## Journal of Public Policy

# Identifying Trends of Policy Transfer Practices in Indonesia: A Qualitative Study

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## Author(s) Statement

The author(s) declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

## Abstract

**Purpose:** This study aims to identify and synthesize the trends, actors, mechanisms, and contextual dynamics of policy transfer practices in Indonesia. In doing so, it addresses the need for a comprehensive understanding of how international policy ideas are adopted, adapted, and institutionalized within diverse public sectors.

**Research Method:** This study employed a qualitative research design with a Systematic Literature Review (SLR) approach, analyzing peer-reviewed articles published between 2012 and 2024 across various databases, including Elsevier, Springer, Wiley, and Emerald. The review focused on literature that discusses the transfer of policies in Indonesia, particularly in sectors like education, environmental governance, digital transformation, and disaster risk management.

**Results and Discussion**: The findings reveal that policy transfer in Indonesia is shaped by strategic adaptation rather than direct replication. Domestic actors—such as bureaucrats, academics, and civil society—act as policy entrepreneurs and marketers, reframing foreign policies to align with local contexts. However, fragmented implementation across regions and varying institutional capacities challenge policy coherence. The study contributes to theory by affirming the relevance of Dolowitz and Marsh's framework and expanding its applicability to Global South contexts.

**Implications:** This study offers policymakers practical guidance by highlighting the importance of localized adaptation and strategic framing. It also offers a foundation for future research on actor networks and subnational policy dynamics in developing countries.

**Keywords:** policy transfer; public policy, policy entrepreneur.

## Introduction

Globalization has significantly reshaped the landscape of public policy formulation, fostering increased interconnectedness among governments and facilitating the cross-border flow of ideas, innovations, and governance models. Policy transfer has emerged as a strategic instrument through which nations, particularly developing countries, seek to address complex developmental challenges, enhance institutional quality, and accelerate reform (Khan, 2004). Defined as the deliberate adoption of policies, administrative arrangements, or institutional structures from one setting to another, policy transfer extends beyond simple imitation. It involves the selective adaptation of public solutions tailored to meet the recipient country's institutional, social, and economic conditions. Viewed through the lens of strategic policy marketing, this process reflects the communication and diffusion of policy innovations as solutions to domestic governance issues. As Southeast Asia's largest developing economy, Indonesia has increasingly adopted foreign-origin policies across various sectors, including infrastructure, education, social protection, and disaster management. Examples include the implementation of Public-Private Partnerships (PPP) for infrastructure financing, competency-based education reforms aligned with OECD standards, and establishing a national social security system modeled on European practices. Despite these initiatives, the policy transfer process in Indonesia is far from seamless. Structural and contextual challenges—from bureaucratic limitations to legal discrepancies and political resistance—complicate the localization of foreign policy ideas.

A growing body of literature has explored policy transfer practices across various sectors in Indonesia, although much of it remains fragmented and sector-specific. In vocational education, challenges persist in implementing dual training systems that require stakeholder collaboration and local adaptation (Wibowo et al., 2022). Knowledge transfer policies between academia and industry have been examined, emphasizing the need for further research on policy design and impact assessment (Kochenkova et al., 2016). While Indonesia has made progress in governance and early warning systems in disaster risk reduction and climate change adaptation, local research capacity remains insufficient (Djalante, 2016). During the COVID-19 crisis, the government adopted agile governance principles, although implementation gaps were evident (Danar, 2023). These findings collectively highlight the importance of context-sensitive adaptation and multi-actor involvement in effective policy transfer. Recent systematic reviews have further revealed thematic trends. Research on international student policies in Indonesian higher education (2012–2022) primarily focused on organizational challenges and rationales for internationalization, yet provided limited insights into student experiences (Simek & Stewart, 2024). A review of climate change mitigation publications from the same period identified 140 qualifying studies, indicating a rising trend across disciplines (Wance et al., 2024). Reviews of ERP implementation (Prasetya et al., 2023) and public sector auditing (Istianah et al., 2024) noted progress and persistent integration challenges. While these studies demonstrate Indonesia's increasing engagement with international policy models, they also underscore the need for a comprehensive, cross-sectoral synthesis to comprehend the country's policy transfer landscape fully.

