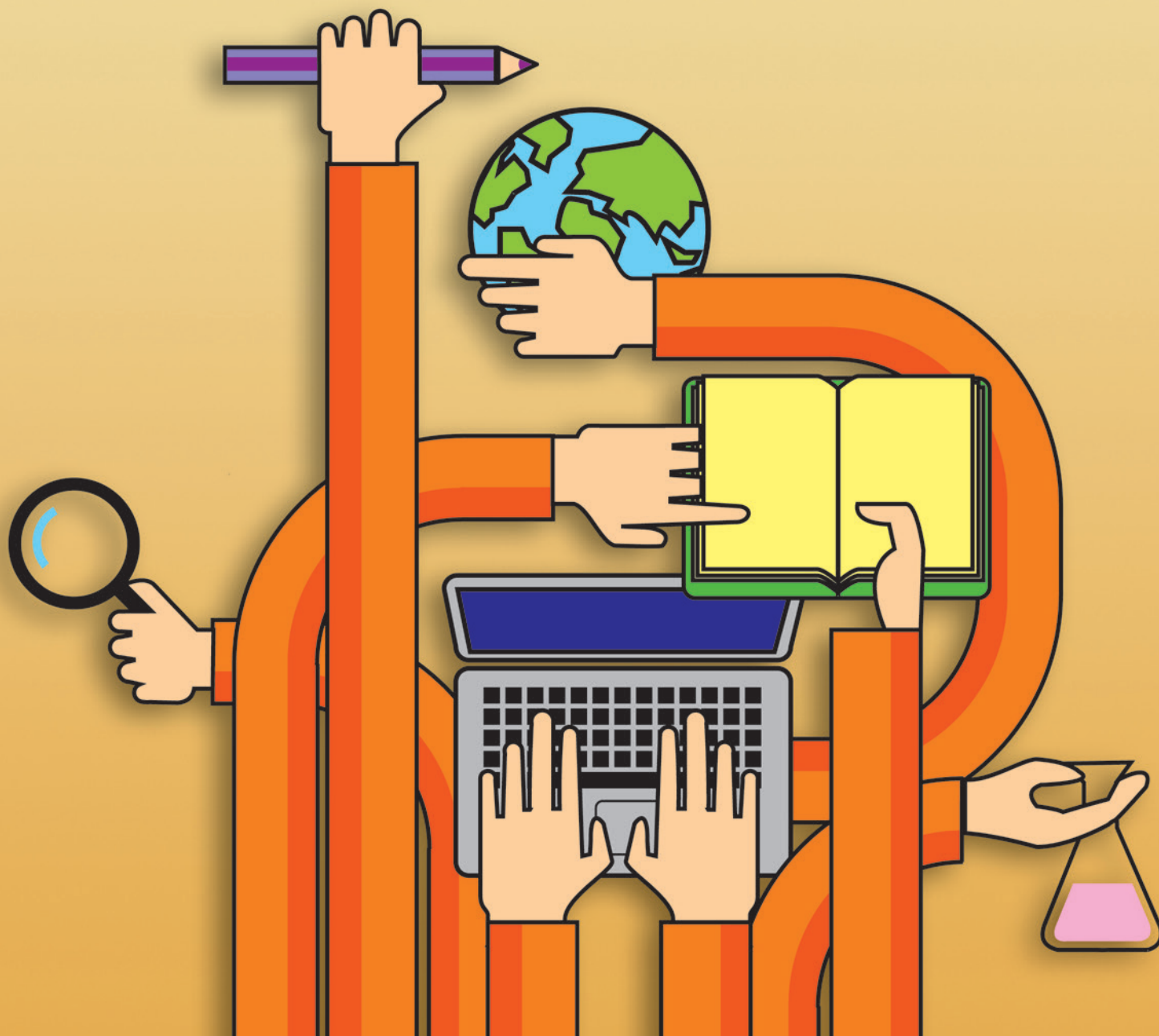


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WORKING PAPER 25

Shifts in the Knowledge Sector in Indonesia from 2013-2016: A Synthesis of Cases of Change



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Acronyms and Abbreviations

AIPI	<i>Akademi Ilmu Pengetahuan Indonesia</i> Indonesian Academy of Sciences
ASEAN	Association of Southeast Asian Nations
Balitbang	<i>Badan Penelitian dan Pengembangan</i> Research and Development
BalitbangKES	Ministry of Health Research and Development Unit
Bappenas	Indonesian Ministry for Planning
BCURE	Building Capacity to Understand Research Evidence
BKKBN	National Demography and Family Planning Agency
CSO	Civil Society Organisation
DFID	UK Department for International Development
DIPI	<i>Dana Ilmu Pengetahuan Indonesia</i> Indonesian Science Fund
DFAT	Australian Department of Foreign Affairs and Trade
KPPOD	<i>Komite Pemantauan Pelaksanaan Otonomi Daerah</i> Indonesian Committee for Monitoring the Implementation of Regional Autonomy
KSI	Knowledge Sector Initiative
LAN	<i>Lembaga Administrasi Negara</i> State Administrative Agency
LPDP	<i>Lembaga Pengelola Dana Pendidikan</i> Indonesian Education Endowment Fund
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organisation
ODI	Overseas Development Institute
PKMK UGM	<i>Pusat Kebijakan dan Manajemen Kesehatan Fakultas Kedokteran</i> <i>Universitas Gadjah Mada</i> Faculty of Medicine, University of Gadjah Mada
PUSAD	<i>Pusat Studi Agama dan Demokrasi Yayasan Wakaf Paramadina</i> Centre for the Study of Religion and Democracy
Puskapol	The Center for Political Studies <i>formerly known as the Political</i> <i>Science Laboratory</i>
RBO	Rubric based Organizational Assesement
RBOR	Rubric based Organizational Reflection
RHE	Research and Higher Education
SEKNAS FITRA	<i>Sekretariat Nasional Forum Indonesia untuk Transparansi Anggaran</i> National Secretariat of the Indonesian Forum for Budget Transparency
UPIK	Unit for Information and Complaint Services
USAID	United States Agency for International Development

Executive Summary

This synthesis report draws on 67 cases of change representing experiences of 29 Indonesian organisations to answer two overarching questions: What notable changes took place in the knowledge sector in Indonesia from 2013-2016, as identified by individuals and organisations directly involved in the knowledge sector? What factors are perceived to be associated with these changes, including but not limited to the Knowledge Sector Initiative (KSI)?

The KSI theory of change served as the guiding framework for the analyses. Cases were analysed according to KSI's intended intermediate outcomes and hypothesised barriers related to the: 1) production and communication of high-quality policy-relevant evidence, 2) demand and use of high-quality evidence by policymakers, 3) systematic engagement among organisations to support the production and use of evidence, and 4) systemic factors constraining the production of quality evidence.

The majority of cases (74 percent) related to changes in knowledge production which covered changes in internal organisational capacity, management processes, technical research skills and communications ability. This emphasis reflects the first phase of the initiative and the affiliation of authors, the vast majority of whom were researchers, including analysts within the government.

The 13 percent of cases that documented interactions between knowledge producers and users indicate that interactions were often initiated by personal relationships and conducted through formal time-bound processes (i.e. task forces) to address a specific issue. There were few examples of increased demand for and use of evidence. Examples of use that were documented suggest that the impetus came from policymakers themselves instead of being externally driven or cultivated.

Changes in the knowledge sector in Indonesia were thought to be driven by the leadership and reflection processes within research institutes, by individual policymakers, and facilitated by the current political environment in Indonesia and by relationships and support from organisations across academic, NGO, media, international donor and private sectors. Key KSI contributions included financial support, facilitating access, training and capacity building, and technical assistance.

The cases discussed efforts to address three of the six hypothesised barriers to evidence-based policy making: availability of and access to data, insufficient

funding for research, and inadequate regulations for producing, accessing and using research. Further investigation into the other three hypothesised barriers -- low quality research and analysis, low capacity for demanding and using evidence on the part of policymakers, and lack of interaction between producers and users -- is necessary to determine the extent to which, and how, these barriers constrain the knowledge sector.

