

## Knowledge Sector Initiative

WORKING PAPER 12

# Fundraising Opportunity Assessment for Policy Research Institutes in Indonesia



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# Abbreviations and Acronyms

AIPJ	Australia Indonesia Partnership for Justice
AVI	Australian Volunteers International
CSIS	Centre for Strategic and International Studies
ELSAM	Lembaga Studi & Advokasi Masyarakat/Institute for Policy Research and Advocacy
IDRC	International Development Research Centre
IRE	Institute for Research and Empowerment
KPPOD	Komite Pemantauan Pelaksanaan Otonomi Daerah/Regional Autonomy Implementation Monitoring Committee
KSI	Knowledge Sector Initiative
PIRAC	Indonesian Public Interest Research and Advocacy Center
PKMK	Pusat Kebijakan dan Manajemen Kesehatan/Center for Health Policy and Management
PPH Atma Jaya	Pusat Penelitian HIV & AIDS/AIDS Research Centre
PPIM	Pusat Pengkajian Islam dan Masyarakat/Center for the Study of Islam and Society
PSHK	Pusat Studi Hukum dan Kebijakan/Center for Law and Policy Studies
PUSAD Paramadina	Pusat Studi Agama dan Demokrasi Yayasan Wakaf Paramadina/Center for the Study of Islam and Democracy
PUSKAPOL UI	Pusat Kajian Politik Universitas Indonesia/Center for Political Studies, University of Indonesia
SEKNAS FITRA	Sekretariat Nasional Forum Indonesia untuk Transparansi Anggaran/National Secretariat of the Indonesian Forum for Budget Transparency
SMERU	(Formerly) Social Monitoring and Early Response Unit
WWF	World Wide Fund for Nature

# Executive Summary

- This report provides an assessment of funding opportunities and challenges for the Knowledge Sector Initiative's (KSI) 16 partner policy research and advocacy organisations. Although KSI partners are the focus of the assessment, findings and recommendations will be relevant for other research and advocacy organisations in Indonesia.
- Core funding is currently provided to 16 Indonesian policy research and advocacy organisations under KSI. An initial funding commitment of three years (2014-2017) ensures a level of financial stability, which allows KSI partners to choose their research focus without encouraging them to withdraw from the market altogether. However, the long-term viability of Indonesian research institutes hinges on their ability to adapt to changing donor trends and to attract alternative sources of financial support.
- The majority of KSI-supported policy research and advocacy organisations rely heavily on grants from international donors and have very limited alternative sources of income. Five research institutes have developed 'for-profit' arms to generate additional funds through fee-for-service activities, mainly training courses and technical assistance in their respective fields of expertise. To date, few of the partners have been successful in raising money from Indonesian foundations or businesses. The exceptions are two policy research institutes that were founded by Indonesian business people, and one NGO that has had limited success in attracting private donations. A number of organisations receive 'in-kind' support, either in the form of free office space or pro bono work by experts who support their cause.
- Until the second half of 2014, none of the KSI policy research and advocacy organisations had a strategic fundraising plan or specialised knowledge in fundraising techniques. Most donor liaison and proposal writing activities are considered the responsibility of the organisations' executive directors.
- Policy research and advocacy organisations surveyed in mid-2014 generally lack a fundraising ethos. Low motivation to fundraise is the result of relatively easy access to international donor funding over the past 15 years. Additional obstacles to fundraising including a lack of skills, low levels of public investment in research, limitations imposed by the Islamic culture of giving, the slow emergence of corporate philanthropy, and the difficulty of 'selling' research as a public good.
- This study nevertheless concludes that there is potential for Indonesian research institutes to diversify their income and generate funding from sources other than international donors.
- Policy research and advocacy organisations should start by exploring funding options through Indonesian foundations that have an interest in research and public policy, such as the Rajawali Foundation, to create some level of protection against changing international donor trends.
- Given their expertise in their field of research and their knowledge of research techniques,

most policy research and advocacy organisations have the potential to raise money through earned-income activities. This will require a larger investment of time and human resources and the development of different skill sets. However, such investments will be necessary for some organisations as developing an earned-income stream may be the only realistic avenue to raising additional income.

- At least one third of the policy research and advocacy organisations surveyed have the potential to raise money from private companies, either because of the nature of their research focus or because they have pre-existing relationships. With the right approach they may well be able to tap into corporate social responsibility funds and other private sector opportunities.
- Seven of the organisations were found to have the potential to attract private donations, mainly from groups of Indonesian stakeholders who are sympathetic to their cause and/or interested in their research.
- Accessing new funding sources will require the development of strategic fundraising plans as well as additional human resources, skills, training and IT infrastructure. However, even if such capacities were developed, it would be unrealistic to expect that new funding sources would be able to substitute for international donor support in the near future. Until there is a change in the broader enabling environment, Indonesian research institutes will continue to rely on international donors for survival.
- In the short to medium term, new fundraising activities could be launched to broaden organisations' funding bases. Such activities could then be expanded gradually as opportunities arose. Forging new relationships and soliciting donations from domestic foundations, individual donors and businesses provides opportunities for broadening policy research institute support bases. Enlisting more people in the community to the organisation's cause

–people who share the organisation's beliefs, endorse its mission, and who appreciate the organisation's research and expertise– will be important for securing financial sustainability.

- On the basis of the findings of this preliminary assessment, the following recommendations are made:
  1. KSI partner policy research and advocacy organisations are encouraged to devise or revise their overall strategic plans for the coming three to five years, as a pre-requisite for successful fundraising activities.
  2. A one-day basic fundraising workshop should be held. This would provide fundamental fundraising know-how and techniques, and stimulate ideas and enthusiasm for raising money from new sources. Such an event could be hosted by the Venture for Fund Raising institute from Manila, for example, and would complement the Business Development Workshop and Clinic conducted in April 2015.
  3. All interested policy research and advocacy organisations should be supported with the development, implementation and continuous evaluation of their tailor-made fundraising strategies, for example by contracting services from a local fundraising institute such as PIRAC/ Sekolah Fundraising, which is based in Jakarta.
  4. KSI partners should be supported to set up the infrastructure necessary to plan, implement and evaluate successful fundraising activities (IT, human resources, and training).
  5. Progress towards these recommendations should be assessed in 12 to 18 months to identify potential areas for further support and to share success stories and lessons learned between partners. ■



# Introduction

# 1

## 1.1 Background

**C**ore funding is currently provided to 16 Indonesian university-based and independent policy research and advocacy organisations under the Knowledge Sector Initiative (KSI). The aim is to strengthen their capacity to produce and communicate high quality research for evidence-based policy making.

An initial funding commitment of three years (2014-2017) ensures a level of financial stability, which allows KSI's partners to choose their research focus without having to withdraw from the market altogether. It puts partners in a strong position to develop strategic fundraising plans and produce additional income from sources other than international donors.

The long-term viability of Indonesian research institutes depends on their ability to adapt to changing donor trends and to explore alternative sources of financial support. Diversification of income is the only way to provide some protection against decreasing international donor funding and to broaden the support base of partners' research and advocacy work within Indonesian society.

It will be important to support Indonesian research institutes to develop and implement strategic fundraising plans to make their organisations more sustainable and less dependent on development assistance in the longer term.

## 1.2 Aims and Scope of the Study

This study provides a preliminary assessment of the fundraising potential for Indonesian research institutes. It examines past and current fundraising activities and the fundraising capacity of KSI partners, and explores potential new sources of funding for the diverse mix of university-based research and independent policy research institutes and NGOs.<sup>1</sup>

The preliminary assessment specifically addresses the following key questions:

1. What fundraising opportunities exist for policy research institutes in Indonesia?

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<sup>1</sup> This is a modified version of the original report commissioned by KSI, intended for broader distribution. Some of the more detailed information about partner organisations' past, current and prospective activities was omitted or anonymised.