While recent studies have provided valuable insights into policy transfer practices in specific sectors within Indonesia, they tend to focus on isolated domains, such as vocational education, disaster management, higher education, or ERP implementation. This sectoral

orientation has led to a fragmented understanding of policy transfer, limiting the ability to capture broader patterns, mechanisms, and cross-sectoral implications. Empirically, there is a lack of comprehensive studies that map the interconnections between various policy domains or examine how policy transfer evolves in response to external shocks, such as pandemics or climate change. Moreover, existing studies often emphasize policy implementation outcomes but pay limited attention to the strategic processes of policy selection, diffusion, and the role of intermediary actors such as think tanks, donor institutions, and civil society organizations. Theoretically, many of these studies do not fully engage with or extend existing frameworks in the literature on policy transfer, policy diffusion, or glocalization. For instance, while some mention the importance of local adaptation, few studies operationalize or analyze this process in a structured way. There is also a lack of exploration into how global policy models are reinterpreted, negotiated, and reshaped through local institutional filters. This omission presents a critical gap in understanding how policy transfer becomes a context-sensitive and negotiated process rather than a top-down adoption of best practices.

This study offers a novel contribution by providing a systematic and integrative synthesis of Indonesia's diverse and fragmented literature on policy transfer practices. Unlike previous studies, which are often confined to single sectors or have a limited scope, this research adopts a Systematic Literature Review (SLR) approach to map and analyze the broader trends, mechanisms, and contextual dynamics underlying policy transfer across multiple public domains. It seeks to bridge the empirical gap by identifying recurring patterns, cross-sectoral linkages, and the roles played by various actors in the adoption and adaptation of foreign-origin policies within Indonesia. Theoretically, the study advances the discourse by contextualizing policy transfer as a technical replication process and a complex, strategic, and negotiated practice influenced by institutional capacities, political dynamics, and socio-cultural filters. This review provides a comprehensive framework to understand how Indonesia internalizes and localizes global policy models through the systematic identification and categorization of literature spanning education, governance, climate change, disaster management, and digital reform. Accordingly, the central research question posed in this study is: What are the prevailing trends and characteristics of policy transfer practices in Indonesia across various sectors, and how do these practices reflect the broader dynamics of policy diffusion and localization? This study aims to generate a conceptual synthesis that captures sector-specific insights and informs a more coherent, evidence-based, and context-sensitive understanding of how international policy ideas are transferred, adapted, and institutionalized in Indonesia's evolving policy landscape.

## Literature Review

Policy Transfer Theory

Policy Transfer Theory is a conceptual framework that explains how knowledge about policies, administrative systems, institutions, and ideas from one setting is utilized to inform policy development in another (Dolowitz & Marsh, 2000). Rather than depicting policy adoption as a simple copy-and-paste process, the theory frames it as a complex, strategic, and context-sensitive undertaking. As Benson & Jordan (2011) assert, the theory emerged to address the growing influence of globalization on domestic policymaking and to understand how governments respond to global pressures by selectively borrowing ideas. According to Evans (2017), policy transfer can take several forms, ranging from inspiration, imitation, and

adaptation to coercion, depending on the actors involved, their objectives, and the institutional context in which the transfer occurs. For example, in many developing countries, policy decisions are often shaped by external stakeholders such as donor agencies and international organizations, making policy transfer not entirely voluntary (Liu & Wang, 2018). This highlights the importance of analyzing the motivations and power asymmetries inherent in transfer processes. Policy transfer, therefore, should not be seen as a one-size-fits-all solution, but rather as a process of negotiation and reinterpretation shaped by the unique political, social, and institutional dynamics of the recipient country.

