

Evolution of the Role of M&E in Peacebuilding Programming

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Session Overview:

I Development Programming vs Stabilization Programming

- Stabilization vs peace?

II Evolution of M&E Methodology

III Data Collection Tools

IV Replicability/Adaptation

I. Development vs Stabilization Programming

Stabilization Programming	Development Programming
Focused on: Sources of Stability	Focused on: Need
Informed by: <ul style="list-style-type: none">•Operational Environment•Cultural/Political Environment•Stability/Instability Factors•Local Perceptions	Informed By: <ul style="list-style-type: none">•Needs Assessment•Sectoral Assessment•Traditional/Historical Experiences
Effects: <ul style="list-style-type: none">•Increased support for government•Decrease support for spoilers	Effect: <ul style="list-style-type: none">•Long term change•Sectoral improvements

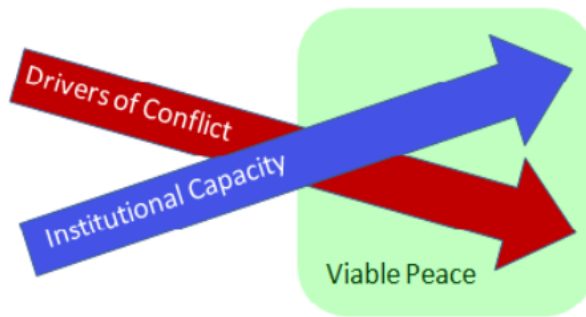
From USAID Assistance to Yemen Program and Management Plan, FY2011-2013

MPICE

- Produced by USIP using 6 sub-contractors;
- Funded by the US Army Corps of Engineers;
- Open-source ie freely available to users, including training modules;
- Framework finalized in 2010.

MPICE Training System

31 Jan 2012



MPICE - The [Measuring Progress in Conflict Environments \(MPICE\) framework](#) is a comprehensive, hierarchically-organized catalog of about 800 quantitative metrics for assessing the progress and success of stabilization and reconstruction missions. These metrics measure institutional performance and drivers of conflict in five sectors: stable governance, safe and secure environment, rule of law, sustainable economy, and social well-being.