2. How do fundraising opportunities vary according to organisation type?
3. What fundraising activities have already been conducted by policy research institutes? What activities have succeeded and why?
4. Which policy research institutes have attempted fundraising activities and failed? Why did they fail?
5. What is the extent of KSI's partners' knowledge of fundraising?
6. Are there fundraising lessons that can be learned from think tanks in other countries?
7. For those policy research institutes that have developed fundraising strategies, what is the quality of those strategies and how can they be improved?
8. Should KSI invest in developing fundraising strategies for policy research institutes? If so, what are the recommended approaches and what resources are needed?

This report addresses these questions and provides recommendations for strengthening policy research institutes' capacity to generate revenue from alternative sources.

### 1.3 Understanding Fundraising

Fundraising is understood to be a core institutional function, grounded in long-term organisational planning, supported and championed by the senior management and the board, and firmly integrated in every aspect of organisational life and activity.

This study adopts a broad definition of 'fundraising'. More traditional definitions of 'fundraising' refer only to funds raised from philanthropic sources (e.g. gifts and donations from individuals, companies or private foundations). In this study we use the term to refer to all types of income generation, including fee-based research, advocacy and training services. The table below identifies common sources of income for KSI partner policy research and advocacy organisations.

### 1.4 Methodology

Information for this preliminary assessment was gathered through formal interviews with representatives of the 16 policy research

**Table 1: Sources of Income for KSI Partner Policy Research and Advocacy Organisations**

Type	Characteristics	Sources
Grants	Short to medium term, project-based or core funding	International or domestic governments, international or domestic foundations, international organisations, international research grants, commissioned research
Gifts/Donations	Endowment funds (money and buildings), one-off or regular donations	Individual or corporate donors
Earned-income	Income from for-profit operations such as training courses and technical assistance to NGOs, book sales, etc.	International organisations, domestic government, domestic interest groups (business, lawyers, etc.)
In-kind contributions	Provision of office space, scholarships, pro bono work, etc.	Individuals or groups (foundations, universities, businesses)

institutes supported by KSI. A brief profile of each of the 16 KSI policy research institutes can be found in Annex A. Most of the interviews were face-to-face and lasted one to two hours. Those interviewees based outside of Jakarta were interviewed via Skype or telephone. Additional information was collected during regular liaison and core funding grant implementation during 2014 and 2015. Further consultations included visits to Indonesian foundations, conversations with experts in Islamic philanthropy and other policy research institutes in Indonesia and overseas, as well as contact with not-for-profit fundraising institutes in Jakarta and Manila. See Annex B for a complete list.

This study further draws on more than ten years of fundraising expertise in the not-for-profit sector, as well as publicly available information and resources on fundraising for international research organisations and think tanks, which are referenced as appropriate.



# 2

## KSI Partners' Fundraising Activities and Capacity to Date

### 2.1 Current Sources of Income of KSI Partner Policy Research and Advocacy Organisations

#### Grants

**G**rants from international donors are the main source of income for nearly all KSI partners. Grants are typically available for projects, commissioned research and participation in multi-country studies.

The core funding provided by the Australian Government under KSI is part of an ambitious program to strengthen policy research and evidence-based policy making in Indonesia. Although some KSI partners have had access to core funding in the past, and some have access to core funding from other DFAT programs, including the Australia Indonesia Partnership for Justice (AIPJ) and the USAID-funded Program Representasi (ProRep), KSI's funding represents a major source of financial support for most partners.

Nearly half of the policy research and advocacy organisations supported by KSI depend entirely on grants from international donors as their only source of income. A number of organisations were either established by international donors or have had long-term relationships with one or more grant-giving bodies.

#### Gifts/Donations

Currently only one well-established policy research institute is funded almost exclusively by Indonesian domestic sources, through an endowment fund and access to office space. This situation is unique among research institutes in Indonesia. None of the other organisations visited receive donations from either individual philanthropists or Indonesian businesses. However, two organisations stated that their operations were backed up by a foundation established by the founder of their organisation, which could cover potential budget shortfalls. Only one NGO had succeeded in securing a small-scale private donation on one occasion (see below).

#### Earned-income

A number of KSI partners have developed 'business' arms of their organisations to generate additional funds through fee-for-service activities, mainly training courses and/or technical assistance in their respective field of

expertise. For example, the PKMK provides training workshops for hospital managers in financial management skills and helps hospitals build up their financial management systems. SurveyMETER, which conducts large-scale household surveys, also provides training in data analysis for researchers and policy makers. One of the more advanced organisations in the area of earned-income is the PSHK, a policy research institute focusing on legal reform, which set up a commercial arm of its not-for-profit organisation in 2000. PSHK now offers fee-based training courses on legal issues and commercial law to parliamentarians and the international business community. PSHK also generates income from lawyers through subscriptions to the online legal digest, [hukumonline.com](http://hukumonline.com), and the [Indonesia Jentera Law School](#) that was launched in mid-2015. According to its director, one of PSHK's mottos is, "If people are willing to pay, that means there is value for them in what we do."

About one third of KSI partners are beginning to consider offering fee-based training courses (some already provide training that is donor-funded and therefore free of charge for beneficiaries), while another third do not have concrete plans for developing activities in this area. Although most KSI policy research and advocacy organisations identify earned-income as having the most potential for diversifying their revenue bases, earned-income currently makes up only a very small proportion of organisations' revenue. The largest share is still provided by international donors, even for those with more advanced business development capabilities such as PSHK.

### **In-kind Contributions**

Although not often considered a source of income, in-kind contributions can provide significant value to policy research institutes. For example, many of the university-based research institutes have access to free office space (and sometimes computers or travel allowances), significantly reducing operating costs. Some also have cost-free access

to technical and advisory services. The directors of two NGOs reported that experts (researchers and lawyers) occasionally work for them pro bono in support of their cause. The Rajawali Foundation offered scholarships to one research institute to send two of its staff to the United States for management training. The SMERU Research Institute, the SEKNAS FITRA and others have made effective use of volunteer programs such as Australian Volunteers International (AVI). It must be noted, however, that such international volunteer programs also tend to be donor-funded.

## **2.2 KSI Partners' Current Fundraising Strategies**

None of KSI's partner organisations currently have (or were able to share with us) a fundraising strategy that systematically outlined steps for increasing and/or diversifying their revenue base. Successful and financially sustainable organisations generally have strategic fundraising plans that include the following elements:

1. A situational analysis (the organisation's fundraising activities to date, barriers and opportunities to fundraising –internal and external factors, a SWOT analysis, position in the 'market', etc.)
2. Definition of clear financial targets and timeframes
3. Identification of a stakeholder group (of potential contributors)
4. Selection of appropriate fundraising techniques
5. Identification of the necessary resources to undertake fundraising activities (designated fundraising staff, funds for activities, IT systems, etc.)
6. An outline of concrete project plans and timelines for the implementation and evaluation of activities
7. Setting up of systems to monitor fundraising success (donor databases, systems to track donor response and return on investment, etc.)

Although KSI partners may not yet have devised such strategic fundraising plans, the majority of those consulted stated that they currently have or are preparing multi-year strategic plans for the overall organisation or are planning to produce such plans for 2014-2015. In some cases, the plans also cover 'business development' activities to initiate or expand earned-income streams.

Although strategic plans do not always cover all the key elements necessary for successful fundraising, they nevertheless constitute an important first step in this direction, for two main reasons. First, a strategic plan spells out the vision and mission of an organisation, it defines its core business and the direction the organisation is planning to take in the coming years. It provides guidance for day-to-day research and advocacy work and the choice of projects. Goals and activities defined in the strategic plan can be communicated to potential donors, which increases donor confidence that resources will be used efficiently. The importance of sound strategic planning was one of the lessons learned from the KSI pilot program and from the experience of other international think tanks (see 4.4. for more details). Expert fundraisers concur that weak internal governance structures and a lack of strategic planning and compliance with planned activities are major obstacles to attracting longer-term support.