Dolowitz & Marsh (2000) proposed seven key analytical questions to study policy transfer: who is involved in the transfer, what exactly is transferred, from where the policy originates, why the transfer takes place, how the process unfolds, to what extent the policy is transferred, and with what effects. This evaluative framework enables researchers to investigate policy diffusion across diverse contexts systematically. McCann & Ward (2012) extend this conversation by emphasizing the importance of assemblages and mutations in the transfer process. They argue that policies are rarely adopted in their original form; instead, they are reassembled, adjusted, and transformed to align with local structures, norms, and capacities. In this view, the transfer of policy is not merely about institutional emulation but involves the circulation of ideas, actors, and practices that are shaped by global flows of knowledge (de Oliveira, 2021). Accordingly, researchers must pay close attention not only to the content of the policy being transferred but also to the actors mediating the process and the institutional environment in which it occurs. Njaramba (2019) further emphasizes that the credibility of the source and alignment with local values play significant roles in shaping the likelihood of a policy being adopted, especially among subnational governments operating in competitive or cooperative networks.

Policy Transfer Theory also sheds light on the agency of domestic actors in shaping and adapting foreign policy models to fit local needs and capacities. Rather than being passive recipients, policymakers in the receiving context often act as translators, selectively appropriating, modifying, and sometimes resisting imported policy ideas. Hwang & and Song (2019) demonstrate the role of policy entrepreneurs as crucial mediators who navigate between international policy models and domestic realities. These actors play a crucial role in ensuring that transferred policies align with local political priorities and institutional capabilities. Zhang and Marsh (2016) illustrate this point in their study of administrative reform in China, where policies were not directly imposed but underwent a gradual process of trial, adaptation, and internal learning, referred to as "learning by doing." Such insights reinforce the view that policy transfer is not a linear or deterministic process but a fluid interaction between global and local forces. In complex governance environments like Indonesia, where international models are frequently adopted, this theoretical lens becomes crucial in understanding not only what is transferred but also how and why specific policies take root while others fail to be institutionalized.

Policy Transfer

Policy transfer refers to the process through which knowledge about policies, programs, ideas, or institutions from one country or region is used in the formulation or reform of public policy in another context (Sani & Fathurrahman, 2023). This concept does not merely imply replicating a policy model; instead, it involves selection, adaptation, and, often,

transformation to fit the socio-political and administrative frameworks of the recipient setting. In practice, policy transfer may occur voluntarily, when governments actively seek best practices, or through coercion, often linked to conditions imposed by international agreements or donor institutions (Wicaksono, 2018). In Indonesia, policy transfer has become an increasingly common strategy across various sectors, including education, governance, and innovation. For instance, Nengyanti et al. (2024) examined the transfer of international norms and practices for preventing sexual violence in higher education institutions, which were later adapted into national policies. This example illustrates that policy transfer encompasses both substantive policy content and the institutional mechanisms through which such policies are implemented. The process is rarely straightforward, as it often entails a complex negotiation between external models and internal realities.

Successful policy transfer frequently depends on key actors who act as mediators between the global source and the local context. Hwang & and Song (2019) refer to such individuals as policy entrepreneurs—actors who play a critical role in communicating, customizing, and legitimizing foreign policy ideas within the domestic policy-making environment. In Indonesia, youth development programs, such as the International Youth Exchange Initiative, are examples of transnational policy transfer, designed to enhance human capital through international engagement. As shown by Ramdiastuti et al. (2024), implementing these programs requires not only adopting the structural design of the foreign model but also contextualizing it within Indonesia's bureaucratic and cultural environment. In the domain of science and technology, Putera et al. (2022) documented how the global discourse on national innovation systems has influenced Indonesia's innovation policy frameworks. However, actual implementation remains constrained by limited inter-agency coordination. As highlighted by Pradana et al. (2021), structural barriers within Indonesia's research and development institutions hinder the effective transfer of technology, underscoring the need for capacity-building and institutional readiness. These examples demonstrate that policy transfer is not a neutral or technical exercise but one that is deeply embedded in institutional dynamics and policy-making capacities.

