

## MANAGEMENT RESPONSE AND LEARNING AND DISSEMINATION PLAN

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Approved by: Scott Roantree, A/g Chief of Operations  
Date Approved:

### Aid Activity Summary

Aid Activity Name			
AidWorks initiative number	INH436		
Commencement date	March, 2010	Completion date	December, 2012
Total Australian \$	\$6,541,726		
Total other \$:	Time and financial inputs from government staff in Papua and West Papua		
Delivery organisation(s)	UNICEF		
Implementing Partner(s)	Papua Provincial Education Office, West Papua Provincial Education Office		
Country/Region	Indonesia / Papua and West Papua		
Primary Sector	Education		

#### Aid Activity Objective:

The objective of the Australia – UNICEF Education Assistance to Papua and West Papua is to contribute to improved quality of primary education in Papua and West Papua through strengthened education planning, teaching practices and school based management.

The program has two components. The first component is aimed at assisting the two provincial education offices in Papua and West Papua, and the six targeted districts, to strengthen education sector strategic planning, budgeting, and monitoring and evaluation. The second component is to assist the improvement of teaching practices in targeted schools in the six districts and identify replicable models for primary education access and quality improvement in Papua and West Papua.

### Independent Progress Review Summary

#### Evaluation Objectives:

- 1) Evaluate actual performance against planned outcomes and suggest areas for improvement;
- 2) Analyse and comment on the relevance of program objectives and delivery mechanisms against AusAID strategic objectives;
- 3) Analyse and make recommendations on most suitable mechanisms for AusAID education support in the provinces over the next five years including if current programs mechanisms should be continued; and
- 4) Identify approaches and activities that could be replicated in other provinces.

**Evaluation Completion Date:** 24 March 2012

**Evaluation Team:** Mr John Fargher, Team Leader and Evaluation Specialist; Ms Hetty Cislowski, Education Specialist.

## **Key Findings:**

The Independent Progress Review is comprehensive and provides thorough analysis of the program's performance and useful lessons to inform future education program design and implementation in the Papuan Provinces. It also had some findings that can usefully inform the design of national education activities supported by AusAID.

- The program remains relevant and given the governance, quality and access issues for education in Papua and West Papua, development assistance in this sector is highly valued. It also aligns well with national, provincial and AusAID strategic plans for basic education. AusAID's support has produced positive changes in sector governance, including School-Based Management and Teacher Development.
- Although the program suffered from delays in its start-up, due mainly to procuring sufficient human resources, it has had some good early achievements. It is effectively changing planning knowledge and skills through engaging senior leaders in districts. All participating provincial and district education offices now have a Strategic Plan that complies with the national planning laws. Progress has been made on teacher training, however, the evaluation found that there is work to be done in terms of improving materials and training practices. Notably, results for the teaching and learning aspects are far more noticeable in urban and peri-urban areas.
- UNICEF was identified as an appropriate partner, given its strong local presence and effective partnership with local institutions. UNICEF has experience in implementing the program activities, and high quality local program officers. Despite this, some issues were raised with UNICEF's lack of transparency with regards to budget information and with its data management practices.
- The recommendations focused on using the remaining time and budget to complete planned activities and to considering a future focus on rural and remote area support. AusAID Indonesia (Basic Education Unit) agrees with recommendations one, two and three. The Independent Progress Review recommendations and AusAID responses are laid out in the next section.
- AusAID recognises Papua is a different context from the rest of the country however remains committed to development in the Papua provinces. For engagement in Papua and West Papua provinces, AusAID prefers a "long term" view with the possibility of undertaking "rolling designs": trialling and piloting initiatives to gather evidence on what works and why in Papua and West Papua. This approach could inform discussion with the national government in future if design and roll out of a larger program was feasible. In the meantime, existing assistance in the provinces should be continued to maintain existing relationships and outcomes.

## **Management Response**

### **Recommendation One**

**Recommendation:** UNICEF needs to strengthen its performance management system, review stimulus modules to ensure quality and relevance for Papua, strengthen mentoring support approaches in rural and remote areas, and acknowledge and promote Australian support for the program as agreed.

### **Response: AusAID agrees**

**Actions:** AusAID will carry out follow up discussions with UNICEF in Jakarta and Papua to agree on detailed follow up to the Independent Review in these areas. An initial discussion was conducted with UNICEF Jakarta, AusAID and the IPR Team during the Aide Memoire presentation. A more in-depth discussion will be conducted with UNICEF Papua during next monitoring visit and Program Steering Committee Meeting scheduled for end of July 2012.

