Questions not indicators

Reflections on the experience of MAMPU in Indonesia
What is MAMPU?

- 8-year A$ 120 million program (2012-2020), DFAT-funded
- Gender Equality and Women’s Empowerment in Indonesia
- Voice, influence of women who are poor on government reform
- Key actors are 19 networks of 126 CSO partners
- Grassroots reach in > 900 villages, 152 districts, 27 of 34 provinces
Five Thematic Areas

- Improving access to GoI social protection programs
- Improving conditions of employment and removing workplace discrimination
- Improving conditions for women’s overseas labour migration
- Improving women’s health and nutritional status
- Reducing violence against women
We **had to** start broad…

- Theory of Change and outcomes broadly defined
- CSO partners still thinking
- Our role: facilitate *but not direct*
- M&E Plan early deliverable
- Time was tight!
...but embrace **accountability**.

- M&E ‘Plan’ based entirely on **questions**:
  - 5 Monitoring Questions for CSO partners
  - 4 Key Evaluation Questions for MAMPU overall
- **No indicators and targets**
- BUT explained *how* and *when* they would be answered
Overall program

Long-Term Outcome:
Improved access to services
(Years 5-7)

Increased Voice and Influence
(Years 3-5)

Increased Capacity and Readiness for Collective Action
(Years 2-3)

Support from MAMPU
(2012-2020)

Key Evaluation Question 1:
Contribution to changes in capacity of CSO networks?

Key Evaluation Question 2:
Influence on government reform by CSO networks?

Key Evaluation Question 3:
Improved access to services for poor women?

Key Evaluation Question 4:
Adapt to changes in context?
CSO partners and networks

End-of-Project Outcome

- What changes and benefits were experienced by the groups we reached?

Intermediate Outcomes

- Did we reach/engage the right groups at sufficient scale?
- What challenges did we face and how will we respond?
- Were the costs in line with expectations?

Reach/Engagement Immediate Outcomes

- Did we do what we expected to do?

Quarterly report from CSOs to MAMPU
Pose monitoring questions

Review initial responses/data

Find ways to help partners get better answers

- Partners address 5 monitoring questions in their reports
- Little structure to template

- Analysis very intensive
- Program-wide issues difficult to identify

- Add more structure to templates
- BUT retain open space in selected areas of template
- Add 6-monthly facilitated reflections
After >4 years of doing this…

- Wealth of information and data on different aspects of performance, including adaptation
- But remember to address the monitoring questions!
But how to bring all this together? **Rubrics.**

How **strong is the case** that MAMPU **contributed** to a district-wide increase in access to services?

- Partner engagement with district gov?
- Policy/regulation/Plan changed?
- Resources/budget allocated?
- Service improvement/access experienced by women at grassroots?

| No case | Weak case | Moderate case | Strong case | Very strong case |
What supported this approach?

- Dial down focus on THE M&E framework/plan
- Donor enabled us to “feel our way in”
- Data management – the critical role of the Management Information System
- Research studies
Terima kasih