Challenges in policy transfer also arise in sustaining the effectiveness of policies after they have been implemented. Not all transferred policies succeed due to differences in values, institutional frameworks, and stakeholder resistance. Isabella et al. (2024) argued that Indonesia's push for digital governance, driven in part by global best practices, faces major hurdles due to uneven digital literacy and infrastructure disparities. In the field of taxation, Dahlan (2022) explored how Indonesia's approach to transfer pricing audits had to adapt during the COVID-19 pandemic, reflecting a rapid domestic response to shifts in global fiscal oversight practices. Similarly, Manoppo & Susanti (2022) analyzed the influence of global tax strategies on corporate tax behavior in the food and beverage industry, revealing how policy transfer can shape domestic tax planning and enforcement. These findings emphasize that policy transfer is not simply about policy mobility, but about the political, administrative, and social interactions that mediate the process.

Trends in Policy Studies

Trends in policy studies refer to the evolving theoretical, methodological, and thematic directions within the field of public policy, which has moved from technocratic and linear perspectives toward more complex, contextual, and interdisciplinary approaches. Weible &

Cairney (2018) argue that contemporary policy studies emphasize the interactive nature of policymaking, involving multiple actors, institutions, and discourses rather than focusing solely on procedural rationality. This shift recognizes that policies are not only crafted through formal government structures but also shaped by political values, public narratives, and institutional constraints. Schmidt (2020) examines the European Union's institutional responses to COVID-19, highlighting how policy change increasingly reflects dynamic governance models that respond to crises with flexible and adaptive mechanisms. These perspectives demonstrate that modern policy studies now analyze not only the content of policies but also the sociopolitical environments in which they are produced. As policy environments grow more turbulent and uncertain, the field has expanded to explore the embeddedness of policies within institutional logics, political cultures, and transnational influences.

A significant development in recent years has been the growing recognition of the transnational and global dimensions in policy research. Stone (2019) highlights the impact of transnational policy communities, which facilitate the dissemination of ideas and practices across borders, thereby accelerating the globalization of policymaking. This global orientation has led to increased interest in concepts such as policy diffusion, policy transfer, and policy learning. Jordan & Matt (2014) observe that global challenges—such as climate change, migration, and inequality—have compelled policymakers to look beyond national boundaries and adopt solutions proven effective elsewhere. Theoretical frameworks, such as the Multiple Streams Framework (Zahariadis, 2019) and the Advocacy Coalition Framework, have gained renewed relevance, offering tools to understand how ideas, coalitions, and institutional windows of opportunity converge to shape policy outcomes. Maor (2025) introduces the concept of policy bubbles, where heightened expectations lead to the overproduction of policies that may not be sustainable or effective in the long term. These frameworks reflect a shift away from normative, top-down models of policymaking toward more iterative, decentralized, and ideationally driven analyses. They also illustrate a growing emphasis on discourse, ideology, and actor networks in shaping what policies emerge, how they evolve, and whether they persist.

In addition to theoretical expansion, methodological innovation has also marked recent trends in policy studies. Cairney (2019) emphasizes the importance of interdisciplinary approaches, noting that policy problems are rarely isolated within a single domain and often require insights from multiple disciplines, including economics, sociology, political science, and public administration. New methodological tools—such as big data analytics, artificial intelligence, and digital ethnography—are increasingly used to understand public sentiment, monitor policy implementation, and forecast policy outcomes. Howlett & Mukherjee (2014) advocate for distinguishing between explicit and implicit policy design within the policy formulation process, arguing that citizen involvement must be central to producing responsive and democratic policies. Tosun and Leininger (2017) emphasize the importance of policy integration in achieving the Sustainable Development Goals (SDGs), highlighting that effective governance now necessitates horizontal coordination across sectors and vertical alignment between levels of government. Policymaking often occurs under conditions of ambiguity and time constraints, necessitating flexible and adaptive frameworks that can manage complexity.

