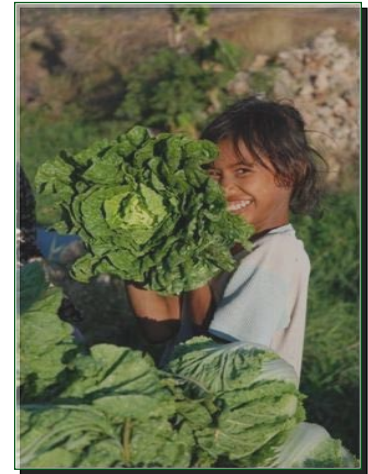




GOING "ABOVE AND BELOW THE LINE"

A case study of an Australian aid project in Eastern Indonesia

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PURPOSE



- ◎ To tell you how a Program is using a results-based approach to monitor, evaluate and report on a complex multi-million dollar aid program in one of the poorest provinces in Indonesia
- ◎ It's about using M&E to add value for project clients, partners and beneficiaries

THE SETTING



- ◎ Nusa Tenggara Timur (NTT) province, Eastern Indonesia
- ◎ Island clusters of Timor, Sumba & Flores
- ◎ 4.2 million people, 40% below poverty line



THE PROGRAM



- ⦿ Australia (thru AusAID) and Gov. of Indonesia working together to reduce poverty and increase economic growth in Eastern Indonesia
- ⦿ ANTARA – Australia Nusa Tenggara Assistance for Regional Autonomy Program (A\$30 million)

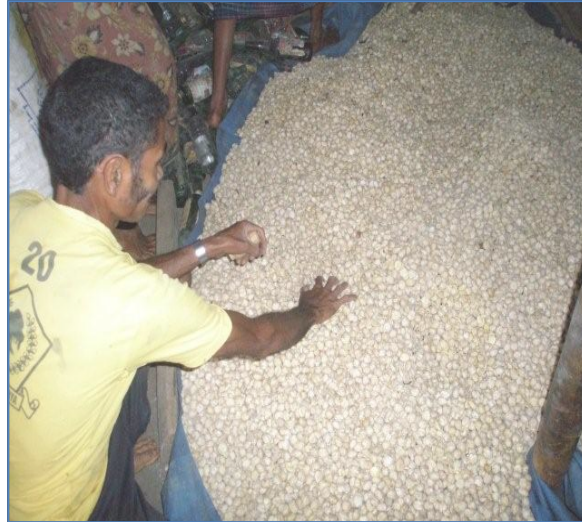
Three objectives

- ⦿ Improve provincial and district governance
- ⦿ Improve incomes
- ⦿ Improve access to, and quality of, basic services



Improving Provincial and District Governance

Strengthening public finance management



Improving incomes women & men



Improving access to, and quality of, basic services (education and health)



THE EVALUATION “PROBLEM”

- ◎ ANTARA is a Facility
 - ◎ New, flexible, responsive means of aid delivery
 - ◎ 25 to 30 separate activities - range of partners
 - ◎ Different focus, sector, size, location, duration
- ◎ How do you effectively monitor and evaluate a Facility?
 - ◎ To meet compliance obligations
 - ◎ To assess activity outcomes
 - ◎ To assess overall Program outcomes

