)	Post-Livestream Link
1	Tuesday, 12 October 2021	Seri I   STI Policy Lecture Series 2021 "Public Policy: Theory and Practice "	756	1,399	<a href="https://www.youtube.com/watch?v=N0cSo3ZJh9g&amp;t=267s">https://www.youtube.com/watch?v=N0cSo3ZJh9g&amp;t=267s</a>
2	Tuesday, 26 October 2021	Seri II   STI Policy Lecture Series 2021 "The Concept of Science And Technology Policy"	594	638	<a href="https://www.youtube.com/watch?v=IEarTa_q46I&amp;t=26s">https://www.youtube.com/watch?v=IEarTa_q46I&amp;t=26s</a>
3	Tuesday, 9 November 2021	Seri III   STI Policy Lecture Series 2021 "Evidence-Based Policy Formulation"	464	450	<a href="https://www.youtube.com/watch?v=1QFbuPPE6V0&amp;t=8772s">https://www.youtube.com/watch?v=1QFbuPPE6V0&amp;t=8772s</a>
4	Tuesday, 23 November 2021	Seri IV   STI Policy Lecture Series 2021 "Practices Of Science and Technology Policies In Malaysia and Indonesia"	349	1,148	<a href="https://youtu.be/BiDNeOao5X4">https://youtu.be/BiDNeOao5X4</a>

No	Date	Event/Activity Title	Number of Attendance (Zoom)	Views (YT/FB/IG)	Post-Livestream Link
5	Tuesday, 7 December 2021	Seri V   STI Policy Lecture Series 2021 "Industrial Innovation Practices In The United States And Indonesia"	211	294	<a href="https://www.youtube.com/watch?v=Jl_SaWrYVU8&amp;t=4069s">https://www.youtube.com/watch?v=Jl_SaWrYVU8&amp;t=4069s</a>
6	Tuesday, 21 December 2021	Seri VI   STI Policy Lecture Series 2021 "Innovation Ecosystem In The UK and Indonesia"	379	1,785	<a href="https://youtu.be/ZHZvQnyNMCk">https://youtu.be/ZHZvQnyNMCk</a>

## E. List of PR Value from media engagement activities

This annex provides the list of media engagement activities (i.e. articles, infographics, op-eds, etc.) by date, with the type of media engagement, author, the headline and URL link, and the public relations (PR) value..

Table E.1 provides a summary by year of the media engagement activities, and their total PR Value. Between January 2019 and April 2022, the generated PR Value is estimated to be IDR 52.92 billion.

**Table E.1. KSI media engagement activities, 2019–2022**

Type of media engagement activity	2019		2020		2021		2022		Total	
	#	PR Value	#	PR Value	#	PR Value	#	PR Value	#	PR Value
Article	3	180.00	64	3,555.54	34	2,026.00	0	0	101	5,761.54
Article/ Newsjacking	0	0	0	0	18	870.00	0	0	18	870.00
Infographic	5	300.00	5	300.00	3	180.00	0	0	13	780.00
Microsite / Longform	1	60.00	1	60.00	2	120.00	0	0	4	240.00
News Coverage	84	4,273.98	60	2,840.88	295	13,571.55	444	18,829.38	883	39,515.79
Op-Ed	6	1,706.16	13	2,205.80	6	791.25	0	0	25	4,703.21
Public Event	1	60.00	0	0	0	0	0	0	1	60.00
Special Report	0	0	1	828.00	0	0	0	0	1	828.00
Video	0	0	1	163.08	0	0	0	0	1	163.08
<b>Total</b>	<b>100</b>	<b>6,580.14</b>	<b>145</b>	<b>9,953.30</b>	<b>358</b>	<b>17,558.80</b>	<b>399</b>	<b>18,829.38</b>	<b>1,047</b>	<b>52,921.62</b>

*PR values in IDR millions*

## F. Infographics of high-level webinars



### The urgency of government digital transformation to respond to the pandemic and national development (3 March 2021)



**Suharso Monoarfa**  
Minister of National Development Planning Agency/Head of Bappenas



**Anies Baswedan**  
Governor of DKI Jakarta



**Ganjar Pranowo**  
Governor of Central Java



**Wiku Adisasmito**  
Spokesperson of COVID-19 Response Task Force



**Rini Widyantini**  
Deputy for Institutional and Administrative Affairs, Ministry of PAN-RB



**Attendance**  
Zoom: 253  
Youtube View: 1,204  
Facebook Views: 7,600



**News Coverages**  
61 news articles



**PR Value**  
2,760,000,000

### Kompas Talks with KSI: Improving the knowledge & innovation ecosystem for a better Indonesia (16 March 2021)



**Suharso Monoarfa**  
Minister of National Development Planning Agency/Head of Bappenas



**Bambang Brodjonegoro**  
[The then] Minister of Research and Technology/ Head of BRIN



**Tjahjo Kumolo**  
Minister of Administrative and Bureaucratic Reform (PAN-RB)



**Kirsten Bishop**  
Minister Counselor for Governance and Human Development, Australian Embassy Jakarta



**Dewi Fortuna Anwar**  
Research Professor of the Indonesian Institute of Sciences (LIPI)



**Attendance**  
Zoom: 171  
Youtube View: 547



**News Coverages**  
69 news articles



**PR Value**  
3,277,200,000

### The important role of government think tanks to rise from the pandemic (16 April 2021)



**Prahesti Pandanwangi**  
Director of State Apparatus, Bappenas



**Muhammad Imanuddin**  
Expert Staff for Political and Legal Affairs, Ministry of PAN-RB



**Mego Pinandito**  
Chief of Secretary of the Ministry of Research and Technology/BRIN



**Rini Widyantini**  
Deputy for Institutional and Administrative Affairs, Ministry of PAN-RB



**Elly Fatimah**  
Head of the Policy Analyst Development Center, LAN RI



**Attendance**  
Zoom: 285  
Youtube View: 1,183  
Facebook views: 7,400



**News Coverages**  
35 news articles



**PR Value**  
1,440,000,000

### Policy discussion: Towards the vision of Indonesia 2045: Economic transformation based on knowledge and innovation (24 November 2021)



**Suharso Monoarfa**  
Minister of National Development Planning Agency/Head of Bappenas



**Penny Williams PSM**  
Australian Ambassador to Indonesia



**Edy Giri**  
Acting Deputy for Human Resources for Science and Technology, BRIN



**Armida Alisjahbana**  
Executive Secretary of the United Nations Economic and Social Commission for Asia and the Pacific



**Vivi Alatas**  
Chief Executive Officer Asakreativita



**Werner van der Merwe**  
Executive Manager, Commercialisation of the Commonwealth Scientific and Industrial Research Organisation (CSIRO)



**Andrew MacIntrye**  
Pro Vice-Chancellor & President, Monash University Indonesia



**Hassan Zaman**  
Regional Director, East Asia and the Pacific (EAP), Equitable Growth, Finance and Institutions (EFI) Practice Group, World Bank



**Attendance**  
Zoom: 236  
Youtube View: 1,056  
Facebook Views: 289



**News Coverages**  
61 news articles



**PR Value**  
2,637,600,000



## G. List of policy changes influenced by PRIs (2018-2021)

### 2018

1. Article 33 - Relaxing of a moratorium to enable more teachers to be hired
2. AKATIGA – Head of National Public Procurement Agency No 8/ 2018 on self-managed procurement
3. KPPOD – Ministry of Workforce Regulation No. 106/2018 on National Competency Standards for Policy Analysts
4. KPPOD – State Administration Agency’s Policy Quality Index (*Indeks Kualitas Kebijakan, IKK*)
5. SMERU - Bappenas’ Inclusive Economy Index\*
6. SurveyMETER - Bali Regional Regulation (Perda) 11/2018 mandating the provincial and district governments in Bali to establish elderly friendly areas\*

### 2019

7. PSHK - Law No.15/ 2019 on how regulations are made in Indonesia

### 2020

8. IRE – Village law implementation in RPJMN 2020-2024
9. KPPOD – The Job Creation Act No 11/ 2020 on the division of national and sub-national roles related to business licencing.
10. PSHK – Regulatory reform in RPJMN 2020-2024
11. PUSAD Paramadina - Database of Religious Harmony Forum adopted by Ministry of Religious Affairs\*
12. PPIM UIN – Decree of the Minister of Education and Culture Number 958/P/2020 concerning Learning Achievement for Primary and Secondary Education
13. SMERU – inclusive development included as a priority in the RPJMN\*
14. SMERU - Minister of Education Regulation No.719/ 2020 on Guidance of Curriculum Implementation during Special Times\*
15. SurveyMETER – Nganjuk District Head Regulation No. 3/ 2020 supporting the APBDes to fund roll-out of stunting database in 20 Sub Districts\*

### 2021

16. KPPOD – Government Regulation No. 6/ 2021 on Implementing Business Licensing in the Region\*
17. KPPOD – Government Regulation No. 5/ 2021 on Implementing Risk Based Business Licensing and
18. KPPOD – Government Regulation No. 10/ 2021 on Regional Tax and Regional Retribution for ease and services for business licensing in the region
19. IRE - Sindangagung village budget allocation for women’s group\*
20. IRE – Karangrejo village budget allocation women and spices farmer groups\*
21. IRE – Regional Regulation No.4/ 2021 on RPJMD Gunung Kidul
22. IRE – Regional Regulation No. 3/ 2021 on RPJMD Sleman

23. PKMK – PKMK’s website embedded in the Ministry of Health’s Crisis Centre website
24. ELSAM – President Regulation No. 53/ 2021 on National Action Plan on Human Rights\*
25. FITRA – South Sulawesi Government fund CSOs to conduct research activity through *Swakelola Tipe III* procurement model.
26. PPIM – National Education Standards Agency’s Islamic Religious Education Learning Focus guideline<sup>2</sup>
27. PPH Atma Jaya – Jakarta Health Office’ Head Decision of No 609/2021 on Technical Guideline of Mental Health Service Management\*
28. AKATIGA – Kebumen District Head Regulation No 152/ 2021 on Fair Usage of Village Treasury Land\*
29. AKATIGA – Jatimulyo village Regulation No 3/ 2021 on Usage of Village Treasury Land\*
30. SurveyMETER – Revision of 2021 regional budget allocation in Yogyakarta for implementation of early childhood curriculum\*
31. Article 33 Indonesia – Standar Operating Procedure on Health Services for people with disabilities during the Pandemic in the Wajo District, South Sulawesi\*
32. SMERU - Revision of Implementation Guideline of Family Hopeful Program\*

## 2022

33. SurveyMETER – Decision Letter of Sleman Health Office No. 188/031/DKS/I/2022 on increased range of health screening and in addressing dementia for senior citizen\*.