Many of the cases support findings from previous studies regarding the importance of interpersonal relationships and of key champions in leading change processes, and of the long-term and non-linear nature of organisational change. More surprising were examples that did not follow these patterns, which suggest that interpersonal relationships between knowledge producers and users may not be a necessary condition for research uptake; that key champions and specialised technical inputs may be necessary but are insufficient conditions for policy change; and that loss of core funding for well-established organisations can have some positive unintended consequences.

These cases offer insights into change processes that have unfolded over the last three years and for some, the preceding years and decades. Stories of change and episode studies focus on processes as well as outcomes and so can uncover unforeseen changes, communicate the meaning of particular processes, and document more subtle changes like shifts in interpersonal relationships and in organisational culture that may be difficult to capture through other means. The findings raise a number of questions for further inquiry, which should be triangulated with information from other sources, particularly those of policymakers whose decisions researchers intend to influence. ■

Introduction

Evidence can be instrumental in shaping and implementing effective public policies that aim to improve people's lives. This evidence can incorporate multiple types of knowledge from different sources: practice-informed knowledge from the experience of program implementation, citizen knowledge drawing from daily lived experiences, and research-based knowledge from targeted thematic inquiry (Jones et al. 2012). However, the use of evidence to inform policies is not a given, and can be constrained by the lack of relevant, quality evidence to answer questions that decision makers are asking, the lack of demand for and use of evidence by policymakers, and limited interactions between the people producing and using evidence.

The Knowledge Sector Initiative (KSI), a joint program between the Governments of Indonesia and Australia, aims to address these barriers to improve the use of research, analyses and evidence to create better quality public policies which in turn improve the lives of the Indonesian people. To achieve lasting results, the program is not building a new network within Indonesia's knowledge community but rather strengthening existing hubs of research institutions, governments and civil society organisations (CSOs). By knowledge sector, the program refers to 'the overall institutional landscape of government, private sector and civil society organisations that support the development of public policy. It includes think tanks, university institutes, specialised agencies, certain types of private sector contractors and a range of NGOs' (AusAID 2009).

This synthesis report aims to answer two overarching questions: What notable changes took place in the knowledge sector in Indonesia from 2013-2016, as identified by individuals and organisations directly involved in the knowledge sector? What factors are perceived to be associated with these changes, including but not limited to KSI? To answer these questions we draw on 67 cases of change, predominantly written by policy researchers, as well as by KSI staff and consultants familiar with the initiative.

This report is one of multiple inputs into the review of Phase 1 of KSI, which documents evidence of changes and contributions at this stage in the program to inform the implementation of the subsequent phase (the design for which has already been developed), including identifying what assets the initiative can draw on. By documenting changes at this point, this synthesis report and the broader evaluation can also help to better explain the trajectory of changes across a longer time frame.

Thus, the primary audiences for this report include the KSI team, policy research institutes, program managers in the Australian Department of Foreign Affairs and Trade (DFAT), the National Development Planning Agency (Bappenas) and other KSI's stakeholders and partners. These findings may also be relevant to other policy research institutes and large research-to-policy initiatives in Indonesia (i.e. USAID's Evidence for Policy and Advocacy) and elsewhere (i.e. DFID's BCURE – Building Capacity to Understand Research Evidence in India, South Africa and other countries in West, East and Southern Africa and South Asia). ■

2

Background

As the world's fourth most populous country with the eighth highest gross domestic product (GDP), Indonesia's policy and budget decisions are substantive and far-reaching. However, investment in and production of evidence to inform policy making is low relative to other ASEAN and G20 countries, with research and development expenditures averaging 0.07 percent of GDP from 2000-2013 (World Bank 2012; Tilley 2017).

A series of diagnostic studies commissioned prior to the implementation of KSI identified constraints facing the knowledge sector in Indonesia. These related to the production of quality evidence, demand and use of evidence by policymakers, interaction between producers and users of knowledge, and the broader regulatory and institutional environment. These studies note the large quantity but poor quality of domestically produced applied research, in part due to unstable financing, the short-term nature of projects, uncompetitive wages, and easy access to international technical assistance. Researchers face difficulties accessing literature, peer reviewers and mentorship from senior scholars and have few opportunities to exchange ideas. The diagnostic studies note a lack of capacity to develop competitive research proposals and generate practical policy recommendations (Karetji 2010; McCarthy and Ibrahim 2010; Suryadarma et al. 2011).

Moreover, the particular institutional home of knowledge producers—universities, NGOs or within government—each pose distinct

challenges. Researchers based at Indonesian universities are civil servants with high teaching loads who are not rewarded for policy research and publication (Suryadarma et al. 2011). In the NGO sector, although there have been attempts in recent years to professionalise and diversify funding, many organisations continue to rely on a small set of staff who fulfil multiple roles in the organisation without much oversight, and remain grounded in their roots of political activism rather than policy analysis (STATT 2012). Government agencies are constrained by civil service rules and promotion criteria in recruiting and retaining high-quality researchers, a lack of autonomous structures to conduct policy analysis internally, and limited mechanisms of quality control for externally commissioned analyses. Across sectors, there has been increased willingness to engage on the part of both the government and NGOs since *reformasi* and subsequent government decentralisation efforts (STATT 2012). However, there are few incentives for knowledge producers to work with government agencies (Karetji 2010).

National research funds have historically been channelled through a small number of government agencies, which set the research agenda. They do not have a strong legal basis, provide a reliable or substantive source of funding, or provide incentives for policy-relevant research. Funding for academic research is disproportionately allocated to the natural sciences, with only 25 percent of research considered to be related to development policy (Datta et al. 2011). Previous attempts to reform procurement processes have not shifted

Box 1: Intended intermediate outcomes of the Knowledge Sector Initiative 2013-2017

1. Organisations are **producing and communicating** higher-quality policy-relevant evidence
Presumed to be constrained by:
 - i. Lack of availability of and access to data
 - ii. Low quality research and analysis
2. Policymaking and influencing organisations start to **demand and use** high-quality evidence
Presumed to be constrained by:
 - iii. Low capacity for demanding and using evidence on the part of policymakers
3. Organisations are increasingly and systematically **engaging with each other** to support the production and use of evidence
Presumed to be constrained by:
 - iv. Lack of interaction between producers and users of knowledge in the policymaking process
4. **Systemic factors constraining the production** of high-quality evidence are identified and strategies to address some are underway
Presumed to be constrained by:
 - v. Insufficient funding for and low quality expenditure on research
 - vi. Inadequate rules and regulations for producing, accessing and using research

their orientation towards major contracts for goods and services, which makes it difficult for universities and non-profits to compete for contracts. Procurement processes have been dominated by personal connections instead of institutionalised processes, and are subject to corrupt influences (Sherlock 2010; Sherlock and Djani 2015).

Bappenas and the Ministry of Finance have been key ministries in planning and economic policymaking over the last three decades, with the relative influence of each institution varying over time, in part depending on the minister (Datta et al. 2011). The Indonesian Academy of Sciences (AIPI) and its predecessor institutions dating back to 1948 have also played a formative role in the knowledge sector, however diagnostic assessments found AIPI in need of more funding and support to improve its capacity to manage and communicate its funded research.

Although Sherlock and Djani (2015) report limited change in the overall enabling environment over the last five years, there have been some notable institutional changes, including the new Ministry of Research, Technology and Higher Education, the establishment of a policy analyst position in the State Administrative Agency (LAN) and the Bureaucratic Reform Allowance to incentivise staff to improve performance quality.

2.1 Overview of KSI Phase 1

In order to address these constraints, the first phase of KSI (2013-2017) sought to achieve the following four intermediate out-

comes to advance progress towards the long-term goal that Indonesia has the capacity to develop effective and socially accountability policies that meet priority needs (see KSI theory of change in Annex A). Approximately half of the budget for Phase 1 was allocated to knowledge production and communication, and the remaining half divided among the other three outcomes.

Over the course of Phase 1, several factors influenced the external context in which the initiative was taking place and thus the orientation of its activities. In November 2013, AusAID was incorporated into DFAT, which prompted the development of a new aid strategy, a review of the Australian aid program in Indonesia and a 35 percent budget adjustment for KSI. President Joko Widodo was elected in October 2014, which brought civil society leaders and academics into government. His Nawacita program (Nine Agenda Priorities) called for greater investment in research, open access to public information, decentralisation through the village law and bureaucratic reforms, among other development priorities. These shifts, as well as changes in the leadership and structure of Bappenas, have led to a narrowing focus of KSI over time. The initiative eliminated a separate work stream on intermediaries who bridge knowledge production and use, and reduced financial support for individual policy research institutes in order to prioritise joint actions among knowledge producers, work on the village law and government reform efforts, and support Bappenas. ■

3

Guiding Framework and Approach to The Analysis

This synthesis report is based on 67 cases of change, which were developed in two ways: short stories of change written by individuals directly involved in KSI (< 1,500 words), and longer case studies written and commissioned by KSI partners and staff (3,000-7,000 words).

