



**CIPS**  
Center for Indonesian  
Policy Studies

**ANNUAL REPORT**

**20  
20**

[www.cips-indonesia.org](http://www.cips-indonesia.org)

A woman wearing a traditional Indonesian headscarf (kerudung) and a batik-patterned sarong is sitting in a field. To her left is a large white sack, and in front of her is a tray filled with small, round, reddish-brown fruits. The background is a dense field of tall, thin plants, possibly rice seedlings. The entire image is overlaid with a semi-transparent red filter.

**FOR A FREE AND  
PROSPEROUS  
INDONESIA**

## ABOUT THE CENTER FOR INDONESIAN POLICY STUDIES

Center for Indonesian Policy Studies (CIPS) is a strictly non-partisan and non-profit think tank providing policy analysis and practical policy recommendations to decision-makers within Indonesia's legislative and executive branches of government.

CIPS promotes social and economic reforms that are based on the belief that only civil, political, and economic freedom allows Indonesia to prosper. We are financially supported by donors and philanthropists who appreciate the independence of our analysis.



Center for Indonesian Policy Studies



[contact@cips-indonesia.org](mailto:contact@cips-indonesia.org)



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# Foreword

Dear friends of CIPS,

Indonesia is a major success story. It faces countless problems in all dimensions of public policy, but it has also managed to achieve steady economic growth. In the last decades, the economy usually grew faster than 5% annually and the poverty rate came down despite a significant population growth.

And then the Covid-19 pandemic hit us badly. In 2020, the Indonesian GDP contracted by 2% and 2.67 million people lost their jobs and income. The poverty rate reached 10.2% after 9.2% the year before. Additional 2.7 million Indonesians now live below the poverty line and struggle to afford the food they need.

In this terrible situation, the team in CIPS felt compelled to work extra hard. Like everyone else we started operating from home, but we were among the first to issue policy briefs in response to the crisis and to conduct online events and briefings. Our experts spoke in countless events, and we were invited to present our analysis to many government agencies.

At the end of the year, I am proud to say that we made our mark in several public policy discussions. All our numbers increased significantly: Our papers were viewed and downloaded 135,000 times. Our outreach saw far more engagement. And the institute is more stable than ever before. You will find this confirmed by the annual report.

And the icing on this cake was winning the Templeton Freedom Award 2020 by the Atlas Network!

Slowly, Indonesia is getting back on its feet. CIPS remains committed to contribute our share as we stand by our objective to make Indonesians free to prosper. Thank you to so many people who contributed to the success of CIPS!



Best regards,

A handwritten signature in black ink, appearing to be 'R. Heufers'.

Rainer Heufers  
Executive Director



## Our Vision



A free and prosperous Indonesia.

## Our Mission



Research, recommend, and advocate for public policies that empower Indonesians to lead prosperous and peaceful lives.

## Our Principles



CIPS believes that Indonesia's social and economic development and greater economic prosperity of the Indonesian people depend on:

- Wider economic opportunities and access to open markets that allow Indonesians to create wealth and sustainable livelihoods.
- Access to wider educational choices based on the needs of the family.
- Security to live peacefully in an open and plural society.
- Strong local communities with sustainable income opportunities, secure property rights, and public health.

# Awards

CIPS was awarded the 2020 Templeton Freedom Award during the Liberty Forum hosted by the Atlas Network. This is the highest award available in the Atlas Network and carries a prize money of USD 100,000. CIPS was amongst highly respected finalists from The Mercatus Center at George Mason University (USA), The Fraser Institute (Canada), IDEAS Labs (Costa Rica), Centre for Public Policy Research (India), and The Property and Environment Research Center (USA)



# Global Go To Think-Tank Index Ranking

CIPS remained **No. 74** among the Top 100 Think Tanks in South and Southeast Asia and the Pacific (Excluding India) in the [Global Go To Think-Tank Index Ranking by the University of Pennsylvania](#).



## Previous rankings:

**2018**

**Ranked 72** among the Top 100 Think Tanks in Southeast Asia and the Pacific

**2019**

**Ranked 74** among the Top 100 Think Tanks in Southeast Asia and the Pacific

**2020**

**Ranked 74** among the Top 100 Think Tanks in South and Southeast Asia and the Pacific (Excluding India)





# Testimonials & Endorsements

“



We are really thankful because CIPS always invites us to their discussions about rice...we were invited to a CIPS discussion where we had a chance to voice out our difficulties regarding the end-year rice stock and thankfully, through the discussion, we were able to find the solution for it. We also worked together with CIPS in doing analysis and research about rice stock during the Covid-19 pandemic. We hope we can continue our cooperation with CIPS because CIPS is a think tank that gives positive contributions to food institutions and provides important policy recommendations to the government.

**Mr. Tri Wahyudi**

Director of Operations and Public Service Perum Bulog  
/State Logistics Agency

“



... Three days with the CIPS staff earlier this month confirmed my longstanding impression, namely, that CIPS is among the very best. CIPS has devised a cutting-edge program that recruits trainees for six months of focus on producing top-quality policy research and analysis. I met with some of them during my recent visit. I left with a wish that I could hire them all myself! CIPs-trained individuals are among the best-prepared anywhere. They author and publish superb papers and op-eds; display great competence and confidence in conducting media interviews; and develop the kind of close, personal relationships with policy stakeholders (in government, media and academia) that produce results.

