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**PRACTITIONERS FORUM**  
**ADAPTIVE PROGRAMMING AND  
MONITORING, EVALUATION & LEARNING**

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JUNE 5-6, 2018

The Makati Shangri-La Hotel | Philippines



COALITIONS for CHANGE

# **Strategy Testing in TAF Myanmar Programming**

Jane Sail, MEL Officer

# What is it?

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- Developed by The Asia Foundation and supported through our partnership with DFAT
- Developed to track complex programs through an adaptive 'searching' process
- It's a technique aiming to help program teams approach their work with a more flexible, critical and adaptive mindset

# Why do we use it?

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Relevant for programs working in political contexts where:

- The ultimate kind of desired change is known, but the exact pathways to achieving it are tricky to determine at the onset
- An unpredictable political context requires constant reorientation in terms of entry points and strategy
- Cumulative learnings over time lead to deeper understandings of context that challenge early assumptions

For such programs that change and react to the context and external events, traditional M&E tools are limiting

# Use in TAF Myanmar programming

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**Myanmar Strategic Support Program (MSSP)** – funded by DFAT, DFID, and Swiss Development Cooperation

**Change Objectives:** Government reform for improved service delivery

Strategic support to **subnational governments** to strengthen public financial management

Strategic support to **government and civil society** to improve social accountability

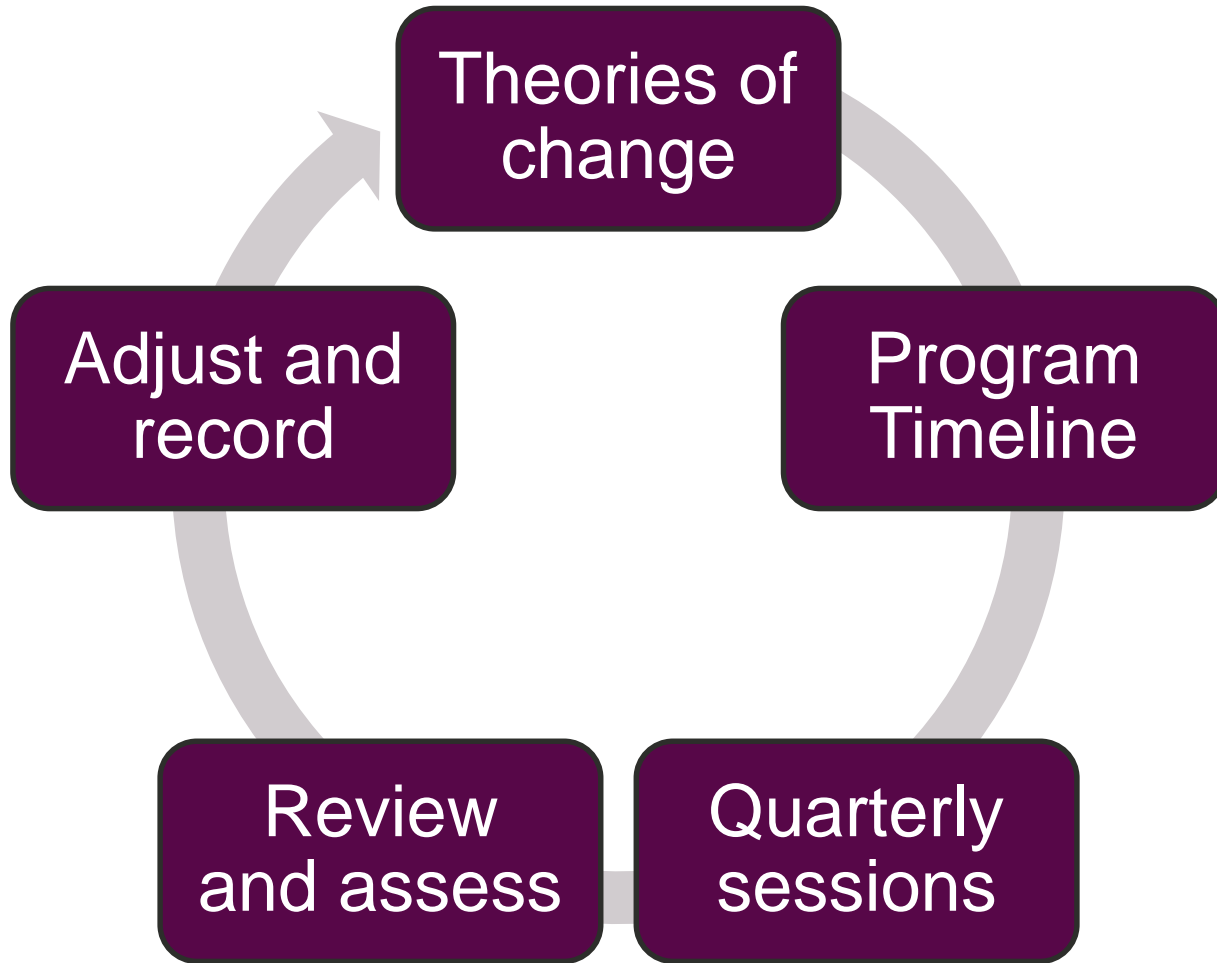
Strategic support to **municipal authorities** to improve urban governance