Storytelling enables the expression of tacit knowledge, both factual and emotional elements, and can foster learning and knowledge sharing through a narrative structure (Ramalingam 2006). The development of stories of change was intended to document evidence, as well as enable authors to learn and put into practice a new form of communicating information to non-academic audiences. This process took place over several months.

In July 2016, KSI asked its partners to submit stories describing what they perceived to be a significant change that had occurred since 2013. Corresponding to KSI outcomes and presumed barriers, these could include changes in the capacity and ways of working of their own organisations, changes in the production and communication of research, changes in how policymakers acquire and use research knowledge, changes in interactions between research producers and the government, or other changes that have occurred because of KSI's work.

Together with the Jakarta-based monitoring and evaluation (M&E) consulting firm SOLIDARITAS, KSI hosted five tailored workshops attended by 87 people from policy research institutes and government

organisations to explain the format of stories of change and work with individual authors to identify relevant examples. In these workshops, facilitators emphasised that stories should represent an important change that had taken place at least one year prior (suggesting an initial period of sustainability) and that could be supported by evidence. Each story of change was reviewed by SOLIDARITAS using a standard guide, received written feedback and the majority were revised by authors.

In total, 55 stories of change were submitted from policy research institutes who received core funding from KSI (60 percent), government agencies and research institutes (Balitbang) and small community-based organisations outside of Jakarta (which KSI terms local knowledge partners). The vast majority of authors represented the perspective of knowledge producers, including analysts within the government. Several organisations submitted multiple stories and nearly half the authors were women. Among policy research institutes, the majority were established in the 1990s in the years leading up to and immediately following *reformasi*; the median founding data of this group was 1998 (range 1971-2010).

To provide a more in-depth examination of several key areas, KSI staff co-authored and commissioned 12 longer cases of change. Eight cases were written by KSI partners and staff, while four were written by external consultants familiar with the Indonesia context. The themes reflected substantive



areas of work and predominantly featured policy advances, although most cases also discuss intended changes that have not (yet) occurred. Most followed the structure of an episode study, which identifies a clear policy change and then tracks back to identify factors that may have contributed to that change (ODI 2009).

Together, the 67 cases of change (Annex B) represent experiences of 29 Indonesian organisations working across a broad range of thematic issue areas: law, governance and political participation, transparency, Islam and democracy, health, agriculture, public administration (planning and budgeting), conservation and the environment, disability, ageing, poverty and human rights.

3.1 Analytical framework and analysis process

The KSI theory of change, covering the four intermediate outcomes and six barriers listed in the overview section, served as the guiding framework for the analyses. From December 2016 to January 2017, a team of four people—two KSI staff and two researchers from PUSAD Paramadina (a policy research institute receiving core funding) and ODI—jointly conducted the analyses of the 67 cases of change.

First, the topic of each case was classified according to the outcomes and barriers it addressed. Several cases were reclassified after the initial case analysis. For each of the four intended intermediary outcomes (knowledge production, use, interactions and systemic factors), we reviewed all the

relevant cases, identifying: i) the extent to which it offered evidence supporting or refuting the outcomes and associated barriers, ii) key lessons from the case, iii) KSI contributions, and iv) other factors that contributed to the change. We then looked for patterns: i) across cases related to the same outcome (i.e. knowledge production), ii) across the four outcomes, and iii) among different types of organisations. Preliminary findings were discussed with senior KSI staff and policy research institutes at a workshop in late January 2017, and with a broader group of KSI staff as part of a learning week workshop in February 2017.

3.2 Limitations

Stories of change are intentionally brief documents (Datta and Pellini 2011). Given the short length, these cases of change provide snapshots of what was considered to be one significant change. As such, the stories do not represent the only change that may have occurred and were not intended to be comprehensive accounts that analyse all possible explanations. Triangulation and validation of the changes with other sources of information was limited for the longer cases of change and was not done for stories of change, although authors were instructed to choose examples that could be validated. The broader KSI End of Phase 1 Review, of which this is one input, will integrate multiple sources and types of information. ■

4

Key Findings

4.1 Types of changes in the knowledge sector in Indonesia

Of the 67 cases, the majority (74 percent) related to changes in knowledge production, which covered changes in internal organisational capacity, the quality of research and communicating research to policymakers. Changes in the other three outcomes were featured much less frequently in the cases: 13 percent documented changes in interactions among knowledge producers and users, 7 percent documented changes in the demand for and use of evidence by policymakers and 6 percent documented changes in systemic factors constraining the production of evidence. This distribution reflects the first phase of the initiative, which aimed to improve capacity of knowledge producers as a foundational step towards longer-term behaviour and policy changes that are expected to take longer to shift and therefore be more evident in later phases of the initiative.

Production of high-quality, policy-relevant evidence. The first key component of evidence-based policymaking is the production and communication of high-quality policy-relevant evidence. The cases documented changes related to the production of research, most often identifying strengthened internal organisational capacity and an increased ability of individual researchers to communicate their findings to non-academic audiences.

Changes in internal organisational capacity were both managerial and technical in nature. With core funding, policy research

institutes were able to formalise internal management systems, including financial procedures, human resource management, and information and communication technologies. Organisations also reported changes in their technical research capacity, including the adoption of new methods for data collection and storage, and incorporation of social inclusion analyses (particularly related to disability and ageing), as well as greater awareness of the importance of using knowledge to inform policy. Bridging both managerial and technical aspects, a number of organisations revised their mission and vision statements during this first phase of the project. The cases illustrate that this exercise was not simply an administrative one; rather it represented a process of organisational redefinition nearly two decades post-*reformasi*, with organisations asking themselves, *‘Where do we want to situate ourselves in contemporary Indonesian society? What is the role of religion in democracy? How are human rights best protected?’*

Knowledge producers, both independent and government-based research units, described an increased awareness of the importance of planning for and practice of producing communication materials for non-academic audiences. As one faculty member remarked, *“I no longer consider the publication of a scientific journal as the only way to communicate science. Although the non-journal article does not add value to [an*



academic] CV and is often time-consuming, now this kind of science communication for me is also important.....I no longer regard light writing as a waste of time." The cases described orienting communication products most often towards the general public and CSOs, rather than directly targeting policymakers as originally expected in the theory of change.

The production and communication of high-quality policy-relevant evidence was presumed to be constrained by two barriers: a lack of availability of and access to data, and low quality research and analysis. The cases described examples of efforts by the policy research institutes to increase the availability and accessibility of information for others. Across a wide range of thematic areas, these organisations have created electronic, web-based and visual knowledge management systems and presentation formats, and combined multiple information sources into a dashboard. Knowledge producers working for government-based research and development units have also led initiatives to improve access, availability and communication of information within the Government of Indonesia.

In contrast, research quality was infrequently mentioned in the cases, either as a barrier or as a change that has taken place over the last few years. Staff both of the Indonesian Academy of Science and the Ministry of Home Affairs journal (*Jurnal Bina Praja*, now internationally indexed) described improvements in publication

processes and the quality of submissions. For other cases, improvements in research quality could be inferred in several ways, but were not explicitly stated by most authors. For example, strengthened organisational capacity, including new recruitment and merit systems, improved data collection methods that used digital rather than paper-based questionnaires, and incorporation of disability and social inclusion analyses could contribute to improved research quality. A set of cases described efforts to increase the recognition and use of traditional practices to improve community-level conservation efforts. One organisation discussed its re-orientation back to the founding mandate of participatory research to raise the voices of the poor. These cases could be considered examples of increased quality by making use of under utilised sources of evidence and under-recognised perspectives, although they were not characterised as such.