**Lawrence Reed**

Emeritus President, Foundation for Economic Education

“



CIPS is relatively new for me but I'm very impressed with what they have done once I learned about them. Their researchers are very up-to-date and aware of the latest situations of Indonesia. CIPS is actively giving recommendations to the government to help them formulating good public policies. Their existence is something that we must support because they are working very closely to the government. I hope CIPS will always engage with the decision makers and give meaningful policy assessments, analysis and recommendations to the government.

**Ms. Dr. Donna Gultom**

Director of ASEAN Negotiation, Ministry of Trade at time of testimonial;  
currently a CIPS Board Member



# Influential Projects

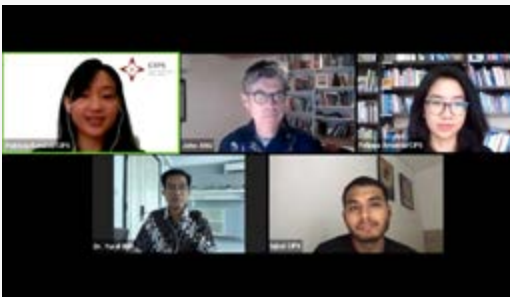
## Covid-19 Rapid Response

CIPS rapid response to the COVID-19 in the areas of food trade, logistics, and education attracted the government's attention. CIPS researchers were invited to closed discussions with several government agencies, including Gugus Tugas Covid-19 BNPB, Partai NasDem with the Minister of Agriculture, Coordinating Ministry for Economic Affairs, and SetKab (President's Special Staff) to share its analysis and recommendations on managing Covid-19 disruptions.



# Food Trade

CIPS continues to advocate for lowering trade barriers in food trade, especially during Covid-19 pandemic through policy briefs, events, and discussions. This has gained attention in policy discourse. Our analysis was cited in a World Food Programme report as evidence in support of food imports.



**Stronger, more stable economic partnerships**

Tariff reductions  
Improved import  
licensing arrangements

Trade stability & continuity

Increased skills,  
knowledge & expertise  
sharing opportunities

Building workforce of  
the future

Further investment  
into best practices,  
standards, systems

Tapping into the  
global market

## POLICY BRIEF

April 2020

**Policy Brief No. 1  
Indonesian  
Food Trade Policy  
during Covid-19**

By Pollypa Adhuma & Ika Nurfitri

**Key Messages**

- Covid-19 is disrupting Indonesia's food systems. Employment in agriculture is expected to contract by 3.4%, and Indonesia's agricultural export by 4.2%, imports and domestic use by 17.1%. While import prices are expected to rise by 1.2% in the short term and by 3.4% in 2021, with increases in staples and imports, food security risks remain low.
- Indonesia's economic stimulus should focus on ensuring sufficient food supplies from exporting countries.
- The Ministry of Agriculture must conduct export credit review with confidence to ensure flow of goods.

The Indonesian government should consider relaxing food import restrictions and improve its administrative and supply chain management. The government should also consider the essential food items that are in short supply and are expected to rise in price. The government should also consider the essential food items that are in short supply and are expected to rise in price.

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# Digital Economy

CIPS ventured to Digital Economy topics in 2020, starting with hosting the DigiWeek 2020 Conference that attracted 715 participants. CIPS advocates for co-regulation approaches to formulate policies to govern Indonesia's Digital Economy. Through co-regulation, CIPS seeks to promote a safe and open digital economy. Our work has opened doors to new stakeholders in the digital economy industry and to new ministries and agencies, including the Ministry of Communication and Informatics and Indonesia's Financial Services Authority (OJK).





# Major Policy Impacts



## Digital Economy:

The Coordinating Ministry of Economic Affairs has drafted a National Digital Economy Framework, starting November 2020. In 2021, they will consolidate the framework further with relevant stakeholders. The framework is planned to be issued in Q4 2021. The formation of a framework reflects a key policy recommendation in CIPS' Co-regulation in Indonesia's Digital Economy policy paper. Coordinating Ministry of Economic Affairs should consider a mapping of existing regulations and institutions that govern the digital economy while providing Public-Private Dialogue (PPD) with the private sector and civil society. CIPS has also submitted comprehensive inputs toward the framework.



## Food Security and Agriculture:

- The passing of the Job Creation Law in 2020 acknowledges import as a source of food security. CIPS research has long argued for the acceptance of food imports. CIPS research, communication, and advocacy efforts to promote open food trade has influenced the public discourse towards greater acknowledgement of the importance of food imports to food security. The Job Creation Law aims to attract greater investment into Indonesia by reducing regulations in areas of labour, business and investment, and land acquisition.
- In March 2020, the Ministry of Trade temporarily liberalized garlic and onion imports by removing Horticulture Import Recommendation Letter and Import License Letter requirements. Registered private sector importers are able to import with reduced permit requirements.



## Education:

MOEC has expanded the authority of school principals to manage School Operations Assistance Funds, teaching methods, and curriculum (during COVID-19). CIPS has argued in previous education research papers for greater autonomy of schools.



# Research Highlights

In 2020, CIPS published a total of 11 papers across three of our key research areas. Published papers included policy papers, policy briefs, and discussion papers to address timely issues and developments in Indonesian policymaking.



## Food Security and Agriculture

CIPS advocates for policies to facilitate access to affordable quality food for low-income Indonesians and promote greater food security for Indonesia. CIPS conducts research to formulate policy ideas and recommendations from the perspective of open markets to address issues of food prices, agriculture productivity, food trade, and nutrition.