Second, a more detailed fundraising strategy sits well under a broader strategic plan and should be devised with or after completion of the former. Drafting a fundraising strategy without a strategic plan is almost futile, as bigger questions about direction, and research and advocacy goals, need to be clarified before suitable funding sources can be identified and accessed.

KSI partners with a robust strategic plan are well placed to develop a multi-year fundraising plan, while those currently developing their strategic plan have the opportunity to include and map out

fundraising activities as part of the same process, or shortly thereafter.

### **2.3 KSI Partners' Current Fundraising Knowledge**

KSI's partner organisations acknowledged that they did not possess in-depth knowledge of fundraising techniques, and that such skills could not be found among senior management, the board or staff. This is not surprising, as philanthropy does not yet play a large role in Indonesian society and fundraising requires specialised technical know-how, which is not yet widely available. Even large foundations, such as the Sampoerna Foundation, draw on staff with marketing and PR experience to undertake their fundraising activities rather than specialist not-for-profit fundraisers. This suggests that Indonesian organisations have much to learn from other countries, especially other middle-income countries that have transitioned or are currently transitioning from reliance on international donor support to domestic sources of funding.

To date, most donor liaison and proposal writing activities lie with senior management, in particular executive directors. This situation poses a potential risk to the funding security (and reputation) of the organisation if the executive director leaves. Building the capacity of a wider group of staff to participate in fundraising activities is an essential step towards reducing this risk. A number of people, management and staff, need to be trained in proposal writing skills and fundraising techniques, including planning, implementing and evaluating activities.

Given the small size of some policy research institutes and NGOs, it would be unrealistic to suggest that designated fundraising specialists be recruited, although fundraisers often 'earn' their salary by increasing the organisation's income by more than their costs. Other options include training a number of existing staff to take on some fundraising tasks, or recruiting one person to cover research communication, advocacy and fundraising as part of their

portfolio. Larger organisations with more human resources should consider employing (or training) a designated fundraiser.

This study found that the KSI-supported organisations are not highly motivated to engage in fundraising activities. Raising money from new sources is difficult; it requires specific skills and a large commitment of time and energy. A number of organisations acknowledged that they were accustomed to being approached by donors offering grants, and were not used to having to compete for funds. Over the past decade, a number of organisations have been in a position to pick and choose projects that best align with their research interests. Although there is growing awareness that donor trends and foci can change at any point in time, such changes were not generally considered to be an imminent threat. Without a sense of urgency, many partners lack the motivation to put scarce human resources into new fundraising activities, which are likely to yield a much smaller return on investment than writing a grant proposal to an existing donor. However, organisations in weaker financial positions expressed greater interest in developing new strategic fundraising plans.

## 2.4 Past Fundraising Activities - Successes and Failures

A number of KSI partners have, on a small scale, attempted to raise money from new sources, with mixed results.

- In 2007, a policy research institute focusing on regional economic development set up a separate for-profit arm to increase income through delivering training courses to the local business community and regional governments. In its view, the endeavour failed because it simply did not have enough staff to implement the activities.
- Working towards poverty reduction and community empowerment, one NGO tried raising money by partnering with

farmers to sell produce at local markets. The project was discontinued because the distances to the market were too great for the system to be sustainable.

- Over the course of 2011, a university-based research institute had intense negotiations with an Indonesian corporation that had shown interest in supporting its Islamic education program. The collaboration fell through when the company changed the focus of its corporate social responsibility activities.
- A large independent policy research institute described failed attempts to raise money from private businesses. It attributed its lack of success to the fact that corporations are generally not interested in funding research.
- Another well-established independent research organisation tried a different approach to solicit support from the business community. A few years ago it set up a 'friends of the organisation' club. Individual business people were encouraged to take out tiered options to donate money. Depending on the size of their donations, they were promised a number of services in return, such as a monthly digest of research publications, regular updates on political issues and access to research papers through the organisation's website. According to the organisation's deputy director, the operation did not go ahead. Interestingly, this was not due to a lack of interest; there were a number of people very willing to sign up to the scheme, but the organisation did not have the systems or capacity to produce information products of sufficient quality to deliver the promised service.
- During the 2009 national anti-corruption campaign, PSHK sold campaign merchandise such as t-shirts and umbrellas to the general public. While PSHK management conceded that the return on investment was small (in terms of time and money), participation in the activity was nevertheless felt to be beneficial to the morale and sense of cohesion among their staff.



- ELSAM, a human rights advocacy NGO, executed the only truly successful fundraising activity that we learned about as part of this study. A few years ago, ELSAM organised an event in the local community to support victims of human rights violations. The donations were used to provide victims with grants to set up small businesses, such as food stalls, etc. ELSAM's management believes that the activity succeeded because it was grounded in the local community and because the cause was tangible –a human touch to the otherwise more abstract idea of human rights. ELSAM is currently the only KSI partner that calls for private donations on its website. However, ELSAM admits that no money has yet been raised through this channel, noting that Indonesians are still very reluctant to donate money in this way.

It appears that past fundraising attempts have mostly been discouraging for KSI's partners. Experience to date has failed to convince many organisations that they have the potential to raise money from new stakeholders. However, KSI's partners would do well to reflect on the reasons why activities failed. Certainly the environment matters, but so too does know-how. Most previous fundraising activities appear to have been organised without careful planning and strategising, and without adequate consideration of the time and resources needed to ensure success. While fundraising always has unpredictable elements, preliminary observations suggest that a number of failures could have been avoided with a better strategy, a greater investment of human resources and greater consistency in implementation. The findings from this study suggest that there is greater potential to raise money from new donors –at least for some KSI partners– than many partners realise. These opportunities are explored in Section 4. ■



# The Fundraising Environment for Research Institutes in Indonesia

## 3

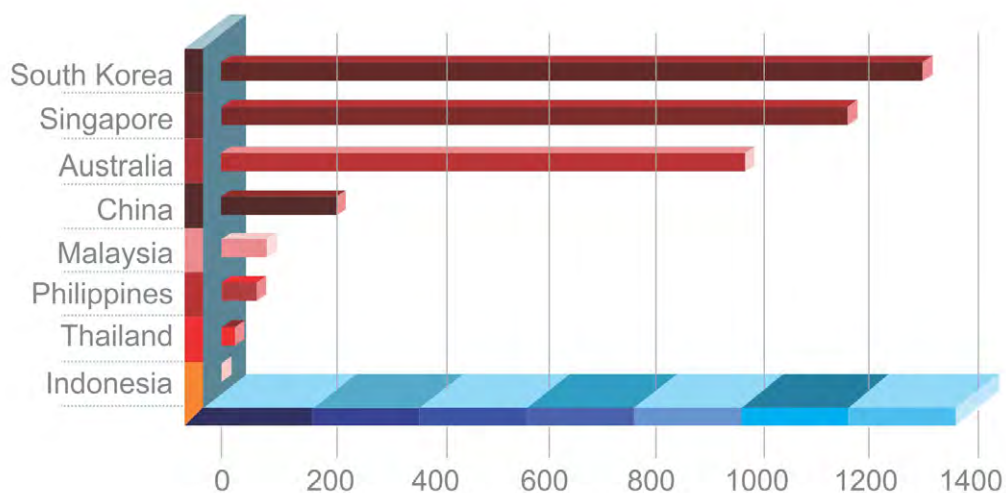
This section explores the broader environment in which Indonesian research institutes operate, and identifies factors that limit the potential to expand fundraising activities beyond traditional sources.