Note: (\*) – Policy changes related to GEDSI issues

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<sup>2</sup> PPIM UIN’s research recommendations regarding tolerance were adopted in the Islamic Religious Education Learning Focus guideline by the National Education Standards Agency (BSNP) in February 2021. However, BSNP was dissolved in August 2021, following the release of government regulation number 57 of 2021 regarding national education standards.

## H. List of KSI Phase 2 evaluations, with summaries of findings

Over the course of KSI Phase 2, a total of 14 evaluations have been done. The table below indicates which EOPO or initiative these evaluations were connected to, the title of the evaluation, who or which company implemented it, what period the evaluation related to, and when the report was submitted.

No	EOPO	Title of Evaluation	Sub-Contractor/ Consultant	Period of evaluation	Year of Reporting
1	EOPO 3	Evaluation of the Indonesia Development Forum 2018	Praxis	2018	2019
2	EOPO 1	Bureaucratic Reform in Indonesia: Policy Analyst Experiences	ANU	2015-2019	2020
3	EOPO 1	Evaluating the Use of the 'Swakelola Tipe III' Procurement Mechanism	Solidaritas	2019	2020
4	EOPO 3	Evaluation of the Indonesia Development Forum (IDF) 2019	Migunani	2019	2020
5	EOPO 5/ DFAT	Supporting the RPJMN: Approaches to strengthen evidence-informed policymaking	Karry McLaughlin		2020
6	EOPO 1	Evaluating the use of the Swakelola Tipe III procurement mechanism in 2020	Solidaritas	2020	2021
7	EOPO 2	Evaluating the utilisation of GEDSI-sensitive research grant guidelines in universities	Isma Novitasari Yusadiredja	2017 – 2020	2021
8	EOPO 4	Review KRISNA	Umi Hanik and Daan Patinassarany	2021	2021
9	EOPO 1	Swakelola Tipe III – round 3	Danang Widoyoko	2021	2022
10	EOPO 1	Impact Study: JFAK Roles and Function in evidence-based policymaking	Nugroho Ananto and Narendra Prataksita	2022	2022
11	EOPO 3	2021 IDF Evaluation	Migunani	2021	2022
12	EOPO 5	PRI Evaluation	OTT and Solidaritas	2018 – 2021	2022
13	Cross Cutting	K2P Pilot	Derry Pantjadarma and M. Nehru Sagena	2022	2022
14	Cross Cutting	Public Discourse	Astramaya	2022	2022

In the sections below, summaries of the main findings of the independent evaluations are provided.

### H.1 Evaluation of the Indonesia Development Forum (IDF) 2018

#### Completed in 2019

The main purpose of the evaluation was to assess the effectiveness of IDF2018 in achieving its expected outcomes. The evaluation adopted a mixed methods approach – utilising multiple qualitative methods alongside quantitative survey and social network analysis, to determine the effectiveness of IDF 2018 in achieving its objectives. Data collection and analysis took place in 2 phases, with cross-fertilisation and triangulation of findings across individual data collection methods.

- The evaluation found strong evidence of contributions to knowledge-sharing between like-minded participants and across the sectors represented at the conference. There was some evidence of IDF

2018 contributing to collaboration across and within sectors including at the sub-national government level, in line with the theme of the conference. However, there was more evidence of IDF 2018 contributing to practice-based rather than policy outcomes at this level. Important gains were made by the conference organisers in terms of the number and diversity of participants at IDF 2018; and in terms of extending the reach of the conference to regional Indonesia and overseas. A total of 1,799 participants attended IDF 2018, which was an increase of around 25% from 2017. Only 17% of the domestic participants were from Jakarta, with the rest from across Indonesia, including 25% from sub-national government. 14% of participants were from international agencies.

- During the Road to IDF events and at the conference, the organising committee through careful planning, abstract and speaker selection, managed to balance the agenda well and created a rich and diverse discussion environment. This created a dynamic of not only learning from others but also inspiration for participants to do better and replicate innovations across the country. 60% of participants surveyed at the conference and most participants interviewed subsequently, felt that they had gained new knowledge by attending IDF 2018.
- Many respondents suggested that it was the cross-sector knowledge-sharing that made the conference a unique and beneficial experience. While some speakers and sessions were more popular than others, the diversity and range of participants, speakers, and topics meant that diverse expectations could be met. The participant survey showed that 68% of respondents agreed or strongly agreed with the statement: 'the IDF was effective in enabling engagement between key players in the knowledge sector'.
- The conference organisers also made positive efforts to make IDF2018 participatory and inclusive. Data and responses consistently suggested participants valued the participatory processes, particularly the panel-style presentations, used at the conference. KSI made valuable contributions in terms of promoting gender and disability inclusion. Slightly over one third of the participants were female and a similar proportion of speakers were women. The conference agenda included sessions on disability inclusive development, which were positively rated by participants.
- Presentations on themes of innovation, digital economy, local governance and addressing regional inequality, were positively rated by participants at the conference; and there was considerable recall of these themes during Phase 2 of the evaluation, 6 months later.
- There was evidence that IDF 2018 provided momentum to the interaction between likeminded participants and across stakeholder groups. All 33 sessions evaluated by facilitators indicated that participants were engaged, attentive to the speakers, and interested to dialogue on issues raised. The survey and SNA data showed strong evidence of cross-sector interaction at the conference and useful lessons for the future. Participants from the private sector were found to be more likely to build collaborations outside their sector than within their sector. However, university researchers, civil society organisations, and government individuals were more likely to build collaborations within their sector than with others.
- Different session types contributed to different patterns of interaction between participants. For instance, some of plenary sessions successfully showcased innovations and inspirational speakers, many from local government. Whereas, the market place tended to encourage one-on-one interaction between speakers and presenters.
- Post-conference, there were indications of participants following up on their intent to contact people they had met at IDF 2018. Sixty per cent of the participants interviewed indicated that they had contacted or been contacted by IDF participants, and this included existing colleagues as well as new people. The data suggests successful follow-ups were determined by the ability to make direct contact with participants at the conference; or draw on existing relationships to facilitate follow-up.
- The evaluation found more evidence of knowledge-sharing and collaboration through IDF 2018 contributing to practice-based rather than policy outcomes. These practical outcomes included

increased understanding of the need for collaboration resulting in changes in workplace practices, joint projects between participants, and the exchange of innovative products and technologies.

- Benefits from IDF 2018 have included the successful showcasing of innovations and inspirational speakers, with evidence of uptake of the ideas presented. IDF 2018 successfully identified and showcased ‘champions’ – particular individuals and innovations that were popular at the conference, and received further attention and validation from participants across sectors after the conference.
- Successful engagement by the organising team of different Directorates within Bappenas contributed to further interaction within Bappenas on conference outcomes; and some evidence of further interaction (including with local government) was found within other line ministries.

## Recommendations

- i. Strengthen data collection and monitoring through improved systems for collecting and storing participant data; and mobilisation of additional resources for participant survey and interviewing.
- ii. Focus on continuity and learning in present IDF organisational structures, such as having at least 2 members from the previous IDF organising committee to provide institutional memory and advice (not necessarily in key organising roles), for the next team.
- iii. Continue to resource Road to IDF events and strengthen synergies between these events and the main conference, including speaker selection.
- iv. Strengthen the Call for Ideas/Papers campaign through more targeted publicity and communication content particularly in relation to universities and research institutes.
- v. Maximise gains from media coverage and contacts made over 2018 by continuing to share information via the IDF website and social media.
- vi. Continue to emphasise gender, disability and sub-national representation irrespective of the conference theme, to maximise gains in terms of conference reach and influence.
- vii. Review session formats to optimise the balance between knowledge sharing and relationship building, including appropriately facilitated ‘Initiate’ sessions on Day 2.
- viii. Provide more information at the conference to enable all participants, including junior researchers or public servants to benefit from the full conference experience
- ix. Create collaborative ‘spaces’ during and post-conference for IDF to have its desired impact on policy and cross-sectoral dialogue; and for participants to work through the sheer volume of input and implement more specific ideas or projects
- x. Develop strategies for private sector engagement such as private sector participants being part of panel presentations and contributing to conference follow-up plans.
- xi. Build on the IDF2018 evaluation to track IDF’s ongoing influence including a participant survey at the next conference and follow-up interviews – of both IDF 2018 and IDF 2019 participants.

## H.2 Bureaucratic Reform in Indonesia: Policy Analyst Experiences

### Completed in 2020

This evaluation reviewed the recent experiences of different policy analyst cohorts since the role’s creation in 2015. It investigated these experiences to better understand the extent to which policy analysts were playing the role intended for them, and the factors enabling or inhibiting this. Consultations were held with 51 people in late 2018. They were policy analysts and supervisors across 20 government ministries and agencies, along with observers. The report also drew on a survey of the first cohort of trainees for the policy analyst position in 2015.

LAN played an active role in championing the creation and implementation of new policy analyst roles since early discussions regarding the position in 2014. As of 10 June 2019, there were 356 active policy analysts across 14 ministries, 13 government agencies and 30 local governments. More analysts have been trained and have met the criteria for appointment when positions become available or allocations are granted by

KemenPAN-RB. Occasionally, trained policy analysts did not go on to take up appointments. For example, between late 2014 to October 2018, 21 analysts (or 10% of those trained at the time) did not continue because they switched back to structural positions, switched to other functional positions, pursued postgraduate study, or resigned from the civil service.

### Recommendations

Based on respondents' comments, the report made a number of recommendations for both KSI and LAN. Key recommendations (others are provided in the report) can be summarised as follows:

#### For LAN:

- Scale up planned coordination processes between LAN and the home agencies/ministries that build awareness and better understanding of policy analyst roles
- Facilitate or scale up further training for policy analysts once appointed
- Increase networking opportunities for policy analysts at the sub-national level
- Continue to support AAKI so it is better positioned to support policy analysts
- Continue to strengthen supervisors' understanding of the new roles, including the importance of the credit system
- Run in-house training for supervisors, planning units and human resource units within workplaces.