In terms of performance management, AusAID proposes that sufficient resources be allocated to M&E as per the program design; and that the M&E system be strengthened and systematically applied. This will ensure that evidence on the results of training and the implementation of plans is collected; and, that good practices are applied across the program. AusAID will encourage UNICEF to engage with communities to monitor service provision and, with tripartite support, that USAID District Coordinators be used as a monitoring resource.

AusAID will propose that UNICEF review stimulus modules to ensure better contextualization, piloting and refinement. AusAID will also request that UNICEF produce a teaching guide for the modules and ensure trainers are sufficiently focused on teachers ability to use the modules.

Mentoring support approaches for rural and remote areas require a different approach to urban and peri-urban areas. AusAID will engage with UNICEF and key stakeholders to ensure that the current program makes sufficient attempts to address these different circumstances. Methods such as direct mentoring support to principals and teachers may be used in lieu of the cluster group approach that has previously failed in these areas.

UNICEF have commenced discussions with key stakeholders, including AusAID, on specialised future support to rural and remote education. AusAID is actively participating in these discussions and plans to provide analytical support to development of a rural and remote education initiative.

UNICEF will be reminded of the importance of acknowledging Australian support to basic education in Papua and will be provided with guidance on how they should apply the Australian Aid visibility policy

## **Recommendation Two**

**Recommendation:** AusAID should focus its supervision activities on quality and accountability for implementation and work with USAID and UNICEF to ensure transparent accountability for funding.

**Response:** AusAID agrees

**Actions:** As one of the constraints to program monitoring is the need for A-based staff to apply in advance for permission to travel to Papua, AusAID Jakarta will reorganise staffing in the Basic Education Unit to ensure an O-based SPM is assigned to the Papua program. However, the impact of the security environment on field monitoring activities is expected to continue. It is expected that a new SPM will be assigned by mid May 2012. AusAID will increase engagement with UNICEF and USAID at the national level to ensure transparency of funding as proposed, such as through the 6 monthly Contribution Partners Committee Meeting between UNICEF, AusAID, and USAID. AusAID will continue to engage with national stakeholders, including Bappenas, in monitoring.

## **Recommendation Three**

**Recommendation:** AusAID should ensure stakeholders in Papua benefit from existing AusAID programs (including the Education Partnership and AIPD-Governance). AusAID should maintain engagement in urban and peri-urban areas through its national programs. For rural and remote areas, AusAID should maintain engagement through a narrower and deeper program of support. Future programs should ensure sufficient resourcing for AusAID supervision of technical and program management elements as part of the grant agreement.

**Response:** AusAID agrees

**Actions:** AusAID national basic education programs do not include a presence at the sub-national level, so coordination between national and sub national programs will be required. The engagement of a SPM (refer recommendation two) will be responsible for this coordination. AusAID will actively participate in the development of specific rural and remote area basic education initiatives, and bring international experience to bear on this process. Sufficient resourcing for technical monitoring will be included in future design and implementation agreements.

## Learning and Dissemination Approach

**Target Audiences:** AusAID's Indonesia program, other AusAID country programs that manage similar education programs, Education Thematic Group, Multilateral Policy and Partnerships, Ministry of Religious Affairs, Ministry of Education and Culture, Bappenas and other donors.

## Learning and Dissemination Actions

**Public Release:** July 2012

**Distribution List:**

Stakeholder	Management Response Included?	Distribution Method
Provincial and district governments	Yes	Consultation
Ministry of Education and Culture	Yes	Consultation
Bappenas	Yes	Consultation
Other donors	No	Email

## Learning and Dissemination Activities:

Activity	Target Audience	By When?	Who Responsible?
Aide-Memoire presentation	AusAID Management, AusAID Education Section, AusAID Decentralisation Section, and AusAID Health Section (HIV)	Conducted on 28 February 2012	Activity Manager
Consultation with Provincial and district governments on findings and recommendations	Provincial and district governments	Mid July 2012	Unit Manager and Activity Manager
Consultation with Implementing Partner on findings and recommendations	UNICEF	Conducted on 28 February 2012	Unit Manager and Senior Program Manager
Presentation of the Final Report to key counterparts in Ministry of Education and Culture and Bappenas	National Government of Indonesia	Mid July 2012	Unit Manager, Senior Program Manager and Activity Manager
Send the Final Report with management response to AusAID stakeholders	Education Thematic Group and other AusAID country programs	End July 2012	Activity Manager
Send the Final Report to other donors	UNICEF, USAID	End July 2012	Senior Program Manager
Upload the final report on AusAID's website	Public	End July 2012	Activity Manager

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