## Research Method

Study Design

This study employs a qualitative research design, utilizing the Systematic Literature Review (SLR) method, to examine and synthesize scholarly discussions on emerging trends in policy studies. The SLR approach enables a comprehensive, transparent, and structured evaluation of existing literature. By employing this method, the study seeks to develop a deeper theoretical understanding of how policy studies have evolved, the dominant frameworks that have emerged, and the thematic directions that have gained relevance in recent years.

Sample Population or Subject of Research

The subject of this study comprises scholarly works published between 2018 and 2024 that focus on the development and transformation of policy studies. The sample comprises peer-reviewed journal articles, academic book chapters, and research reports accessible through reputable international databases, including ScienceDirect (Elsevier), Wiley Online Library, Emerald Insight, and SpringerLink. Only English-language publications were considered to maintain the consistency and academic rigor of the review.

Data Collection Techniques and Instrument Development

Data was collected through a systematic search using selected keywords, including "policy studies," "trends in public policy," "policy transfer," and "policy frameworks." Boolean operators (AND, OR) were used to refine the search results. The researcher developed a data extraction table to capture relevant information from each publication, including author name, publication year, research objectives, methodological approach, and key findings related to policy trends.

Data Analysis Techniques

The data collected were analyzed through thematic analysis, which involved identifying, coding, and categorizing patterns or themes across the reviewed literature. The process was conducted manually, with support from qualitative analysis tools as needed, to ensure consistency and minimize bias. The analysis focused on theoretical developments, dominant research paradigms, and current discourse within the field of policy studies.

## Results and Discussion

### Results

General Patterns and Trends in Policy Transfer in Indonesia

Over the past decade, Indonesia has experienced a substantial rise in policy transfer activities across various public sectors. This trend is characterized by the adoption and adaptation of foreign policy models to address domestic challenges. The growing complexity of governance issues and the need for innovative solutions have driven Indonesian policymakers to seek inspiration from international best practices. This inclination towards policy transfer is further facilitated by Indonesia's active participation in global networks and commitment to international agreements. For instance, Indonesia's involvement in the Sustainable Development Goals (SDGs) has necessitated aligning national policies with global standards, prompting the adoption of policies from other countries that have successfully

implemented similar initiatives (Sani & Fathurrahman, 2023). Additionally, the increasing interconnectivity brought about by globalization has made it easier for policymakers to access and learn from policy experiences elsewhere, leading to a more dynamic and responsive policy environment in Indonesia. This trend underscores the importance of understanding the mechanisms and implications of policy transfer in the Indonesian context.

Sectors Most Active in Policy Transfer

Specific sectors in Indonesia have proactively engaged with policy transfer processes. Notably, the education sector has seen significant reforms influenced by international models. For example, the implementation of the dual vocational education and training (VET) system in Indonesia draws heavily on the German model, aiming to bridge the gap between education and labor market needs (Wibowo et al., 2022). Similarly, the governance sector has adopted various e-governance initiatives inspired by successful implementations in countries like Estonia and South Korea, aiming to enhance transparency and efficiency in public administration (Wicaksono, 2018). In climate change and disaster management, Indonesia has incorporated strategies from countries with advanced disaster risk reduction frameworks, such as Japan, to bolster its resilience against natural hazards (Djalante, 2016). The digital transformation sector has also benefited from policy transfers, with Indonesia adopting digital governance and cybersecurity policies from nations like Singapore to strengthen its digital infrastructure (Isabella et al., 2024). These examples illustrate the diverse sectors in which policy transfer has played a pivotal role in shaping Indonesia's development trajectory.