#### For KSI:

- Continue to support LAN in the provision of further training for analysts, drawing on KSI's own networks
- Support AAKI to provide: 'fun' social and learning activities for its current membership to build networks with external stakeholders; and to provide mentoring, short courses, information evenings and other informative seminars
- Support increased multi-disciplinary collaboration among policy analysts who work on similar policy issues, both at national and sub-national levels
- Support LAN to scale up the Policy Analysis for Indonesia (Analisis Kebijakan Untuk Indonesia) awards system for policy analysts, co-hosting networking events in which the ceremonies are held
- Support LAN to distribute a newsletter or circular that showcases the work of policy analysts, for example a bulletin, online forum, etc.
- Support training for policy analysts' supervisors in change management.

#### For LAN and KSI:

- Continue to focus on setting competency standards to create accurate 'benchmarks' for the role across the country. For example, organisations such as the Regional Autonomy Implementation Monitoring Committee (*Komite Pemantauan Pelaksanaan Otonomi Daerah* or KPPOD), the Centre for Strategic and International Studies (CSIS), the SMERU Research Institute, Synergy for Change (Pattiro) and AAKI are working on this through the Indonesian National Job Competency Standards (KKNI). LAN and KSI can assist with the mapping of this document and later the mainstreaming of it across the civil service.

### H.3 Evaluating the Use of the 'Swakelola Tipe III' Procurement Mechanism

#### Completed in 2020

The *Swakelola Tipe III* ("self-management type III") procurement mechanism was introduced in *Peraturan Presiden nomor 16 tahun 2018 tentang Pengadaan Barang/Jasa Pemerintah* (Presidential Decree number 16/2018 about government procurement of goods and services, hereafter '*Perpres 16/2018*'). This mechanism enables governments to directly contract *organisasi kemasyarakatan* (civil society organisations, hereafter "ormas") to carry out activities. The inclusion of this mechanism in *Perpres 16/2018* was at least in

part due to advocacy by KSI together with a number of its partner PRIs. To understand the extent to which *Swakelola Tipe III* was being used and to learn from existing examples to improve socialisation and advocacy efforts related to procurement, in December 2019 KSI commissioned SOLIDARITAS to conduct an evaluation of existing *Swakelola Tipe III* data and known cases.

The evaluation was able to identify and confirm several cases of *Swakelola Tipe III* in 2018 and 2019. These included:

- At least 8 *Swakelola Tipe III* contracts signed between PRIs affiliated with KSI (SMERU, IRE, ARTICLE 33, and CIPG) and various government institutions;
- Four contracts between Yayasan Nusantara Sejati (YNS) and government institutions in Papua;
- 15 contracts between Universitas Gunadarma (a private university managed by a foundation) and various ministries and state agencies;
- Four contracts between the Association of Indonesian Architects (*Ikatan Arsitek Indonesia, AIA*) and government institutions;
- Multiple contracts between Kemendes PDTT (the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration) and 2 different community organisations (Fatayat NU and Yayasan Alfa Omega) for the delivery of skills training in approximately 20 disadvantaged regions; and
- Contracts between *Lembaga Pendidikan dan Pelatihan Gurindam* (an ormas based in Kepulauan Riau province) and 4 different government institutions for the provision of procurement training.

A limited number of *Swakelola Tipe III* activities planned for 2020 were also identified; however, these seem to have been significantly affected by the COVID-19 situation and are unlikely to proceed as planned.

The evaluation found that, based on the case studies, the main benefit of the *Swakelola Tipe III* mechanism has been to formalise and legitimise collaborative relationships between governments and ormas. For governments, *Swakelola Tipe III* provides a fit-for-purpose mechanism which can create time and cost efficiencies in comparison to the other methods available for contracting third parties prior to *PerPres 16/2018*.

The evaluation found that there were clear contributions by LKPP and KSI to all 4 of the cases investigated, and that LKPP and KSI provided support in 3 main ways: (1) by conducting socialisation events, (2) by providing general reference materials, and (3) by providing specific guidance/templates. The various socialisation events have increased awareness and knowledge of the mechanism, especially among PRIs, further complemented by the AKATIGA general reference materials.

The evaluation found that understanding the decision-making process the parties undertake when agreeing to *Swakelola Tipe III* contracts was key. Both the government institution and the ormas (informally) identify positives and negatives, consider their significance, and weigh them against each other. The *Swakelola Tipe III* contract will only go ahead if *both* parties conclude that the potential positives are likely to outweigh the potential negatives

The evaluation identified ways KSI and LKPP could further support the successful use of *Swakelola Tipe III* by focusing on:

- (1) Improving and better targeting socialisation efforts
- (2) Updating and expanding existing guidance for *Swakelola Tipe III* contracts and
- (3) Developing a support system for organisations undertaking *Swakelola Tipe III*.

## Recommendations

1. LKPP (with support from KSI and KSI's PRI network as relevant) should: (a) develop a revised set of guidance documents (including examples of good practice and answers to frequently asked questions), (b) involve other relevant stakeholders, e.g. the Ministry of Finance and/or BPK in the development of the guidance to obtain their endorsement, and (c) consider how best to provide consultation services to parties with questions regarding the use of Swakelola Tipe III.
2. LKPP (with input from other government entities as relevant) should specify acceptable references for: (1) labour costs for ormas and (2) institutional fees to cover overhead costs within the Swakelola Tipe III guidance documents related to budget development. These references should reflect the actual or reasonable labour and overhead costs Indonesian ormas would incur when undertaking contracts for the government.
3. LKPP should update the Swakelola Tipe III guidance to clarify whether deliverables may be used as the basis for payments and what financial and administrative documents are necessary to support payment; to mitigate audit-related risks, such guidance should be developed in consultation with key stakeholders such as the Ministry of Finance (Directorate General of the Treasury) and BPK.
4. KSI and LKPP can use the organisational characteristics and the understanding of the potential positive and negative aspects of Swakelola Tipe III to better target and tailor socialisation efforts to focus on those organisations that are most likely to be interested in and have the ability to successfully carry out a Swakelola Tipe III contract.
5. KSI should support LKPP to map out the relevant business processes under 2 potential Swakelola Tipe III pathways (where the activity is collaboratively planned in the year prior to implementation, and where the government plans the activity without formal input from the ormas and only identifies a suitable ormas after plans for the activity have been approved) and provide appropriate guidance for both.
6. LKPP (with support from KSI) should develop additional guidance on (1) the level of justification required for direct appointments and (2) how to conduct a sayembara process (including timeline), with a focus on selecting proposals that represent the best value for money. This could include further consideration of whether a sayembara process should be mandatory above a certain proposed contract value.
7. LKPP (in coordination with other government entities and with support from KSI as relevant) should provide practical guidance to contracting parties on how to proceed in the event that implementation cannot be completed by the end of the financial year, including implications for payments and acquittal.
8. LKPP should clarify the role of the UKPBJ to include responsibility for providing technical advice and coordination of Swakelola Tipe III contracts, noting that this may involve additional assistance related to Swakelola Tipe III to ensure UKPBJ are able to play such a support role. KSI can support this process by identifying, documenting, and sharing examples of UKPBJ which play a role as a "center of excellence" in support of Swakelola Tipe III contracts.
9. In order to identify planned or actual cases of Swakelola Tipe III, LKPP and KSI should conduct follow-up data collection with participants of socialisation events (using contact information collected from participants), noting that this has the added benefit of keeping open lines of communication for consultation / further support. Additionally, KSI and/or LKPP should maintain a list of cases of Swakelola Tipe III (or a list of organisations that are using Swakelola Tipe III) similar to the example provided in Annex 4.
10. Where there is desire to improve SiRUP related to Swakelola Tipe III, LKPP could:
  - clarify expectations related to the input of procurement packages planned to be implemented through Swakelola Tipe III
  - modify the SiRUP data format specifically for Swakelola Tipe III to require the input of the name of the ormas (in the case where ormas are involved in the procurement planning stage) OR to specify that a particular ormas has not yet been identified (in the case where the government plans without input from the ormas, but intends to identify a suitable ormas as part of the preparation stage)
  - add or modify SiRUP business processes to include a step to verify or spot-check data entry for Swakelola Tipe III.



11. KSI (together with its network of PRIs) should consider longer term advocacy related to the opening up of public procurement to ormas, including by sharing both international practice and the experience and perspectives of Indonesian CSOs.

#### H.4 Evaluation of the Indonesia Development Forum (IDF) 2019

Completed in 2020

The Indonesia Development Forum (IDF) is a platform for development practitioners in the public, private, and non-profit sectors to meet and exchange ideas. IDF has been convened annually by Bappenas since 2017 with support from the Knowledge Sector Initiative (KSI). The third IDF was launched on 29 January 2019 and was conducted on 22 – 23 July 2019 in Jakarta. The theme was *Mission Possible: Seizing the Opportunities of Future Work to Drive Inclusive Growth*.

At the IDF itself, the following achievements were documented:

- A clear majority of the participants (84%) reflected strong satisfaction with the event and appreciated the opportunity to engage with a range of actors linked to policy processes. In particular, nearly 3 out of 4 participants (73%) showed satisfaction with the quality and relevance of research and evidence presented.
- A combination of interview data, case studies, surveys and observation by the evaluators show that GEDSI perspectives were operationalised and presented. This finding on GEDSI is acknowledged by all the respondents from organisations for people with disabilities.
- A positive perception on the value for money of the IDF was also reported by participants from different groups. A follow-up survey with the participants reported that almost all of the respondents (94.7%) are planning to attend IDF 2020.
- Both the participants and media coverage agree that IDF is growing steadily as a premiere development event in Indonesia. Media coverage by substance in 2019 is significantly higher than IDF 2018 (60% compared with 40% in 2018).