It is within this research area that CIPS won the 2020 Templeton Freedom Award for our Affordable Food for the Poor project.

CIPS published 2 policy paper and 2 policy briefs in 2020 under the Food Security and Agriculture focus area. When the COVID-19 pandemic hit Indonesia, our researchers made rapid pivots to provide analysis and policy briefs addressing policies to ensure food security amidst food value chain disruptions.

### Policy papers:



**Effects of High Food Prices on Non-Cash Food Subsidies (BPNT) in Indonesia - Case Study in East Nusa Tenggara**



**A Policy Perspective on Tobacco Farming and Public Health in Indonesia**

### Policy briefs:



**Indonesian Food Trade Policy during COVID-19**



**Mitigating Food Supply Chain Disruptions Amid Covid-19**

## Community Livelihoods

CIPS researches and advocates for policies to promote greater prosperity and livelihoods for low-income Indonesians. Our research address this through issues of trade, investment, and the digital economy. These are areas that have an impact on the economic and income generating opportunities for Indonesia's poor.

2020 was also the year that CIPS placed greater focus on Indonesia's digital economy in light of its growing importance to people's livelihoods. In 2020, CIPS advocated to promote a more safe and open digital economy through recommendations that addressed the issues of consumer protection.

### Policy papers:



**Protecting People:  
Promoting Digital  
Consumer Rights**



**Promoting  
Food Safety in  
Indonesia's Online  
Food Delivery  
Services**

### Policy briefs:



**Attracting FDI  
Post Covid-19  
by Simplifying  
Indonesia's  
Regulatory  
Framework**



**Primum Non  
Nocere: A Policy  
Approach for  
Pharmaceutical  
Investment in  
Indonesia**



**RCEP: The Opportunity  
for Indonesia  
and Steps of Its  
Implementation, An  
Insider's Perspective**



## Education

With the aim of improving access to education quality for low-income Indonesians, CIPS recommends policies that enhance private sector participation and greater school autonomy. Specifically through low-cost private schools, providing more access and choices for those of low-income, while also creating healthy competition within Indonesia's education sector. With classrooms and schools shut during the pandemic, CIPS focused on the role of distance and hybrid learning approaches.

### Policy briefs:



#### Addressing Distance Learning Barriers in Indonesia Amid the Covid-19 Pandemic

### Discussion paper:



#### Effects of the Pesantren Law on Indonesia's Education System – A Projection

# Engagement and Outreach

## Engagement highlights:



CIPS Junior Researcher, Galuh Octavia, joined a focus group discussion organized by Indonesia's House of Representatives on the Non-Cash Food Assistance Program.



CIPS Researcher Siti Alifah Dina spoke on the issue of digital taxation in MetroTV's the Hotroom hosted by Hotman Paris. Hotroom is a nationally televised talkshow.



CIPS Junior Researcher, Nadia Fairuza, invited to speak at a Development Research Forum (FKP) events alongside the Innovation for Indonesia's School Children (INOVASI) Program on the issue of distance learning.



CIPS Head of Research Felippa Amanta and CIPS Board Member Arianto Patunru presented on the topic of food trade during COVID-19 at the Indonesia Update Conference, an annual conference hosted by the Australian National University's Crawford School of Public Policy.



CIPS Board member, Arianto Patunru, was invited to a meeting with the Minister of Agriculture, H.E. Syahrul Yasin Limpo, and the National Democratic Party to discuss the issue of food security during COVID-19



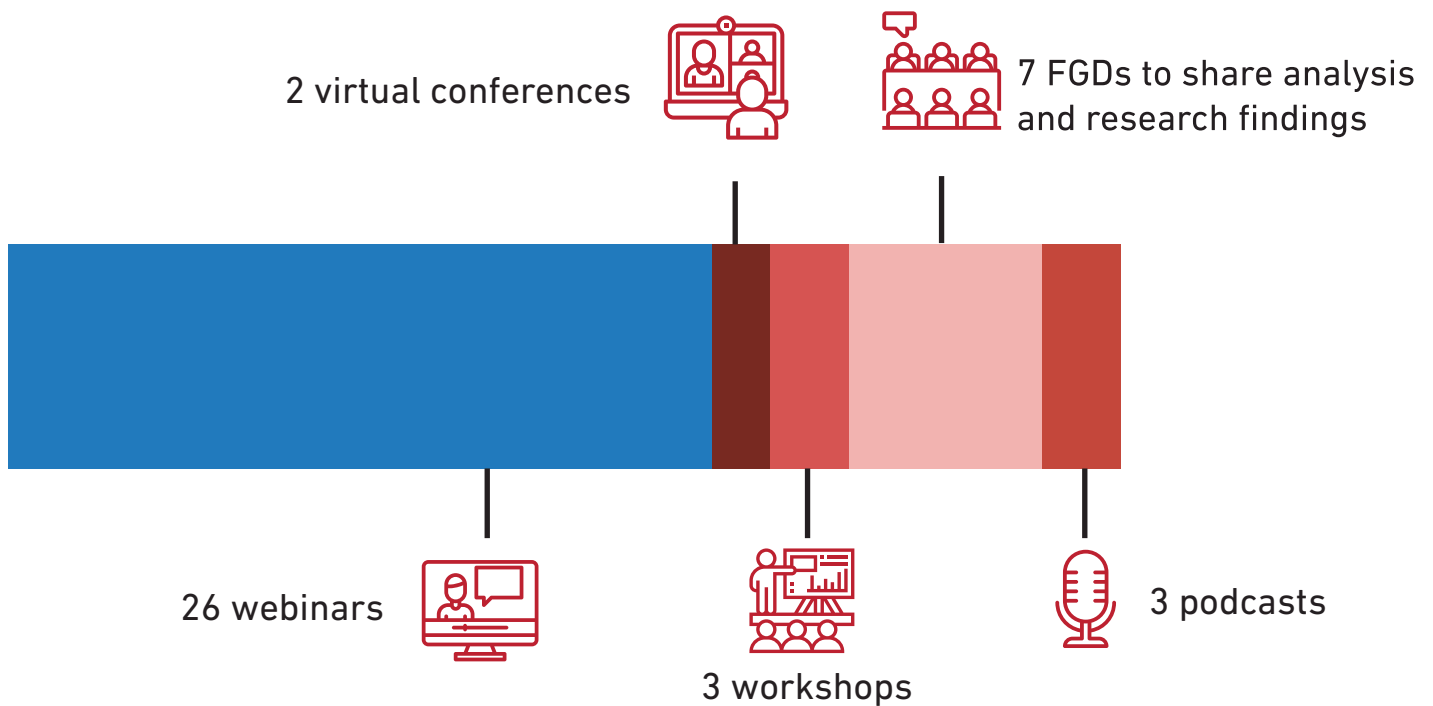
CIPS Junior Researcher, Pingkan Audrine, invited to be interviewed on popular podcast channel *Asumsi Bersuara* on the alcohol prohibition bill.



