

KOMPAK

Kolaborasi Masyarakat dan Pelayanan untuk Kesejahteraan
Kemitraan Pemerintah Australia - Indonesia



Australian Government

ADAPTIVE PROGRAMMING AND MEL IN KOMPAK



PRACTITIONERS FORUM
ADAPTIVE PROGRAMMING AND
MONITORING, EVALUATION & LEARNING

JUNE 5-6, 2018

The Makati Shangri-La Hotel | Philippines



COALITIONS for CHANGE



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KOMPAK is an Australia-Indonesia Government Partnership
Managed by Abt Associates

KOMPAK - quick background



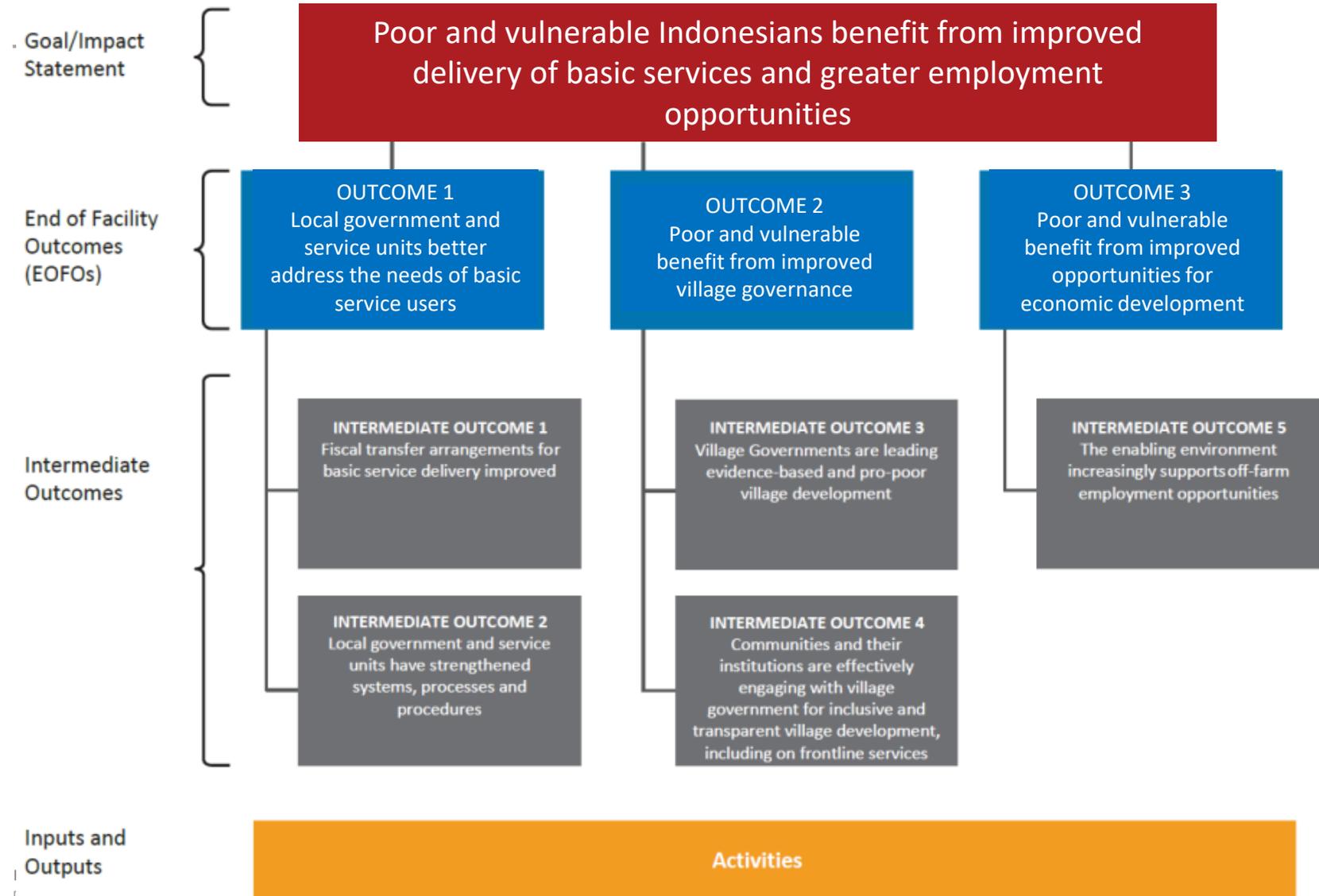
- Supports **Government of Indonesia's** poverty reduction agenda targeting the bottom 40% of the population.
- DFAT funded governance program of **AUD 200 million** from **2015-2022**.
- **Problem focused** – governance improvements that have direct benefits for the poor and vulnerable in:
 - health / 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