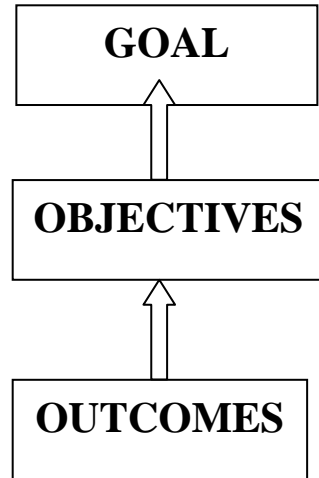


THEORY AND APPROACH

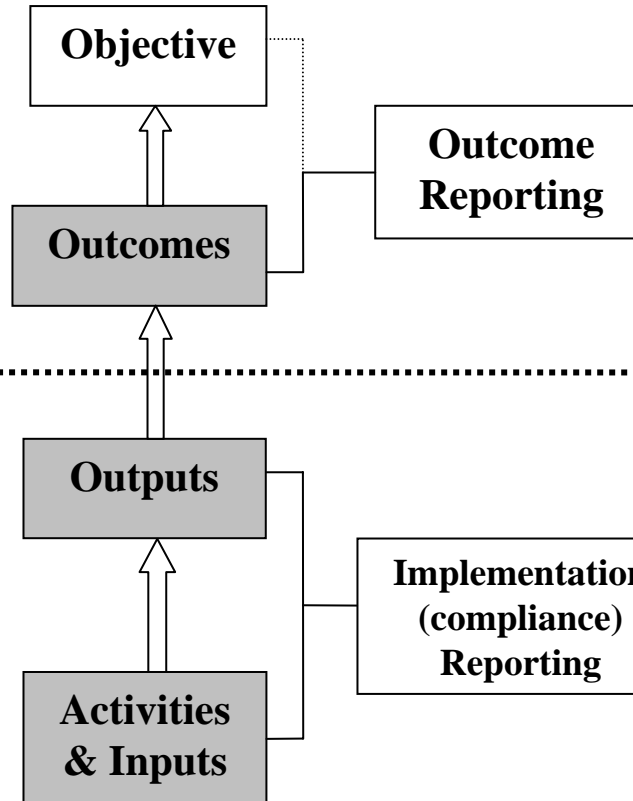
◎ Four key aspects:

- ◎ Results-based system (World Bank)
- ◎ Program logic
- ◎ Above-and-below the line focus
- ◎ Empowerment (Fetterman, Nagao) – working with partners to build M&E capacity

**ANTARA
Program-level
objectives**



**ANTARA
Activity (project)
level objectives**



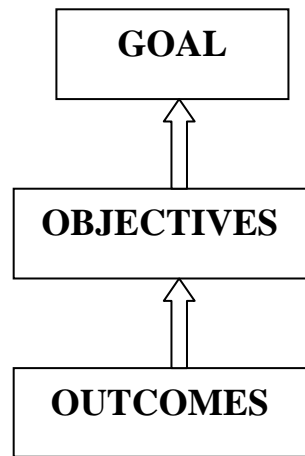
•Long term, widespread improvements (probably beyond project timeframe)

•Emerging outcomes (positive changes within the scope and time frame of most projects)