CIPS Head of Research, Felippa Amanta, invited to speak at a closed discussion with the National Board for Disaster Management's COVID-19 Task force on ensuring food security.

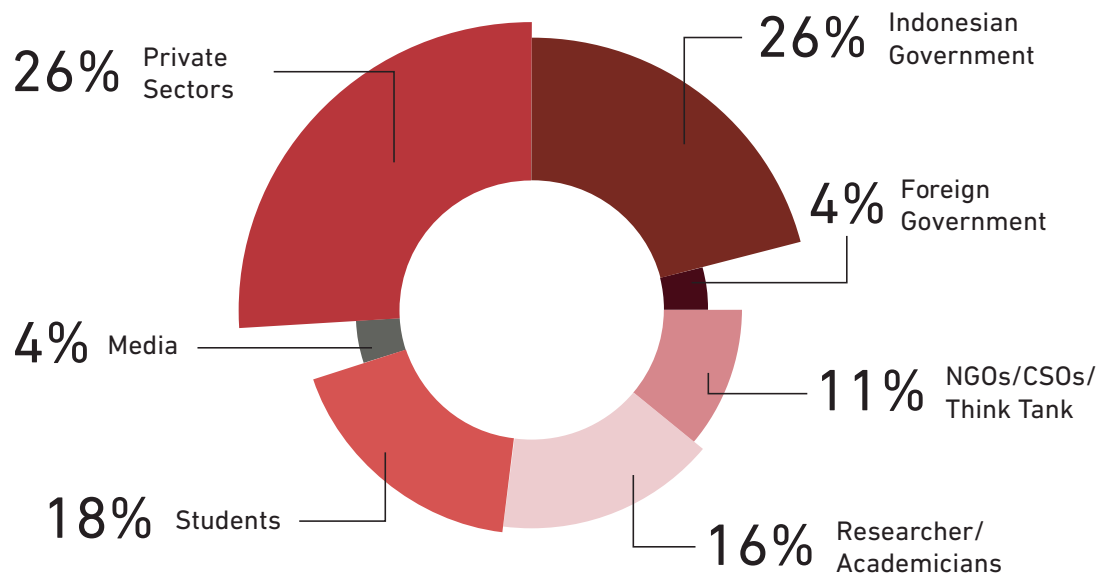


## 41 speeches and presentations delivered by researchers during public and closed events

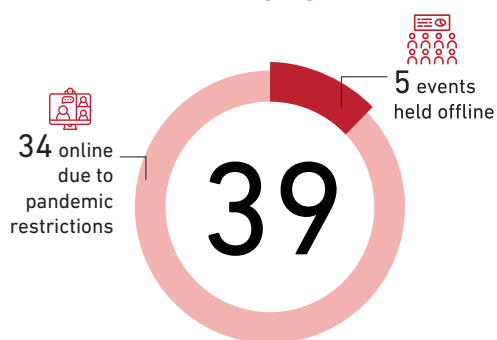


# Events by CIPS

**Stakeholders attending CIPS events**



**Total events held by CIPS in 2020**



**Total No. of Event Participants**

**4,231**  
(online and offline)



## Notable Events:



### DigiWeek 2020: Shaping the Digital Economy Through Public-Private Dialogue

CIPS organized a 4-day online conference with the theme of “Shaping the Digital Economy Through Public-Private Dialogue”. The conference covered discussion topics concerning the regulatory environment of Indonesia’s digital economy. The event aimed to gather public and private stakeholders from the digital economy to discuss and exchange views on regulatory reform matters. It gathered more than 700 participants on both Zoom Webinar and YouTube.