These all have contributed to high optimism by 89% of the participants on the potential to collaborate with other stakeholders. Follow-up interviews with participants after the IDF also show that a number of collaborations are happening, although some of them are still in early stages. In addition, as detailed in the case studies, IDF has contributed to policy processes through expanding policy capacities and broadening policy horizons; it is unrealistic to expect this two-day event to directly influence the content of policy as it is currently designed. However, there was some sense more could have been done after the IDF to facilitate exchange across interest groups and strengthen the dynamics between government, CSOs, and the business community that might lead to concrete collaborations.

Recommendations for improvement:

1. **Measuring policy uptake of the research** and evidence presented during IDF.  
The evaluation proposed a framework for a systems perspective on measuring policy influence that factor in the policy processes that includes expanding policy capacities and broadening policy horizons as central contributions to policy processes. At the outcome level, while affecting policy regimes is an important form of knowledge uptake, the evaluation proposed to expand measurement to consider expanding policy capacities and broadening policy horizons as 2 other key dimensions of policy impact (Carden 2009).
2. **The strategic direction and purpose of the IDF** and its targeting strategy need to be re-considered and communicated more effectively to potential attendees.

The evaluation suggested some alternative structures for the IDF that address not only the multiple agendas and interests in the IDF but also addresses the challenges of big, centralised events, for health, carbon footprint and economic as well as logistical reasons. They also help address the issues raised in our interviews

around the importance of pre- and post-IDF or follow-up events. This recommendation assumed that provincial Bappeda would play a leading role but urge that broader engagement in the selection of topics, design of the events and delivery of the RIDF.

3. **Curation of participants**, not only in terms of the private sector, but more broadly, would greatly assist the development of the IDF into a premiere event.

There is evidence across the knowledge sector that more pre-planning and curation of participants would strengthen the value of the IDF. This includes not only who engages from the private sector and CSO community but what technical ministries – and from what levels – are needed to ensure sustainability and value in the contributions of IDF to policy processes. For the next IDF to be more strategic in facilitating collaboration and policy influence, more pre-planning and curation are needed, both in the knowledge-to-policy process as well as the private sector business matchmaking events (curation of start-ups and potential investors).

4. **Preparation and follow-up are crucial** and would be significantly aided by strong cross-sectoral participation in the design and delivery of the IDF.

Short timeframes created multiple challenges. Importantly a more participatory approach (across the knowledge sector actors i.e. PRIs, technical ministries, and sub-national governments) to planning, delivery and follow-up, would greatly enhance the value of the event and the potential for IDF to contribute to the policy process.

5. **The role of the facilitators is important** to ensure that quality knowledge is presented strategically and effectively. In this regard, these facilitators should be actively involved from the beginning so that it is quickly apparent if they are suitable.
6. **Multidimensionality of IDF sustainability.** IDF's sustainability could be viewed not only from its continuation as an event, but also from its vibrancy where all actors in knowledge sector, both at national and sub-national levels actively participate and benefit. The IDF has achieved many successes to date and has built on the complementarity of skills of Bappenas and KSI. That it has strong support from Bappenas, support from a development partner that is appreciated, and has clearly built the skill to generate good media coverage, are extremely important to the future of the Forum and create an excellent foundation for follow-up on these recommendations.

## H.5 Supporting the RPJMN: Approaches to strengthen evidence-informed policymaking

Completed in 2020

**This study examined the approaches that DFAT has taken to support evidence-informed policymaking in the RPJMN.** Indonesia's National Development Planning Body (Bappenas) is responsible for the development of the National Medium-Term Development Plan (*Rencana Pembangunan Jangka Menengah Nasional RPJMN*). Given the strong history of collaboration and support with Bappenas to respond to requests for background studies to inform the RPJMN. In addition, support for RPJMN background studies presents an opportunity to support policy development based on evidence. With the goal of ensuring that work is as effective as possible, this study seeks to understand the relative strengths and weaknesses of the approaches taken in developing them, based on the sample of DFAT-funded background studies.

In addition to examining the approaches and processes undertaken in the development of background studies in each of the above cases, 3 cases (Education, Political Party Financing and Regulatory Reform) were selected for follow-up to determine the extent of their impact. The case studies were based on interviews and group discussions with the teams that developed them, organisations involved in the process, and their Bappenas and DFAT counterparts. Key findings include:

**Focusing on the RPJMN alone is not a meaningful stand-alone goal, but is an important element in contributing to policy change.** All DFAT-funded teams interviewed for this study saw successful contribution to the RPJMN as critically embedded in a broader set of work. Similarly, Bappenas counterparts recognised not only the value of the RPJMN as a stand-alone document, but were often keen to use the process of its development to raise issues in the political space or gather deeper knowledge on particular technical issues.

**This finding, in turn, means that the notion of “contributing” of the RPJMN must be broadened beyond a purely textual interpretation.** Making links from evidence to the text RPJMN is not enough to determine if policy is really changing. A broader conception of contribution allows for a more careful consideration of what possible improvements to policy development might look like, including a consideration of Bappenas’ approaches to sourcing and using evidence as well as building the relationships and structures to do so.

**Broader notions of contribution are consistent with those found in the cases examined in more depth.** For example, one of the more powerful examples of (textual) influence, changes to the Education indicators, were able to be made in part due to the fact that discussions covered not only the RPJMN but Ministerial plans (RENSTRA), allowing Bappenas to negotiate between the documents, and thus gain more flexibility.

**While approaches to support evidence-informed policymaking need to be tailored to the needs of individual stakeholders, early dialogue and clear processes for discussing Bappenas’ RPJMN needs can help them to understand and define key issues.** While it is difficult to change the process for identifying topics for exploration once Bappenas has submitted a request for assistance, more input is possible if discussions start early. It is also important that those undertaking the work have a fairly deep knowledge of their area so that they can discuss in detail with Bappenas counterparts to define key issues from the beginning.

**Challenges around data and analysis run through the RPJMN background paper process.** Quality analysis depends to a large extent on quality data. For the purposes of the RPJMN, this can include both primary data as well as quality program evaluations. However, challenges remain in data quality and availability, as well as capacity to undertake analysis. The ability of partners to assist fill analytical gaps depends in part on their ability to afford or access data.

**Consultation and coordination are key elements of the RPJMN process, presenting opportunities to connect key partners and ensure that policies are carried from general discussions into more detail.** In the cases reviewed for this study, there were a number of good examples of partners holding consultations that were tightly focused and well facilitated. Engaging implementing ministries throughout the RPJMN background paper process is a good practice that allows them both to shape and operationalise the policy vision set out in the medium-term plan.

**Clearly communicated recommendations support discussion and potential uptake.** Recommendations were well communicated in both the Education and Social Protection cases, including not only clear concise papers, but power points, infographics, etc.

**The strength or weakness of any particular approach is dependent on how well it responds to the particular combination of needs presented by Bappenas and other stakeholders.** There is no single approach that DFAT can adopt to respond to request for background papers. This is due to a range of factors: approaches to the preparation of background papers vary across directorates, dependent largely on the requests from individual Directors; different constellations of stakeholders with different appetites for engagement; and differences in the scope and role of the background papers themselves.

## H.6 Evaluating the use of the *Swakelola Tipe III* procurement mechanism in 2020

Completed in 2021

This evaluation was a follow-on to a first evaluation of the *Swakelola Tipe III* (SW III) procurement mechanism conducted by Solidaritas in 2020.<sup>3</sup> The purpose of this evaluation, also conducted by Solidaritas, was to understand the extent to which SW III is being used, and to learn from existing examples to improve socialisation and advocacy efforts related to procurement.

The evaluation found that 77% of CSOs and government agencies learned about SW III primarily through socialisation events supported by LKPP, KSI or other organisations. Of those that attended such events, 94% rated them as relevant, and 97% stated that the events helped increase their understanding of SW III. Even though the evaluation team did not have access to LKPP data on SW III, the data it did obtain showed that SW III was being successfully used for a range of purposes, including research. The advantages for government agencies of using SW III are better quality decision making/service delivery and value for money. The advantages for CSOs are that it is to the mission of the organisation, and develops/strengthens its relationship with government.

As SW III is relatively new, there are some challenges, both prior to the signing of the contract, and during implementation. Challenges prior to contract signing include insufficient knowledge of the mechanism among key government stakeholders, lack of willingness in the government to use the mechanism, low information among CSOs on the availability of SW III opportunities, and high overheads. Challenges during implementation include difficulties by CSOs to meet the government reporting standards; cash flow problems for CSOs, as the contract payment may be a lump sum at the end of the contract; confusion on the tax reporting status of the CSOs; and limited time for implementation. There were also some challenges specific to the COVID-19 pandemic. Data collection became more difficult and budgets allocated for SW III were diverted to pandemic response.

The study made 10 recommendations to improve the sustainable use of SW III:

- 1) KSI and LKPP should collaborate with the department of the Director General of Budgeting to provide written guidance on the acceptable range of institutional fees for CSOs; the financial and administrative documents necessary to process payments; how to proceed if implementation cannot be completed before the end of the financial year, and the implication for payment; and the level of justification the government agencies need to provide to justify the selection of the CSOs.
- 2) KSI should consider working with a government department to propose a payment standard specifically for SW III as an alternative to *Standar Biaya Masukan* (SBM).
- 3) LKPP (with KSI support) should update socialisation and guidance materials, advising governments to prepare justification for why goods or services procured through SW III either (a) cannot be delivered by the private sector or (b) are more effectively or efficiently procured from CSOs.
- 4) LKPP (with support from KSI) should identify the most appropriate way for LKPP to monitor use of SW III in the future.
- 5) LKPP, in accordance with the agency's mandate, should monitor SW III cases in 2021 to check whether the eligibility criteria are sufficient to ensure that only capable CSOs can fulfil them, potentially revising the criteria if needed.
- 6) To promote transparent and proper use of the mechanism, the government or LKPP could consider (a) creating a value threshold, above which government departments must provide evidence of a competitive process or (b) adding additional criteria requiring CSOs to present their experience and capacity to manage similar contracts to the one being procured through SW III.
- 7) LKPP should focus on mass socialisation to the government, particularly targeting decision makers (focused on providing general information on the mechanism and the benefits of working with CSOs),

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<sup>3</sup> Solidaritas (2021). Annual *Swakelola Tipe III* Evaluation; use cases from 2020.