The kinds of changes reported in the cases varied across different types of organisations. Those that were founded as advocacy organisations more often mentioned improvements in communications, and policy influence planning and strategies, including improved quality of research communication products through the use of digital media and more tailored branding and outputs. University-based and independent research institutes more often reported strengthened capacity of individual researchers and the organisation as a whole,

including recruitment processes, standard operating procedures and governance structures. Some organisations discussed their evolution from institutes solely or predominantly focused on conducting research to subsequently incorporating a greater advocacy component, aiming to use their research to influence policy.

By nature, strengthening capacity of individuals and institutions has spill-over effects across multiple projects. There were several examples of synergies with other externally funded programs: organisational system improvements enabled by KSI facilitating reporting for the Empowering Indonesian Women for Poverty Reduction Program, and communication training through the Australia Indonesia Partnership for Economic Governance being applied through KSI.

Interactions between knowledge users and producers. One of the barriers thought to constrain evidence-based policymaking was the lack of interaction between knowledge producers and users, between those supplying (researchers) and demanding (policymakers) this information. In response, KSI sought to facilitate the systematic engagement of these two broad sets of actors with one another. The cases documented multiple examples of interactions between researchers and decision makers at various stages of both the research and policy process. These examples also demonstrate the use of evidence by decision makers, and in that sense span two intended outcomes.

In some instances, the engagement was sustained throughout the full research to policy cycle, from research design to dissemination of findings, to use of evidence in creating policy. For example, Article 33 worked closely with the Ministry for Education and Culture to design a study on

standard costs of infrastructure and school facilities. When the research was completed, the policy research institute shared the findings with local education officials in Bogor, West Java, who subsequently used the findings as a reference when drafting their local education budget. In another case, the government approached SMERU to support the development of a white paper on poverty eradication, which resulted in SMERU's subsequent involvement in a program evaluation. By working jointly with government staff, this experience also enabled the research institute to better understand the policymaking process.

Most interactions took place through a formal group or engagement process with the aim of addressing a specific issue. For example, KPPOD was part of a joint task force led by the Coordinating Ministry for Economic Affairs and involving various ministries to discuss policies on the deregulation of business permits at the regional level. As a result of the interaction among task force members, the government issued an economic policy package based on KPPOD's research findings. The Ministry of Internal Affairs also revoked thousands of problematic local regulations, 90 of which were based on KPPOD's research findings. Another policy research institute, PKMK UGM, worked in partnership with the National Demography and Family Planning Agency (BKKBN) to develop an online and offline platform for collection, quality assurance and analysis of family planning data. The research and development unit of the Ministry of Marine Affairs and Fisheries established a Knowledge Centre that expanded an existing network to include more universities conducting research in this area.

Across the cases, more interactions were initiated by research institutes rather

than by the government, with exceptions. These interactions appeared to be based on personal contacts rather than institutionalised relationships between the government and external policy research institutes. These personal relationships were long standing and established prior to KSI.

In addition to examples of interactions between researchers and policymakers, the cases also documented the expansion of networks among researchers themselves and across government units. Junior researchers spoke of the importance of increased opportunities to interact with senior scholars in Indonesia, with researchers from different academic disciplines, and with researchers in other provinces and countries as part of the SAINS45 process to develop a national research agenda. Within the government, there were examples of interactions between research and analysis units and staff at other government agencies.

Demand and use of evidence by policymakers. Across the full set of cases, proportionally few addressed an awareness of the benefits, demand or use of evidence by national and subnational executive and legislative policymaking organisations. Among the cases that documented demand for and use of evidence, the impetus for use most often came from policymakers themselves instead of being externally driven or purposefully cultivated.

The cases highlighted the importance of key champions in positions of power who were able to integrate evidence into decision-making processes and change policy; a finding consistent with numerous previous studies that have emphasised the importance of these actors. As noted in the previous section, demand and use of evidence was predominantly driven by individuals and personal relationships

between staff within the government and at research institutes, rather than reflecting broader organisational norms and practices of evidence-based decisionmaking.

One exception to this pattern is the creation and continuity of the Unit for Information and Complaint Services (UPIK) in the Yogyakarta Office for Public Relations and Information to gather citizen feedback and track public service problems and performance across local government units. The former mayor Herry Zudianto, who hosted a twice weekly radio talk show to answer questions from the public and referred to himself as the head of the public service rather than an authority figure, established UPIK in 2003. He directly supervised the program for the first six years before transferring oversight to the deputy mayor. The information generated through this platform was used in regular coordination meetings and the top ten issues were discussed by the mayor every Monday. UPIK, which has been widely recognised both nationally and internationally, has been sustained by Zudianto's successor and institutionalised in municipal annual work plans and the mid-term development plan.

The cases did not provide explicit evidence to support the hypothesised barrier of a lack of awareness of the benefits of evidence-based policymaking, or low capacity for demand and use. Initiatives led by government research and development units to improve the access and availability of information and to communicate more effectively have the potential to promote a culture of evidence-based policymaking within the government. These initiatives tacitly suggest an awareness of the benefits of evidence, although the cases did not characterise these activities in this way.

Systematic factors constraining the production of evidence. Two barriers

in particular—insufficient funding for and low quality expenditure on research, and inadequate rules and regulations for producing, accessing and using research—were identified during the diagnostic phase of KSI, and several cases document the extent to which these have been addressed.

Over the last two years, the Indonesian Science Fund (DIPI), which is intended to increase funding available for Indonesian researchers and ensure independence of proposal selection, has passed through multiple stages of the policy process (agenda setting, policy formation, commitment, adoption and initial implementation), but subsequently stalled at the phase of budget allocation. The AIPI president and vice president, with financial and technical support from KSI, were able to raise the profile of the need for a dedicated domestic research fund with the Ministers of Finance and National Development and Planning and officials from the US and Australia at two launch events. They developed a national research agenda articulated in SAINS45 (*agenda setting*); secured *financial and political commitments* for DIPI, a memorandum of understanding signed in August 2015 between AIPI and the Indonesian Education Endowment Fund (LPDP), and witnessed by the Minister of Finance, committing to the first five years of funding, and an announcement in October 2015 by President Jokowi at his first state visit to the US indicating the establishment of DIPI; *adopted regulations* instituting DIPI with approval by the General Assembly to change their constitution and bylaws in October 2015 and a Presidential Decree in February 2016, signed by Ministers of Finance, Research Technology and Higher Education, Administrative Reform and Bureaucratic Reform; and began *policy implementation* with the Ministry of Finance inaugurating DIPI in March 2016 and the

first call for research proposals launched in April 2016, with 467 proposals submitted. Following peer review, 20 proposals were selected to receive funding, however the formal announcement of the awardees has been postponed for the last nine months while the DIPI budget has been under negotiation with LPDP and the Ministry of Finance.

Two additional cases document recent efforts to address two persistent systemic challenges: complicated procurement regulations that have restricted the ability of universities and NGOs to provide knowledge services to the government, and the separation of budgeting and planning functions across government ministries which limit realistic and evidence-based budgeting and planning. At the time of writing, policy options on both issues had been developed and communicated with high-level decision makers, and proposals were awaiting adoption. Prospects appear to be more optimistic about new procurement regulations.

Across these cases of efforts to address three systematic factors constraining the production and use of knowledge, all three feature internal champions and relied on personal relationships. The establishment of DIPI and the integration of budgeting and planning have faced more opposition and competing resource priorities than procurement reforms, which may help to explain the perceived relative degree of success in securing intended changes (although procurement adoption has yet to take place). The DIPI experience also exemplifies the dynamic nature of policy processes, illustrating that initial support and resource commitments at the highest levels of government (President, Minister of Finance) and the establishment of new institutions may still be insufficient to sustain

change in the absence of dedicated funding streams.

4.2 Factors perceived to be associated with observed changes in the knowledge sector in Indonesia

The case study authors identified four key factors they perceived to be associated with the observed changes, with the impetus for change thought to be: i) driven by research organisations themselves, ii) driven by individual policymakers, iii) facilitated by the current political environment in Indonesia, and iv) facilitated by relationships and support from universities, national academies of science, national and international NGOs and CSOs, private companies, media outlets and international donors, including KSI.

First, multiple cases discuss a recognition by policy research institutes themselves of the need for their organisations to formalise internal processes, improve their ability to communicate research findings, and increase interactions with policymakers to enhance their potential influence. Often this commitment was driven by senior leaders who facilitated processes of organisational reflection and adaptation. For some, this process evolved over many years. For example, the Indonesia Law and Policy Study Foundation has expanded its work from research and advocacy to the recent establishment of the Indonesia Jentera School of Law. The SEKNAS FITRA network has shifted orientation from its roots as an advocacy NGO to incorporate a stronger evidence base in its work.

