ADAPTIVE PROGRAMMING AND MEL IN KOMPAK

PRACTITIONERS FORUM
ADAPTIVE PROGRAMMING AND MONITORING, EVALUATION & LEARNING
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KOMPAK - quick background

• Supports **Government of Indonesia**’s poverty reduction agenda targeting the bottom 40% of the population.

• DFAT funded governance program of **AUD 200 million** from **2015-2022**.

• **Problem focused** – governance improvements that have direct benefits for the poor and vulnerable in:
  • health / education / legal identity / nutrition / employment opportunities.

• **Structured facility**
  • Goal / EOFO / Intermediate outcomes
  • Flexible buckets of project funds.
  • Hedge a number of ‘informed’ bets, track them and make decisions.

• **National and sub-national** presence – local results for national impact
  • Common set of higher-level objectives across all 7 provinces and 28 districts
  • But different approaches and focus in each location.
  • Targeted result is policy impact, not just activity outputs.
Implications for MEL during start-up

• **Design implement**: Guided by a 3 Year Strategy and Strategic Performance Framework (in place 18 months in).

• **Building on previous GOI/GOA investments**: Separate activities, models, ideologies, and staff novated from 2 DFAT investments – at different times.

• **Mobilised during political flux**: new President, new law, new ministry (a main partner), and subsequent revisions to another ministry’s mandate (also main partner).
KOMPAK (current) performance framework

**Goal/Impact Statement**
Poor and vulnerable Indonesians benefit from improved delivery of basic services and greater employment opportunities

**End of Facility Outcomes (EOFOs)**

**OUTCOME 1**
Local government and service units better address the needs of basic service users

**OUTCOME 2**
Poor and vulnerable benefit from improved village governance

**OUTCOME 3**
Poor and vulnerable benefit from improved opportunities for economic development

**Intermediate Outcomes**

**INTERMEDIATE OUTCOME 1**
Fiscal transfer arrangements for basic service delivery improved

**INTERMEDIATE OUTCOME 2**
Local government and service units have strengthened systems, processes and procedures

**INTERMEDIATE OUTCOME 3**
Village Governments are leading evidence-based and pro-poor village development

**INTERMEDIATE OUTCOME 4**
Communities and their institutions are effectively engaging with village government for inclusive and transparent village development, including on frontline services

**INTERMEDIATE OUTCOME 5**
The enabling environment increasingly supports off-farm employment opportunities

**Activities**
KOMPAK’s accountability story

The results and big changes story

Selection of projects
Planning, Design
Project reviews
Results: Intermediate outcomes/outputs
Big Changes
FoFOs
Transformational change
ToC

The accountability story
MEL roles and responsibilities

However, in practice...

• Separation between MEL team and implementation team

• Feedback loops from MEL to implementation teams for adaptation based on learning not optimal.
Challenges we’ve faced

• **Strategic framework:**
  • Too many theories of change (coherence).
  • “Missing middle” – gap between activities and intermediate outcomes.
  • Difficult to identity how governance improvements directly benefit the poor.

• **Learning:**
  • Review and learning happened nationally – too far from the problems (affected who was involved / level of discussion depth / use of learning).
  • More information flowing up to outcome teams than down for implementation.

• **Monitoring:**
  • Data consistency (government data vs KOMPAK data vs partner data).
  • MIS not robust enough to capture scope of KOMPAK work.

• GOI reporting/accountability requirements do not promote adaptation.
How we’re evolving

LIVING DESIGN DOCUMENT

TOOL KIT: Skills and knowledge
- Brokering and networks
- Subdistrict Strengthening
- MSS and Sector Governance
- Community Empowerment
- Fiscal Transfer & PFM
- Village Institution Strengthening

SECTOR STRATEGIES
- LEGAL IDENTITY
- HEALTH
- EDUCATION
- EMPLOYMENT OPPORTUNITIES
- NUTRITION

NATIONAL POLICY ROADMAP

IDENTIFYING PROBLEMS LOCALLY
- Mini TOC on selected problems
- Different solutions Different contexts
- Hedging many bets

TESTING SOLUTIONS TO LOCAL PROBLEMS

7 PROVINCIAL ROADMAPS

Q REVIEW AND ADAPTATION LOCALLY
- Informs revisions to SS and Tool Kit
- Links to policy dialogue
- Local results, national impact
- Draw out similarities and differences

ACTIVITIES
Foundations for adaptive programming

• **Focusing on local level changes:**
  - Shifting to 1 high level TOC with mini-TOC for local problems.
  - Sector Strategies will help connect governance approaches with changes for the poor.
  - Increased resources for local teams (reduction in national teams)
  - M+E Officer in each province – shifting M down to implementation.

• **Being problem driven and learning focused:**
  - Shifting quarterly reviews down to the province (brings team review, learning and reflection closer to the problem).
  - Shifting “M” and “L” responsibilities to the implementation teams.
  - Sector Strategies to be revised based on local learning through the Roadmaps (capturing the feedback loop from local to national).
  - Significant Policy Reviews are in place and help to capture TWP alongside technical monitoring.
  - DFAT push to focus more on what has not worked well (not just success).
Questions we are mulling over

• As a structured facility – are we wiser to capture a broad range of results across sectors and locations, rather than trying to capture everything?

• What tools and processes are most effective to support the team to incorporate learning for improvement?

• There is DFAT appetite for adaptive programming. How can the program ensure DFAT colleagues can meet internal reporting and accountability requirements? Internal champions help.

• Which indicators are suitable in the sectors (eg. stunting / MMR) for KOMPAK to realistically show contribution to as a governance program?
KOMPAK is an Australian-Indonesia Government Partnership
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