- as well as technical teams, representatives from *Pejabat Pembuat Komitmen* (PPK), *Unit Kerja Pengadaan Barang/Jasa* (UKPBJ), and the finance and inspectorate (focused on the operational aspects of the mechanism).
- 8) LKPP should expand socialisations to also include consultations with governments and their potential CSO partners, to enable both parties to ask questions and troubleshoot any issues that arise during the contract.
  - 9) LKPP should clarify the role of UKPBJ to include responsibility for providing technical advice and coordination of SW III contracts.
  - 10) LKPP (with KSI support) should expand existing guidance documents to include answers to frequently asked questions, examples of good practice, as well as templates for key administrative documents. This information should be made available on the SIPRAJA website.

## H.7 Evaluating the utilisation of GEDSI-sensitive research grant guidelines in universities

Completed in 2021

The main purpose of the study was to assess the extent to which the revision of the *Buku Panduan Penelitian dan Pengabdian Kepada Masyarakat Edisi XII (2018)*/XII edition of the *Research and Community Service Handbook*) has encouraged GEDSI mainstreaming in research and community service conducted by universities.

The study<sup>4</sup> found that, in general, an increasing number of proposals contain GEDSI elements (from 6.1% in 2017 to 7.4% in 2019). As for the gender of the researchers, it was noted that the number of female researchers who applied for grants and received funding was increasing every year (to 47% in 2019).

The study identified several factors that might support GEDSI-based research. First, policies that strongly encourage sustainable and equitable development as stated in the Long-Term Development Plan (RPJP), the National Medium-Term Development Plan (RPJMN) and the government's commitment to the Sustainable Development Goals through the National Action Plan for Sustainable Development Goals (SDGs). Second, the university's internal policies, such as the Higher Education Research Master Plan, which has a science and technology perspective and a social inclusion framework, as well as the establishment of several Centers for Sustainable Development Goals (SDG Centers). Personal experience can also encourage researchers to conduct GEDSI-related research.

Besides the driving factors, there are also several challenges that can prevent researchers from conducting more GEDSI-based research. One challenge is that there is often a lack of understanding or awareness of GEDSI from reviewers. Research is still seen only as research itself and has not applied the principles of inclusion and participation from all parties. In addition, the existence of several university policies that are not yet GEDSI friendly was also identified as one of the inhibiting factors for the mainstreaming of GEDSI. Apart from the above, there are also challenges that arise from researchers or academics themselves. Female researchers are more interested in researching GEDSI issues than men (53% vs. 47%). Sometimes there is also a fear that including GEDSI perspectives will reduce the value of the research itself.

The evaluation concluded that, although much progress has been made, the mainstreaming of GEDSI policies still faces various challenges. First, government policies are still interpreted differently by universities and researchers as knowledge producers. Second, GEDSI has not been interpreted as a complete framework for the research itself. Research is still seen as a mere research activity, even though it is hoped that research could lead to more inclusive development that might reduce inequality. The evaluation found that efforts to mainstream GEDSI in higher education through manuals or other institutionalisation would struggle to have

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<sup>4</sup> Yusadiredja, I. N. (2021). *Evaluasi Pengarusutamaan Kesetaraan Gender, Disabilitas dan Inklusi Sosial pada Riset Universitas Melalui Hibah Penelitian Kementerian Riset, Teknologi/Badan Riset dan Inovasi Nasional, 2017-2020*.

a significant impact without also advocating for changes in social norms. The perception of ableism encourages universities to be more open, and encourages the academic community to use more critical studies based on the human rights approach.

The evaluation made several recommendations for the different stakeholders:

For MoECRT, as policymakers.

- 1) Pursue a policy of affirmative action for GEDSI research as women researchers and researchers with a disability still experience inequality in opportunities for accessing grants.
- 2) Develop a more binding and detailed handbook. To operationalise GEDSI in research, guidebooks for research and community service should contain a special chapter on the importance of GEDSI in development, awareness of the importance of reducing GEDSI inequality, and how to distinguish GEDSI as a perspective or as a mere object.
- 3) Introduce assessment instruments in grant proposals. Researchers should be provided with self-assessment tools to check if the research or community service is related to, or accommodates, social inclusion.
- 4) Integrate GEDSI as one of the components in the accreditation of universities.
- 5) Introduce a ranking of universities based on GEDSI indicators.
- 6) Use GEDSI as one of the indicators in the review of articles submitted for publication in national academic journals.
- 7) Build communication with universities to promote GEDSI lens in research and community development works.
- 8) Utilising social media to better inform the researchers (especially the young researchers) on the research grants procedures and mechanism.

For the universities:

- 1) Make the Research Master Plans GEDSI sensitive.
- 2) Include gender equality and social inclusion curricula in special courses or integrated with related courses, preferably in the first year of study.
- 3) Encourage researchers to collaborate not only with industrial partners, but also with marginalised/vulnerable communities as part of the research team, without compromising the quality of the results in the research.
- 4) Strengthen the synergy between gender study centres or disability service study centres and SDG Centers.
- 5) Strengthen the function of the Institute for Research and Community Service (LPPM) as a catalyst for mainstreaming GEDSI in universities.
- 6) Equip reviewers of research proposals with assessment tools, so that they can assess the level of relevance of research proposals from a GEDSI perspective.
- 7) Encourage research ethics committees/Institutional Review Boards (IRBs) in universities to ensure that the GEDSI perspective is used by researchers, especially for research involving human subjects, and on both health and non-health topics.

For the knowledge intermediaries:

- 1) Establish close networks not only regarding research through the Directorate of Research, Technology and Community Service at MoECRT but also with other directorates under the Directorate General of Higher Education and Research such as the Directorate of Resources and the Directorate of Research and Development.
- 2) Collaborate and advocate the importance of mainstreaming GEDSI with other national grant funders such as the Education Fund Management Institute (LPDP), the Indonesian Science Fund (DIPI) or directorates at BRIN that have grant schemes accessible to universities, especially those related to national flagship research.

- 3) Strengthen the GEDSI Network by tying it into larger networks, not only involving GEDSI activists from universities, but also involving practitioners or figures/activists who are vulnerable people so that the resulting evidence base becomes more inclusive.
- 4) Further advocate the GEDSI issues to universities and wider communities.

For the GEDSI Network:

- 1) Strengthen the network not only with fellow researchers, but also with networks that involve the general public, especially the vulnerable as part of the principle of inclusiveness and empowerment itself.
- 2) Expand the network to involve many other researchers, especially university researchers who came from remote or disadvantages regions, or from universities with an undeveloped research atmosphere.
- 3) Disseminate study results on mainstream or more popular platforms, so that they can be accessed more broadly.

For DFAT:

- 1) Bring GEDSI mainstreaming to every component the research ecosystem itself, i.e. to knowledge producers, knowledge enablers, knowledge users and knowledge intermediaries.
- 2) GEDSI mainstreaming is a process and is not the end goal. Given that there are still very limited perceptions and insights about GEDSI in the research/university ecosystem, DFAT might consider implementing a special program on mainstreaming GEDSI in universities in Indonesia in the future.

## H.8 Review KRISNA

Completed in 2021

This evaluation answered 4 evaluation questions:

1. **Benefit of KRISNA.** KRISNA has contributed to a more effective and efficient planning and budgeting process. The majority of survey respondents confirmed that KRISNA shortened the planning and budget process, increased transparency and accountability in comparison with the previous planning and budgeting process.
2. **Compatibility and interconnection challenge with other planning and budgeting systems.** The evaluation confirmed that KRISNA has interoperability with other applications such as *Kerangka Pendanaan Jangka Menengah (KPJM)* that is managed by the Ministry of Finance; and *Sistem Informasi Rencana Umum Pengadaan (SIRUP)* that is managed by the Government Procurement Agency (LKPP).
3. **Suitability of implementation of KRISNA.** More than 90% of respondent confirmed that KRISNA was a simple and user friendly platform. The evaluation found that the majority of KRISNA users, both at national and regional levels, have interest to use KRISNA data for program analysis, however only around 55% of the respondents have ever done the analysis.
4. **Supports and ownership of KRISNA.** The evaluation found that the ownership of KRISNA was still low for almost all types of respondents.

## H.9 Evaluating the use of the *Swakelola Tipe III* procurement mechanism (Round 3)

Completed in 2022

The *Swakelola Tipe III* procurement mechanism was introduced in Presidential Decree 16/2018 on government procurement of goods and services, hereafter '*Perpres 16/2018*'. This mechanism enables government to directly contract Civil Society Organisations (CSOs) to carry out activities. KSI and its grantees were involved in the advocacy of the inclusion of this mechanism in the *Perpres 16/2018*. To understand the extent to which *Swakelola Tipe III* was being used and to learn from existing examples to improve socialisation and advocacy efforts related to procurement, KSI commissioned the round 3 of evaluation of *Swakelola Tipe III*.

## Findings

### 1. **How has awareness of *Swakelola Tipe III* mechanisms developed among users? Has there been any change, either negative or positive, in the awareness (perception) among users of this mechanism?**

- *Swakelola Tipe III* started to be widely used by the government, both at the national and local governments. For ministries with limited number of human resources, using *Swakelola Tipe III* is good option to implement program. For instance the Ministry of Women's Empowerment and Child Protection where number of personnel is only about 300 people and does not have a representative in regional level. These limited resources became a motivating factor for KPPA to work together with other parties, in particular CSOs, to reach out to the communities, especially women and children communities. Prior to the regulation on *Swakelola Tipe III*, KPPA cooperated using a type 1 *swakelola* mechanism.
- The Provincial Government of South Sulawesi, particularly Bappelitbangda was also using the mechanism. One of the important approaches of the South Sulawesi Provincial Government is collaboration with the community. Through *Swakelola Tipe III*, collaboration with the community is no longer just a jargon, but becomes a real practice of cooperation between the government and the community in development.
- One of the reasons for using *Swakelola Tipe III* is because not all services required by the government attract the interest of consulting service companies, not all projects attract contractors/consultants and not all contracts have human resources capable of working on programs that are close to the community.