#### Key topics discussed:

1. Ensuring consumer protection in the digital space
2. Taxation in the digital economy
3. Regulations on user-generated content

#### Notable Speakers:



Agus Gumiwang Kartasasmita –  
Minister of Industry



Anton Setiyawan – Director of  
Digital Economy Protection,  
National Cyber and Crypto Agency  
(BSSN)



Kosta Peric – Deputy Director of  
Financial Services for the Poor,  
Bill & Melinda Gates Foundation

## Events with top 3 highest attendance:

01

Financial Challenges faced by Low-Cost Private Schools during the Pandemic

338 participants



02

Food Security and Poverty in Indonesia

332 participants



03

Webinar Session during Digital Week 2020 Conference titled "Building Indonesia's Digital Economy through Public-Private Dialogue"

241 participants





## What our event attendees are saying:

"Keep fighting to give informed knowledge to Indonesians"

"CIPS webinars are helpful in providing policy recommendations. Thank you."

"The discussion is casual but great to pay attention to"

"A great discussion as it involves the government to that the public's concerns can be directly shared with them. It would be great to have follow-ups with the government after webinars to push for concrete actions on these concerns"

"I really appreciate the webinar today since it gives fresh insight on poverty and food security"

# Media Outreach

Media Outlets CIPS has been mentioned in:



- No. of OpEds published in 2020: 9

2020	2019
<b>Total of Media Mentions</b> <b>1,396</b>	<b>Total of Media Mentions</b> <b>1,021</b>
<b>Percentage of mentions in top tier media</b> <b>51%</b>	<b>Percentage of mentions in top tier media</b> <b>49%</b>
<b>Top 3 most mentioned topics in earned coverage</b>  1. Economic Opportunities 2. Food Trade and Security 3. Education	<b>Top 3 most mentioned topics in earned coverage</b>  1. Food Trade and Security 2. Economic Opportunities 3. Education

## 2020

### Top 3 papers most mentioned in earned media coverage

1. Protecting People: Promoting Digital Consumer Rights
2. Attracting FDI Post Covid-19 by Simplifying Indonesia's Regulatory Framework in Indonesia
3. Promoting Food Safety in Indonesia's Online Food Delivery Services

### Top 3 media coverage of webinars

1. Ensuring Performance of Industries during the COVID-19 Pandemic (23)
2. Evaluating the Impact of FDI Deregulations on Horticultural Productivity (20)
3. How to Promote a Safe Food Ecosystem in Online Food Delivery Services (18)
4. Rice Affordability for Low-Income Groups during the COVID-19 Pandemic (18)

## 2019

### Top 3 papers most mentioned in earned media coverage

1. Rice Policy Reform / Reformasi Kebijakan Beras
2. Elevating Indonesia's Performace in EoDB Index: Policy Reform to Improve Starting Business Indicator/ Peningkatan Kinerja Indonesia dalam Indeks Kemudahan Berusaha: Reformasi Kebijakan untuk Meningkatkan Indikator Memulai Usaha
3. Reformasi Kebijakan Untuk Menurunkan Harga Gula di Indonesia / Policy Reform to Lower Sugar Prices in Indonesia

### Top 3 media coverage of webinars

1. How to Win FDI for Indonesia: Global Index of Economic Openness 2019 (40)
2. Policies for Affordable Rice; launching of the "Effectiveness of State Trading Enterprises in Achieving Food Security: Case Studies from Bernas in Malaysia and Bulog in Indonesia" paper (27)
3. Food Security Forum: Identifying Needed Changes in Indonesia's Rice Supply Chain (20)