### 3.1 Limited Government Funding for Research

Most KSI partners consulted for this study mentioned the Government of Indonesia's under-investment in research as a major obstacle to attaining greater financial sustainability and becoming more independent from international donors. Compared to regional economic leaders such as China and Korea, as well as to comparable middle-income countries such as Brazil and Mexico, Indonesia's investment in research is extremely low (AusAID 2012). Malaysia's per capita investment in research and development is 20 times that of Indonesia (see table below).

While funding opportunities are scarce to start with, there are also no known avenues to channel government funds into non-government research in social science and the humanities, let alone provide core funding for independent research organisations (AusAID 2012). Not-for-profit research organisations are a priori excluded from bidding for larger government grants; cumbersome bureaucratic processes and corruption provide further disincentives (Suryadarma et al. 2011). University-based research institutes do not have access to their university's block grant and have to find funds to cover researchers' salaries and other overheads (excluding office space). Until the general funding environment improves, university-based and independent policy research institutes and NGOs will need to continue to raise money from other sources.

**Table 2: National Expenditure on Research and Development per Capita in USD (2014)**



Source: SCImago

### 3.2 The Islamic Culture of Giving: Opportunities and Constraints for Policy Research and Advocacy Organisations

The 2013 World Giving Report, an index based on Gallup Polls which ranks countries' propensity to give donations, lists Indonesia as number 17 worldwide, on par with Hong Kong and Iceland, and far ahead of other countries in the region, such as Thailand (38), Singapore (54) or India (93) (CAF 2013). Some 63% of all Indonesians were reported to give money to charity on a regular basis, while 30% volunteered their time and 40% said that they were willing to help a stranger.

An earlier study, 'Investing in Ourselves – Giving and Fund Raising in Indonesia', conducted by the Indonesian Public Interest Research and Advocacy Center (PIRAC) also found that an extremely large proportion of Indonesians –around 98%– regularly give either financial or in-kind help (2002).

On the surface, these findings appear extremely promising to fundraisers targeting private sources in Indonesia, particularly when considering the country's large population. However, in reality there are critical constraints to accessing these donations –for NGOs more generally and for

research institutes in particular.

Although making donations is an integral part of Indonesian culture, philanthropic giving is predominately motivated by religious teachings. The vast majority of private donations are given to traditional religious institutions such as mosques, schools and other faith-based organisations, or to relatives and friends, victims of crime, or the poor (PIRAC 2002).

An expert in Islamic philanthropy, Amelia Fauza confirms that Islamic values and the teachings of the Qur'an, as well as religious law, put restrictions on the forms of giving. Policy research institutes, including those with a religious background and research focus, generally find themselves excluded from the list of recipients of charitable donations. According to the PIRAC report, the only other cause to which people routinely donate is humanitarian relief, especially in the aftermath of natural disasters.

There are early indications of change in the fundraising environment in Indonesia. A number of international not-for-profit organisations and charities, such as the World Wide Fund for Nature (WWF), Greenpeace and UNICEF, have reported increasing success in harnessing private donations

in Indonesia. This could be indicative of a gradual change or a broadening in the culture of giving. Nevertheless, it will probably be many years before the culture of giving extends to research organisations, as their work is perceived as less important than broader humanitarian and environmental causes.

### **3.3 Slow Emergence of Corporate Philanthropy**

Another possible source of gifts and donations is Indonesia's private sector. In 2002, 75 national and multi-national companies formed an umbrella institution called the 'Corporate Forum for Community Development' to encourage corporate giving in Indonesia (Rusdiana and Saidi 2008).

However, the role and interest of the private sector in philanthropy is only slowly developing. One reason is that unlike in many Western countries, there are few incentives, such as tax deductions, for corporations to be engaged in socially oriented activities.

A number of larger corporations channel money into social causes through their Corporate Social Responsibility fund or by establishing their own foundations. Rather than giving grants through a competitive application process, foundations such as Sampoerna or Ancora distribute money either through activities they set up themselves or through carefully selected intermediaries. As these foundations also seek to raise their parent companies' public profiles, they tend to focus on tangible causes, such as building schools or granting scholarships for underprivileged children, the public benefits of which can easily be communicated through marketing and public relations activities, rather than on more abstract issues like social sciences and public policy research (the Rajawali Foundation is one stand-out exception in this regard).

A number of KSI partners raised ethical concerns when asked whether they had considered or would consider approaching

corporations for money, fearing that the nature of the business or allegations of corruption could compromise their integrity and negatively impact on their reputation. This is a valid concern, as a good reputation is a precious asset that should not be jeopardised. It is also one of the crucial requirements of successful fundraising.

### **3.4 Difficulties in Communicating the Need for Policy Research Support**

One of the biggest difficulties raised by virtually every KSI partner we visited was convincing a broader group of donors of the importance of supporting their research and advocacy work, as research findings or reports often have a particular, but limited, audience. Many of the topics on which KSI partners focus –law reform, decentralization, budget transparency, indigenous land rights, or the protection of Indonesia's natural resources- were perceived as too abstract to be communicated to a broader group of stakeholders.

Unlike countries such as the US, with a long-standing tradition of philanthropic support for research, Indonesian policy research institutes find it difficult to convince potential donors that their work is vital to evidence-based policy making and thus vital to social and political change. While a slowly growing number of better educated, middle-class Indonesians is starting to donate money to organisations such as WWF, Greenpeace or UNICEF, research and advocacy work is perceived as being too academic and too abstract to have the same appeal to the public as 'saving the planet' (Greenpeace) or fighting corruption (Indonesia Corruption Watch). Referring to WWF, the Executive Director of PSHK summed up the problem in the following observation: "We don't have a panda in our logo." Although there is doubtless much truth in the observation, in some cases the issue can be addressed by 'repacking' research

outputs and advocacy work to highlight human interest and to make them more appealing and relevant to the wider community. ■

# Fundraising Potential of KSI's Partners

## 4

### 4.1 Grants

**G**rants from international donors will continue to be the main source of income for Indonesian research institutes for the foreseeable future. Most organisations have existing relationships with donors and seem to have good strategies and skills in place to access international grant money. While only a few said they were exploring new partners, many invest time and effort in sustaining existing relationships. There are thus only a few recommendations to make in this area of fundraising.

The first is to create at least some protection against changing international donor trends by extending the search for grants to include Indonesian domestic foundations. While many of the big corporate foundations, such as Sampoerna and Ancora, are not suitable partners for research institutes and NGOs (for reasons previously mentioned), others like the Rajawali Foundation are worth a closer look. Established in 2010, their mission is to advance public policy training, education and research to promote evidence-based policy making. According to Executive Director Agung Binantoro, Rajawali is able and willing to provide core funding as well as project funding to organisations that align with their vision and mission. None of the KSI partners we visited had yet approached Rajawali with a funding proposal. There might also be other Indonesian foundations with similar interests. Further investigation into these possibilities would be a worthy endeavour for KSI and its research partners.

A second suggestion made by the donors we visited was to strengthen the capacity of organisations to write professional grant proposals and to comply with donors' reporting requirements. Building these skills and extending them to more staff rather than just senior management increases the likelihood that proposals will be successful and that donors will be interested in continuing the partnership after a grant expires.

A think tank expert and researcher that examined KSI partner websites suggested that most organisations should be more transparent on their websites regarding the financial assistance they receive and how the funding is being used (Mendizabal 2014). Greater transparency would likely lead to increased donor trust and increased success with grant proposals (and other fundraising activities).