### 2. **To what extent has *Swakelola Tipe III* been used by the government and CSOs, both KSI partners and non-KSI CSO partners?**

- Information on the use of *Swakelola Tipe III* is not available so far. In the case of LKPP, the data only sorts out tenders and non-tenders and not separated between type III or other types of *swakelola*.
- *Swakelola* itself is interpreted as cooperation between the government and the community directly. From an online survey with 125 respondents conducted by KSI, there are 15 *Swakelola Tipe III* contracts. Of the 15 contracts, 11 were research contracts and 4 were for other work.
- Likewise, the value of the *Swakelola Tipe III* contract is not known with certainty and the amount varies. The information on the contract value for 2021 that has been collected shows that the size of the contract depends on the fiscal capacity of the government agency. Ministries at the central level that hold large budgets tend to allocate large amounts of funding. For example, the Partnership received a contract from the Ministry of Home Affairs to evaluate the Regional Government Implementation Performance Evaluation (EKPPD) methodology and received a contract of Rp. 1.4 billion in 2021. Meanwhile, the Election and Democracy Association (Perludem) only received a contract of Rp. 20 million from the South Nias KPU for the evaluation of the regional elections in 2021. In 2020, Needdem received Rp. 300 million from the Ministry of Home Affairs for the evaluation of the Pilkada from a funding aspect. The large fiscal capacity of the Ministry of Home Affairs is also evident in the *Swakelola Tipe III* contract awarded to CSIS to conduct a Pilkada study with a Papua case study amounting to Rp. 600 million by 2020.

### 3. **What motivates the government and CSOs to use *Swakelola Tipe III* and what are the perceived benefits of using this mechanism?**

- The reasons of using *Swakelola* vary, ranging from making it possible to collaborate with the community to make easy to reach the beneficiary of community groups.
- Meanwhile, for mass organisations, working with the government provides an opportunity to be directly involved in the formulation of public policies. They see *Swakelola Tipe III* not only as a matter of funding, but as a mechanism to work together and be directly involved in public policy.



**4. Any challenges using *Swakelola Tipe III*? What progress has been made to improve the mechanism? How can the use of the mechanism be further increased?**

- One of the challenges is to encourage an open and competitive process so that CSOs with experience, skills and capacities can participate. If the process is still being appointed, then the mechanism will not provide the best service provider for the government other than limiting other potential service providers. But at the same time, there is not enough information on CSOs accessible to government if another challenge.
- The difference in understanding on the mechanism, not only between ministries and agencies, but also between different units within the same ministry in term of technical implementation (e.g. administrative matters, tax).

**5. To what extent has the use of *Swakelola Tipe III* been increased?**

- There is currently no information available regarding the use of the mechanism from LKPP. The system managed by LKPP has documented *Swakelola Tipe III* and is not yet accessible to the public.
- In general, the use of the mechanism has increased from previous years. Likewise, the value tends to increase. In some projects, the value of the work contracted is quite large. One of the factors driving the increased use of *Swakelola Tipe III* is the abolition of the 3-year financial audit requirement. For many non-profit organisations, financial audits are difficult and expensive. Therefore, the abolition of this rule has enabled many CSOs and non-profit organisations to fulfil the requirements for obtaining self-managed contracts.

**6. What are the prospects for the continued use of the mechanism in the future and how can the sustainability be improved?**

- In general, *Swakelola Tipe III* provides benefits for both the government and mass organisations. For the government, *Swakelola Tipe III* provides an alternative service provider from mass organisations and organisations with non-profit legal entities.
- *Swakelola Tipe III* can also be less expensive because non-profit organisations are not for-profit like consulting firms.
- There is great interest from the government and CSOs to work together using the *Swakelola Tipe III* mechanism. The challenge is to carry out socialisation to reach out and provide information, both to the government and mass organisations to start using *Swakelola Tipe III*.

**7. How has the *Swakelola Tipe III* mechanism contributed to the development of evidence-based policymaking?**

One of the aims of *Swakelola Tipe III* utilisation is for funding research. From a number of *Swakelola Tipe III* contracts that have been identified, there are several research activities that are used to formulate public policies.

**Conclusion**

- The mechanism is widely known and used by different actors. More K/L and Local Governments are using it. Based on interviews and surveys, many respondents from the government and mass organisations are interested in using *Swakelola Tipe III*. Although there is confusion about administrative procedures and processes, ministries such as KPPA and Ministry of Home Affairs have taken the initiative to use *Swakelola Tipe III* to implement their programs in 2021, both in the form of policy research as well as for empowerment and technical guidance.
- Challenges are still there. Administrative practice is still input and output oriented which in the end burdens mass organisations that get contracts. LKPP feels that it does not have sufficient authority to make changes because some of these changes, such as indirect costs or tax provisions, require a policy from the Ministry of Finance. This unfinished agenda needs attention and joint work.

- In terms of regulations, LKPP accommodates various suggestions and continuously works to improve the mechanism.

### Recommendation

- Encourage dialogue between CSOs, LKPP and the Ministry of Finance to share perceptions about *swakelola* and the meaning of “at cost” spending. Most of the government bureaucracy, even staff from LKPP, interprets *swakelola* as spending at cost so they cannot finance institutional costs and indirect costs. Whereas contracting with institutions is certainly different from contracting with individuals. Cooperating with the organisation basically has to finance all the needs of the organisation to run the contract, including institutional costs and indirect costs.
- Dialogue is still needed to resolve various financing issues. In addition to encouraging the government to finance institutional costs and indirect costs, there are problems in terms of taxation. The government directly collects taxes from the costs transferred to the implementers of *Swakelola Tipe III* and has the potential to generate double taxation.
- There is still a need for wider socialisation, especially for ministries, institutions and local governments.
- One important professional organisation that has not been widely involved is the Indonesian Procurement Experts Association (IAPI). IAPI members are people who have been consultants or trainers for the certification of goods and services procurement. By conducting socialisation to IAPI, information about *Swakelola Tipe III* and clarity of administrative procedures can be conveyed to K/L and Local Governments.
- Socialisation is also needed for staff who manage SPSE in government work units. One of the obstacles to open access to the public for *Swakelola Tipe III* data is the large number of recording errors. This indicates that there is a knowledge gap between LKPP and staff assigned to government work units regarding the mechanism detail.
- To equalise perception, LKPP needs to provide a help desk for consultation. So far, the practice of consulting is carried out by inviting staff from LKPP. This process can be institutionalised by establishing a help desk which can be a call center or a channel for communication and consultation.

## H.10 Evaluation of the role and function of policy analysts

Completed in 2022

In 2014, KSI and LAN started an initiative to support the development of the functional position of policy analyst (JFAK). The collaboration was to support LAN in improving the capacity of policy analysts to produce high-quality policy analysis within the bureaucracy. The LAN–KSI collaboration continued the following year with KSI providing technical assistance and catalytic work, such as the development of training modules; technical assistance for the Indonesian Policy Analysts Association/*Asosiasi Analis Kebijakan Indonesia* (AAKI); support for the establishment of a policy analyst knowledge management system; the development of competency standards for the policy analyst profession; and improving the Policy Quality Index/*Indeks Kualitas Kebijakan* (IKK) as an instrument for assessing the quality of government policies, a guideline for ministries and other government agencies to improve their understanding of policy analysts and how to recruit them.

The purpose of the evaluation was to assess the progress achieved through the above collaborations between KSI and LAN, and to find out whether policy analysts have played their intended role and function. This evaluation was closely coordinated with LAN so that it was fully on board from the start, and to enhance the likelihood that LAN will use the findings of the evaluation.

### Key findings

The findings indicate that there are still gaps in components that make up the role and functions of JFAK. In order to optimise the role and functions of JFAK in the future, important and critical things that are necessary conditions to close the gap are offered, as well as capacity developments needed to have professional JFAK, which is very much needed in the transformation and development process.

- The need still to seek for strategic pathways to optimise the 8 roles of JFAK in ministries, institutions, and local governments.
- Factors that act as 'key elements' or 'necessity conditions' to be able to close the gap, as well as strengthen JFAK capacity, are as follows:
  - For optimizing the role of JFAK, there are gaps in the 8 components in realising the role, specifically, it can be stated that the important and critical things for optimizing the achievement of the role of JFAK are in: (1) identifying problems and setting the agenda, and; (2) a role in conducting 'evaluations'.
  - For optimizing the JFAK performance over the Scope of Work, there are gaps in the 19 components. Although nothing important and critical was found, attention must still be paid and concrete steps must be taken to close the gap, as well as capacity strengthening related to the 'key elements' that act as 'necessary conditions'.
  - To optimise the performance over JFAK scientific Scope of Work, there are gaps in the 4 components. Ways to address this include: (1) capacity in the formulation of 'policy papers', and; (2) capacity in the formulation of 'policy briefs or policy notes'.
- On the basis of the above, the role of coaching carried out by LAN and the role of facilities by KSI in an effort to increase JFAK's competence and capacity is very strategic, especially in creating a professional JFAK capable of supporting the realisation of the bureaucratic transformation process towards the modernisation of public management in Indonesia.

## Recommendations

- Conduct further exploration to be able to find room for improvement (opportunity for improvement/OFI) that has optimal leverage, and then formulate corrective action steps (action for improvement/AFI) which are considered the most appropriate and provide optimal impact;
- Open a wide 'learning space' in various forms, including: (1) assignment/delegation, (2) simulation/internship/work practice, (3) education and training, and (4) independent learning, in various approaches among others, (1) face-to-face, (2) virtual, and (3) lifelong independent learning in the concept of lifelong learning;
- Giving awards (calculation of credit points) proportionally for all efforts to develop competence and increase capacity carried out by individuals, groups, and institutions;
- The above matters are followed up with the preparation of structured and systematic programs and activities that can be carried out with a measurable division of roles to be carried out by LAN, JFAK placement institutions, direct supervisors as technical advisors, and individual JFAK stakeholders;
- To formulate instruments for monitoring and controlling the implementation of the programs and activities mentioned above, as well as making them part of efforts for continuous improvement or development.

## H.11 Evaluation of the Indonesia Development Forum

### Completed in 2022

To understand the cumulative achievements, learning and readiness of IDF as a premier self-managed development forum, KSI assigned independent evaluator to conduct an evaluation, to support KSI and Bappenas in their continuing efforts to improve the quality and relevance of the Forum, and to enhance its sustainability. The evaluation employed a qualitative approach using key informant interview (KII) and Focus Group Discussion (FGD) methods to collect primary data. To complement the primary data, the evaluation used a meta-evaluation approach to analyse how the IDF has evolved as an influential forum for knowledge-to-policy processes.