# Things change!



# How it works – the theory

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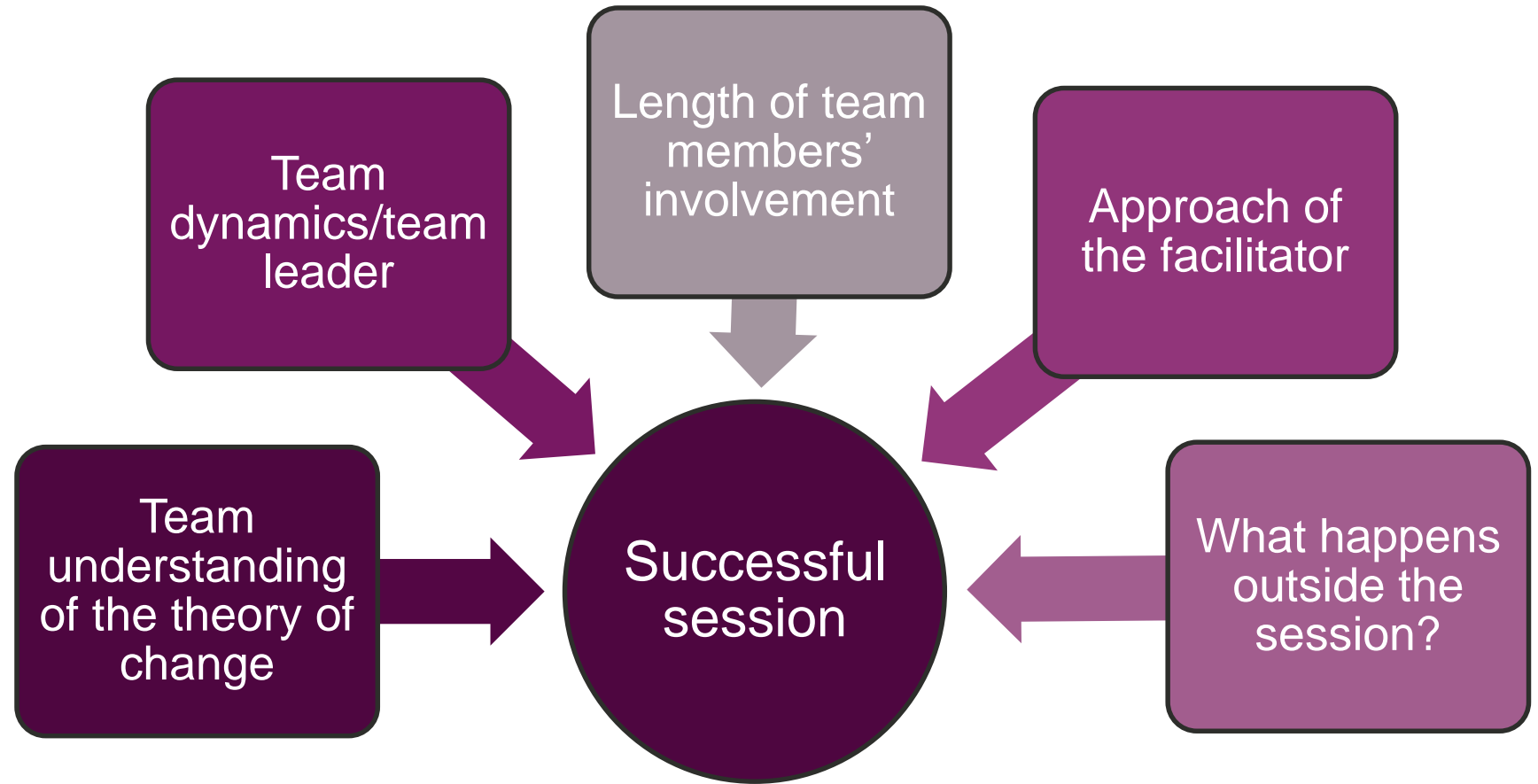
Maintained by the team to record:

- Major external events
- Changes in the political context
- Key decisions
- Accomplishments
- Roadblocks
- Normal activities

# How it works - the reality

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- It's not always easy to get the most out of a session
- It takes practice
- A lot needs to happen before and around the session itself



# What makes it work?

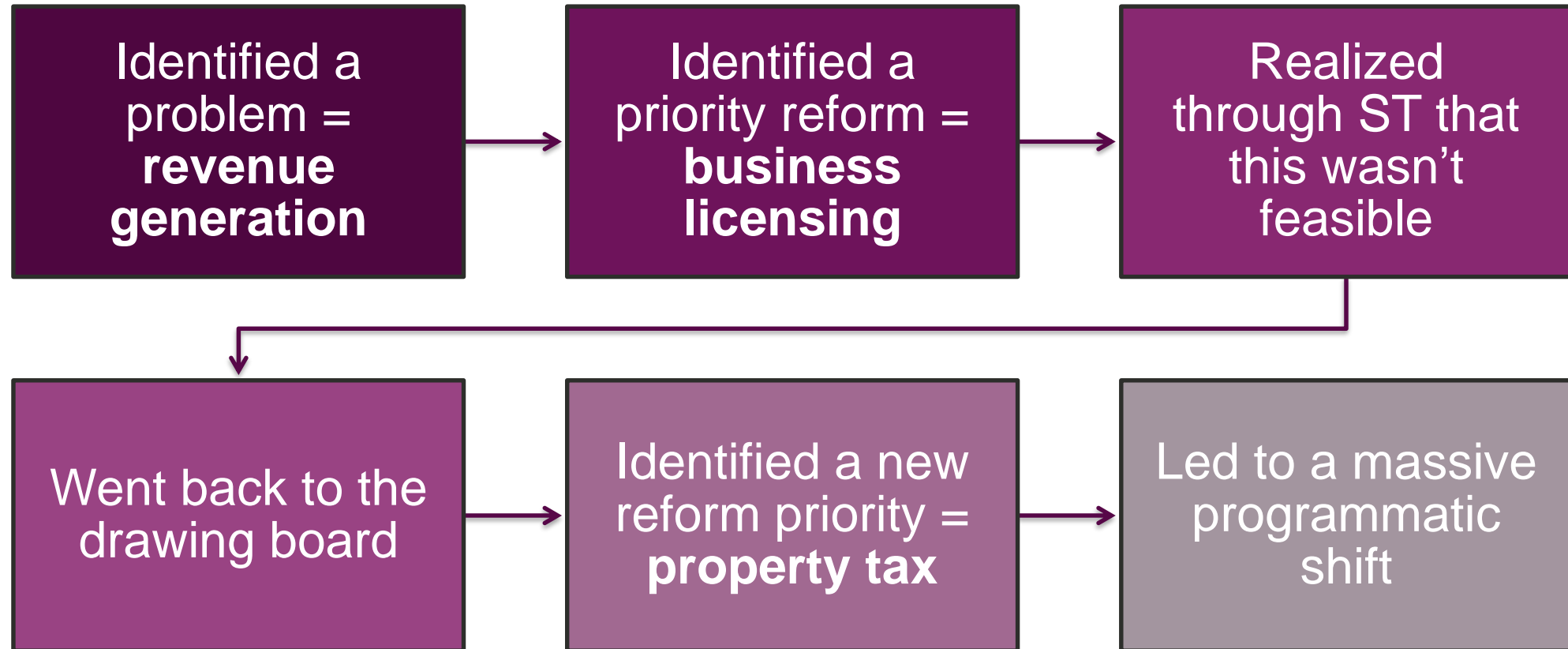
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- When team leaders really believe and understand the iterative approach – this **isn't** always the case!
- Recognizing that being critical and questioning needs to be practiced and nurtured within each team's culture



# Impact on programming

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# Value of Strategy Testing

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“

The value of strategy testing is that takes out the element of a single decision maker – we all make decisions together and share accountability. We collectively agree to try something and if it fails, we don't get to blame a single person and this makes people feel safe to experiment. ”

- MSSP Municipal Reform Team Lead

# Innovations in MEL

## Problem

Teams forgot to update the program timeline.

