

No.	Recommendation	Response
IMPROVING EFFECTIVENESS		
1	<p><u>ACDP Secretariat to map ACDP research against key education issues</u></p> <p>This would:</p> <ol style="list-style-type: none"> Demonstrate the scope and extent of the research being carried out under ACDP, and Identify any significant policy & implementation gaps that could be considered as future research areas. <p>The ACDP Secretariat should produce a first draft of this <i>strategic map</i> and seek input and feedback from representatives from all key stakeholder groups. It should be updated on a six monthly basis and form part of the ACDP progress report.</p>	<p>Agree.</p> <p>Mapping of ACDP research was undertaken as part of developing the 2015-16 ACDP Work Plan during the period January to March 2015. This included technical meetings with MoEC, MoRA and Bappenas ACDP leadership. Ongoing and planned research is mapped against the Governments education strategic priorities outlined in the RPJMN 2015-19, and is outlined in the work plan.</p> <p>The mapping will be updated in six-monthly progress reports.</p>
2	<p><u>Focus on capturing ACDP results/outcomes</u></p> <p>The ACDP Secretariat should focus on capturing outcomes arising from the research generated through the facility. It is critical to ask the “So what?” question and plans must be put in place to begin answering it. DFAT’s Performance, Oversight and Monitoring facility (POM) is looking at ACDP results to some extent, taking a longitudinal case study approach on four ACDP projects. However, there is a need to complement this with some rigorous M&E <u>within</u> the ACDP secretariat. Not only should the M&E serve a summative function (i.e. what the ACDP has achieved) it should also serve a formative function (i.e. “what can we improve to ensure that we are more effective and efficient throughout the remainder of the contract” and particularly if the ACDP is extended).</p>	<p>Agree.</p> <p>ACDP expanded its reporting on utilisation of outputs in the end of 2014 six-monthly progress report (and will be further expanded in the mid-2015 report).</p> <p>This will be further strengthened by the recruitment of specialist monitoring and evaluation resources (see recommendation 3 below).</p> <p>In addition, DFAT requested that ADB undertake an organisational review of the ACDP Secretariat that examines systems, management arrangements and resourcing. ADB undertook the review in March/April 2015 and issued a revised ACDP structure in May 2015. The restructuring establishes greater focus on ‘knowledge to policy’ as a means to more effectively facilitate and capture results.</p>
3	<p><u>Invest in a core adviser with proven M&E expertise and experience</u></p> <p>The ACDP Secretariat should recruit a core advisor with strong monitoring and evaluation skills to begin capturing results. The ACDP</p>	<p>Agree.</p> <p>Recruitment of a monitoring and Evaluation specialist commenced in January 2015. However finding a full time monitoring and evaluation</p>