A second factor perceived to be associated with observed changes in the knowledge sector was the motivation and leadership of policymakers themselves. As discussed above, the majority of cases related to the use of evidence demonstrated

the initiative taken by individual decision makers to strengthen systems to gather, visualise and use evidence. Several cases of research and subsequent advocacy efforts to establish senior-friendly cities documented changes across multiple phases of the policy cycle: increased attention to the issue by policymakers and the private sector (agenda setting), public declarations, the passage of new regulation, integration of research recommendations into regional development plans, budget allocation and policy implementation (i.e. infrastructure improvements, new skills training program, integrated seniors housing). Comparing experiences across three of the cities where the research was undertaken, the cases suggest that the receptivity of senior decision makers (mayor, deputy mayor and governor) and linking the issue to existing initiatives (child-friendly, disability-friendly, healthy open space cities) were key influences in enabling these changes to take place.

Existing relationships facilitated researchers' initial access to senior decision makers, but were not necessary in all cases. In Balikpapan, a comparatively wealthy city that serves as the headquarters for oil and mining companies, the mayor was approached to discuss findings of the research without a prior relationship. Subsequently the city passed a regional regulation (*Perda*) on senior welfare, incorporated text and recommendations directly from the research report, and committed in the Regional Budget (APBD) for 2015-2020 IDR 113.1 billion (US\$8.5 million). Mayors of other cities in which the research was conducted did not respond to requests to meet, nor have they taken up the research.

A third factor discussed in the cases as influencing the knowledge sector was the

broader political environment in Indonesia. The current presidential administration of Joko Widodo in particular has enabled much closer collaboration with research institutes and CSOs than was possible in the past. Scholars and advocates now hold positions within the government, fostering links between researchers, CSOs and national policymakers.

Finally, the cases also acknowledged the influential role of a wide range of organisations, including *universities and national academies of science* outside of Indonesia: the Australian National University, University of Sydney, University of Melbourne, University of Tasmania and Monash University in Australia, the University of Washington in the US, the Australian Academy of Sciences, the CSIRO (Australian Commonwealth Scientific and Industrial Research Organisation), the National Academy of Sciences in the US, the Royal Netherlands Academy of Arts and Sciences; *national and international NGOs and CSOs*: other KSI policy research institutes and partner organisations, Transparency International, Indonesian Corruption Watch, Alzheimer's Disease International, HelpAge, Persatuan Werdatama Republik Indonesia (PWRI), Persatuan Purnawirawan Angkatan Bersenjata Republik Indonesia (PEPABRI), PUSAKA, Yayasan Swatisvarna, Gerontologi, Juang Kencana, BKS Silver College, Corps Cacat Veran RI, BKL, and Karang Wredha; *private companies*: Swisscontact, PT Exindo, Telkomsel, PKPEK; *media outlets*: Tempo and GatraTribrata; and international donors: the Ford Foundation, The Asia Foundation, USAID and previous AusAID programs including ACCESS. This list suggests that Indonesian knowledge producers have a diverse set of networks that span academic, public, private (for profit and non-

profit) sectors at sub-national, national and international levels. These relationships appear to be geographically concentrated within Indonesia and predominantly with Australia and the US. They are not with other organisations in the Asia Pacific region, other large populous emerging economies, lower-middle income or Muslim majority countries.

Perceived contributions of KSI. Specific to KSI, the cases identified four primary contributions: financial support, facilitating access to and relationships with people and organisations, training and capacity building in specific areas, and technical assistance.

Most frequently mentioned was the financial support that KSI has provided over the last four years. This support included 'core' funding for 16 policy research organisations, whose staff wrote 60 percent of the stories of change. The funding was not earmarked for specific projects and could be used for organisational costs and allocated as they saw fit (although the proportional amount of funding did not constitute the core or majority of an organisation's budget).

KSI also provided grant support to ten community-based organisations, mostly outside of Jakarta, to support the use of local knowledge and discursive practices to inform public debate or policymaking processes within the community or within government for their work on local, indigenous knowledge. They supported project-specific activities for organisations like AIPI, including a scientific enrichment study visit to Australia and other activities related to the process of developing the national research agenda.

Recipients of core funding appreciated the flexibility of this type of financing mechanism, which enabled them to cover costs that cannot be covered by most project contracts, such as efforts to strengthen organisational capacity. These organisations

used the funds to improve staffing and recruitment systems and develop various standard operating procedures. There was one notable exception with a case describing positive effects of the loss of core funding in the middle of the KSI program. This well-established organisation indicated that this loss of funding required it to manage its human resources more efficiently and enabled it to reduce dependence on one international donor.

Second, the cases highlighted how KSI has facilitated access to and collaboration with research and policy organisations, expanding their networks with individual experts at both national and international levels. Policy research institutions became more familiar with and learned from each other's work, including a case where a more established organisation shared what it had learned from newer institutes. Multiple authors discussed their relationships with the University of Melbourne and the Australian National University and the significance of the mentoring and peer review support they received. There were fewer examples of expanded access and new relationships between researchers and policymakers. KSI was acknowledged as playing a convening role in bringing together key stakeholders to change procurement regulations.

The third key contribution identified across the cases was the training and capacity building offered by KSI. These efforts spanned many areas, including organisational assessment through the rubric-based organisational reflection (RBOA) process, proposal writing, writing for popular (non-academic) audiences, communications and financial training. Case authors felt that these capacities helped to accelerate other types of changes, including a shift in the orientation of their organisation

from a predominantly research institution to one more actively engaged in knowledge to policy work.

Finally, KSI provided technical assistance that was thought to contribute to changes in the knowledge sector in Indonesia. Technical expertise was provided directly by KSI staff as well as by specialists who were hired to help revise procurement regulations, manage the institutional establishment of the Indonesian Science Fund, and identify options for integrating planning and budgeting functions across ministries. This type of support was predominantly discussed in cases related to systematic factors constraining evidence production. ■

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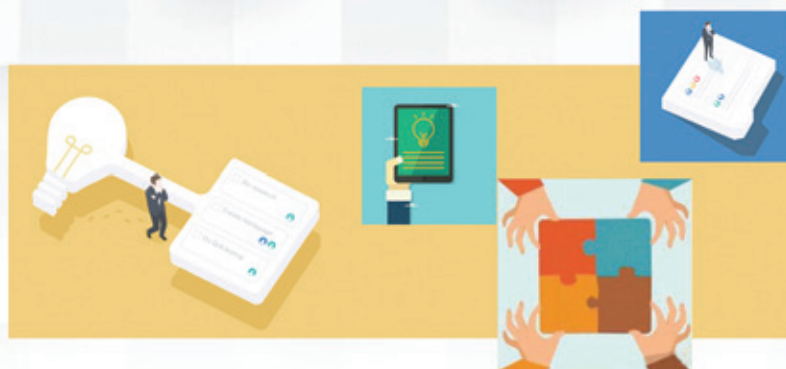
Key Lessons and Areas for Further Inquiry

Taken together, these 67 cases of change documenting experiences of 29 organisations provide the strongest evidence of reported changes in the capacity of individual organisations, including management processes, technical research skills and communications ability. The dominant emphasis of the cases on the organisational capacity of policy research institutes is likely a reflection of the types of organisations which submitted cases, and the relatively early stage of the initiative. We would expect to see more changes in the behaviour of decision makers, in institutions and in policies in later phases of KSI.

Cases discuss efforts to address three of the six hypothesised barriers: availability and access to data, insufficient funding for research, and inadequate regulations for producing, accessing and using research. The cases did not explicitly address the existence of or efforts to reduce the other three barriers: low quality research and analysis, low capacity for demanding and using evidence on the part of policymakers, and lack of interaction between producers and users of knowledge.