Information was lost.

Strategy testing sessions unfocused.

## Solution

Developed a program timeline app with TAF's GIS team.

Works as a mobile app and as a desktop interface.

Teams can record activities and events while in the field.

- Project**
- 31901 MSSP 1.1
  - 31901 MSSP 1.2
  - 31901 MSSP 1.3
  - 31901 MSSP 1.4
  - 31932 BOBI
  - 31956 SNC

**Year**

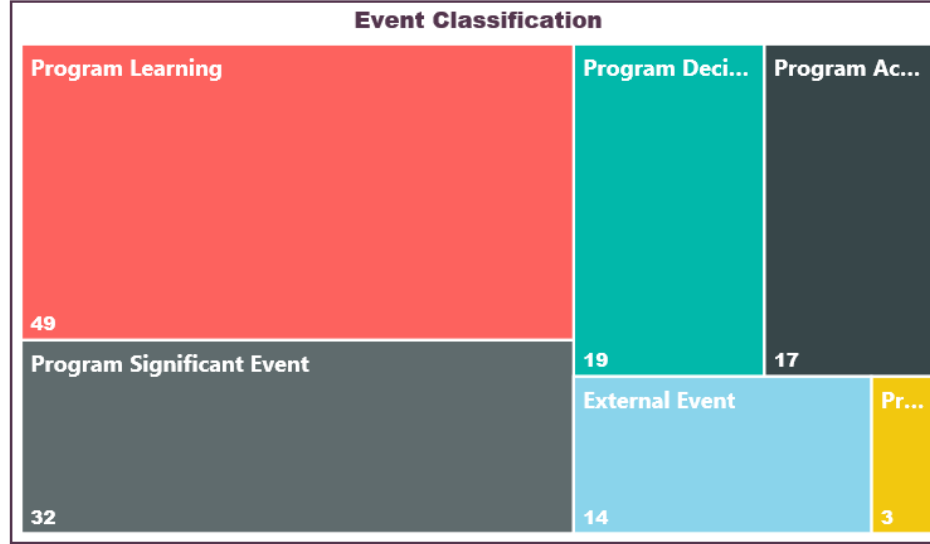
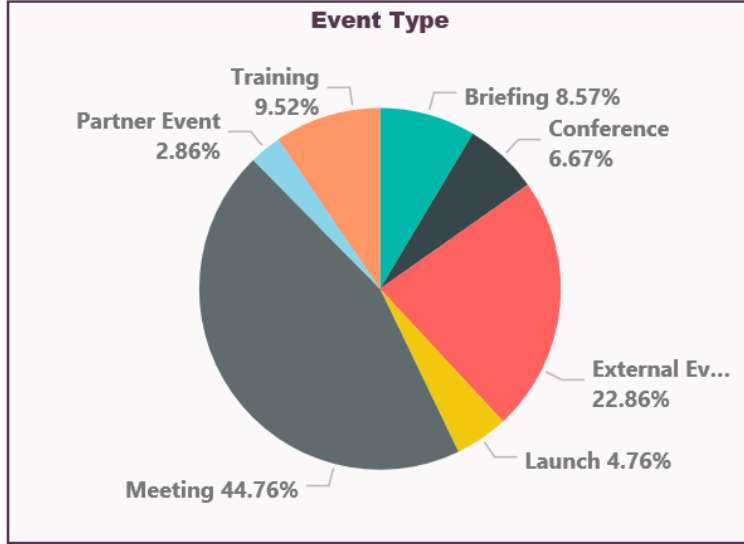
All

**Quarter**

All

**Month**

All



Event Type	Male	Female
	38	13
Partner Event	93	87
Briefing	103	126
External Event	146	73
Training	167	181
Meeting	193	196
Conference	235	166
Launch	266	197
<b>Total</b>	<b>1241</b>	<b>1039</b>