## 4.2 Earned-income

Given their expertise in their field of research and their knowledge of research skills and techniques, most KSI partners have the potential to raise money through earned-income. Five partners already provide training courses and technical assistance; another five are planning to or are at least considering branching out in this direction, while six said they had no such plans. There are three main challenges that prevent organisations from exploring the potential of earned-income. They are:

1. In most cases, NGOs would need to establish a separate 'for-profit' arm of their organisation in order to charge for services, and may need start-up support.
2. Building an earned-income stream requires a large investment in terms of time and human resources, for example to be able to design and deliver training courses. In most cases, this is too onerous for smaller organisations.
3. A specific set of skills is required to build up a business arm and market research products. Most KSI partners currently do not have this skill set.

Despite these challenges, developing an earned-income stream may well be the only realistic avenue to diversify revenue sources; KSI partners should therefore be encouraged to consider this option.

## 4.3 Gifts/Donations

### From Private Sector Companies

It appears that a number of KSI partners have the potential to raise money from private sector companies, due to the nature of their research focus and/or because of pre-existing relationships. With the right approach and the right match, there is potential to tap into corporate social responsibility funds.

Four of KSI's partners mentioned that they had well-established ties in the local

or national business community, either because of business leaders' involvement in the organisation's founding, the personal networks of founding members, or because businesses are the main target audience for their research outputs and advocacy work. While some of these organisations currently accept in-kind support, such as free office space or expert advice, there may be opportunities for further financial assistance.

Success in this area hinges on an organisations' ability to communicate the importance of its cause in a language that appeals to potential donors. This is admittedly easier for partners with a more tangible cause, such as PPH Atma Jaya's community projects. While sourcing money from corporate responsibility funds for research and advocacy work might not be easy for PPH Atma Jaya, research projects with drug users and children living with HIV/AIDS have strong fundraising potential. These are tangible activities with a 'human face' and potential for positive stories which, with the right approach and communication, could attract corporate donors, especially those operating in the health sector.

Feedback from donors suggests that most companies decide on an annual basis how they will dispense social activity funds, and that organisations should therefore choose the right time to submit proposals. It is also advisable to break down projects into smaller tasks with tangible milestones, against which the organisation can report within a 12-month timeframe. This may increase the rate of acceptance, as it provides companies with tangible results to include in their annual reports to the board and shareholders. The idea of dividing projects into smaller units also translates into smaller budget envelopes that could attract a wider number of potential donors. This method has been successfully pioneered by a think tank in Kenya that only proposes activities with a maximum budget of

\$10,000-\$20,000 to corporate sponsors.<sup>2</sup>

Other international think tanks have succeeded in attracting corporate sponsorship by organising high-level policy events such as dinners, which provide an opportunity for corporate sponsors to interact with policy makers and to debate issues of common concern. However, it should be noted that such initiatives take time and patience to develop successfully. In the case of one Argentinian think tank that runs an annual policy dinner, it took 10 years before participation in its events became highly sought after by the corporate community.

There should be a clear code of ethics to determine from which kind of companies an organisation is willing to accept money, and where to draw the line. In-depth research is advisable before approaching a potential partner to ensure that nothing in the company's business dealings (as far as is possible to investigate) will jeopardise the research institute's integrity and reputation.

### From Individual Donors

During our consultations none of the KSI partners expressed confidence in their potential to raise money from members of the general public. All expressed the view that their research focus was too abstract and too removed from the concerns of everyday Indonesians. This might be true for some organisations, but in our view others do have potential to raise funds from the public and should consider building this option into fundraising plans.

One subset of KSI partners has the potential to raise money from private individuals. Widespread support from the general population, such as that which can be mobilised by Greenpeace or WWF, is unrealistic, given the specialised nature of the work undertaken by KSI partners. However, a number of policy research

and policy advocacy organisations have the potential to raise money from certain groups of Indonesians who are sympathetic to their cause or interested in their research/advocacy agenda.

- ELSAM and PPH Atma Jaya each have a specific cause (human rights and support for Indonesians living with HIV/AIDS) that appeals to certain groups in the general public. ELSAM has already proven that it can raise money from the local community by organising public events and that there is an audience sympathetic to its advocacy work. Both organisations should thoroughly map out their current and potential new stakeholders and start building up databases of people sympathetic to their cause, and ask for money (based on a carefully designed fundraising and communication strategy).
- PSHK has a substantial number of people interested in its research and advocacy work, many of who currently attend training courses or subscribe to PSHK's legal digest. There is potential for soliciting donations from this group. The 3,000 members of the Indonesian bar association were also identified during our consultations as a potential target group.
- Research institutes with a religious focus should be able to identify groups of stakeholders supportive of their mission. While one such organisation failed to raise money in the past, its focus on Islamic education may be of interest to the wider community as it has the potential to demonstrate tangible benefits.
- One policy research institute came up with a promising fundraising idea, even if it did not succeed in its first attempt. Its 'friends of the organisation' club offered business people the opportunity to give regular support. In return, they would have access to certain research outputs (regular updates on political issues, research papers, etc.) depending on the

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<sup>2</sup> Roundtable on Fundraising for Think Tanks, Think Tank Initiative, Istanbul, February 2015, attended by Ben Hillman.



level of their commitment. While one could argue that this is more akin to a 'fee-for-service' structure, joining a 'club' of an organisation with a good reputation always has clear non-material value attached. People are likely to take pride in being listed as 'friends' and supporters, and this could be a very powerful fundraising tool. A 'club' model could also work for others, who could adapt the idea to suit their organisation and cause.

- Another way for partner organisations to raise additional funds is by organising fundraising events. An example noted above is an annual fundraising dinner with prominent guest speakers, to which a paying audience is invited. It would be important to attract high-profile speakers to this event and to provide networking opportunities for participants as added incentives for participation.

The ability to communicate effectively to target audiences is essential to attracting funds from individuals. Research institutes tend to perceive themselves through their day-to-day work: doing research, writing policy papers, etc., which may not be very appealing to a larger audience. There are ways to translate these activities into 'real-life stories', using examples of everyday people to show how they are affected by human rights violations, by being infected with HIV, by a lack of religious tolerance or by inadequate legal protection. Organisations can also show how their research impacts policies and practices that directly affect people's livelihoods, such as the work on policing religious conflicts conducted by PUSAD Paramadina.

'People give to people not to causes' is one of the most fundamental 'truths' of fundraising. The challenge for KSI partners is to make their work tangible enough to appeal to the human feeling of empathy that inspires philanthropy. The key is to find the right audience and to communicate with

them in a language that carries the message and calls them to action (i.e. generates donations). This should be further explored and covered in a robust fundraising strategy.

Building relationships with individual donors is time consuming and will (at least initially) probably not produce substantial income. However, it can be started on a small scale, with a list or database of people sympathetic to the cause and an occasional letter asking for support or participation in a fundraising dinner, and then be built on over time. While private donations do not substitute grant income, their advantage is that they create a broader support base for the organisation within society, which can be built on and used as a platform for policy advocacy.

An advantage of soliciting donations from the general public is that this type of funding is not earmarked for specific projects and can be used according to the organisation's needs, including to pay for overheads and staff salaries.

Given the scope of this preliminary assessment, it is not possible to draw firm conclusions on the fundraising potential for each individual organisation. While the ideas outlined in this study are meant to provide some general direction and suggestions, a much more detailed, in-depth assessment for each organisation is required to more reliably explore potential and opportunities. Such an analysis, which should include the development of a 'stakeholder map' for each organisation, would be part of a fundraising strategy (as recommended below).

#### **4.4 Requirements for Fundraising Success: Lessons-learned from International Think Tanks**

Identifying potential new sources of income alone is not sufficient for embarking on new fundraising activities. A number of prerequisites need to be fulfilled to enable success, some of which apply to research institutes more broadly, including those outside Indonesia. While specific social,



cultural, historical and political environments pose different challenges and opportunities for think tanks in their respective countries, some general 'lessons-learned' from fundraising for international research organisations are summarised here.