They do, however, provide accounts of interactions between researchers and policymakers, often initiated by existing personal connections and conducted in the context of formal, time-bound groups or processes (like a task force) that aim to address a specific issue. Although authors did not explicitly identify personal relationships with policymakers as a key factor influencing these interactions and evidence-based policy change, the cases suggest that a shared history and trust facilitated engagement between researchers and policymakers and in turn, the use of evidence. These existing relationships, many of which were longstanding and preceded KSI, could serve as a conduit to expand networks and create more institutionalised relationships between organisations and across sectors. Working together on joint initiatives can help to increase awareness of both knowledge producers and users on the needs and organisational orientation of their counterparts, for example improving researchers' understanding of policymaking processes and potentially decision makers' awareness of research that is being conducted and institutes that could serve as resources in the future.

In the few examples on the use of evidence, the impetus for most often came from policymakers themselves instead of being externally driven or purposefully cultivated. Demand and use of evidence was predominantly driven by individuals rather than reflecting broader organisational norms and practices of evidence-based decisionmaking. If other sources for the End of Phase 1 Review do not provide information on changes (or lack thereof) in the demand and use of research by policymakers, this should be a priority area for future inquiry. Findings from social accountability initiatives indicate that increasing citizen voice is insufficient to improve the accountability of states or other duty-bearers to their citizens, and that initiatives must focus at least as much attention on working with those in power—a lesson worth noting for both KSI activities and assessment.



Changes in the knowledge sector in Indonesia were thought to be driven by the leadership and reflection processes within research institutes, and by individual policymakers, and facilitated by the current political environment in Indonesia and by relationships and support from organisations across academia, NGO, media, international donor and private sectors. International networks among researchers appear to be predominantly concentrated in Australia and the US, in some cases reflecting decades of institutional collaboration and investment. Although perhaps not surprising given funding sources, this observation suggests that there is an opportunity to expand Indonesian connections with their peers in the Asia Pacific region, other populous emerging economies and Muslim majority countries. Specific to KSI, the cases highlighted financial support, facilitating access, training and capacity building, and technical assistance as key contributions.

Many of the cases support findings from previous studies regarding the importance of interpersonal relationships and of key champions in leading change processes, whether within individual organisations or government policies. They highlight the long-term and non-linear nature of organisational change and the influence of senior leaders within these research institutes in shaping the direction of these changes.

More surprising were examples that did not follow these patterns. SurveyMETER's experience in Balikpapan, where researchers did not have existing relationships but local

decision makers actively engaged with the research and subsequently passed a regional regulation with budget commitments for the next decade, suggests that interpersonal relationships between knowledge producers and users is not a necessary condition for research uptake. Efforts to integrate planning and budgeting functions across ministries and create the Indonesian Science Fund, both of which had key champions and benefited from specialised technical inputs, suggest that these factors may be necessary but are insufficient conditions for policy change.

Also unexpected was the experience of one research institute which indicated that the loss of core funding contributed to a more efficient use of limited resources and reduced dependence on international donors. How Indonesian research institutes diversify their sources and types of financing (i.e. core versus project funding) and what internal structures and points in organisations' life cycles facilitate these transitions are fruitful areas for future inquiry.

These findings raise a number of questions which can be explored in the Phase 1 Review and investigated in the next phase of the initiative. They include:

- The three hypothesised barriers for which these cases offer limited evidence: To what extent and in what ways is the Indonesian knowledge sector constrained by low quality research and analysis, by low capacity of policymakers for demanding and using evidence, and by a lack of interaction between producers and users of knowledge?

- How do different types of Indonesian policymakers perceive and use evidence? What factors facilitate and hinder the demand for and use of evidence?
- What does research quality encompass: relevance of the question, study design, methods of data collection and analysis, communication of findings?
- What are the implications of internal organisational changes and of expanded networks with other researchers (i.e. indirectly expanded interactions with policymakers by providing more avenues for access and influence)?
- Who are the intended audiences for research? Do knowledge producers primarily aim to work through intermediary organisations (media, CSOs) and citizens who in turn advocate with policymakers?
- Across issue areas and organisational type, at what phase(s) in the policy process is evidence most influential (i.e. is research on religious extremism more influential at the agenda setting phase? Is Balitbang analysis more influential at the policy formation phase? Is education research more prominent at the budget allocation and policy implementation phases?)
- To what extent and in what ways does the use of evidence or interaction among stakeholders vary by level of government—national, provincial, village? How does the role of institutionalised research centres and local knowledge producers differ, if at all?

These cases, written by policy researchers, KSI staff and consultants, offer insights into change processes that have unfolded over the last three years, and for some, the preceding years and decades. Methodologically, the use of stories of change and episode studies allows authors to freely express themselves and in doing so can uncover unforeseen changes, communicate

the meaning of particular processes or changes for the individual or the institution, and document more subtle changes like shifts in interpersonal relationships and in organisational culture that may be difficult to capture through other means. Like other qualitative approaches, they help to answer questions of how and why. They focus on the process, not simply the outcome.

These cases capture changes up to a particular point in time. This point, the adoption of a new strategic plan reflecting a new organisational mandate for example, could be the starting point for a story that details the implications of this organisational change on the relevance, quality and use of subsequent research. As a multi-phase initiative, KSI has the opportunity to document these processes at multiple time points. For selected priority areas, we recommend that the initiative build upon a subset of these cases, triangulating researcher reflections with perspectives of other actors, in particular people whose decisions the research aims to influence, intended audiences for improved research communication products, and people who have been affected by and observed organisational change processes. Subsequent case selection should include examples of advances, unexpected trajectories, limited to no change, and retrenchment from initial progress. These comparisons will enable a more robust analysis of factors contributing to and hindering change in the knowledge sector in Indonesia. ■

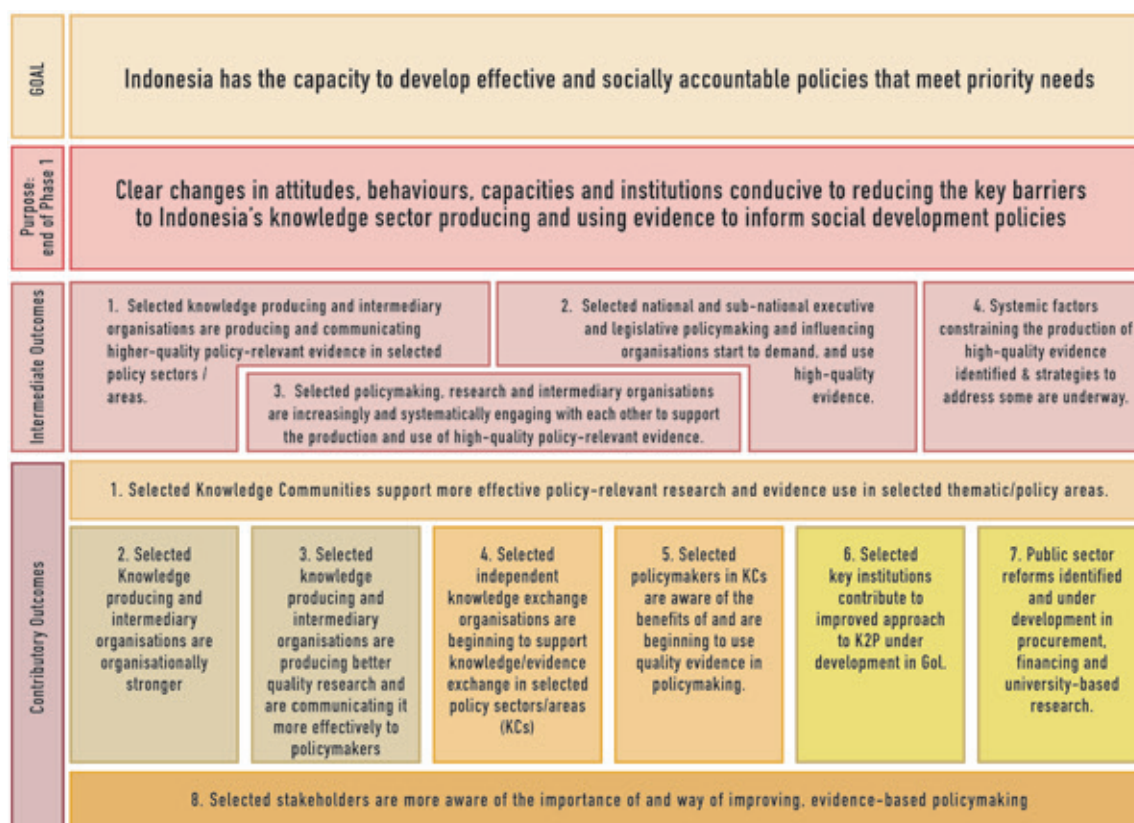
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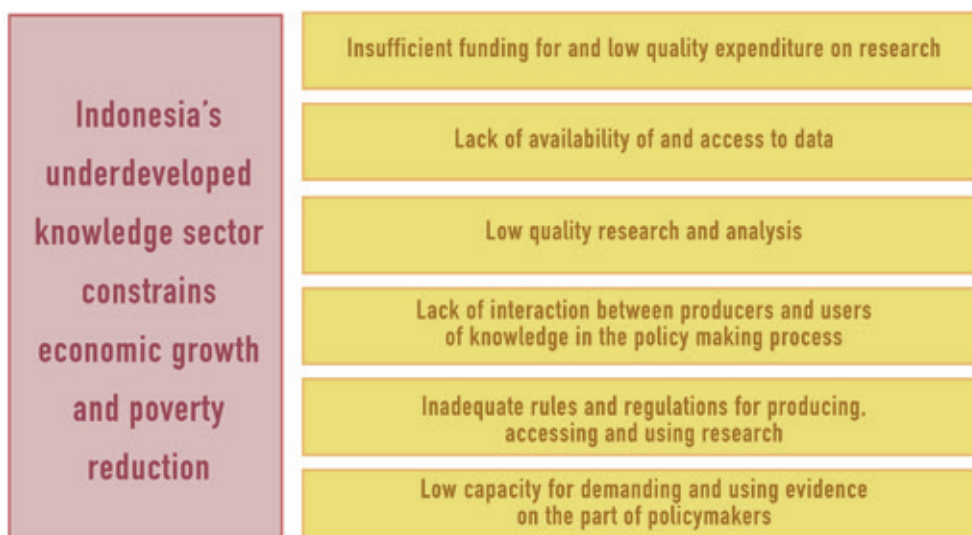
Annex A