Types and Forms of Policy Transfer Identified

Policy transfers in Indonesia manifests in various forms, ranging from direct copying to more nuanced adaptations. Direct copying involves the wholesale adoption of policies without significant modifications, often observed in regulatory frameworks where international standards are adopted to ensure compliance with global norms and standards. Emulation entails adopting policies with minor adjustments to fit the local context, commonly seen in administrative reforms where best practices are tailored to Indonesia's bureaucratic structure (Dolowitz & Marsh, 2000). Adaptation involves significant modifications to foreign policies to align with domestic socio-political and cultural contexts, a prevalent approach in education and health, where local values and norms play a crucial role. Inspiration refers to using foreign policies as a conceptual guide rather than a direct template, often influencing the strategic direction of policy development without dictating specific measures. For instance, Indonesia's approach to digital governance has been inspired by Estonia's e-governance model, leading to the development of unique solutions tailored to Indonesia's specific needs (Wicaksono, 2018). These varying forms of policy transfer highlight the complexity and adaptability of Indonesia's policy-making processes in integrating international experiences.

Key Actors in the Policy Transfer Process

The success of policy transfer in Indonesia is significantly influenced by the involvement of various actors at both domestic and international levels. Domestically, central government agencies, such as the Ministry of National Development Planning (Bappenas), play a crucial role in identifying and facilitating the adoption of foreign policies. Local

governments also contribute by adapting these policies to regional contexts, ensuring their relevance and effectiveness. Academics and research institutions provide critical analyses and evidence-based recommendations that inform policy decisions and shape public discourse. At the same time, non-governmental organizations (NGOs) often advocate for the adoption of specific policies based on international best practices (Wicaksono, 2018). Internationally, donor agencies, multilateral organizations, and foreign governments serve as sources of policy models, providing technical assistance and funding to support their implementation. For example, the collaboration between Indonesia and the World Bank has facilitated the transfer of policies related to poverty reduction and infrastructure development (Sani & Fathurrahman, 2023). The interplay between these actors creates a dynamic environment where policy ideas are exchanged, adapted, and institutionalized within Indonesia's governance framework.

Contextual Factors Influencing the Transfer Process

The effectiveness of policy transfer in Indonesia is contingent upon various contextual factors that shape the adoption and implementation of foreign policies. Political will and leadership commitment are paramount in determining the prioritization of policy initiatives and resource allocation. Institutional capacity, including the availability of skilled personnel and adequate infrastructure, influences the ability to adapt and sustain transferred policies. Socio-cultural factors, such as public attitudes and cultural norms, affect the acceptance and legitimacy of foreign policies, necessitating careful consideration during the adaptation process (Cairney, 2019). Economic conditions, including fiscal constraints and market dynamics, also influence the feasibility of implementing specific policies. For instance, adopting advanced digital technologies requires significant investment, which may be challenging in resource-constrained settings. Furthermore, the legal and regulatory environment can either facilitate or hinder policy transfer, depending on the compatibility of foreign policies with existing laws and regulations. Understanding these contextual factors is essential for ensuring that policy transfers are technically sound and socially and politically viable within the Indonesian context.

Local Adaptation Strategies for Foreign Policies

Indonesia's approach to policy transfer emphasizes the importance of local adaptation to ensure the relevance and effectiveness of foreign policies. Rather than adopting policies wholesale, Indonesian policymakers often modify and tailor foreign policies to align with local needs, values, and capacities. This process involves a thorough assessment of the local context, including stakeholder consultations and pilot testing, to identify potential challenges and opportunities for adaptation. For example, in the education sector, the integration of vocational training programs inspired by the German dual system has been adjusted to accommodate Indonesia's diverse educational landscape and labor market requirements (Wibowo et al., 2022). Similarly, in disaster risk management, international frameworks have been localized to address specific vulnerabilities and community dynamics in different regions (Djalante, 2016). These adaptation strategies underscore the importance of contextualizing foreign policies to enhance their effectiveness and sustainability in Indonesia. By prioritizing local relevance and stakeholder engagement, Indonesia ensures that policy transfers make meaningful contributions to its development objectives.