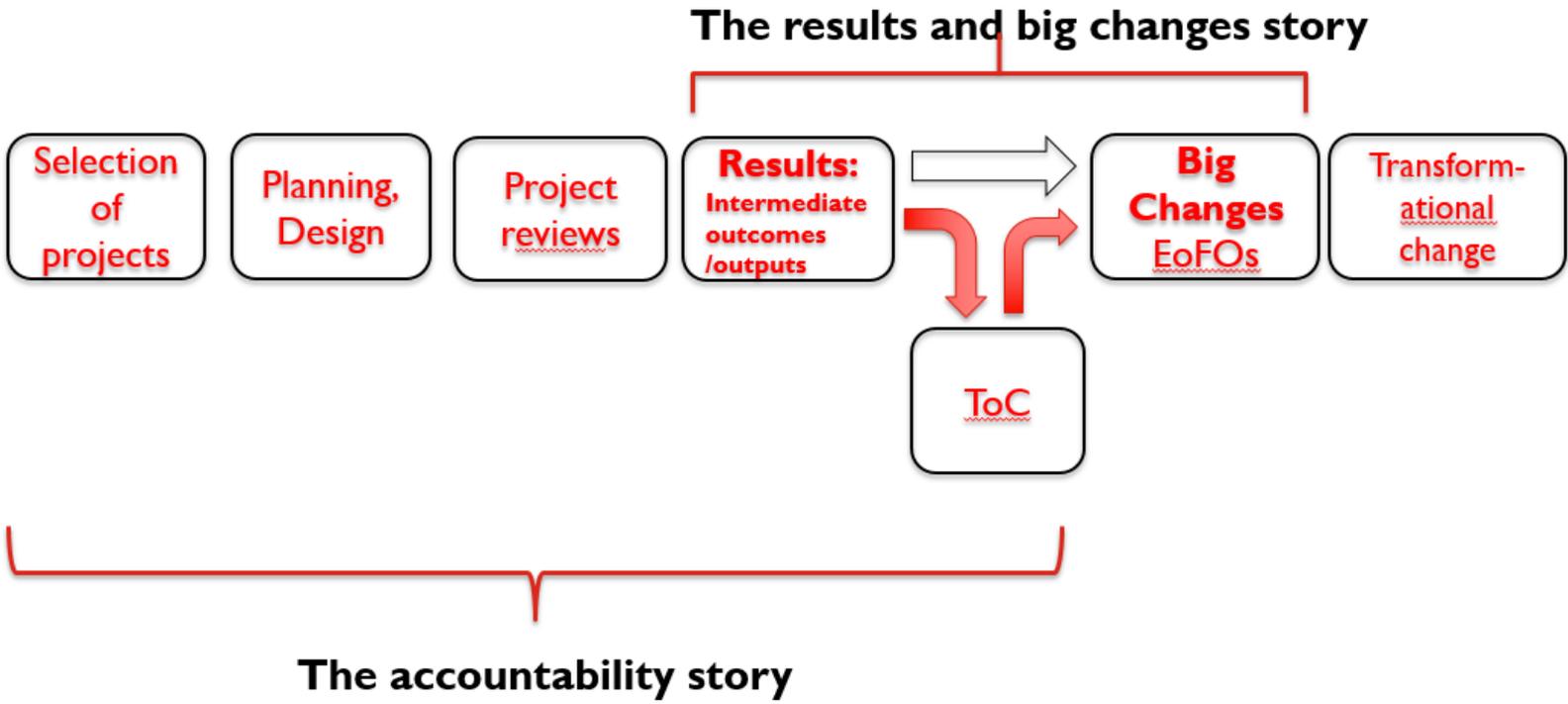


- **Design implement:** Guided by a 3 Year Strategy and Strategic Performance Framework (in place 18 months in).
- **Building on previous GOI/GOA investments:** Separate activities, models, ideologies, and staff novated from 2 DFAT investments – at different times.
- **Mobilised during political flux:** new President, new law, new ministry (a main partner), and subsequent revisions to another ministry’s mandate (also main partner).

