



# About KSI





## What is the Knowledge Sector Initiative?

Indonesia is a large and diverse country facing increasingly complex policy challenges. Decision makers working on public policies to address these challenges need access to quality and timely evidence about the potential - and actual - impacts of their decisions.

The Knowledge Sector Initiative (KSI) supports Indonesian policymakers to develop more effective development policies through better use of research, data, and analysis. KSI works with research providers and government agencies to strengthen the quality and policy-relevance of research and how it used for policymaking. KSI also works to improve regulations and practices that support quality research and make using evidence in policymaking easier.

KSI is a partnership between the governments of Indonesia and Australia. It is funded by the Department of Foreign Affairs and Trade (DFAT) and implemented in cooperation with the Ministry of National Development Planning/National Development Planning Agency (*Kementerian Perencanaan Pembangunan Nasional/Badan Perencanaan Pembangunan Nasional*, Bappenas).

KSI is managed by RTI International, in association with the Nossal Institute at the University of Melbourne, the Overseas Development Institute and the Australian National University.

## What does KSI aim to do?

KSI's overall goal is to improve the use of evidence in development policymaking.

The program focuses on:

- Better quality and more effective communication of policy research
- More and better spending on policy research
- Better management, availability and accessibility of data and information for policymaking

KSI aims to address underlying barriers holding back Indonesia's knowledge sector. These barriers hamper both the production and use of quality evidence to inform policymaking.



# What are the barriers to a healthy knowledge sector?

## **Funding for research and efficiency of spending**

Public funding for research is relatively low compared to other low middle income countries. Clearer research agendas are slowly improving the way funding is spent and aligning research with policymakers' needs, but there is still a long way to go. The private sector currently contributes a very small proportion of all funding for research.

## **The research environment**

Heavy regulation has made doing research difficult. Government agencies responsible for research face challenges in coordinating with each other and addressing overlapping functions. New regulations can potentially reduce researchers' administrative burden, but relevant agencies still need to understand the rules to make them effective. A new procurement regulation introduced in 2018 provides an opportunity for policymakers to commission research from universities and think tanks, but it may take time for the regulation to be fully operationalised.



### **Demand for research**

Policymakers are often under pressure to roll out policies quickly, so they don't always prioritise research. There is some level of understanding on the need for evidence to inform policy among policymakers, but those who wish to carry out research often face funding constraints. While the concept of gender and social inclusion is slowly gaining traction, there is currently low demand for research in this area and limited understanding of how to address these issues in policymaking.

### **Quality of research and analysis**

Universities are struggling to provide adequate research training and peer review is not a common practice. Top universities are working to increase the salaries of lecturers and researchers, but low pay has made it challenging for the profession to attract top talent. The current incentive structures have led to academics focusing more on teaching and administration rather than research. The introduction of 'policy analyst' as a new position in the civil service is a positive move, but government agencies still need to strengthen their internal capacity in policy analysis.

### **Availability and accessibility of data**

Policymakers are more aware of the advantages of making data more accessible, but in practice data is rarely shared between government agencies and data systems aren't well-integrated. Only a small amount of government data is shared publicly. Regulations, policies, and procedures on data collection, classification, quality, privacy and protection still need improvement. Despite recent improvements, there remains a need to improve data collection and analysis on gender and social inclusion issues.

### **Links between researchers and policymakers**

Connections between researchers and policymakers often depend on personal networks and interaction is mostly informal and irregular. Policy-relevant research isn't readily available to policymakers. Research findings still need to be communicated in accessible ways, with actionable policy recommendations.

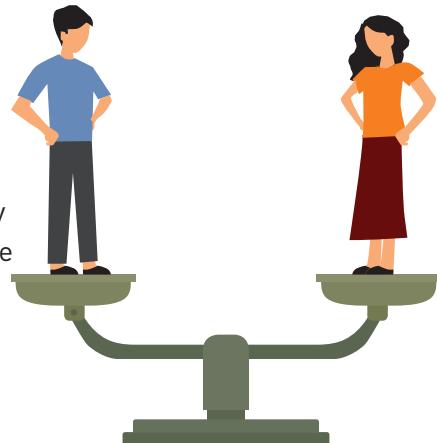
# What results does KSI aim to achieve?

- There are better mechanisms for funding policy research, and funding is linked to the research needs of policymakers.
- Researchers and academics in universities have better incentives to do high-quality policy research.
- Researchers, policy analysts, and policymakers are increasingly interacting with each other, sharing knowledge and working together.
- Quality data on development planning, budgeting and performance is more available and accessible and data systems are better linked to each other.
- KSI's partner research organisations are increasingly financially sustainable and making an important contribution to evidence-informed policy in Indonesia.