Discussion

Policy transfers in Indonesia should not be viewed merely as a technocratic exercise involving the straightforward adoption of foreign policy templates. Instead, domestic policymakers require strategic framing to align the core ideas of imported policies with local values, institutional norms, and political narratives. This framing process mirrors the strategic communication techniques employed in marketing, particularly those of segmentation and targeting. Just as marketers tailor products to meet the specific needs of customer segments, policy actors must frame foreign policy models in ways that resonate with local stakeholders' expectations, belief systems, and capacities. This process is especially critical in a diverse nation like Indonesia, where regional variations in culture, governance structures, and development priorities necessitate highly contextualized policy narratives. A policy that is perceived as foreign or irrelevant can easily face resistance, regardless of its proven effectiveness elsewhere. Therefore, actors involved in policy transfer must serve as technical implementers, cultural translators, and public communicators. They must frame policy transfer as a pathway to national progress rather than external imposition, thereby building public trust and political legitimacy around the adopted policy. Ultimately, strategic framing becomes a central component in successfully localizing international policy ideas.

The emergence of policy transfer in Indonesia reflects the dynamic interaction between global trends and the country's institutional policy market. Each sector actively engages in policy transfer, such as education, climate resilience, digital governance, and public sector accountability, represents a specific "policy demand" within the domestic governance ecosystem. These sectors signal where institutional gaps or performance pressures have opened opportunities for policy learning from abroad. Like the consumer market, Indonesia's policy environment demonstrates a demand for solutions that are perceived as timely, efficient, and contextually relevant. This demand has been further accelerated by the increasing complexity of governance issues and heightened expectations for transparency and service delivery. Within this evolving policy market, external policy ideas serve as products that must be competitively evaluated, adapted, and disseminated. The theory of institutional adaptation helps explain this process by suggesting that policy transfer is successful only when the adopted innovations are compatible with existing norms, organizational capacities, and institutional routines. Consequently, Indonesian institutions that engage in policy transfer are not merely passive recipients of external influence; they actively evaluate, select, and adjust policies to fit their operational realities. This interaction reflects a sophisticated policy ecosystem shaped by global diffusion and local adaptation.

Domestic actors who operate as intermediaries, translators, and advocates for adopting foreign policy models are central to Indonesia's policy transfer process. These include academics, government officials, policy consultants, and civil society organizations who introduce external policy ideas and reframe and legitimize them within the Indonesian context. These actors function similarly to policy marketers and brand ambassadors in the private sector, tasked with building the "public image" and perceived credibility of transferred policies. Their roles go beyond technical expertise; they also mobilize political support, shape media narratives, and engage stakeholders to ensure the acceptability of the proposed policy. Drawing on the concept of the "policy entrepreneur," developed by Hwang and Song (2019), these actors use their networks, strategic positioning, and institutional knowledge to push for

policy innovations, often in response to perceived governance failures or emerging policy windows. They become crucial facilitators in translating global best practices into locally resonant interventions. By occupying a hybrid space between local demands and global solutions, policy entrepreneurs serve as catalysts in bridging epistemic communities with the realities of politics and administration. Their effectiveness in promoting and sustaining policy transfer is often a key determinant of the success or failure of imported policy reforms.

Despite the strategic roles played by domestic actors, implementing transferred policies in Indonesia frequently encounters challenges related to regional disparities and administrative fragmentation. Ensuring the consistency of a policy's brand identity across a vast and decentralized nation proves to be a challenging task. Variations in subnational government capacity, financial resources, political will, and cultural alignment often result in uneven adoption and outcomes of policy reforms. A policy that performs effectively in a highly urbanized region like Jakarta may falter in remote or under-resourced areas such as Papua or Nusa Tenggara, not due to flaws in design but because of contextual incompatibilities. Additionally, bureaucratic resistance, institutional inertia, and legal misalignments can hinder uniform implementation. These challenges underscore the need for localized adaptation strategies that take into account the political economy, stakeholder interests, and operational constraints of each jurisdiction. The uneven distribution of benefits and institutional learning resulting from policy transfer reflects the broader tension between national-level policy ambitions and the heterogeneity of local governance environments. Therefore, policymakers must treat policy transfer not as a one-size-fits-all solution but as a framework for experimentation and iterative learning, where policies are continuously refined to fit diverse Indonesian realities.