# Digital Content and Outreach

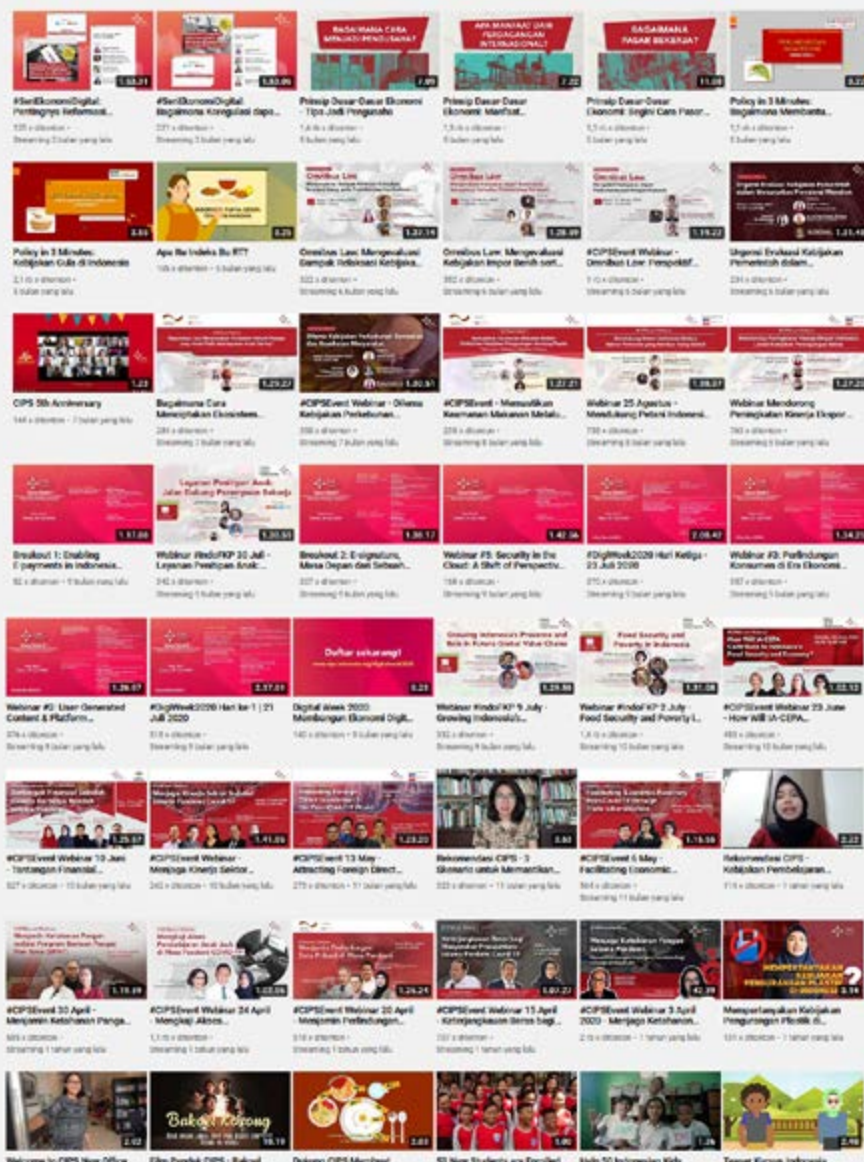


Total views of CIPS produced content in 2020:

Videos

31,789 views

CIPS produced the following video content in 2020:



- Questioning Indonesia's Plastic Reduction Policies
- CIPS Policy Recommendations on Distance Learning Regulations during the COVID-19 Pandemic
- CIPS Policy Recommendations - 3 Scenarios to Ensure Food Security during COVID-19
- Digital Week 2020: Building Indonesia's Digital Economy through Public-Private Dialogue
- CIPS 5th Anniversary Celebration
- What is the Monthly Household Expenses Index ("Indeks Bu RT")?
- Policy in 3 Minutes: Sugar Policies in Indonesia
- Policy in 3 Minutes: How to Support Farmer Welfares in Indonesia?



## Podcast

Total No. of Podcasts where CIPS Researchers have been speakers: 4

### Direct Collaboration with Idekonomi

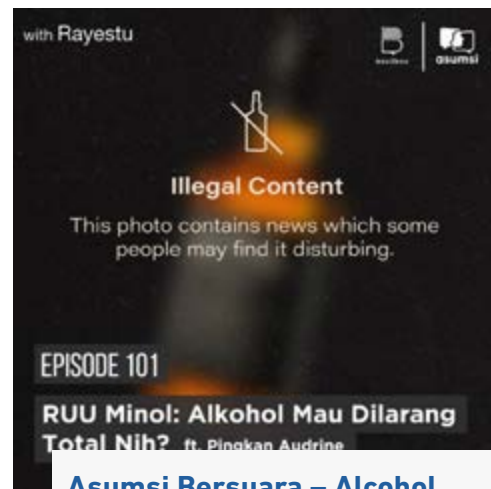


[Rash Decision-Making on Food Issues During a Crisis](#)

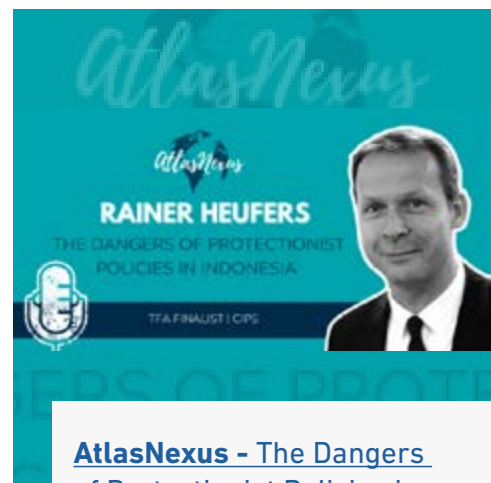


[Is the issue of accessing food far from the public's attention?](#)

### Invited by Others



[Asumsi Bersuara – Alcohol Prohibition Bill – A total ban on alcohol?](#)

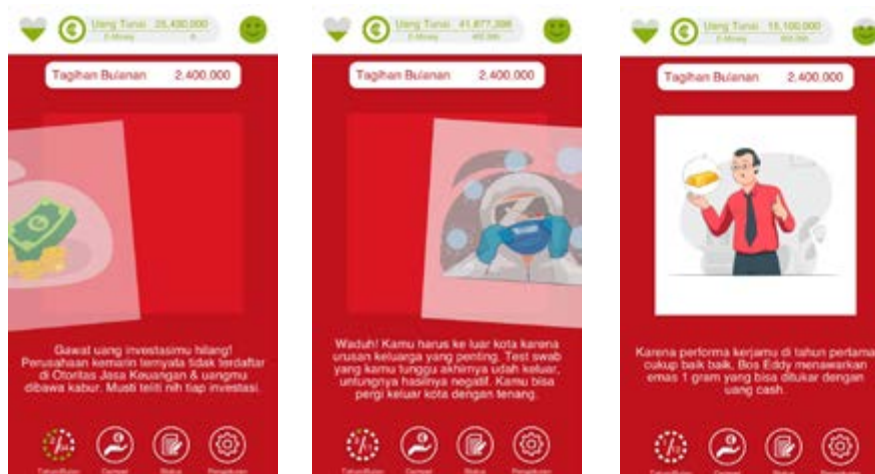


[AtlasNexus - The Dangers of Protectionist Policies in Indonesia](#)