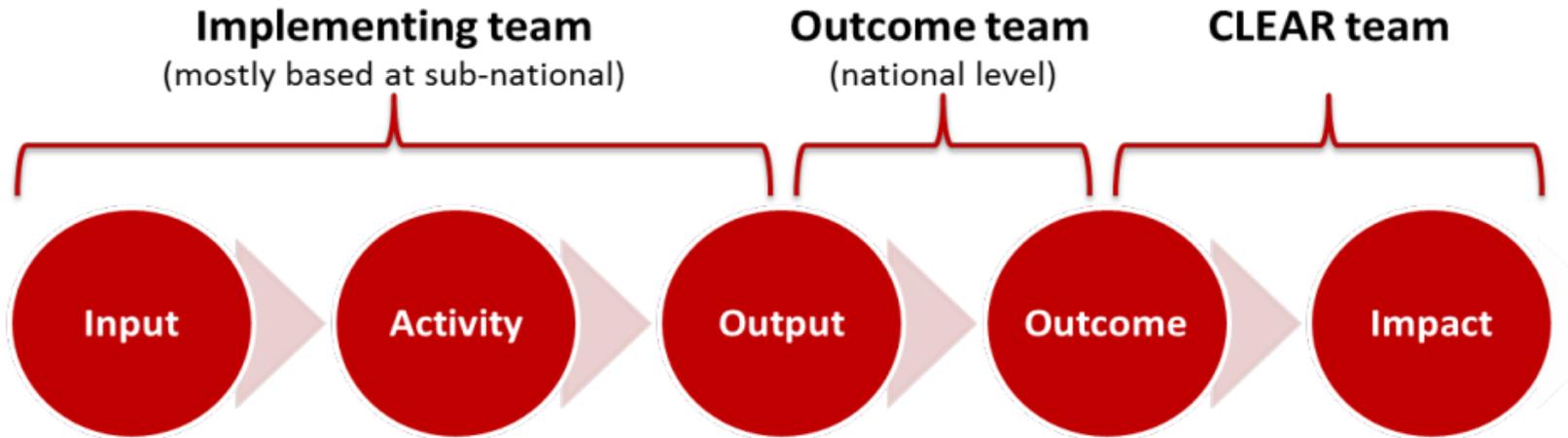
KOMPAK (current) performance framework



KOMPAK's 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 identify 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:**

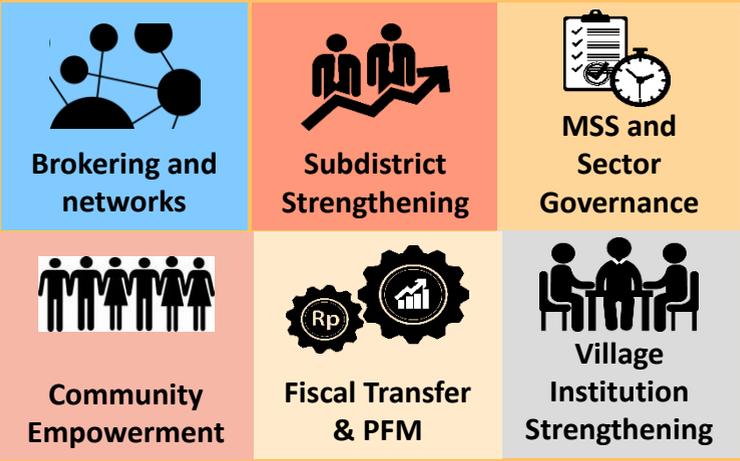
- Data consistency (government data vs KOMPAK data vs partner data).
- MIS not robust enough to capture scope of KOMPAK work.

- GOI reporting/accountability requirements do not promote adaptation.

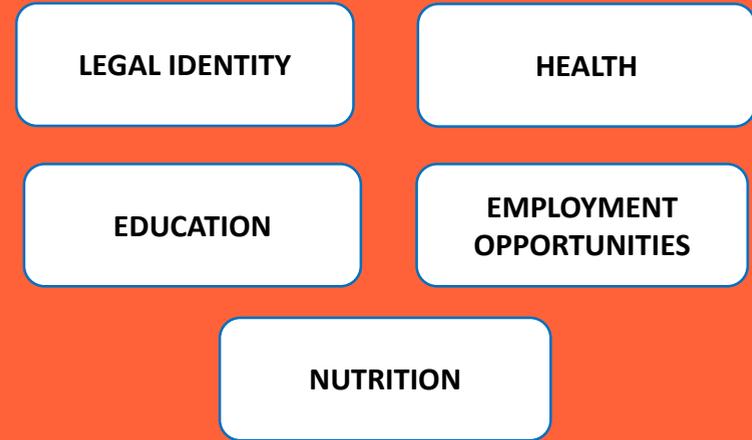
How we're evolving

LIVING DESIGN DOCUMENT

TOOL KIT: Skills and knowledge



SECTOR STRATEGIES



IDENTIFYING PROBLEMS LOCALLY

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

NATIONAL POLICY ROADMAP

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

7 PROVINCIAL ROADMAPS

TESTING SOLUTIONS TO LOCAL PROBLEMS

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?



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