



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

JUNE 5-6, 2018

The Makati Shangri-La Hotel | Philippines



COALITIONS for CHANGE



# 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)

**Key Evaluation Question 4:**  
Adapt to changes in context?

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

**Increased Voice and Influence**  
(Years 3-5)

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

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

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

**Support from MAMPU**  
(2012-2020)

# 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?

Reach/Engagement Immediate Outcomes

What **challenges** did we face and how will we **respond**?

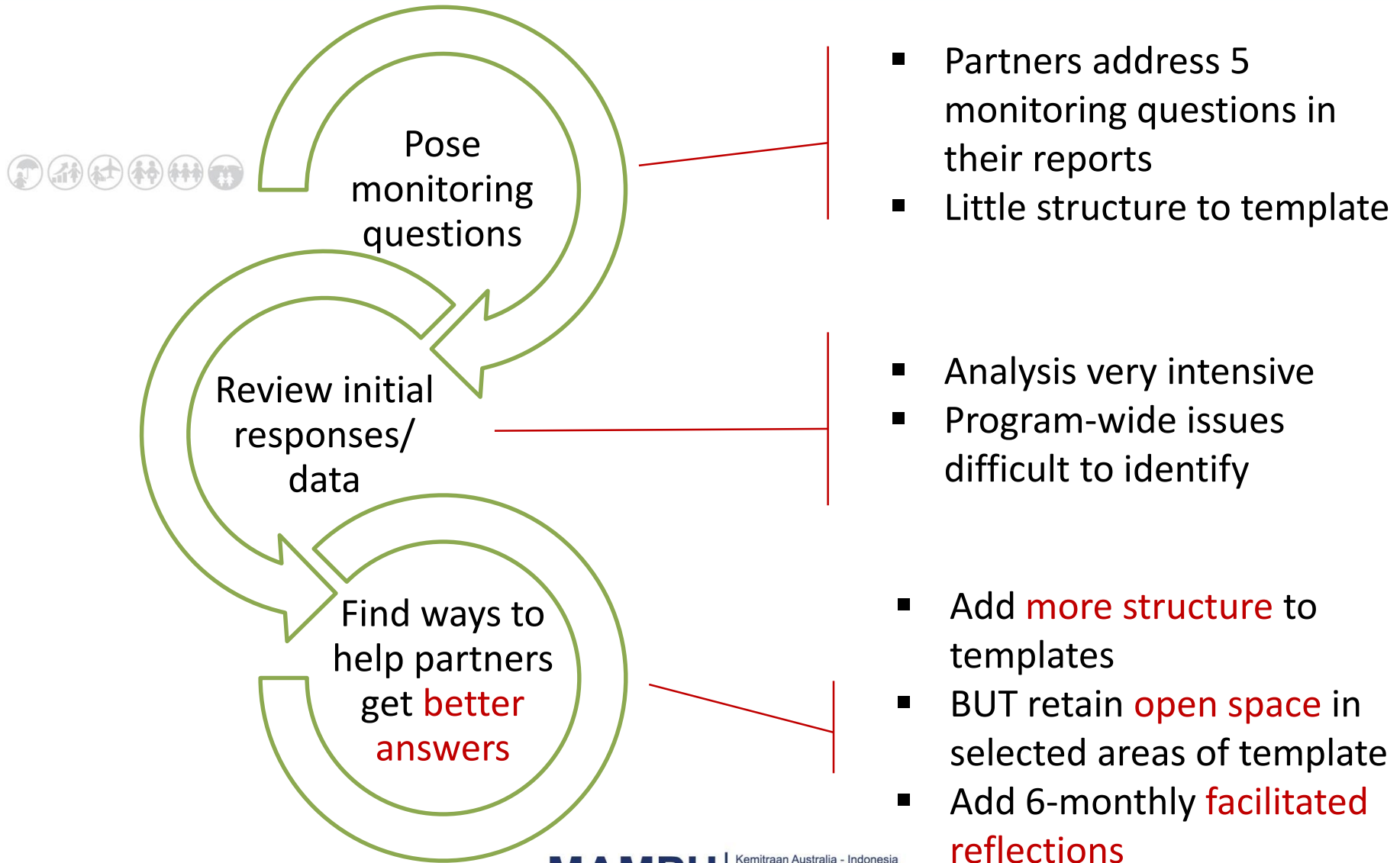
Inputs

Were the **costs** in line with expectations?

Did we **do what we expected to do**?



**Quarterly report**  
from CSOs  
to  
MAMPU

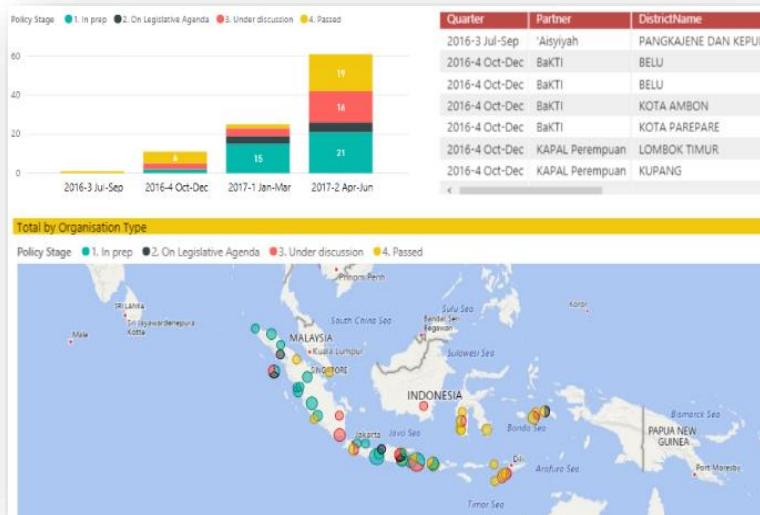




# After >4 years of doing this...



- Wealth of information and data on different aspects of performance, including adaptation
- But remember to address the **monitoring questions!**



Partners often adapted by **changing tactics and strategies for influence.**

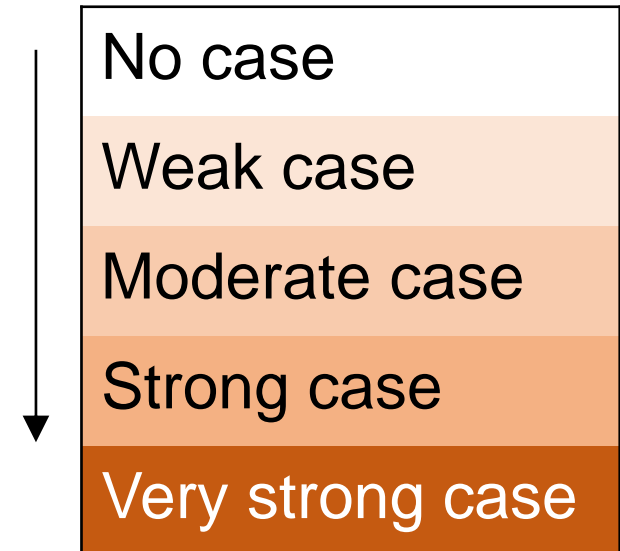


# But how to bring all this together? **Rubrics.**



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?



# 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