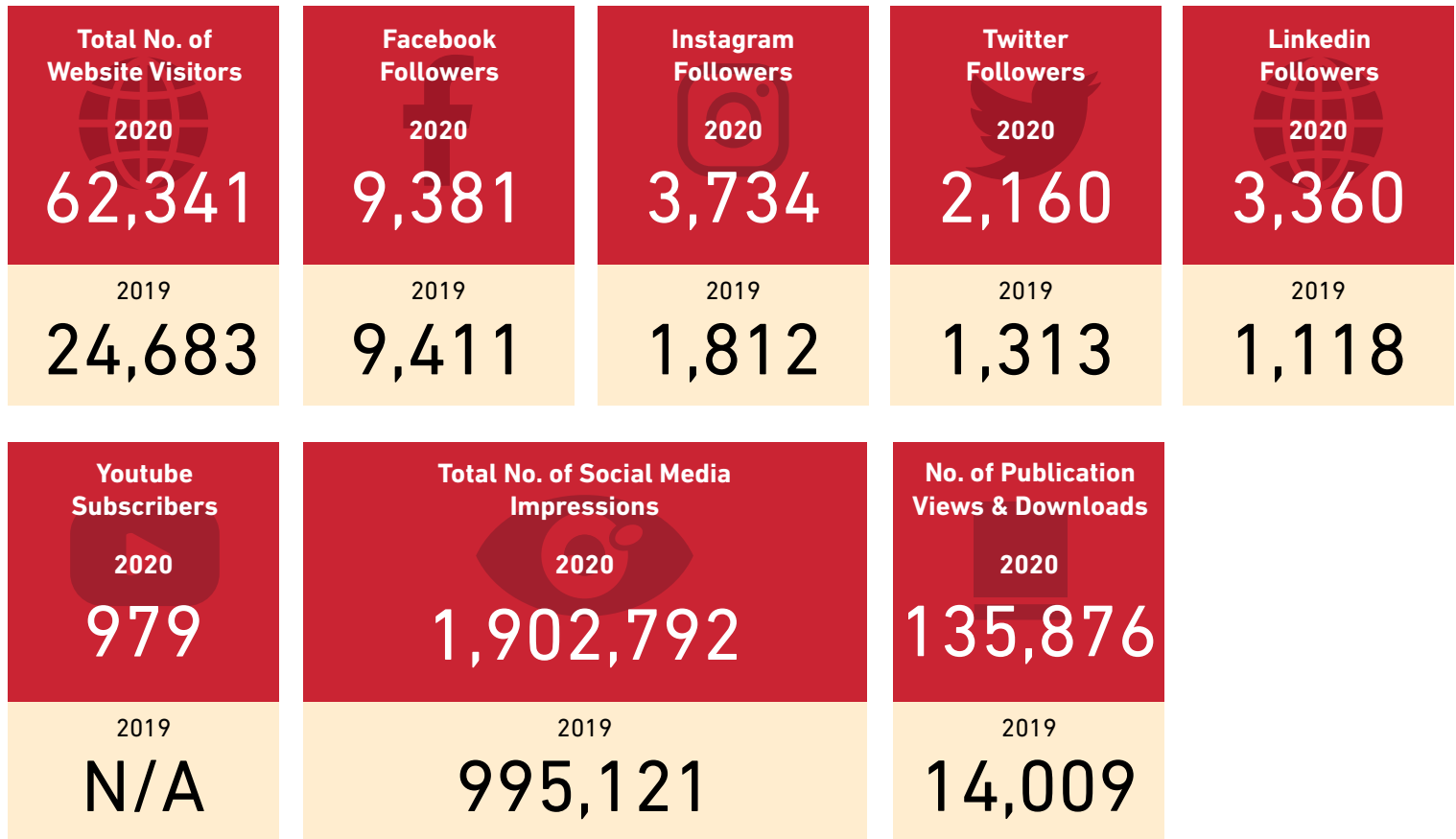


## Special Activities

- In collaboration with the German GIZ, CIPS developed and tested a mobile game to promote greater financial literacy, strengthen financial planning skills and raise awareness for consumers protection in using digital financial products.
- CIPS was able to collect key learnings for the next iteration of the mobile game as a result of the trial sessions with external participants.
- Plans for the continued development of the game will be developed in 2021.







### Top 3 Papers for Views and Downloads

2020



1. Policy Brief: Addressing Distance Learning Barriers in Indonesia Amid the COVID-10 Pandemic (**18,483**)

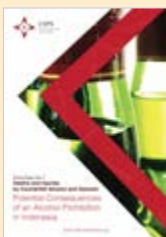


2. Free Trade and How it Enriches us by Donald J. Boudreaux (**6,153**)



3. Policy Brief: Indonesian Food Trade Policy during COVID-19 (**5,572**)

2019



1. Forest Ownership and Management in Indonesia (1,902)

2. Deaths and Injuries by Counterfeit Alcohol and Oplosan – Potential Consequences of an Alcohol Prohibition in Indonesia (1,392)

3. Protecting the Farmers: Improving the Quality of Social Protection Schemes for Agricultural Workers in Indonesia (1,042)

# Emerging Policy Leaders Program

- Since 2019, CIPS has held a 6-months program for fresh graduates to develop necessary skills to be a successful policy researchers and policy advocates.



