

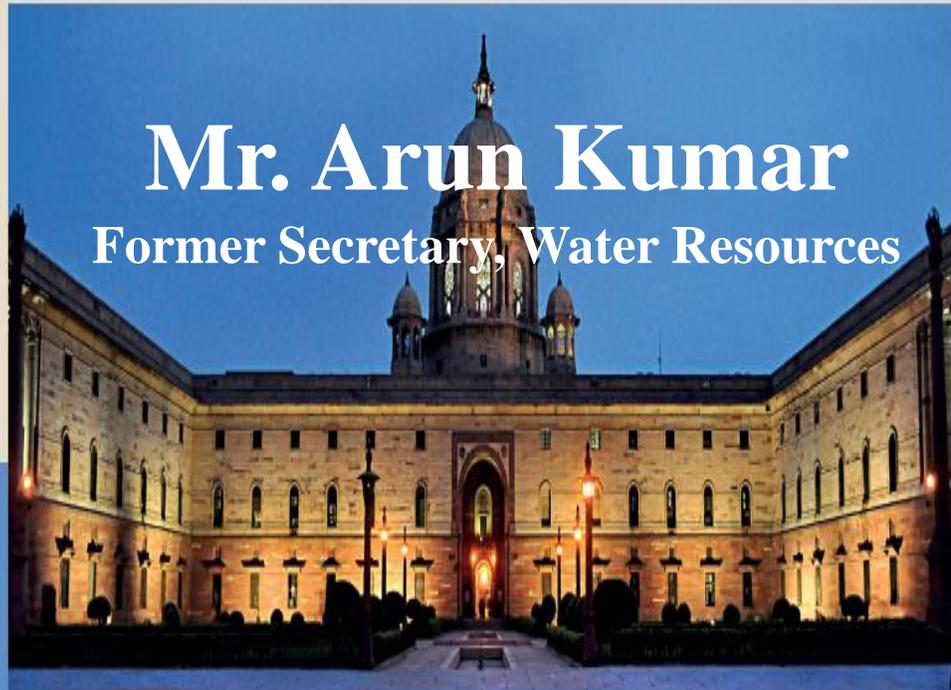
Symposium on International Experience with Monitoring and Evaluation (M&E) in Government

September 18, 2015, Hyderabad



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Presentation Outline

- 1. Brief Description of Indonesia**
- 2. The M&E System**
 - **System post 2014**
- 3. Similarities with Indian M&E System**
- 4. Dissimilarities with Indian M&E System**
- 5. Lessons for India**

1. Brief Description of the country

CAPITAL	Jakarta
GOVERNMENT	Unitary Presidential Constitutional Republic
AREA	1,904,569 km ² (15th in the world)
POPULATION	249.9 million (2013)
GDP	\$868.3 billion (2013)

2. The M&E System in Indonesia

A. What is evaluated?

- Ensuring that Vision and Mission for 2009-14 were translated into priority action programmes to facilitate easier implementation and quantify success achieved.
- These priority programmes cover sectors and areas, where greatest urgency was felt, viz. Bureaucratic reforms; Education; Health; Poverty Reduction; Food security; Infrastructure development; Investment and Business Climate; Energy, Environment and Post Disaster Management; Disadvantaged, Isolated and Post Conflict areas and Culture , Creativity and Technological Innovation.
- There are three additional priorities in Political, Legal and Security Affairs; Economy and People's Welfare.

2. The M&E System in Indonesia

B. How it is evaluated?

- Supervision and control of 11 national development goals, mainly focusing on monitoring and coordination
- Clear duties were assigned and 129 action trackers, one for each targeted project launched, in form of Excel sheets with colour markings denoting progress.
- It listed each goal, line ministry in charge and supporting ministries and agencies. Targets were set for 25, 50, 75 and 100 days.
- After 100 days, 127 out of 129 action plans had been completed.
- They then proceeded to follow the same pattern for annual plans.
- The 2010 Plan was passed by the Legislature and created action plans with Ministries in form of steps necessary to complete a project, minimising waiting time at intermediate stages.

2. The M&E System in Indonesia

- The DU's role included getting Ministries to get going straightaway by setting specific, aggressive targets in first two quarters and not to wait till third and fourth quarters.
- In the follow up phase 11 major priorities were taken up (later three more were added) involving 34 ministries, 70 programmes, 370 indicators, 155 action plans. Focus was on easily measureable, quantifiable, verifiable indicators.
- Simplicity, ease of reporting, esprit the corps and attention in media were the norms applied.