Strategic fundraising consultant Vanesa Weyrauch, who has extensive experience in advising think tanks in middle-income countries in Latin America and Eastern Europe, considers the following elements as critical for think tank survival in times of financial stability and diminishing aid:

- Flexibility, openness and the ability to constantly adapt to changing environments. While multi-year planning for fundraising resources, personnel and infrastructure is important, organisations also need to be able to grasp new fundraising opportunities as they present themselves. It is important to have dedicated fundraising staff as activities and relationships with new and existing donors need commitment and constancy.
- A firm commitment to and investment from the organisation in building up income from local sources, even though in the first few years this income may be small and the investment may be greater than the return. This is an indispensable step for later success and it is important not to be discouraged if money does not flow in immediately.
- Rather than taking a 'one-size-fits-all' approach, each research organisation needs to develop its own funding model, assess its strengths and weaknesses, and make a sound strategic decision about where its greatest fundraising opportunities lie.<sup>3</sup>

A blog published by the Redstone Strategy Group,<sup>4</sup> a US-based consultancy

whose clientele includes numerous think tanks, stresses the value of sound strategic planning. "We have found that organisations that start off thinking they have a 'fundraising challenge' often really have a strategy challenge that is making fundraising difficult. Those that have good strategies (including strong monitoring and evaluation) are more likely to make donors comfortable with the idea of core and multi-year funding by: (1) giving the funder a clear sense of what it means in practice to support an organisation as a whole; and (2) showing the funder that the think tank is thoughtful about achieving the most with its resources."

International experience also confirms that the successful development and implementation of fundraising strategies requires careful planning and investment over a long time horizon. A lack of awareness of this point is a common reason why organisations give up on fundraising when they do not see early results.<sup>5</sup>

An unpublished fundraising study commissioned by an Australian university-based research institute identifies motivation and commitment to fundraising at senior management level as essential to success. The report also highlighted the need to clearly identify a target audience, and tailor communications to it.

The importance of commitment was highlighted in 'Giving in evidence – fundraising from philanthropy in European Universities', a report published by the EU commission in 2011 which targeted 164 universities in 24 European countries (breeze et al. 2011). The report identified the following factors as paramount in determining the success or failure of fundraising activities:

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3 Personal communication, 7 May 2015

4 <http://www.redstonestrategy.com/>

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5 Consultations with think tanks from Latin America, South Asia and East Africa at the Think Tank Initiative, Istanbul, February 2015.

- The institution's pre-existing relationships with philanthropic donors
  - The commitment of the management and governance bodies to fundraise
  - The commitment of the academic staff to fundraise
  - The degree of financial and human investment in fundraising activities
  - Rewarding staff for successfully attracting philanthropic donations
  - The production and use of materials for fundraising purposes, such as a website, leaflets and brochures
  - The use of a database to maintain and update records on interactions with donors
3. Funding allocations: Main decisions; key criteria; investing in the institution: how to do it; implications of different approaches; investing in research and policy influence.
  4. Developing new sources of funding: How to start; potential avenues for generating new income; advantages and risks/costs; policies and strategies to soundly manage the diverse sources of funding.
  5. Local philanthropy: Why is it important? How can it be promoted? Creative ideas.
  6. Sustainability: What does it mean? What is feasible?

All of the above factors appear relevant for the Indonesian context and are considered in the recommendations. There are further opportunities for Indonesian policy research institutes to learn from successful experiences in other countries and to trial new fundraising initiatives. One promising but as yet unexplored platform is crowdsourcing. Some think tanks in Latin America have begun to explore crowdsourcing as a means of raising money for research on important public policy issues. Given the high use of social media in Indonesia and Indonesians' willingness to give to humanitarian causes, policy research that can clearly demonstrate human and social impacts is likely to succeed if the right crowdsourcing strategies, approaches and infrastructure are developed. KSI could assist partners to experiment in this area.

ThinkNet has developed an online course dedicated to re-thinking funding models for think tanks. The course includes the following modules:

1. Funding think tanks: General considerations: What is a funding model? Different types of models and their implications for the core functions of the think tank. Where do you fit?
2. Strategic fundraising: Knowing how to

do it; the roles of the fundraising person/unit; decentralised fundraising: how to generate adequate incentives and ensure consistency.

3. Funding allocations: Main decisions; key criteria; investing in the institution: how to do it; implications of different approaches; investing in research and policy influence.
4. Developing new sources of funding: How to start; potential avenues for generating new income; advantages and risks/costs; policies and strategies to soundly manage the diverse sources of funding.
5. Local philanthropy: Why is it important? How can it be promoted? Creative ideas.
6. Sustainability: What does it mean? What is feasible?

This online course is offered on a regular basis. ■

## 4.5 Summary of Fundraising Potential of KSI Partners

■ Existing source of income      ● Potential new source of income

Organization	Grants	Earned Income	Gifts/Donations	Gifts/Donations
SMERU	■	●		●
CSIS	■	●	●	●
PPIM	■	●	●	●
PKMK	■	■		
KPPOD	■	■	●	
PPH Atma Jaya	■	●	●	●
PSHK	■	■		●
PUSAD Paramadina	■	●	●	●
PUSKAPOL UI	■	●		
Sajogyo Institute	■	●		
SEKNAS FITRA	■	●		
SurveyMETER	■	■		
AKATIGA	■	●		
IRE	■	●	●	
Article 33	■	●	●	
ELSAM	■	●		●

# 5

## Recommendations

On the basis of the findings of this preliminary assessment we make the following recommendations:

**1. KSI partners are encouraged to devise or revise an overall strategic plan for their organisation, with fundraising in mind**

As argued in this study, an overall strategic plan is an important pre-requisite to successful fundraising, and partners are encouraged to develop a multi-year strategic plan if they have not already done so. As part of business planning, options to produce additional income -in particular developing an earned-income stream- should be considered. Partners may benefit from practical support in setting up business development arms. This could be assisted by external business development consultants who have already been enlisted by some organisations such as SMERU, and through knowledge sharing among partners. Research institutes like PSHK, which are well advanced in this area, may be willing to share their know-how and experience with those who are just starting out.

**2. KSI partners should consider arranging a one-day basic workshop on fundraising tips and ideas as a complement to the Business Development Workshop and Clinic**

The aim of this workshop would be to inspire organisations to open their minds to non-traditional sources of funding and to increase confidence that investing in fundraising would be worthwhile and rewarding. It would also equip participants with the knowledge and tools they need to start or improve their fundraising activities.

The workshop could be implemented, for example, by Venture for Fundraising (from Manila). This organisation has extensive experience in fundraising for the not-for-profit sector across Asia, including fundraising techniques for research-based organisations and universities. Its consultants could offer individual consultation sessions for each participating organisation the day after the workshop, and provide assistance in developing a fundraising plan if required. Venture for Fund Raising, in conjunction with the Canadian International Development Research Centre (IDRC), produced an excellent booklet, 'Resource Mobilization – A Practical Guide for Research and Community-Based Organisations'. This can be download free of charge from the resources section of the IDRC website ([www.idrc.ca](http://www.idrc.ca)).

### **3. KSI partners are encouraged to develop and implement a tailor-made fundraising strategy**

KSI could consider engaging Jakarta-based fundraising consultancy PIRAC/ Sekolah Fundraising to support partners in the development and implementation of a more in-depth, individualised business development/fundraising strategy. PIRAC specialises in fundraising for local non-for-profit and community-based organisations and offers a full suite of fundraising support, including:

- Assessment of the organisation's 'market position' and fundraising potential
- Development of a detailed fundraising strategy
- Identification of training needs
- Delivery of fundraising training (only in Bahasa), either individualised or by attending their training workshops
- Regular monitoring and evaluation of fundraising activities for each organisation

### **4. KSI partners are encouraged to set up the infrastructure necessary for successful fundraising activities**

All new fundraising activities require investment in infrastructure and human resources, such as:

- Hiring or assigning designated staff to undertake fundraising activities (these could be part-time and in conjunction with communication/PR/advocacy tasks)
- Training staff and management in fundraising techniques (either by PIRAC or for proposal writing skills in English through a different training provider)
- Setting up IT systems and databases to allow for monitoring and evaluation of fundraising activities.