Knowledge Sector Initiative

Theory of Change and Six Barriers Framework



KEY BARRIERS TO A HEALTHY KNOWLEDGE SECTOR



Annex B

Cases of Change

Shorter stories of change¹

No.	LEMBAGA / PENULIS	JUDUL CERITA PERUBAHAN
1	Center for Innovation Policy and Governance (CIPG) / Fajri Siregar (Direktur)	Menemukan Mitra untuk Menghidupi Sektor Pengetahuan
2	Akademi Ilmuwan Muda Indonesia (ALMI), Fakultas Kesehatan Masyarakat, Universitas Hasanuddin, Makassar / Sudirman Nasir (Wakil Ketua ALMI / Pokja Sains dan Pendidikan; Dosen di Fakultas Kesehatan Masyarakat Universitas Hasanuddin)	Sains 45: Bekerja dan Bersahabat dengan Sejawat Lintas Bidang
3	Divisi Public Health PKMK Fakultas Kedokteran Universitas Gadjah Mada / Faisal Mansur, SKM., MPH. (Asisten Peneliti)	Membangun Harapan Menyelamatkan Generasi di Tanah Papua
4	Divisi Sistem Informasi Kesehatan PKMK Fakultas Kedokteran Universitas Gadjah Mada / dr. Pengalih Mahardika Herlambang (Koordinator Sistem Informasi & Teknologi)	Dashboard BKKBN: Ketika Informasi Menjadi Aksi
5	Divisi Mutu PKMK Fakultas Kedokteran Universitas Gadjah Mada / Eva Tirtabayu (Peneliti Dan Asisten Konsultan)	Stop Kecurangan (fraud) di Dunia Kesehatan
6	Akademil Imu Pengetahuan Indonesia / Uswatul Chabibah (Editor)	Publikasi AIPI: Mengawal Suara Kerja Sunyi
7	Fakultas Pertanian Universitas Tadulako / Aiyen Tjoa (Dosen senior)	Peneliti dan Kendala Mengkomunikasikan Sains
8	Sajogyo Institute / Surya Saluang (Manajer Unit Riset)	Kaji Tindak: Komitmen Pada Golongan Lemah
9	Laha Sultra / Haruddin (Manajer Program)	"Melesi" sebagai Embrio Pembentukan Asuransi Kesehatan Desa
10	Pusat Kajian Pendidikan dan Masyarakat (PKPM) Aceh / M. Ridha (Peneliti)	Pentingnya Peran Keujruen Blang Bagi Masyarakat Tani: Cerita Mendorong Pengelolaan Persawahan Berbasis Pengetahuan Lokal di Aceh
11	Akademi Ilmu Pengetahuan Indonesia (AIPI) / Budhi M. Suyitno (Sekretaris Jenderal)	Metamorfosis AIPI

¹The full text of 38 stories is available in Bahasa Indonesia and English at www.ksi-indonesia.org/en/news/index/stories-of-change

No.	LEMBAGA / PENULIS	JUDUL CERITA PERUBAHAN
12	SurveyMETER / Edy Purwanto (Koordinator bidang kajian)	Wawancara dengan Komputer: Cara Baru Menghemat Biaya Survei
13	Divisi Bencana PKMK Fakultas Kedokteran Universitas Gadjah Mada / dr. Yoga Rossi & Bayu Fandi Achmad, S.Kep., Ns., M.Kep. (Asisten Peneliti)	Lebih Sigap Menanggulangi Bencana Melalui Koordinasi Lintas Sektoral
14	Article 33 Indonesia / ErmyArdhyanti (Kepala Divisi Industri Ekstraktif)	Memperkuat Kapasitas Pemerintah Daerah untuk Perbaikan Tata Kelola Pertambangan
15	Lembaga Administrasi Negara / Erna Irawati (Kepala Pusat Pembinaan Analisis Kebijakan)	Tumbuhnya Kultur Berbagi Pengetahuan di Lembaga Administrasi Negara
16	AKATIGA / Viesda Pithaloka (Koordinator Internal)	Transformasi Penyedia Fakta menjadi Pendorong Perubahan Kebijakan
17	DIPI / Nugraha Dian Putra (Executive Assistant)	Dana Ilmu Pengetahuan Indonesia (DIPI): Membuka Potensi Nobel Putra- putri Bangsa
18	SMERU Research Institute / Hesti Marsono (Wakil Direktur Bidang Keuangan dan Program)	Membenahi Tata Kelola Kepegawaian Lembaga Riset: Pengalaman SMERU
19	PPH Atma Jaya / Natsya Evalyne Sitorus (Manajer Advokasi dan Edukasi Lentera Anak Pelangi)	Bersuara untuk Mereka yang Didiskriminasi
20	Article 33 Indonesia / Lukman Hakim (Kepala Divisi Social Development)	Gugus Operator Sekolah, Inisiatif Pemerintah Kota Bogor untuk Pembenahan Database Sarana dan Prasarana Sekolah
21	SMERU Research Institute / Joseph Marshan (Peneliti)	Dari Kertas Menuju Layar Sentuh
22	Bandung Institute of Governance Studies / Santi Widiyanti & Ari Nurfadilah (Peneliti)	Berkisah Tentang Tradisi Lokal dan Konservas Hutan Lewat Film
23	Badan Penelitian dan Pengembangan Kementerian Dalam Negeri / Tim Sub Bagian Perpustakaan, Informasi, dan Dokumentasi (penulisnya adalah tim pengelola JBP)	Idealisme Pengelolaan Jurnal Bina Praja
24	PPIM (Pusat Pengkajian Islam dan Masyarakat) UIN Syarif Hidayatullah Jakarta / TatiRohayati (Peneliti Junior)	SOP & Workplan Sebagai Titik Awal Perubahan di PPIM