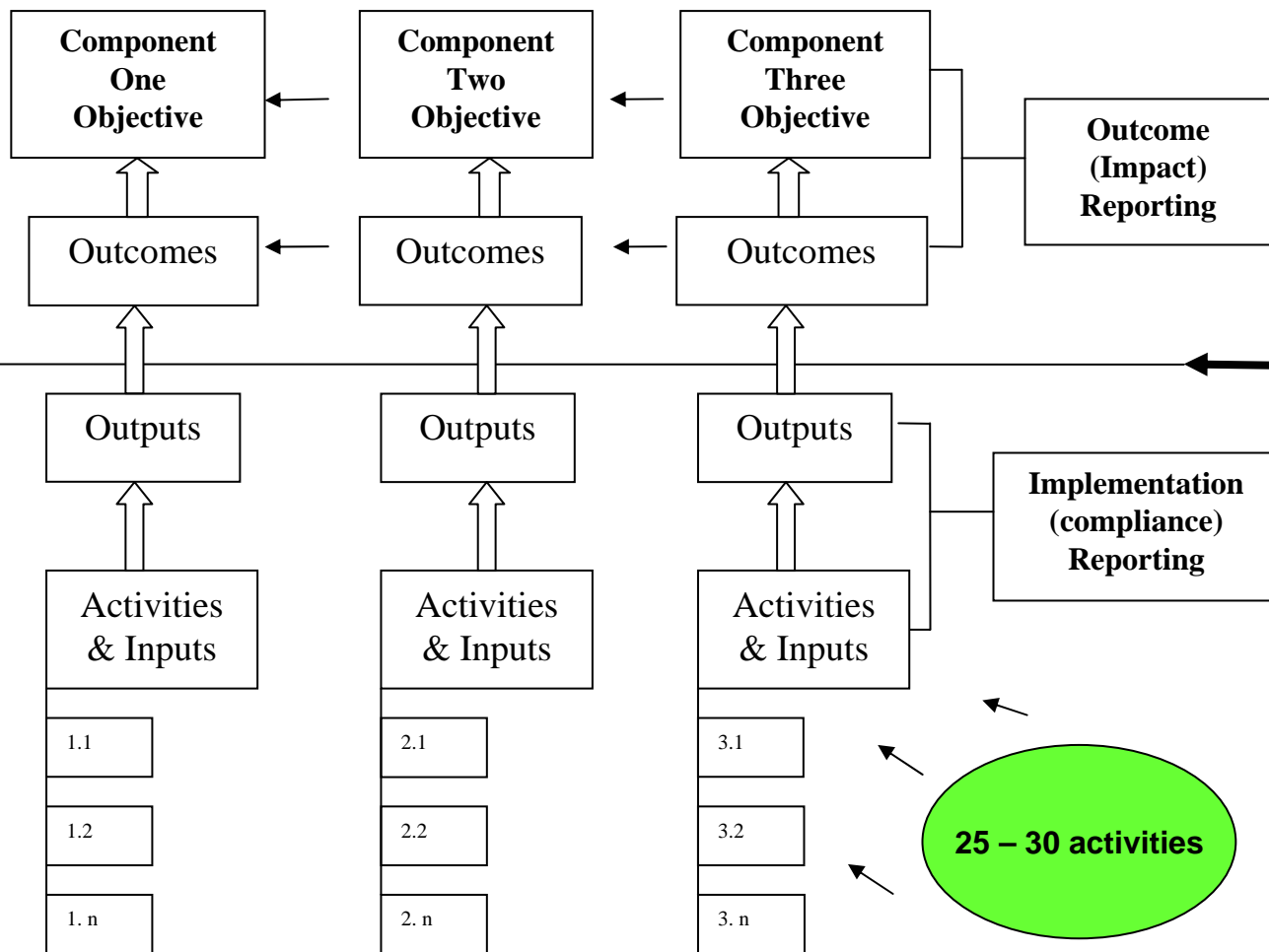
•Tangible products and services produced eg skilled trainees, volume of crops planted, patients treated, schools built, systems in place

•Resources – human, financial, processes, training, training – needed to produce outputs

ANTARA
Program-level objectives



ANTARA
Activity (project)-level objectives



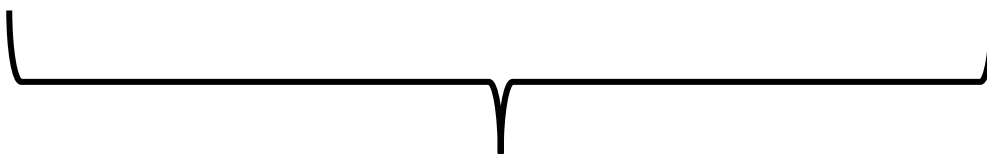
IMPLEMENTATION OF OUR M&E



- ◎ ANTARA M&E framework & guidelines
- ◎ Working with partners (refining activity design, setting up activity MEFs)
- ◎ Performance templates (3 templates: Outcomes, Output & Management)
- ◎ M&E methods (Surveys, Interview, Focus Group, MSC)
- ◎ Reporting: Implementation & Outcome Focus

Template 1 - Outcome

Objective/Outcome (What are we trying to solve or achieve?)	Indicator (What evidence do we need? Eg. Numbers, percentages, change in behaviour)	Baseline (what is the situation now?)	Targets (What target will we set?)
Outcome 1	Indicator 1 The % who are able to ...	In April 2008: X% are able to ...	By December 2010 X+ % will be able to
Outcome 2 Etc			



Extracted from the Activity Logframe,
with baseline and targets then set

Movement (+ or -) from baseline to
targets : focus for outcomes
monitoring, evaluation & reporting

Template 2 - Output

Outputs	Indicators	Target			Means of Verification
		Year 1	Year 2	Year 3	
Teacher and Supervisor Capacity Building					
1.1. Sixty (60) supervisors and teachers with Train the Trainer (ToT) qualifications Etc	- No. of ToT workshops held targeting 4 districts - No. of trainees meeting required standards	2 20	2 20	2 20	Six-monthly reports Gender disaggregated workshop attendance lists Clinical Observation