### **5. KSI partners to assess progress in 12 to 18 months from start date**

Whichever activities are undertaken, it would be beneficial to assess their progress in 12 to 18 months time to identify potential need for further support and to share success stories and lessons-learned between partners. ■

# 6

## Conclusions

Our consultations have shown that Indonesian policy research and advocacy organisations supported by KSI are generally aware that the funding environment is changing and that in future they may not be able to rely on international donors to sustain their programs. A diversification of income and a broadening of the support base of partners' research and advocacy work is the only way to provide some protection against the threat of decreasing international donor funding.

Many KSI partners expressed an interest in experimenting with fundraising activities to diversify their income. However, awareness of the investment required remains low. Although little fundraising work has been tried to date, with the right mindset, resources and practical support, securing funding from new sources is a realistic goal for most of the organisations KSI supports. The provision of core funding over the next three years allows sufficient time to devise strategic fundraising plans and build up fundraising activities. The above recommendations suggest possible pathways for supporting KSI partners in this process.

Although it is unrealistic to expect that new sources of income can substitute international donor support in the near future, actions can be taken now to build a base for successful future fundraising from alternative sources. Developing fundraising strategies and experimenting with fundraising activities will help identify potential supporters, widen networks of influence and sharpen fundraising skills. KSI partners should be mindful of the following:

- Raising money from new sources is going to be hard work -it requires a great investment of time, effort and commitment from the management and the board.
- Fundraising requires different skills to those that organisations have developed in their previous engagement with international donors.
- Successful fundraising requires sound governance structures and multi-year strategic planning. Goals and activities defined in a business plan can be communicated to potential donors, increasing their willingness to give and their confidence that resources will be used efficiently. The importance of sound strategic planning is one of the lessons-learned from the experience of international think tanks. Weak internal governance structures and a lack of strategic planning and compliance with planned activities have

been identified as the major obstacles to attracting longer-term support from different providers.

- International experience also shows that fundraising can only succeed if there is 'buy in' at the highest level and if the entire organisation is mobilised to support it. It should not be considered a separate activity delegated to an individual staff member, but a core part of organisational life.
- For many KSI partners, finding new donors means finding a new way to communicate their cause so that it is accessible and appealing to a broader audience.
- Fundraising activities need to be tried and tested, assessed and adapted, and then tried and tested - again and again. Each attempt (success and failure) needs to be evaluated and will inform the next activity.

Fundraising can be an exciting challenge; opening up new sources of support adds more than just financial value to the life of an organisation. Building new relationships with foundations, individual donors or businesses is an opportunity to broaden an organisation's support base. It means enlisting more people in the community to their cause; people who share their beliefs, endorse their mission and who appreciate their research skills, technical expertise and advocacy activities.



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# Annex A

## Brief Overview of KSI's Research Partner Organisations

	Organisation	Profile
1	AKATIGA <a href="http://www.akatiga.org">www.akatiga.org</a>	AKATIGA conducts research on social issues for poverty reduction among marginalised groups in Indonesia. Its research focuses on four main themes: agrarian reform, labour, micro-business and governance. Its recent research topics include labour networks in Indonesia, food security and resilience, informal sector trade in Bandung, and rural youth and change. Established in 1991, AKATIGA is based in Bandung.
2	Article 33 <a href="http://www.article33.or.id">www.article33.or.id</a>	Article 33 is a research-based advocacy organisation that focuses on extractive industries, sustainable and inclusive development, and climate change. Article 33's research and activities address governance, accountability and transparency in extractive industries, mining and forestry sector revenue management, and inclusive development. Established in 2009, Article 33 is based in Jakarta.
3	CSIS – Centre for Strategic and International Studies <a href="http://www.csis.or.id">www.csis.or.id</a>	CSIS undertakes research in economics, politics and social change, and international relations, and has an active publication program covering a wide range of subjects. Publications include books, monographs and journals. CSIS maintains an extensive network of research, academic and other organisations worldwide, including the Australian National University. Established in 1971, CSIS is based in Jakarta.

4	<p>ELSAM – Lembaga Studi &amp; Advokasi Masyarakat (The Institute for Policy Research and Advocacy)</p> <p><a href="http://www.elsam.or.id">www.elsam.or.id</a></p>	<p>ELSAM is a policy advocacy organisation established by a group of human rights activists and lawyers. ELSAM studies the impact of laws and policies on human rights. It also engages in human rights advocacy, education and training, and the publication of information about human rights. Among ELSAM's publications is an annual report on the human rights situation in Indonesia. Established in 1993, ELSAM is based in Jakarta.</p>
5	<p>IRE – Institute for Research and Empowerment</p> <p><a href="http://www.ireyogya.org">www.ireyogya.org</a></p>	<p>IRE's focus is on poverty, local governance and community empowerment. Its aim is to deepen democracy and civil society engagement. Recent IRE research topics include citizen participation in poverty reduction, poverty reduction in rural areas, and how civil society organisations can better represent the broader community. Established in 1994, IRE is based in Yogyakarta.</p>
6	<p>KPPOD – Komite Pemantauan Pelaksanaan Otonomi Daerah (Regional Autonomy Implementation Monitoring Committee)</p> <p><a href="http://www.kppod.org">www.kppod.org</a></p>	<p>KPPOD is a research organisation that examines central and regional government policy and practise in implementing regional autonomy for economic development. Recent research reports cover inter-regional trade cooperation, local governance and district growth performance, impact of local regulations on business activity (fisheries case study) and infrastructure quality, local government expenditure and corruption. Established in 2000, KPPOD is based in Jakarta.</p>

7	<p>PKMK - Pusat Kebijakan dan Manajemen Kesehatan (Center for Health Policy and Management)</p> <p><a href="http://www.chpm.fk.ugm.ac.id">www.chpm.fk.ugm.ac.id</a></p>	<p>PKMK is a research and consultation centre at Gadjah Mada University's Faculty of Medicine. It conducts research and undertakes consultation, networking, advocacy, dissemination and training based on four focus areas: service provision, regulations, health financing and human resource development. PKMK works closely with and supports district hospital associations, private hospital associations, provincial/district health office associations, NGOs, quasi-governmental organisations, and other associations in health service management. Established in 1998, it is based in Yogyakarta.</p>
8	<p>PPH Atma Jaya - Pusat Penelitian HIV &amp; AIDS (AIDS Research Centre)</p> <p><a href="http://www.arc-atmajaya.org">www.arc-atmajaya.org</a></p>	<p>The AIDS Research Centre is a leading research centre on HIV and AIDS in Indonesia. Its current research projects include drug addiction treatment and recovery, integrated HIV prevention, regional research on sex work and violence (understanding factors for safety and protection) and sub populations with high HIV prevalence. Established in 1997, the AIDS Research Centre is based at Atma Jaya University in Jakarta.</p>
9	<p>PPIM – Pusat Pengkajian Islam dan Masyarakat (Center for the Study of Islam and Society)</p> <p><a href="http://www.ppim.or.id">www.ppim.or.id</a></p>	<p>PPIM is a research centre based at the Universitas Islam Negeri Syarif Hidayatullah. The centre encourages scholars from various disciplines to study Indonesia's unique brand of Islam and Islamic education. PPIM publishes the well-known journal, <i>Studia Islamika</i>. Established in 1995, PPIM is based in Jakarta.</p>
10	<p>PSHK – Pusat Studi Hukum dan Kebijakan (Center for Law and Policy Studies)</p> <p><a href="http://www.pshk.or.id">www.pshk.or.id</a></p>	<p>PSHK is a policy research institute that was founded by a group of academics, lawyers and law students committed to legal reform in Indonesia. It is Indonesia's leading think tank on legal reform issues. Its recent research topics include law enforcement mechanisms on child and forced labour in Indonesia, public access to the court, including to the web-based public information system of review courts, and the legal framework of law enforcement agencies. Established in 1999, PSHK is based in Jakarta.</p>