	<p>facility would have benefitted from an in-house M&E resource from the outset to develop a comprehensive framework against the programme logic and to track progress against it. Primarily, this would take the form of a more systematic approach to assessing who is using the outputs of the ACDP and how they are feeding into GoI decision making. It is recommended that a ToR is developed for an additional ACDP resource (with a strong focus on M&E) for the remainder of the contract.</p>	<p>specialist has been challenging. Recruitment is currently ongoing through re-advertisement for two consultant positions rather than full time positions.</p>
4	<p><u>Strengthen interaction with donors throughout the design process</u></p> <p>The ACDP secretariat and donors should strengthen interaction during the research design process. At a practical level this does not have to be resource intensive and could take the form of an informal meeting to keep each other abreast of potential studies and working through ToRs.</p>	<p>Agree.</p> <p>ACDP Secretariat has started providing a fortnightly update that provides a summary of upcoming activities/meetings/TORs.</p> <p>More frequent meetings with donors on new activity designs have been planned and increased engagement is occurring.</p>
IMPROVING EFFICIENCY		
5	<p><u>Develop a strategy to improve ACDP procurement</u></p> <p>It is recommended that the ADB consider how it can administer ACDP facility more effectively and efficiently within the constraints of its procurement regulations. It should consider the findings of this mid-term review and work with donors, the ACDP secretariat, and existing contractors to develop a strategy to improve ACDP procurement. As part of developing this strategy the following points should be considered:</p> <ul style="list-style-type: none"> - Re-opening the competition for ACDP pre-qualification making potential bidders aware of steps that have been taken to improve the procurement of ACDP services. In this context other types of organisations should be taken into account. For example, where ACDP research requires large scale surveys or a concept paper to be developed quickly (drawing on secondary data), it could be beneficial to have survey firms or public policy consultancies on a 	<p>Agree.</p> <p>A draft strategy to improve ACDP procurement has been discussed with EU and DFAT. Some of agreed actions has been implemented. This includes:</p> <ul style="list-style-type: none"> • Reopening IDC pool with a result of six IDC Consortia have been retained and some of them are in association with survey firms. • A kickoff meeting with the new six DC firms has been carried out in early April. The meeting explained the ACDP's work plan, procedures, including those of procurement and contract management. • ACDP will use flexible out-put based TORs for its studies. • ADB is repackaging the upcoming planned ACDP studies into few thematic clusters e.g. higher education, governance, skills

	<p>short-list of suppliers.</p> <ul style="list-style-type: none"> - The possibility of employing other contracting models and whether a mix of procurement mechanisms might elicit interest from a greater number of parties (for example open tendering and contracting individual consultants directly). - ADB should outline their approach to replacing the Principal Social Sector Economist, the key counterpart of ACDP. - ADB should convene a meeting with ACDP contractors and / or speak to them individually about the issues they have with the current approach to procuring and managing ACDP contracts. It should also serve as an opportunity for ADB to provide feedback on where contractors could improve their ways of working. - ADB should present on what is expected from contractors at each stage of the procurement process and throughout life of the contract. ACDP contractors require clearer guidance on ADB procurement rules and this may be best conveyed through face to face interaction. - ADB should publish the potential pipeline of ACDP opportunities (at least, indicative) providing contractors with time to work on mobilising the right experts and developing their proposals. - Examine the administrative support contract for ACDP and ensure that it is meeting all contractual requirements / service level agreement. Cash flow issues have been reported with instances of ACDP staff having to make payment for meeting rooms out of their own funds. 	<p>development, etc. This clustering is anticipated to improve the coherence of policy options and recommendations. The bigger estimated contract values are expected to elicit interest from a greater number of bidders.</p> <ul style="list-style-type: none"> • A new principal education specialist was appointed by ADB and will be based in Jakarta from 18 August 2015. In responding to the request for more rapid response policy analysis, ACDP will recruit a roster of experts that can be deployed at short notice as needed.
IMPROVING VISIBILITY		
6	<p><u>Increased focus on promotion and communication of ACDP</u></p> <p>The ACDP secretariat should focus on further developing the current</p>	<p>Agree.</p> <p>EU and DFAT requested that ACDP develop and present and Annual</p>