## Cross cutting strategies

### Gender equality and social inclusion

Policymakers need better access to research and information on inequality and exclusion and the different impacts that policies have on women and socially excluded groups. KSI's work on gender equality and social inclusion aims to improve the use of evidence on gender and social inclusion issues in development policymaking.





### **Sub-national engagement**

Local governments in Indonesia have significant responsibility for developing and implementing policy. Although KSI's work is mostly focused at the national level, the program is working through existing partners and their networks to strengthen the supply of policy research and analysis to local governments and improve the use of data for local development planning and budgeting.

### **Engagement with the media**

Although Indonesia has a vibrant media landscape, there is a shortage of evidence-informed analysis on important public policy issues in the Indonesian media. KSI is working with selected media partners to promote more evidence-informed public debate on policy issues and raise awareness of the importance of using evidence in making policy decisions.



## **How does KSI work?**



KSI's overall approach is to act as a catalyst for change. This means that KSI's work focuses on bringing stakeholders together to discuss problems, develop joint solutions, and work together to implement these. KSI also works with its partners to develop new knowledge and share this with a broader audience to raise awareness, promote debate, and mobilise broader support for change. To ensure that change is sustainable KSI works to improve the underlying systems that support better use of evidence in policymaking.

## Who are KSI's partners?

KSI's partners include non-government research and advocacy organisations, universities, government agencies, and professional and scientific associations. Our key national government partners are the National Development Planning Agency, the Ministry of Research, Technology and Higher Education, and the National Institute of Public Administration.



KSI also partners with Australian universities and other international organisations to facilitate access to international expertise, experience, and networks, and strengthen links between Indonesian and international institutions.



Goal



Focus Area



Better quality and more effective communication of policy research

Expected Outcomes



There are better mechanisms for funding policy research, and funding is linked to the research needs of policymakers.

Researchers and academics in universities have better incentives to do high-quality policy research.

Key Strategies



Clarify roles and responsibilities for research agenda setting and funding and implementation of these. Engage with private sector to increase research funding and engage in policy processes

Strengthen government policy and implementation to incentivize universities to produce quality policy research  
Improve incentives within universities to produce quality policy research

Cross-cutting strategies



Engage with media to promote evidence-informed public discourse

KSI's Role



**Initiator:** Getting new ideas on the agenda, generating debate, identifying and promoting examples of positive deviance, and demonstrating and testing new ideas.

**Connector and aligner:** Bringing together interested stakeholders around key issues, encouraging or helping them to develop a shared agenda, to share knowledge and to collaborate.

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## Better use of quality evidence in development policymaking

More and better spending on policy research

Better management, availability and accessibility of data and information for policymaking

Researchers, policy analysts, and policymakers are increasingly interacting with each other, sharing knowledge and working together.

Quality data on development planning, budgeting and performance is more available and accessible and data systems are better linked to each other.

KSI's partner research organisations are increasingly financially sustainable and making an important contribution to evidence-informed policy in Indonesia.

Establish sustainable mechanisms to enable increased interaction, knowledge-sharing and collaboration between researchers, policy analysts, policy-makers and other key players

Develop a sustainable system to integrate quality data on planning, budgeting and monitoring and evaluation at national and sub-national levels

Strengthen policy research institutes' (PRI) production and communication of quality research and collaboration with others on priority policy issues

Ensure that gender and social inclusion perspectives are incorporated across all program activities

Promote consideration of regional perspectives in national policymaking and engage regional stakeholders to encourage better subnational policymaking

**Friend:** Providing support to strengthen, and implement solutions through sharing knowledge, testing ideas and engaging stakeholders on and address strategic issues.

**Accelerator:** Supporting stakeholders to speed up implementation of existing ideas, providing strategic advice or evidence to support leaders to make decisions, connecting key stakeholders to enable progress.

**Amplifier:** Broadcasting information to raise awareness, build support and momentum, and encourage replication of good practices.

**Embedder:** Supporting on-going sustainability of solutions by ensuring that ideas are locally-led, facilitating local stakeholders to take responsibility for implementing solutions over the longer term.