Template 3 - Management

Key performance area	Indicators (Outputs/deliverables)
<i>i) Planning Management</i> High-quality planning documents produced on time and approved by key stakeholders	a) Activity Design Documents b) Annual Plans
<i>ii) Financial Management</i> Financial and accounting systems conforming to statutory and contractual requirements	a) Periodic budget control and reporting b) Annual external financial audit
<i>iii) Information Gathering and Dissemination</i> All stakeholders receiving credible information when they need it, in the format they want	a) Quality and credibility of data-gathering methods b) Range and effectiveness of reporting formats
<i>iv) Continual improvement</i> Commitment to doing things better through clear target setting, innovation, reflection and sharing experience	a) Structured assessment process in place b) Lessons documented, shared and applied
<i>etc</i>	

SUCCESSSES

- ◎ Clear Logic of funded activities (projects)
- ◎ Results-based systems in place and working
- ◎ Change of perspective
- ◎ Partners see benefit
- ◎ Donor and Govt. see benefit

CHALLENGES

- ◎ New thinking
- ◎ Negotiation – old vs new ways of doing things
- ◎ Over enthusiasm (too many indicators)
- ◎ Reporting - reducing low-level information
- ◎ Linking payment to outputs



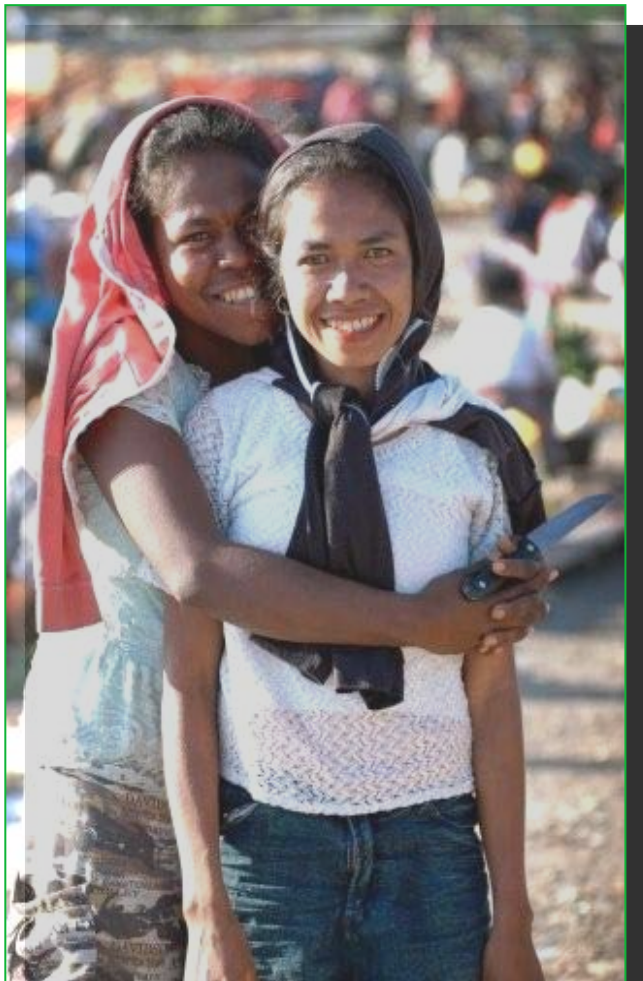
LESSONS LEARNED

- ◎ Be clear on what you want from the M&E system
- ◎ Invest sufficient time working with partners right from the beginning (activity design, M&E design)
- ◎ Ensure a shared understanding and genuine commitment
- ◎ Need to refresh M&E understanding thru follow-up training
- ◎ Involve the Government strategically
- ◎ A good M&E system motivates everyone



CONCLUSION

- ◎ M&E of a Facility is a new challenge
- ◎ Work in progress, still learning, still experimenting
- ◎ Results so far are encouraging- systems are in place, being used, and generating useful performance information
- ◎ M&E capacity is being built amongst partners



THANK YOU