The Knowledge Sector Initiative (KSI): Integrating MEL and adaptive management

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Outline

• Overview of KSI
• Unpacking KSI’s approach: integrating MEL and adaptive management
Overview of KSI

Better use of quality evidence in development policymaking

- Better quality and more effective communication of policy research
- More and better spending on policy research
- Data and information is better managed, available and accessible

By 2022

**Outcome 1**

Key Strategies
- EOPO-1: Better funding mechanisms, underpinned by clear and coordinated agenda for policy research funding.
- EOPO-2: University lecturers have better incentives to produce quality research.
- EOPO-3: Increased interaction, knowledge sharing and collaboration between researchers, policy analysts, policy-makers and other key players in the knowledge sector.
- EOPO-4: Quality data on development planning, budgeting and performance is available and accessible in a single system.
- EOPO-5: Policy research institutes increasingly produce quality policy research, communicate it effectively, and collaborate with key players in Indonesia's knowledge sector.

**Strategy (Theory of Change)**

- **Clarify roles and responsibilities for policy research agenda setting and funding.**
- **Strengthen government and private sector funding mechanisms for policy research.**
- **Strengthen practices in selected Directorates or agencies for setting research agendas, commissioning and managing research.**

**Cross-cutting strategies**

- Engage with media to promote evidence-informed public discourse
- Ensure that gender equality and social inclusion perspectives are incorporated
- Engage on subnational perspectives to ensure regional inputs are incorporated

**Key Initiatives (Entry points for 2018)**

1. Shared agenda for research to policy
2. RRIIMN studies
3. Private Sector Engagement
4. University lecturer incentives
5. Indonesia Development Forum
6. Policy analysts
7. KRISNA
8. PRI Support
Operationalising a “Catalytic” Role

Initiator
- Provide and develop new ideas and processes to improve systems and approaches

Connector
- Bring together partnerships which can also have long term prospects beyond the life of the program

Aligner
- Support partners in synchronizing their plans and objectives to support
- Improve where possible collaboration & sharing of knowledge

Critical Friend
- Providing critical input to improve the quality and effectiveness of partner approaches

Accelerator
- Support efforts to increase the momentum of key initiatives
- Provide strategic support to boost knowledge and analysis to support decision makers

Embedder
- Ensuring reforms are properly in place and implemented by partners

Amplifier
- Relay information through media etc. to broadcast key reforms in Indonesia’s knowledge sector
- Highlight strong initiatives undertaken at both central and local government levels

What have we initiated?
Who have we connected?
What has been leveraged?
What has been improved?
What has been accelerated?
What behavior change has occurred?
Who is using the information? For what?
Key elements: Integrating MEL and adaptive management
1. Holistic approach to performance management

- **Progress towards outcomes**
  - EOPO indicators
  - Annual outcomes
  - GESI indicators
  - Prospects for success

- **Meeting shareholder expectations**
  - Regular updates
  - Communications
  - Collaboration with DFAT programs
  - Integrating gender equality

- **Program Management**
  - Efficient and responsive systems
  - Effective knowledge management
  - Regular reflection and learning
  - Accountable decision-making
  - Program adaptations informed by evidence

**Balanced scorecard approach**

**Enabling adaptive management**
2. Developmental evaluation

• Supporting innovation through:
  • Rapid feedback to staff
  • Facilitating regular reflection, learning and adaptation based on evidence
  • Embedded developmental evaluator (PME team)
2.1 Frequent data collection and analysis

- *Monitoring context and political economy* – daily media monitoring, monthly meetings with technical advisers, stakeholder mapping

- *Staff reflection logs* – records incremental changes in context, program progress and KSI contribution

- Frequent data analysis using Nvivo
2.2 Regular reflection, learning and adaptation

- *Monthly reflection sessions* – context, progress towards outcomes, challenges and response

- *Six monthly Learning Weeks* – testing theory of change and underlying assumptions

- *Record adaptations* - in Adaptive Management Worksheets

- *Intentional M&E* of adaptive management
3. Learning feeds into decision-making processes

- KSI staff
- KSI Senior Leadership Team meetings
- Monthly and 6 monthly discussions with DFAT and Bappenas
- Program Governance meetings

Reflection and Learning

Decision-making criteria (for entering and exiting activities)
Questions?