## END OF PROGRAM OUTCOME (EPOO) – 1

### **There are better mechanisms for funding policy research, and funding is linked to the research needs of policymakers**

Both researchers and government officials in Indonesia recognise that research and innovation are critical in driving the nation's growth and competitiveness. But there are still significant barriers to overcome. Indonesia's spending on research and development is low compared to other middle-income countries. Most research funding comes from the government, and is distributed across 81 different government agencies. In the past, there have been insufficient independent funding mechanisms for research. And although a national research agenda is in place, there is still limited ownership of this within government.

To help address these issues, KSI is working with its partners to strengthen government and private sector funding for policy research. This includes support for the roll-out of Indonesia's new procurement regulations which make it easier for government agencies to commission research from universities and think tanks. KSI and its partners are also actively engaging in key national debates about research funding, effectiveness of research spending and management of research budgets.

## END OF PROGRAM OUTCOME (EPOO) – 2

### Researchers and academics in universities have better incentives to do high-quality policy research

In many countries, universities are one of the main producers of knowledge, including knowledge for policy. Indonesian universities, however, often prioritise teaching over research, and emphasise academic research over policy research. When they do conduct policy research, university researchers very seldom consider gender and social inclusion issues. This is a missed opportunity for Indonesian policymakers to benefit from insights that can make public policies more inclusive. There are also significantly fewer women than men in senior leadership positions in Indonesian universities, which means Indonesia is not capitalising on its full research potential.

KSI's work in this area focuses on:

- Improving the incentives for university lecturers to produce policy briefs by supporting reforms to the performance management system;
- Incentivising the incorporation of gender and social inclusion perspectives in university-based policy research; and
- Improving the career prospects for women in Indonesian universities.

## END OF PROGRAM OUTCOME (EPOO) – 3

**Researchers, policy analysts, and policymakers are increasingly interacting with each other, sharing knowledge and working together**

Policymakers tend to use evidence from researchers with whom they already have trusted personal connections. However, there are few formal spaces or mechanisms that provide opportunities for researchers and policymakers to establish and strengthen these connections. Regular interaction can help researchers to better understand what evidence policymakers need. It also helps build trust, making it more likely that policymakers will draw on a wider range of trusted researchers to meet their evidence needs.

To address this, KSI is supporting the establishment and implementation of sustainable mechanisms for interaction between policymakers and researchers.

KSI is focusing on two key mechanisms for interaction.

The **Indonesia Development Forum** provides a platform for development practitioners in the public, private, and non-profit sectors to meet and exchange ideas. Presentations from experts and practitioners highlight research, insights, smart practices and lessons learned, from the grassroots to the national level, as well as international experiences relevant to the Indonesian context. Through interactive sessions, the forum promotes new thinking and approaches to addressing Indonesia's key development challenges.

KSI's support for **policy analysts** in government agencies aims to strengthen their role as a bridge between researchers and policymakers and build greater demand for evidence. KSI is supporting the establishment of systems to improve the quality of policy analysts, including competency standards and training, as well as building interest and demand from ministries and agencies for policy analysts.

## END OF PROGRAM OUTCOME (EOP) – 4

**Quality data on development planning, budgeting and performance is more available and accessible and data systems are better linked to each other.**

A disconnect between planning and budgeting in Indonesia has made it difficult to evaluate the effectiveness of development programs. The agencies responsible for planning and budgeting each have their own systems and it is not always clear how these interlink and complement each other.

KSI is supporting the development of KRISNA, an online system to capture development planning, budgeting and performance data in one place. Over time this is expected to enable better alignment of plans and budgets, more effective monitoring and evaluation (M&E) and data analysis, leading to more effective development spending.

During 2018, KSI's funding enabled further fine tuning of the system and integration of some sub-national budgeting functions. From 2019, KSI's focus will shift away from system development to supporting Bappenas to continue strengthening the sustainability of KRISNA, clarifying how it interlinks with the broader planning and budgeting system, and its use for data analysis.

## END OF PROGRAM OUTCOME (EPOO) – 5

**KSI's partner research organisations are increasingly financially sustainable and making an important contribution to evidence-informed policy in Indonesia.**

Non-government and university-based research organisations play a critical role in shaping public policy by providing an informed and independent voice in policy debates. KSI's 16 partner research organisations are already important policy actors, contributing to and influencing policy in their respective areas of expertise.

Building on support in Phase 1, in Phase 2, KSI's approach will shift from broader organisational development towards a focus on strengthening these organisations' core functions as sustainable policy actors. Grants and other support will focus on strengthening partners' capacity to produce quality policy research, build and maintain strong and effective networks, influence policy; and become more financially sustainable.



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