<p>communications strategy. Effectively communicating research is a key aspect of the knowledge to policy cycle and ACDP has developed some good networks and a good reputation within parts of MoEC, MoRA and Bappenas but there is scope to build on this. More specifically, ACDP communications should focus on</p> <ol style="list-style-type: none"> a) Refining target audiences, key messages and appropriate channels. b) Being a 'trusted voice' within GoI, an objective and reliable entity, not seen to be pushing a political agenda. c) Ensuring stakeholders (GoI, donors, ADB) are kept abreast of ACDP activities in a systematic, timely manner. d) Making its research as accessible as possible. There is scope for ACDP research to be more oriented towards policy makers. When presenting or engaging with policy makers, those responsible for ACDP studies should be asking themselves: Can we explain the findings of our project in 15 minutes and identify 3 key messages that we could take into a conversation with a policymaker? Few policymakers will take the time to read a long research paper. But what they will appreciate is an occasional email with an accessible one or two page briefing note that outlines the research questions, data, findings and less than five possible implications. e) Tracking developments in education from a GoI perspective but also through public opinion in terms of what the key issues / hot topics are. The communications function should undertake regular media content analysis to feed into ACDP research and publish at least 4 months in advance the ACDP Events calendar. f) From the donor perspective it is important that both the EU and DFAT get some level of visibility as the funders of ACDP. While this point is captured in the ACDP communications strategy it should not be lost particularly with more and more communication activities foreseen. 	<p>Communications Work Plan for 2015.</p> <ul style="list-style-type: none"> • A communication strategy is under development and is currently finalised. <p>Improved communications since March 2015 have included:</p> <ul style="list-style-type: none"> • Improved information links on the ACDP website • The ACDP has developed a plan to substantially increased engagement with the media which has been under implementation since May. The program involves holding fortnightly sessions with invited media, to discuss selected themes in the education sector. Increased dialogue with the media on education issues has resulted and the volume of media coverage of these issues has increased. • The resurrection of the ACDP Quarterly Newsletter (March and June issues, next scheduled for September 2015). • High-level Teacher Policy Forum scheduled for August 2015 • Media advisory sessions, talk shows sessions coverage of radio stations, are planned in order to increase awareness both internal and external and to facilitate more evidence-based policy making process, and also to increasing the project visibility. • More policy briefs and notes will be produced from the results of the studies in order to increase the utilization of the information/ study results.
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	g) Incorporating ACDP communications within the M&E framework to assess the success of communication activities. This might include indicators on Gol's staff awareness, attitude and even behaviour change.	
7	<p><u>Work with other donor funded interventions for mutual benefit</u></p> <p>It is recommended that ACDP engage with DFAT's <i>Knowledge Sector Initiative</i> programme, to get an in-depth understanding and appreciation of the intervention and to establish how the initiatives might benefit from one another. In this context, it is likely that ACDP would benefit from the systems and processes that KSI has for measuring how research contributes to / impacts on policy decisions of the Gol.</p>	<p>Agree.</p> <p>ACDP has met with the DFAT Knowledge Sector Program during early 2015 and aims to strengthen collaboration with the initiative.</p>
ENSURING SUSTAINABILITY		
8	<p><u>Optimise ACDP performance in the remaining 14 months and develop a sustainability strategy for what happens beyond December 2015</u></p> <p>It is recommended that the donors, the ADB and the ACDP Secretariat work with the Gol to:</p> <ul style="list-style-type: none"> - Systematically address the recommendations of the mid-term review to optimise the performance of ACDP over the remainder of the current contract. - Develop a strategy with clear objectives for a potential ACDP extension (beyond December 2015) to make best use of the remaining budget. There should be a particular focus on sustainability and how the ACDP function will be transferred to the Gol. There are a number of areas to work on in this context including: <ul style="list-style-type: none"> o Increased collaboration and cooperation with Balitbang (currently seen as the most likely home for an ACDP type 	<p>Agree,</p> <p>Following consultations with Government and donors, ACDP produced a Sustainability Plan in June 2015. The plan directly addresses the recommendations in the mid-term review report, in regard to improving the sustainability of the impact of the ACDP beyond its conclusion.</p>

	<p>operation within the Gol) to ensure that there is a sufficient body of expertise and experience in commissioning and managing research conducted by a third party. It will also be important to maintain ACDP attributes such as being a “trusted voice of Gol”.</p> <ul style="list-style-type: none">○ A “critical mass” of support for policy research and evidence-based decision making across the Ministries of Education, Religious Affairs and other government departments. There appears to be a strong appreciation and appetite for ACDP research to feed into decision making within Bappenas, MoEC and MoRA. This needs to be maintained and strengthened to ensure that it becomes deeply entrenched within each Ministry.○ Gol regulations making it possible to procure research from universities and the private sector both national and internationally.	
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