#### Key findings

- On convening capacity, IDF has evolved as a massive national gathering.. Participants were distributed relatively evenly across the 4 knowledge sector actors (producing, intermediary, developing policy, and implementing policy). IDF managed to attract high-level policymakers (minister, echelon 1 and 2), competent researchers and experienced practitioners, but there is the perception that IDF missed some critical actors from the everyday policymaking process, i.e. the echelon 3 bureaucrats and officials from the Ministry of Finance.
- In all IDFs, participants in general acknowledged the contribution of IDF in expanding their understanding of the information, the landscape of policymaking actors and ideas on what works. Each year, IDF selected a different theme based on priorities of the Indonesian government and Bappenas' development strategy, however, what remained the same was the focus on derivatives of economic development themes.
- The IDF 2018 and 2019 evaluation reports documented high satisfaction and agreement on the quality and relevance of the knowledge presented at the IDF.
- In recognising the need for different forms of knowledge in policy process, IDF intentionally provided space for interactions between the 3 forms of knowledge (scientific/research, professional, and local knowledge). However, it is interesting to note that the retention and relevance of the knowledge presented at the IDF were more related to professional and local knowledge, rather than evidence generated from scientific research (scientific knowledge).
- IDF has provided a space for engagement among the participants to identify and explore opportunities for collaboration. However, IDF was not designed to nurture relationships after the event. IDF is more about a marketplace platform to serve on-the-spot interactions.
- IDF was perceived as a knowledge-sharing and collaboration event, rather than aiming to achieve certain policy outcomes. IDF had influence on the facilitating factors and mechanisms to influence policies i.e. through expanding policy capacities and broadening policy horizons, but stays largely clear of policy content. Since IDF is not legally positioned in Bappenas' formal policymaking process, nor a mandated forum by the president such as the Sustainable Development Goals (SDG) Forum, the uptake works through informal pathways, i.e. through increasing awareness, or as referred to in the 2019 evaluation "policy literacy" and "policy attitude" instead of a direct uptake into policy content.
- Awareness and intentional attention to GEDSI were clearly reflected in all editions of the IDF since 2017 and became even more evident in 2019. In the 2022 design, informants from KSI and Bappenas confirmed a commitment to deepening GEDSI in proceedings, participants, and sub-themes.
- Bappenas has mechanisms in place to monitor and evaluate their activities. For each forum, since 2017, Bappenas organised a reflection session within 3 months after the event. Bappenas acknowledged the importance of technical evaluation and expressed their appreciation for the learning and feedback provided by KSI. However, changing the existing MEL methodologies is still challenging for the IDF committee because: 1) The key determinant of success for an event/activity managed by Bappenas is the

fact that it happened as planned, and; 2) There are disincentives to employ rigorous MEL. Employing rigorous MEL may result in findings that are considered sensitive as it involves making a judgment about the distribution and use of resources as well as the performance of the implementing unit.

- Financing IDF seems not to be an issue for Bappenas because there is a consensus among the leadership that Bappenas needs to organise IDF on an annual basis. While the existence is secured, the amount (how much) faces some degree of uncertainty. In terms of human resources (people), Bappenas reported their confidence to manage IDF in the future. Continued commitment among Bappenas leadership (the minister and echelon 1 staff) has increased this confidence, along with experience with KSI since 2017 in co-managing IDF. Specifically, they are confident in knowing which areas they can directly manage and which processes they need assistance (and which are therefore outsourced). Some works, however, were identified as areas that need support or collaboration with external parties. For example, on the managing and curating of the research and evidence to be presented in IDF.
- From the IDF 2019 to the end of 2021, there is no significant progress in the institutionalisation of IDF governance in Bappenas. While strong enthusiasm for continuing the IDF as an annual event is evident at all levels in Bappenas along with a dedicated budget item for IDF and adoption of SOP, the establishment of a permanent secretariat to plan and manage IDF as a regular annual event and a Ministerial decree are still in process of review by the Legal Bureau. Bappenas is preparing an option if this institutionalisation process is still uncertain; a unit in Bappenas (PAKK-Pusat Analisis Kebijakan dan Kinerja-Center for Policy and Performance Analysis) may take over the governance.

### Recommendations for Bappenas

- **Uptake of IDF.** There is a need to clarify on which dimensions of “shaping the development agenda” that the IDF can realistically achieve results, i.e. what success looks like in terms of knowledge uptake or policy influencing. A framework for measuring policy influence is recommended both for informing the design and format of the sessions and interaction, and for evaluating the success of IDF.
- **Reputation.** Provide a mechanism for co-arrangement of IDF to increase participation and ownership. The limited role of academic institutions (one of the suppliers of knowledge) and technical ministries (users) in the IDF can result in passive participation, which is a risk and can diminish the reputation of IDF as a premier knowledge-to-policy platform. Mechanisms could be created for better co-design and co-delivery to be a truly knowledge sector event. Being seen as an event of one agency limits the interest and commitment of others.
- **GEDSI.** The positive GEDSI atmosphere in all IDFs is an aspect of IDF that could be built on going forward. Being intentionally GEDSI-sensitive, especially in breaking the vicious cycle of social exclusion, especially among people with disabilities is recommended.
- **Relationship.** The low participation from other ministries and from the technical level of ministries was perceived as a signal that IDF is more about Bappenas. More substantive participation (not only representation) of sub-national actors and technical ministries would enhance the inclusiveness of the IDF.
- **Knowledge.** In terms of the types of knowledge presented in IDF there was a trend where practical knowledge in the forms of “what worked” initiatives are getting more attention from the majority of the participants. If this trend continues, IDF could be perceived as an exhibition of good practices (or, as it is called in Indonesia, a “pameran pembangunan”)—a typical government showcase exhibition to show how great is the government in administering development. While this type of knowledge is important, the right balance between scientific, professional, and local knowledge to be exchanged in IDF should be managed strategically.
- **Monitoring, evaluation and learning.** Bappenas’ monitoring and evaluation system is adequate to inform questions around IDF’s output and accountability. However, questions related to IDF’s outcome are beyond the mandate of the IDF steering committee or the Bappenas’ unit that is responsible for monitoring and evaluation. We recommend Bappenas to explore collaborations with external entities to design a specific monitoring, evaluation and learning system and integrate it in IDF’s steering committee Scope of Work.

## Recommendations for DFAT and other development partners

- **Sustainability of IDF.** If sustainability of IDF is defined as a continuation of IDF by Bappenas with its own budget, the inclusion of IDF in the 2 Bappenas planning documents namely Strategic Plan 2020-2024 and the annual work plan and budget (RKA) is critical. It is recommended that DFAT or other development partners initiate a dialogue with Bappenas on inclusion of IDF in Bappenas' RKA. To create an enabling environment for Bappenas to include IDF in their work plan and budget, an advocacy initiative to include IDF in the formal government's development planning process (through presidential regulation or similar regulations) is recommended.
- **Reputation.** DFAT and other development partners could intentionally link their supported knowledge events, research, and evaluation to IDF. This will improve the reputation and legitimacy of the IDF.
- **Monitoring, evaluation and learning.** While Bappenas may focus on the evaluation of the event (process evaluation), DFAT and other development partners could support Bappenas to expand the scope of the evaluation beyond event and complement with outcome evaluation to make a case if and how IDF works in shaping Indonesia's development agenda.

## H. 12 Evaluation of PRI progress

### Completed in 2022

This evaluation reviews the effectiveness of the Knowledge Sector Initiative (KSI)'s support to 16 Policy Research Institutes (PRIs) over its 2 phases of operation, taking place between 2013 and 2022. The review focuses on 4 areas of support to PRIs: research quality; network and profile; engagement and influence and; financial sustainability.

**Research quality:** by 2015, all PRIs conducted internal quality control processes, although the consistency and focus of such quality control and the involvement of external actors varied. By 2022, most PRIs met KSI's criteria for producing quality outputs for KSI funded work. At an organisational level, PRIs had a better understanding of how stakeholder involvement during research design could increase uptake and legitimacy and therefore research quality. PRIs overall improved their quality assurance (and research management) processes (including peer review). There appeared to be more dialogue among staff through for instance, regular internal seminars, the establishment of technical working groups, about research proposals, designs and preliminary findings, which had driven up their quality.

With regards gender, half of PRIs in 2015 had a basic understanding of the term and did not consider this during research unless the topic explicitly called them to do so, while the other half worked with vulnerable groups and were more aware of the issue. By 2022, almost all PRIs made improvements in relation to considering GEDSI throughout both KSI and non KSI funded research. Some PRIs developed a GEDSI sensitive framework to use throughout the research process, helping them to pay attention to the role and needs of marginalised groups. Some PRIs suggested they were looking to work on issues which more explicitly touched on GEDSI issues.

**Networks and profile:** in 2015, organisations generally considered themselves to be known and viewed positively among all stakeholders and considered at least some of their research products to be known and considered relevant and credible. Most PRIs said they tended to work/collaborate more frequently with CSOs and less so with policymaking institutions, and did so in a limited or sporadic way. By 2022, all PRIs said their reputation among stakeholders had improved while their networks and relationships with various stakeholders had both deepened and expanded. These included government, including central level agencies as well as Bappenas, research and academic circles (especially among university-based PRIs), as well as CSOs which were approaching PRIs for training in data and research management. PRIs seemed to have a better profile among and relationship with media outlets such as Kompas and *The Jakarta Post* – being approached for comment and opinion and featured in articles, with PRIs less reluctant to engage. In a few cases, PRIs benefited from being recognised in their own right, in addition to their (previously more prominent) researchers or board members. Interestingly, some PRIs said that engagement with KSI had influenced a shift

in their identity from a research organisation serving clients to one with the intention of influencing policy and practice.

**Engagement and influence:** in 2015, some PRIs integrated engagement with external actors into their research process. However, half PRIs had only begun to turn their attention to policy engagement and influence. Most PRIs suggested they could use more appropriate formats in their engagement with stakeholders. Engagement with stakeholders tended to be ad hoc, based on the initiative of specific individuals and not part of a plan unless funders made specific demands. Engagement was seen as consuming a lot of time and resource which some PRIs felt they had little of. Both policymakers (national and sub-national) and civil society sometimes or frequently used parts of organisations' research results, but PRIs had few mechanisms to track research use.

