







Better Policies Better Lives™

# 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

Goal

### Better use of quality evidence in development policymaking

Focus Areas 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

Outcomes

Strategy (Theory of Change)

gy of

Crosscutting strategies

Key Initiatives (Entry points for 2018) FOPO-1

Better funding mechanisms, underpinned by clear and coordinated agendas for quality policy research

#### **Key Strategies**

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.

#### EOPO-2

University lecturers have better incentives to produce quality policy research

#### **Key Strategies**

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

#### EOPO-3

Increased interaction, knowledge sharing and collaboration between researchers, policy analysts, policy-makers and other key players in the Knowledge Sector

### **Key Strategies**

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

#### EOPO-4

Quality data on development planning, budgeting and performance is available and accessible in a single system

### **Key Strategies**

Develop a sustainable system to integrate quality data on planning, budgeting and monitoring and evaluation at national and sub-national levels Policy research institutes increasingly produce quality policy research, communicate it effectively, and collaborate as key players in Indonesia's knowledge sector

EOPO-5

### Key Strategies

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

Engage with media to promote evidenceinformed public discourse Ensure that gender equality and social inclusion perspectives are incorporated

Engage on subnational perspectives to ensure regional inputs are incorporated

### KSI catalytic role: backing local actors to identify joint agendas, collaborate and learn by doing

1. Shared agenda for research to policy

2. RPJMN studies

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

What have we initiated?

Who have we connected?

Connector

together

which can

also have

long term

prospects

life of the

program

beyond the

partnerships

Bring

# Aligner

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

What has been leveraged?

# Critical Friend

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

What has been Improved?

### Accelerator

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

What has been accelerated?

# Embedder

 Ensuring reforms are properly in place and implemente d by partners

What behavior change has occurred?

# 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

Who is using the information? For what?





# Key elements: Integrating MEL and adaptive management



# 1. Holistic approach to performance management

Balanced scorecard approach

# 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

Enabling adaptive management

## **Program Management**

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

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





**Questions?** 