2. The M&E System in Indonesia

C. Who evaluates?

In 2009 President Yudhoyono set up the President's Delivery Unit (DU), with Kuntoro Mangkusubroto an International expert to head the Delivery Unit, which will monitor ,evaluate and report directly to the President

2. The M&E System in Indonesia

D. Has it sustained?

1. M&E role of DU was expanded and regularised.
2. It currently collects information on milestones every 90 days.
3. The DU devised excel sheets for reporting the progress during the first 100 days of the new Government. The same process continued after that as the system got regularised. The number of action plans rose from 369 in 2010 to 413 in 2012.
4. The DU's work has attracted the interest and attention among local governments and even private industry, who all want to learn from it. In view of impending elections in 2014, the Government of Indonesia has been educating people about the efficacy of the system with a view to encouraging its continuance in the event of a government with a different complexion coming to power.

2. The M&E System in Indonesia

Post 2014

- i. Appraisal of performance of President Yudhoyono's regime**
- ii. One year of current regime**
 - a) Election of President Joko Widodo**
 - b) Apparent trends –from press and other reports**

3. Similarities with Indian M&E System

- 1. Both countries have a Performance Contract (PCs) for all Ministries.**
 - In India these PCs are called RFD which are signed between the Secretary and the Minister,
 - In Indonesia these are signed by the concerned Minister with the President.
- 2. In the PC one Ministry is in charge of a programme, while other Ministries whose support in providing complementary inputs are identified.**

3. Similarities with Indian M&E System

- 3. Action plans may be activities or processes, like preparation of reports, tender document etc.**

- 4. One central agency is associated with drawing up PC :**
 - Performance Management Division (PMD) in India. However rating is done by PMD itself in India
 - UKP4 in Indonesia. Rating is done Ministry of State Apparatus and Bureaucratic Reforms in Indonesia.

- 5. Ministries in both countries prepare Annual Reports covering all programmes.**

3. Similarities with Indian M&E System

6. In Indonesia, minimum service levels are set by local governments, as is the case in many states in India, where Service Delivery Acts are in place.
7. Performance Contracts in Provinces and State Governments
 - Some provinces in Indonesia have opted for system followed by the Delivery Unit (DU), for which UKP4 allows access to their online system.
 - In India too many states have opted for RFD system under the guidance and support of PMD.
8. Responsibility Centers (RCs) are monitored by concerned Ministries, which in turn are monitored by the central agency monitoring all Ministries.

3. Similarities with Indian M&E System

- 9. Both countries are using technology to enhance networking and participation, though systems differ and degree varies.**
- 10. Both countries have coalition governments, necessitating adjustments, which could spill over to performance issues.**

3. Dissimilarities with Indian M&E System

- 1. Indonesia has a system of identifying programmes of national importance and identifying the lead ministry. India does not follow such a practice.**
- 2. Quarterly reviews are done for programmes and action plans in Indonesia, but India conducts one mid-term review apart from year-end evaluation.**
- 3. Unlike India, Indonesia does not have a Citizens' Charter.**
- 4. Indonesia has a useful device in the form of de-bottlenecking task force for their project. No such standing mechanism in India.**

3. Dissimilarities with Indian M&E System

5. Citizen Feedback Mechanism:

- Indonesia has a powerful initiative in LAPOR to get feedback from the public
- India has no parallel system but has grievance redressal system for all ministries, with facility for online receipt of complaints.

6. Administration capacity and Coverage:

- Considerably more robust in India than in Indonesia.
- Indonesia has started with a more selective approach, focusing on national priorities, given the DU's capacity constraints.

5. Lessons for India

1. Identifying Projects and Programmes of National Importance

First and foremost, the Indonesian approach of identifying projects and programmes of national importance and taking concrete steps for their expeditious completion is worth examining for adaptation with such changes as our circumstances may necessitate

2. Debottlenecking Approach

- Based on effective inter Ministerial coordination at multiple levels
- A lot of projects could be rescued and prevented from getting derailed for long periods
- Although Section 5 of RFD is intended to intimate concerned ministries about interdependencies and requirements for completion of tasks and projects, a standing mechanism, with suitable mandate could be of great value.

5. Lessons for India

3. Robust Citizens' Feedback Mechanism

- LAPOR reporting system facilitates getting feedback from public, especially from remote locations about the status of ongoing works, problems being faced by the people and also for lodging complaints of wrong-doings of officials.
- Such direct interface with stakeholders would give a boost to the India's Citizens' Charter and make it more responsive.

4. Use of tracker could be refined and online reporting system put in place especially for programmes of national importance and other flagship programmes which may be of importance to the Ministry in-charge. This could be done on a selective basis and Ministries could use the system for their internal monitoring purposes.