The findings of this study align closely with the theoretical framework of policy transfer articulated by Dolowitz and Marsh (2000), who emphasize that policy transfer entails a process in which knowledge about policies, administrative arrangements, institutions, and ideas from one political setting is utilized in the development of policies in another. This process is not always straightforward; it may occur voluntarily, as a strategic choice by domestic policymakers seeking innovation, or involuntarily, under pressure from international donors or political circumstances. Dolowitz and Marsh underscore that successful policy transfer involves multiple actors, operates within complex institutional environments and must consider various factors, including policy content, transfer agents, the degree of modification, and contextual compatibility. These principles are highly relevant in the Indonesian context, given the country's decentralized governance structure and diverse socio-political landscape. The role of domestic actors in Indonesia as policy entrepreneurs further supports the conceptualization presented by Hwang and Song (2019), who argue that individual or collective actors often drive policy adoption by leveraging networks, knowledge, and influence. These policy entrepreneurs serve as intermediaries, translating foreign policy ideas into locally relevant concepts and ideas. They serve as key figures in framing and legitimizing policy transfer, ensuring that adopted policies are administratively feasible and politically and socially acceptable to domestic stakeholders. Their strategic engagement is critical in bridging global knowledge with local implementation.

Previous studies have explored the practice of policy transfer in Indonesia, yet most of these investigations have been limited to specific sectors or isolated case studies. For instance, Wicaksono (2018) examined the role of academic actors in facilitating policy transfer within

the education sector, with a particular focus on how knowledge intermediaries support the adaptation of international education models to the Indonesian context. Similarly, Djalante (2016) investigated policy transfer in climate change and disaster risk management, highlighting how Indonesia has adopted international disaster preparedness and resilience frameworks, particularly in collaboration with global institutions and development partners. While these studies offer valuable insights, they remain constrained in scope, often analyzing policy transfer through the lens of a single thematic area or institutional setting.

## Conclusion

This study aimed to identify and analyze the prevailing trends in policy transfer practices in Indonesia by systematically reviewing literature across multiple sectors. The research addressed a central question: What patterns, actors, mechanisms, and contextual dynamics shape the adoption and adaptation of foreign-origin policies in the Indonesian context? The findings demonstrate that policy transfer in Indonesia is not a monolithic or passive process but is characterized by selective adoption, strategic framing, and adaptive integration of global policy models into local systems. By focusing on a cross-sectoral review rather than isolated case studies, this research offers a more comprehensive understanding of how Indonesia engages with international policy paradigms to address national governance challenges.

The value of this study lies in its contributions to both theory and practice. Academically, it enriches the discourse on policy transfer by bridging global theories with empirical realities in the context of a developing country. It highlights the interplay between institutional capacity, actor networks, and local political economy in shaping transfer outcomes. From a practical and managerial perspective, the study offers policymakers and practitioners a conceptual framework for more effective policy borrowing management. It highlights the importance of local adaptation, stakeholder engagement, and institutional readiness in ensuring the success of transferred policies. The originality of this research stems from its integrative lens and its emphasis on the strategic roles of domestic actors as "policy marketers" and "entrepreneurs" in translating foreign ideas into locally effective reforms.

Nevertheless, this study is not without limitations. The reliance on secondary data, as determined through a systematic literature review, restricts the analysis to what has already been published. It may overlook emerging practices that have not yet been documented in scholarly work. Additionally, the study does not empirically assess the long-term outcomes of transferred policies, which limits its ability to evaluate the impact of implementation. Future research could address these limitations by conducting field-based studies and comparative analyses between subnational regions to examine how context-specific factors influence the effectiveness of transfer. It is also recommended that future scholars explore the role of digital platforms, citizen feedback mechanisms, and public-private partnerships in facilitating more inclusive and transparent policy transfer processes. These avenues can further refine our understanding of how global ideas are internalized within national policy systems.

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