11	<p>PUSAD Paramadina – Pusat Studi Agama dan Demokrasi, Yayasan Wakaf Paramadina (Center for the Study of Islam and Democracy)</p> <p><a href="http://www.paramadina-pusad.or.id">www.paramadina-pusad.or.id</a></p>	<p>PUSAD Paramadina’s vision is for a more democratic, peaceful and equitable Indonesia. PUSAD Paramadina conducts research and advocacy on social, political and religious issues. Recent PUSAD research topics include jihadi disengagement in Poso, religious pluralism in Indonesia, depiction of gender in religious education materials, religious conflict in Indonesia and disputed churches in Jakarta. Established in 1986, PUSAD Paramadina is a university-based research centre under the Wakaf Paramadina foundation in Jakarta.</p>
12	<p>PUSKAPOL UI – Pusat Kajian Politik Universitas Indonesia (Center for Political Studies, University of Indonesia)</p> <p><a href="http://www.puskapol.ui.ac.id">www.puskapol.ui.ac.id</a></p>	<p>PUSKAPOL UI is a research centre at the University of Indonesia’s Political Studies Department. It aims to develop and promote a democratic, just and equal model of political governance. PUSKAPOL UI’s research focuses on political parties, local elections and political representation. Its recent research publication topics include women’s political representation and local party politics. Established in 1999, PUSKAPOL UI is based in Jakarta.</p>
13	<p>Sajogyo Institute</p> <p><a href="http://www.sajogyo-institute.or.id">www.sajogyo-institute.or.id</a></p>	<p>The Sajogyo Institute is a research centre that focuses on agrarian reform issues and rural policies. It also facilitates training, critical thinking, education and public awareness through advocacy work. Its major publications are on agrarian reform in Indonesia. Established in 2005, the Sajogyo Institute is based in Bogor.</p>

14	<p>SEKNAS FITRA –Sekretariat Nasional Forum Indonesia untuk Transparansi Anggaran (National Secretariat of the Indonesian Forum for Budget Transparency)</p> <p><a href="http://www.seknasfitra.org">www.seknasfitra.org</a></p>	<p>SEKNAS FITRA is an advocacy NGO which also serves as a watchdog organisation focusing on government spending and budgeting at both the national and local levels. Its aims include increased transparency of the entire budget process and increased citizen involvement. SEKNAS FITRA's activities include analysis of the state budget, increasing public awareness of budget accountability issues, advocating for budget transparency, and legal reform to make financial relations more transparent, accountable and participatory. Established in 1999, SEKNAS FITRA is based in Jakarta.</p>
15	<p>SMERU Research Institute</p> <p><a href="http://www.smeru.or.id">www.smeru.or.id</a></p>	<p>SMERU is a research and public policy institute that focuses on socioeconomic and poverty issues in Indonesia. Established in 1998 by AusAID and the World Bank, SMERU's current areas of study include poverty, migration, health, food security and social and child protection. SMERU's website features a resource centre which includes a comprehensive database of Indonesian NGOs. SMERU is based in Jakarta.</p>
16	<p>SurveyMETER</p> <p><a href="http://www.surveymeter.org">www.surveymeter.org</a></p>	<p>SurveyMETER is a research centre well known for conducting large-scale household surveys. It works with institutions, policy makers and researchers to improve the quality of data collection and analysis. SurveyMETER's research focuses on social, economic and health issues. SurveyMETER has regularly carried out impact evaluations of policy interventions for the Government of Indonesia and the World Bank. Some of its recent studies are: the Indonesia Family Life Survey, the Tsunami Aftermath and Recovery, and Social and Economic Transitions in Bali. Established in 2002, SurveyMETER is based in Yogyakarta.</p>

# Annex B

## Overview of Consultations

### *KSI Partners Consulted*

AKATIGA	Nurul Widyaningrum, former Director (Skype) Fauzan Djamal, Executive Director (Skype)
Article 33	Chitra Retna Septyandrica, Executive Director
CSIS	Medelina Hendytio, Deputy Executive Director
ELSAM	Indriaswati Dyah Saptaningrum, Executive Director Zainal Abidin, Deputy Director
IRE	Krisdyatmiko, Executive Director Titok Hariyanto, HR Development
KPPOD	Robert Endi Jaweng, Executive Director
PKMK	Niluh Putu Eka Andayani, Acting Director, plus five staff (telephone)
PPH Atma Jaya	Gabriella Anindita, Director
PPIM	Ali Munhanif, Director (Skype) Dadi Darmadi, Researcher (Skype)
PSHK	Eryanto Nugroho, Executive Director Gita Putri Damayana, Director M&E and external relations
PUSAD Paramadina	Ihsan Ali-Fauzi, Director Husni Mubarak, Program Manager
PUSKAPOL UI	Sri Budi Eko Wardani, Executive Director Anna Margret Lumban Gaol, Deputy Director
Sajogyo Institute	Noer Fauzi, Director Yerna Pellokilay, Program Manager
SEKNAS FITRA	Yenny Sucipto, Director
SMERU Research Institute	Asep Suryahadi, Executive Director
SurveyMETER	Ni Wayan Suriastini (Skype)

### *Indonesian Foundations*

Rajawali Foundation	Agung Binantoro, Director
Sampoerna Foundation	Nenny Soemawinata, Managing Director Muntohar, Head of Branch Management
Ancora Foundation	Ahmad Zakky Habibie, Scholarship Manager

### *Fundraising Institutes*

PIRAC/Sekolah Fundraising, Jakarta	Hamid Abidin, Director Nor Hiqmah, Training Manager Ninik Annisa, Training Manager
Venture for Fund Raising, Manila	Pinky Medina, Executive Director (by email)

### *Other Consultations*

The Habibie Center	Rahimah Abdulrahim, Executive Director
State Islamic University	Amelia Fauzia, Lecturer and expert in Islamic philanthropy
Vanessa Werauch	ThinkNet (Argentina)
Goran Buldioski	Think Tank Fund (Hungary)
Enrique Mendizabal	On Think Tanks (Peru)
Fernando Straface	CEPEEC (Argentina)
Orazio Bellettini	Grupo FARO (Ecuador)
Guy Lodge	Institute for Public Policy Research (UK)
Bekele Shiferaw	Partnership for Economic Policy (Kenya)
Wang Huiyao	Center for China and Globalization (China)
Fu Weigang	Shanghai Institute of Finance and Law (China)

**Lina Jakob**

Ms. Jakob is a consultant with long experience in the non-government and government sectors. For a decade she worked as a fundraising specialist for not-for-profit organisations in Europe and in Australia, and later as a policy manager at the interface between research and policy for the Australian Government (AusAID now DFAT). Lina holds a Masters in Asian History and Politics from Heidelberg University and a PhD in Anthropology from the Australian National University.





The Knowledge Sector Initiative (KSI) is a joint program between the governments of Indonesia and Australia that seeks to improve the lives of the Indonesian people through better quality public policies that make better use of research, analysis and evidence.

KSI is a consortium led by RTI International and in partnership with Australian National University (ANU), Nossal Institute for Global Health, and Overseas Development Institute (ODI).



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