Event	Start Date	End Date	Female	Male	Total
2nd Reform Priorities Workshop in Mon State	02/20/2018	02/19/2018	5	13	18
3rd Regional Economic Development Plan Workshop	03/23/2018	03/23/2018	8	25	33
6th regular check-in session with property tax reform team in Hpa-an	04/25/2018	04/25/2018	18	0	18
Appointment of Chief Minister from Ayeyarwaddy	01/17/2018	01/17/2018			0
Approval Meeting on Bago Priority document	07/20/2017	07/20/2017			0

## PROGRAM TIMELINE

Title: \*

DAO Horizontal Learning Workshop

Project: \*

31901 MSSP 1.2



Event Type: \*

Start Date: \*

21 May 2018



End Date: \*

State/Region:

Shan




City:

Township:

Taunggyi



Explanation 

**Bring together all Shan townships to share learnings on waste management techniques and citizen engagement app.**

Briefing  
Check in session  
Conference  
External Event  
Launch  
Meeting  
Partner Event  
Synergy meeting  
Workshop  
Training

Relevant Materials/Reference: There are no items to show in this view.

## MSSP RESULTS FRAMEWORK

Sub-component:

Sub-component 1.2: Strategic Suppo... ▼

[+ new item](#)

Macro-Theory of Change:

Strategic Support for DAOs: By strengthening Development Affairs Organizations capacity for policy development and PFM, as well as improving relationships with local civil society, DAOs will be better able to generate and manage local revenues and social service provision at the township level.

Reform Team:

Reform Team 3 Reform 3.b ▼

[+ new item](#)

Theory of Change:

By catalyzing DAOs to generate and utilize evidence to solve locally-identified problems in Myanmar's property tax system, DAO's tax administration and revenue generating capacity will improve.

Activity:

Activity 3.b.1.1: Identify the magnitu... ▼

Clipboard: Paste, Cut, Copy, Format Painter

Font: Calibri, 11, Bold, Italic, Underline, Text color, Background color

Alignment: Left, Center, Right, Merge & Center, Wrap Text

Number: Text, Percentage, Currency, Accounting

Styles: Conditional Formatting, Format as Table, Cell Styles

Cells: Insert, Delete, Format

Editing: AutoSum, Fill, Clear, Sort & Filter, Find & Select

E8 Mon

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	
1	Title:	Event Type:	Project:	Township:	State/Region:	City:	Start Date:	End Date:	Female:	Male:	Total:	Status:	Month:	Quarter:	Year:	l
2	Advanced Excel Training	Training	31901 MSSP 1.1	Dawei	Tanintharyi		4/11/2018	4/11/2018	12	6	18		Apr	Q2	2018	l
3	Shan State Horizontal Learning Workshop	Conference	31901 MSSP 1.2	Taunggyi	Shan (South)	Taunggyi	5/8/2018	5/9/2018	20	132	152		May	Q2	2018	l
4	Present Fiscal Decentralization Ayeyarwaddy PAC	Briefing	31901 MSSP 1.1	Pathein	Ayeyarwady	Pathein	5/24/2018	5/24/2018	2	9	11		May	Q2	2018	l
5	Present Fiscal Decentralization Ayeyarwaddy PAC	Briefing	31901 MSSP 1.1	Pathein	Ayeyarwady	Pathein	5/24/2018	5/24/2018	2	9	11		May	Q2	2018	l
6	Performance of Kayin State Gov in 2nd Year in office	External Event	31901 MSSP 1.1				5/16/2018	5/16/2018					May	Q2	2018	l
7	Reform Priorities Workshop - Gender Discussion	Workshop	31901 MSSP 1.1	Mawlamyine	Mon	Mawlamyine	5/15/2018	5/15/2018	20	27	47		May	Q2	2018	l
8	Reform Priorities Workshop - Gender Discussion	Workshop	31901 MSSP 1.1	Mawlamyine	Mon	Mawlamyine	5/15/2018	5/15/2018	20	27	47		May	Q2	2018	l
9	3rd Reform Prorities Workshop	Workshop	31901 MSSP 1.1	Mawlamyine	Mon	Mawlamyaine	5/15/2018	5/15/2018	20	27	47		May	Q2	2018	l
10	Demand for Myankon in Shan - Director a block	External Event	31901 MSSP 1.2		Shan (South)		5/20/2018	5/20/2018					May	Q2	2018	l
11	Demand for Myankon in Shan	External Event	31901 MSSP 1.2				5/20/2018	5/20/2018					May	Q2	2018	l
12	Chin DA minister resigns	External Event	31901 MSSP 1.2		Chin		5/19/2018	5/19/2018					May	Q2	2018	l
13	Budget Review Coaching Session	Meeting	31901 MSSP 1.1	Hpa-An	Kayin	Hpa-An	10/20/2017	10/20/2017	5	17	22		Oct	Q4	2017	l
14	Good Practice Sharing Session with 14 State and Region DAOs	Conference	31901 MSSP 1.2		Yangon	Yangon	1/15/2018	1/17/2018	2	34	36		Jan	Q1	2018	l
15	Check-in session with Hpa-an DAO	Check in session	31901 MSSP 1.2	Hpa-An	Kayin	Hpa-An	12/6/2017	12/8/2017	22	1	23		Dec	Q4	2017	l
16	Meeting with Hpa-An garbage reform team and Mangosteen	Meeting	31901 MSSP 1.2	Hpa-An	Kayin	Hpa-An	10/25/2017	10/26/2017	6	1	7		Oct	Q4	2017	l
17	Check-in session with Hpa-an DAO	Check in session	31901 MSSP 1.2	Hpa-An	Kayin	Hpa-An	10/25/2017	10/26/2017	10	3	13		Oct	Q4	2017	l
18	Check-in session with Taunggyi DAO	Check in session	31901 MSSP 1.2	Taunggyi	Shan (South)	Taunggyi	10/18/2017	10/20/2017	13	9	22		Oct	Q4	2017	l
19	Check-in session with Taunggyi DAO	Check in session	31901 MSSP 1.2	Taunggyi	Shan (South)	Taunggyi	9/13/2017	9/15/2017	13	9	22		Sep	Q3	2017	l
20	Check-in session with Hpa-an DAO	Check in session	31901 MSSP 1.2	Hpa-An	Kayin	Hpa-An	8/22/2017	8/25/2017	22	1	23		Aug	Q3	2017	l
21	Check-in session with Taunggyi DAO	Check in session	31901 MSSP 1.2	Taunggyi	Shan (South)	Taunggyi	8/14/2017	8/17/2017	13	9	22		Aug	Q3	2017	l
22	1Check-in session with Hpa-an DAO	Check in session	31901 MSSP 1.2	Hpa-An	Kayin	Hpa-An	7/24/2017	7/25/2017	22	1	23		Jul	Q3	2017	l
23	Check-in session with Taunggyi DAO	Check in session	31901 MSSP 1.2	Taunggyi	Shan (South)	Taunggyi	7/10/2017	7/13/2017	13	9	22		Jul	Q3	2017	l
24	Problem Driven Reform Workshop	Workshop	31901 MSSP 1.2	Hpa-An	Kayin	Hpa-An	6/21/2017	6/23/2017	22	1	23		Jun	Q2	2017	l
25	Problem Driven Reform Workshop	Workshop	31901 MSSP 1.2	Taunggyi	Shan (South)	Taunggyi	6/6/2017	6/9/2017	13	9	22		Jun	Q2	2017	l
26	Coaching visit to Hpa-An DAO (4th time)	Training	31901 MSSP 1.2	Hpa-An	Kayin	Hpa-An	5/30/2017	5/31/2017	22	1	23		May	Q2	2017	l
27	Problem Driven Reform Workshop (1st time)	Workshop	31901 MSSP 1.2	Taunggyi	Shan (South)	Taunggyi	5/22/2017	5/25/2017	13	9	22		May	Q2	2017	l
28	Coaching visit to Taunggyi DAO (5th time)	Training	31901 MSSP 1.2	Taunggyi	Shan (South)	Taunggyi	5/22/2017	5/25/2017	13	9	22		May	Q2	2017	l

# Benefits to date...

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- Teams better at capturing their field activities – more accurate data
- More aware of the theories of change, outputs and outcomes they're working toward
- Better for strategy testing sessions – can look at timeline and assess changes against timeline
- Easier to compile numbers for reports – dataset generation allows for graphs and infographics



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