- Of the 6 trainees in 2019, 3 were employed by CIPS in 2020.
- In 2020, CIPS recruited a new batch of outstanding trainees. Four hold International Relations Bachelor Degrees, whilst two hold degrees in Law and Political Science.
- The trainee curriculum consisted of 14 different training sessions and 10 practical assignments designed to strengthen skills in writing, policy analysis, as well as communicating policy messages to targeted audiences.



**Indra Setiawan**  
EPLP Trainee



**Arumdriya Murwani**  
EPLP Trainee



**Noor Halimah Anjani**  
EPLP Trainee



**Kukuh Ugie Sembodho**  
EPLP Trainee



**Gliddheo Riyadi**  
EPLP Trainee



**Aicha Grade Rebecca**  
EPLP Trainee

# Partnership



CIPS established and/or maintained informal institutional partnerships with domestic and international organizations listed below.

## General:



CIPS has been included in their panel of advisors

## Food and agriculture:



Co-authoring a paper on Non-Tariff Trade Barriers



Cooperating in research on Australian FDI in Indonesian Agriculture



Matters related to food and agriculture

## Trade:



Contributing a policy brief as a case study for their Trade Barrier Index



Part of the Global Voices for Open Trade and the Covid-19 panel



Education:



Cooperating in a survey among school principals in  
Sumba on their financial management issues

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Community Livelihoods:



Assessing child-care services market in Indonesia

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Cooperative Events with:



eurocham



PISAgro



Videos and Podcasts:



# Financial Statement

in Indonesian Rupiah

	2020 (unaudited)	2019 (audited)
<b>ASSETS</b>		
<i>Current assets</i>		
Cash and cash equivalent	5.289.417.630	3.245.162.575
Advance and prepaid expenses	210.003.129	385.812.047
<b>Total current assets</b>	<b>5.499.420.759</b>	<b>3.630.974.622</b>
<i>Non-current assets</i>		
Fixed assets	143.166.008	289.988.576
Other assets	20.000.000	30.000.000
<b>Total non-current assets</b>	<b>163.166.008</b>	<b>319.988.576</b>
<b>TOTAL ASSETS</b>	<b>5.662.586.767</b>	<b>3.950.963.198</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>LIABILITIES</b>		
Tax payables	43.375.056	7.084.292
Other payables	6.036.974	4.063.956
<b>Total liabilities</b>	<b>49.412.030</b>	<b>11.148.248</b>
<b>NET ASSETS</b>		
Net assets - beginning	3.930.240.286	1.424.000.235
Increase (decrease) in net assets for the year	1.682.934.452	2.515.814.715
<b>Total net assets</b>	<b>5.613.174.738</b>	<b>3.939.814.950</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>5.662.586.767</b>	<b>3.950.963.198</b>
<b>Income</b>		
Individual contribution	333.818.059	152.076.082
Foundation contribution	5.460.394.151	5.240.316.562
Corporate contribution	375.565.520	1.021.852.825
Interest income	68.542.408	24.499.309
Other income	5.386.180	9.589.658
<b>Total income</b>	<b>6.243.706.318</b>	<b>6.448.334.436</b>
<b>a. Project expenses</b>		
Personnel salaries	2.385.637.186	2.196.392.341
Consultans and service provider	754.749.222	293.254.946
Travel and events	26.367.936	231.292.866
Project overhead expenses	202.443.151	349.767.389
<b>Total project expenses</b>	<b>3.369.197.496</b>	<b>3.070.707.542</b>
<b>b. Operational expenses</b>		
Professional fee	706.232.365	317.164.927
Office overhead	485.342.006	544.647.252
<b>Total operational expenses</b>	<b>1.191.574.371</b>	<b>861.812.179</b>

# The CIPS Team in 2020

## Board Members



**Saidah Sakwan**  
Chairwoman



**Nur Syamsuddin**  
Secretary



**Rofah Mudzakir**  
Treasurer



**Arianto Patunru**  
Supervisor

## Senior Fellows



**Margareth Horhoruw**  
Senior Fellow



**Muhammad Maulana**  
Senior Fellow



**Totok Soefijanto**  
Senior Fellow



**Donna Gultom**  
Senior Fellow

## CIPS Staff Members



**Rainer Heufers**  
Executive Director



**Anthea Haryoko**  
Head of External Relation



**Felippa Amanta**  
Head of Research



**Ira Aprilianti**  
Researcher



**Siti Alifah Dina**  
Researcher



**Nadia Fairuza Azzahra**  
Junior Researcher



**Pingkan Audrine**  
Junior Researcher



**Galuh Octania**  
Junior Researcher



**Dahlia Ramya**  
HRGA Officer



**Farha Fikria**  
Finance Executive



**Eky Triwulan**  
Digital Manager



**Vera Ismainy**  
Media Relations Manager



**Virza Prasetyo**  
Graphic Designer



**Patricia Kandou**  
Event and Outreach Officer



**Clarines Sadira**  
Events and Partnerships  
Officer

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## Emerging Policy Leaders Program Trainees



**Indra Setiawan**  
EPLP Trainee



**Arumdriya Murwani**  
EPLP Trainee



**Noor Halimah Anjani**  
EPLP Trainee



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