By 2022, All PRIs said they took a more systematic and structured approach to engaging with their key stakeholders including policymakers. This involved researchers having more formal discussions early on in a research project about what they wanted to achieve, who they wanted to influence and how they would do so. PRIs now had more options (in terms of e.g. communication outputs) to consider in engaging different stakeholders, beyond traditional research reports, supported by specialist communication staff who had been hired. Several PRIs said they were now able to track the impact of their policy engagement work to help account for resources but also help them to improve their approach. All PRIs shared examples of changes in policy that they believed they had contributed to. Most examples referred to changes in government regulation which they had advocated for or actually drafted themselves. This included collective efforts among PRIs through a KSI working group to enable government to procure multi-year research from NGOs.

**Financial sustainability:** in 2015, the majority of PRIs were predominantly or exclusively funded by donor organisations, although most received funding from a variety of different donors. Some PRIs said they did not need to write research proposals to secure funding and relied on their reputation among and relationships with funders to do so. On financial and operational management, PRIs had finance and operations systems that covered finance, procurement, asset management, and fraud prevention, which were (generally) applied consistently. Some PRIs said they had started to direct some of their funds into reserves or endowment funds, with 1 PRI saying they had invested this in government bonds.

By 2022, PRIs were thinking more seriously about their financial sustainability and the need to diversify funding sources. Many PRIs which had not already developed business units to generate additional income, did so. But it was unclear whether they brought in any significant new revenues. Some PRIs undertook more marketing/branding activities, while others were exploring possibilities from businesses and government through the *Swakelola Tipe III* mechanism. Several PRIs suggested they had a better understanding of their income and expenditure, which some were able to use to better price their research proposals. There seemed few discernible trends in the growth in the proportion of domestic funding and non-DFAT funding, with little correlation between such trends and the financial health of the PRI.

**Adapting to Covid-19:** some PRIs had their funding re-allocated away from research towards Covid-19 relief efforts, while in contrast, a small number of PRIs realised opportunities to make covid-19 and their impacts the focus of their research and secured funding to do so. Some PRIs delayed research given travel restrictions and limited capacity to conduct research online, coinciding with the pause of formal policy processes, which somewhat limited some PRIs' opportunities to engage with policy. Other PRIs, especially those familiar with digital platforms, embraced the challenge of conducting both their research and engagement entirely online (or telephonically). Many PRIs found that they had better and more access to stakeholders including policymakers with whom they had existing relationships, using platforms such as WhatsApp and Zoom. Many also found over time stakeholders were less likely to respond to invitations to engage and when they did, were often distracted particularly during longer conversations/meetings. With restrictions having eased, some PRIs have embraced hybrid forms of work, giving staff more flexibility especially in the context of long commute times in Jakarta.

**Mediating factors:** more than half the PRIs suggested that since Joko Widodo came to power in 2014, the government had been more open to inputs from civil society including research inputs. In some cases, this

openness manifested itself in increased demand for expertise and advice from PRIs which could vary depending on the issue. The continued growth of online and social media provided plenty of channels for PRIs and their supporters to reach various stakeholders. However, about half the PRIs said they were in no position to control how and the extent to which their inputs were considered, used and/or applied, while several PRIs highlighted the challenges of tracing whether one's policy research had influenced change, due to the often complex nature and opacity of policy processes.

PRIs suggested that changes that emerged happened due to the commitment, desire, actions and relationships of specific people and groups of people in the organisation – founders, senior researchers, younger researchers, board members and others. Despite increased profile and recognition of PRIs being a key outcome of KSI's Phase 2, a large number of PRIs suggested that it was also a pre-condition for the changes they experienced (especially in engaging with and influencing government). Furthermore, the propensity for PRIs to make progress in KSI's areas of interest appears to be dependent on the identity of the PRIs at the time of engagement with KSI and their openness towards adjusting their approach.

### **Effectiveness of KSI approaches and inputs**

- PRIs praised KSI for providing at least 7-8 years of continuous support, which was rare among current research funders.
- PRIs would have preferred a continuation of core funding into Phase 2 but welcomed the more collaborative approach between them and PRIs where KSI staff were seen as an 'equal partner' and a 'critical friend'.
- During the transition, communication from KSI was poor leaving PRIs uncertain about, for instance, the rationale behind the changes (in funding and approach) and what the implications might be for their respective organisations.
- A circular or mutually reinforcing relationship between all 4 outcome areas during Phase 2: improvements in engagement and influence, network and profile, research quality and financial sustainability helped to multiply effects of KSI's support.
- The capacity of PRIs to sustain the changes they have achieved in each of the 4 areas of interest will be dependent on funders willingness to fund processes to ensure research quality and policy engagement and influence
- Most PRIs found the program logic, although a little 'painful' to understand, helped them to identify particular outcomes and tracking back, identify which stakeholders they needed to engage with and what outputs they needed to produce. Some PRIs suggested that reaching consensus between KSI and the PRI on a program logic was too time consuming. And a few PRIs suggested that KSI's interpretation of the program logic was too narrow, as it emphasised a focus on tangible changes such as regulations and technical guidance issued by national level government officials within the executive over more intangible changes among other stakeholders.
- **Recommendations:**

The evaluation suggests that

1. PRIs can: 1) continue, and build on, the work initiated by KSI by e.g. developing the capacity of their researchers and addressing GEDSI in research as well as proactively engaging with key relevant stakeholders, monitoring the impact of research on policy and improving their financial practices; and 2) collaborate with one another by for instance maintaining the working group and alliances set up during KSI.
2. Donor agencies can 1) do more to acknowledge the complexity and nuance of change and change processes; 2) fund third parties to play a critical friend role in relation to PRIs and broker relationships between them and other key stakeholders including government and overseas researchers; and 3) better manage transitions that come with starting, evolving and ending capacity development programmes.



## H.13 Evaluating the knowledge-to-policy pilot in South Sulawesi

Completed in 2022

In 2021, KSI – in collaboration with BaKTI – conducted a knowledge-to-policy pilot in South Sulawesi, which helped in the development of a Governor Regulation on the labelling of natural silk. As this initiative was completed in late 2021, an evaluation of the initiative can yield valuable insights.

The study looked at how the evidence was generated and used during the policy process, the changes in perception/knowledge/behaviour among stakeholders, and gathered lessons learned from the pilot, as well as the success factors, the challenges and the opportunities. In-depth analysis in the evaluation was given to sustainability and replication prospects of similar initiatives for other regions.

### Key findings

Changes in perception/knowledge/behaviour

- The perception changes are among researchers from universities where previously they focused on one field of study/science, and are now opting for a multi-disciplinary and comprehensive approach of doing research. In addition, the pilot of collaborative study has led to a paradigm change among the researchers to have more applicable research results. Throughout the collaboration, there was a positive interaction which made the actors understand each other better. Policymakers are increasingly convinced of the importance of evidence and the involvement of non-governmental actors in policymaking. Researchers feel that the quality of the results has improved due to the transfer of knowledge and the strengthening of the partnership spirit.
- Changes in perception and understanding of the use of evidence are shown by the formulation of a silk labelling policy and Collaborative Research by the Government of South Sulawesi as well as the replication of commodity value chain activities. Also, a strengthened understanding of the importance of a multi-disciplinary approach and aspects of GEDSI in policy research.
- Recommendations/aspirations for successful implementation and replication of K2P in the regions include:

To the Regional and Central Governments: Bappelitbangda as an orchestrator, optimizing regulations, making collaborative Roadmaps, strengthens coordination of planning and budgeting for Province, District/City and strengthens the capacity of the State Civil Apparatus (ASN) researchers.

For universities: to actively contribute to doing and sharing funding K2P activities, encourage multi-disciplinary research, provide research databanks and increase the benefits of research for users.

For NGOs: to strengthen their capacity through partnerships and strengthen networks with policymakers.

- The prerequisites for the implementation of Sub-National K2P are: conducive policies, adequate capacity of human resources, institutions and other resources. K2P initiatives can be initiated by a collaborative group as an embryo formed by regional leaders. Previously, information was needed on the potential, availability of knowledge actors and policies that were conducive to collaboration in the regions.

## H.14 Study of the public discourse on the knowledge and innovation ecosystem

Completed in 2022<sup>5</sup>

The objective of this evaluation was to assess the extent to which public discourse has influenced policy processes, i.e. what contributions public discourse made to policy processes, network connectivity and perceptions.

The evaluation set out to answer a set of questions, and found the following:

- What changes in the network are observable pre- and post- discourse campaign?  
As a result of the KSI activities, the network expands, and changes occur at the nodes where KSI activities take place, but the network contracts again after the activities or events held by KSI are completed.
- What was the quality/nature of the public discourse?  
This information will primarily be obtained from the in-depth interviews, and this analysis is not yet concluded. The Social Network Analysis indicates a fair amount of discussion on ‘innovation’ but that relates mostly to individual and casuistic technical innovations, rather than innovations related to research or public policy. One other discussion topic that drew a lot of attention was on BRIN, with the advantages and disadvantages of the BRIN consolidation.
- How did the public discourse activities influence policy processes?  
The influence on policy processes happens in different ways, and the response to various types of media may also be different. For example, trending topics on social media can trigger echelon 1 officials to hold meetings, which may not be good governance for public policy. KSI’s approach, which aims to stimulate public discourse from many fields, including social media, is considered very appropriate. However, influencing public discourse may take a lot of time, and KSI is coming to an end. It should also be pursued with different tools and instruments, as it is difficult to predict which one will be most successful.
- What influence did the public discourse activities have on the policy process?  
According to several sources, KSI’s public discourse has had a great influence. However, this is often not direct in the form of policy influence, but through the effect it has on the process, the references used, and the policy landscape. In terms of the process, public discourse is able to provide impetus and cross-understanding between policy actors, while the debated discourse becomes an additional reference. Furthermore, as long as the public discourse is pursued, it adds to or strengthens the landscape in which the policy process is taking place.

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<sup>5</sup> At the time of submission of this report, only preliminary findings had been shared.