No.	LEMBAGA / PENULIS	JUDUL CERITA PERUBAHAN
25	PPIM (Pusat Pengkajian Islam dan Masyarakat) UIN Syarif Hidayatullah Jakarta / Dirga Maulana (Peneliti Junior)	Perubahan Butuh Adaptasi
26	PPIM (Pusat Pengkajian Islam dan Masyarakat) UIN Syarif Hidayatullah Jakarta / Endi Aulia Garadian (Peneliti Junior)	Mimpi, Kerja, dan Tantangan: Sepenggal Cerita Perubahan Peneliti Junior
27	Akademi Ilmu Pengetahuan Indonesia (AIPI) / E. Tjempaka Sari (Kepala Biro Persidangan dan Plt Kepala Biro Kerjasama Internasional dan Pengelolaan Hibah)	Asa Kultur AIPI baru
28	PUSKAPOL UI / Fariz Panghegar (Peneliti)	Strategi Komunikasi Riset Puskapol: Bergerak dari Menyasar Negara ke Ranah Publik
29	Komite Pemantauan Pelaksanaan Otonomi Daerah (KPPOD) / Nur Azizah Febryanti (Researcher)	Jalan Panjang Reformasi Regulasi: Sepenggal Cerita tentang Lahirnya Kebijakan
30	Komite Pemantauan Pelaksanaan Otonomi Daerah / Aisyah Nurrul Jannah (Researcher)	Menata Organisasi: Sebuah Ikhtiar Penguatan Lembaga
31	Pusat Pembinaan Analisis Kebijakan (LAN) / Ratno Budihartono dan Toofik Dwinugroho (Staf)	Knowledge Sharing for Policy Analysis
32	Pusat Penelitian SosEk KP / Yayan Hikmayani (Kepala Bidang Perencanaan dan Kerja Sama)	Membangun Jejaring Pengetahuan Sosial Ekonomi Kelautan Perikanan
33	Pusat Penelitian HIV/AIDS (PPH) / Evi Sukmaningrum, Theresia Puspoarum (Kepala)	On Becoming...
34	SMERU Research Institute / Muhammad Syukri (Peneliti Senior)	Transformasi Peran SMERU dalam Perumusan Kebijakan Publik
35	Lembaga Studi dan Advokasi Masyarakat (ELSAM) / Wahyudi Djafar (Deputi Direktur PSDHAM)	Menegaskan Kembali pada Komitmen Awal
36	Lembaga Studi dan Advokasi Masyarakat (ELSAM) / Miftah Fadhli (Peneliti)	Mencari Kawan Baru Demokrasi: Transisi Model Advokasi Lembaga Studi dan Advokasi Masyarakat
37	Article 33 Indonesia / Nurul Zaki Wijoyo (Manajer Keuangan)	Tata Kelola Keuangan Lembaga yang Semakin Baik

No.	LEMBAGA / PENULIS	JUDUL CERITA PERUBAHAN
38	ALMI-ITB / Yudi Darma (Wakil Ketua ALMI)	Koper Pembangun semangat SAINS 45-Cikal Bakal Lahirnya ALMI
39	Pusat Kebijakan Manajemen Kesehatan / Sarwestu Widyawan (Konsultan)	Pengembangan Kemampuan Telekonferens
40	Yayasan Kemaslahatan Umat (YKU Aceh) / Syarifah Marlina Al-Mazhir, S.Pd.I, M.Sc (Team Leader)	Mawah: Semangat Kebersamaan untuk Aceh yang Lebih Sejahtera
41	Pusat Studi Hukum & Kebijakan Indonesia (PSHK) / Amalia Puri Handayani (Manajer Media Kreatif)	Beriringan Bersama Disabilitas
42	Lembaga Kajian Keilmuan dan Kemasyarakatan (LK3) Banjarmasin / Mariatul Asiah (Koord. Bid. Riset dan Kajian)	Sungai dan Kisah Sungai; Belajar dari Kearifan Lokal Urang Banjar
43	Fakultas Kedokteran Universitas Gadjah Mada / ALMI / Yanri Wijayanti Subronto (Staf Pengajar / Anggota ALMI)	Meletakkan Dasar Kebangkitan Ilmuwan Muda – pendirian Akademi Ilmuwan Muda Indonesia
44	Divisi Manajemen Rumah Sakit PKMK Fakultas Kedokteran Universitas Gadjah Mada / Putu Eka Andayani dan Elisabeth Listyani (Peneliti)	Revolusi Pelayanan Kesehatan Ibu dan Anak : Pengalaman RSUD Umu Rara Meha
45	SurveyMETER / Jejen Fauzan (Staf Bagian Pengembangan Pengetahuan)	Berawal dari Mengumpulkan Data Pengembangan Pengetahuan sampai Menjadi Rujukan Kebijakan
46	Puskapol UI / Fariz Panghegar (Peneliti)	Langkah Strategis Menyusun Rencana Strategis: Upaya Perbaikan Tata Kelola Lembaga Puskapol UI
47	Pusat Studi Agama dan Demokrasi (PUSAD) Paramadina / Husni Mubarak (Manajer Program)	Menjaga Akuntabilitas Proses dan Kualitas Pengetahuan: Kisah Perubahan Tata Kelola Organisasi PUSAD Paramadina
48	Politics and Government Research Centre, Universitas Gadjah Mada (POLGOV UGM) / Ulya Niami Efrina Jamson (Asisten Peneliti)	Menghimpun yang Berserak: Penguatan Simpul Pengetahuan Lokal Bagi Tata Kelola Sumber Dayalokal
49	Pusat Pengkajian Islam dan Masyarakat / Saiful Umam (Direktur Eksekutif)	Menuju Organisasi Kolegial yang Profesional
50	Pusat Pengkajian Islam dan Masyarakat (PPIM UIN) / Dadi Darmadi (Direktur Advokasi dan Knowledge Management)	Berbelok, ke Jalur yang Benar

No.	LEMBAGA / PENULIS	JUDUL CERITA PERUBAHAN
51	Tim Independen Reformasi Birokrasi Nasional (TIRBN) / Profesor Eko Prasjo (Ketua TIRBN)	Budaya Dialog Birokrat, Awal Sinergi Birokrasi dan Peneliti
52	Badan Penelitian dan Pengembangan Kesehatan (Badan Litbang Kesehatan) / Cahaya Indriaty, SKM.,M.Kes (Kasub bag Jejaring dan Humas)	Mendaya gunakan Penelitian untuk Meningkatkan Kualitas Kebijakan Kesehatan
53	Knowledge Sector Initiative / Marendra Cahya Sadikin (Program Officer)	Gotong Royong Knowledge Sector Initiative (KSI) dan Akademil Ilmu Pengetahuan Indonesia (AIPI)
54	PUSKAPOL UI / Sri Budi EkoWardani	Sewindu Advokasi Puskapol UI: Pasang Surut Mengawal Isu Representasi Politik Perempuan
55	Centre for Strategic and International Studies (CSIS) / Medelina K. Hendytio	Perubahan Untuk Revelansi dan Regenerasi

Longer cases and episode studies

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3. Jackson, Elisabeth, Arnaldo Pellini, Marendra Cahya Sadikin and Budiati Prasetya Martati. 2016. Expanding the space for demand of evidence: Reforms in the procurement policy for research in Indonesia.
4. McLaughlin, Karrie and Arnaldo Pellini. 2016. Integrated planning and budgeting.
5. Rakhmani, Inaya and Arnaldo Pellini. 2016. Jentera School of Law.
6. Rakhmani, Inaya and Arnaldo Pellini. 2016. From value-based advocacy to evidence-based advocacy: The journey of the Indonesian Forum for Budget Transparency (SEKNAS FITRA).
7. Thornley, Andrew. 2016. LaCaK Malaria Episode Study. Pulse Lab Jakarta.
8. Thornley, Andrew. 2016. Mining citizen feedback for enhanced local government decision making and the national dashboard. Pulse Lab Jakarta.
9. Thornley, Andrew. 2016. Village from above: Unmanned aerial vehicles (UAV) supported participatory mapping for village planning and precision agriculture. Pulse Lab Jakarta.

10. Suriastini, Ni Wayan, Arnaldo Pellini, Bondan Sikoki, Jejen Fauzan and Tri Rahayu. 2016. Building partnerships for designing policy: Episode study of the Jakarta declaration on dementia- and age-friendly city.
11. Suriastini, Ni Wayan, Arnaldo Pellini, Bondan Sikoki, Jejen Fauzan, Dian Hestina Dwiyantri and Sri Lestari. 2016. Information strengthens policy: Episode study of the commitment of Denpasar City in integrating policies of child-friendly, age-friendly cities and green open spaces in healthy cities.
12. Suriastini, Ni Wayan, Arnaldo Pellini, Bondan Sikoki, Jejen Fauzan, Setyo Pujiastuti and Sukamtiningsih. 2016. Data inspiring policy: An episode study for Balikpapan to become an age-friendly city by 2030.

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