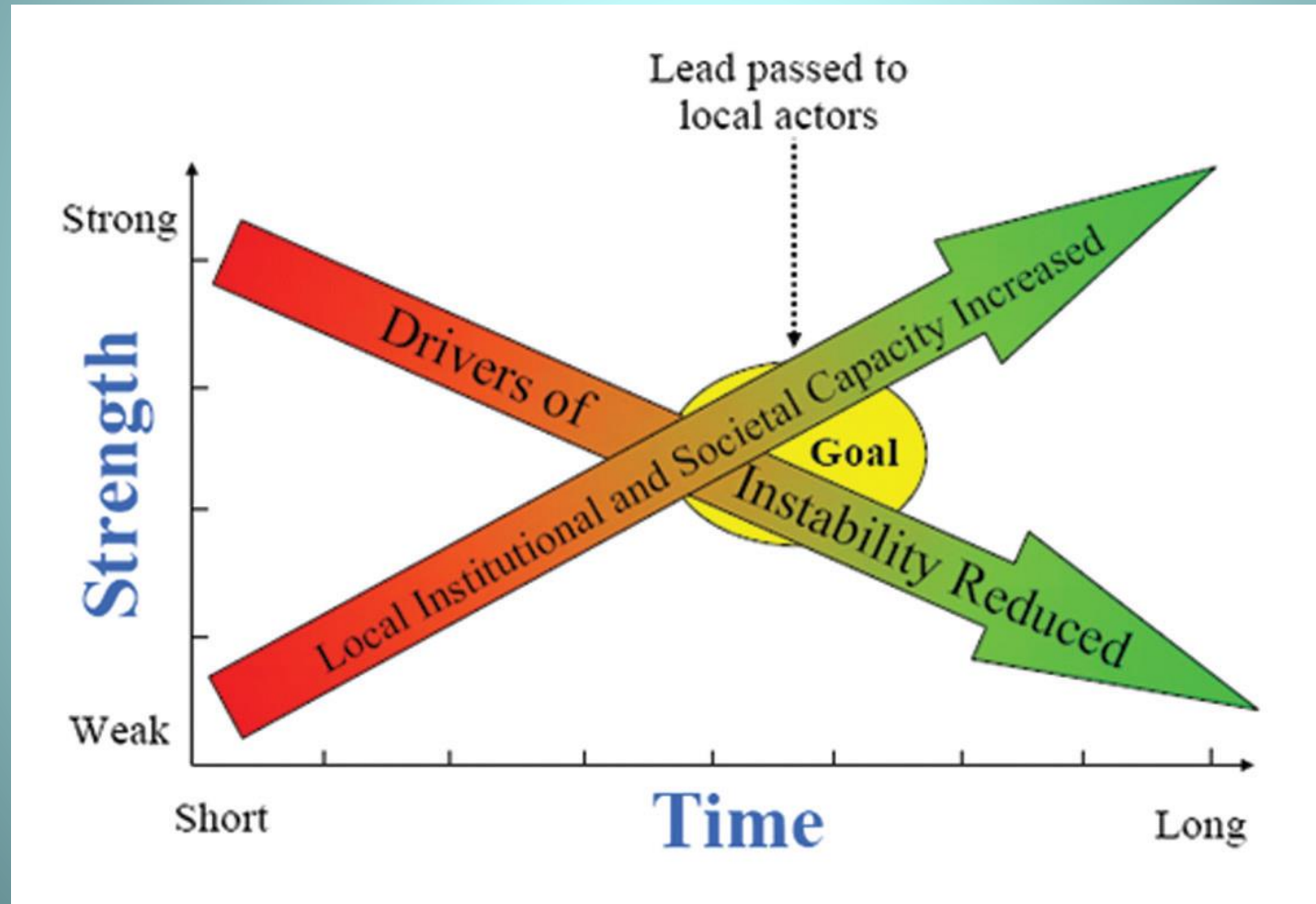
MPICE Training System - This web page presents the MPICE Training System, a computer-based training system that teaches facts, concepts, strategies, and analytical skills needed to use the MPICE framework effectively. This system is under development by a multi-contractor team led by [Stottler Henke](#). This work is sponsored by the Office of the Secretary of Defense and the U.S. Army Corps of Engineers (contract #W9132T-09-C-0029). [MPICE Training System Fact Sheet](#).

System Requirements - The MPICE Training System software requires that Java 6 (Java version 1.6) is installed on your Windows PC or Macintosh ([check for Java](#)). Supported browsers: Internet Explorer, Firefox, Google Chrome,

and Safari.

“Assessment and Measures of Effectiveness in Stability Ops”

(CALL Handbook No. 10-41, May 2010)



**How does the difference impact:
(a) metrics dev \leftrightarrow (b) programming?**

Auditing vs M&E

- House Oversight and Government Reform Committee subcommittee hearing re SIGAR comments:
- *“The key problem is the failure to learn oversight lessons, Sopko said. “We no longer trust the internal controls” applied by USAID, he said. When asked to provide a list of 10 successful programs in Afghanistan, USAID replied only with “generalities,” the IG said. USAID has a “tendency to emphasize outputs over outcomes,” he added. “Outputs are easier to measure and, therefore, present an expedient way to justify program expenditures. But they offer little meaningful information about whether a program is working and worth the investment to begin with.”*

II. Evolution:

- **Iraq** (2003-7) – primarily project/program-oriented data
 - UJTL → AUSA/CSIS PCR Framework
 - CPA IMU
 - USAID MEPPS
 - IRMO IMU
 - DAD
- **Yemen** (2010-2011): Stabilization Programming vs Development Programming
- **Afghanistan** (2012-13):
 - USAID & F-Indicators
 - DFID & AusAID: HMEP/UMEP

Iraq I, II, III...

I.

2003-4: “**Bean-counting**”

- SAS db

II.

IRMOMO (2005) –
**Ink-stain
theory**

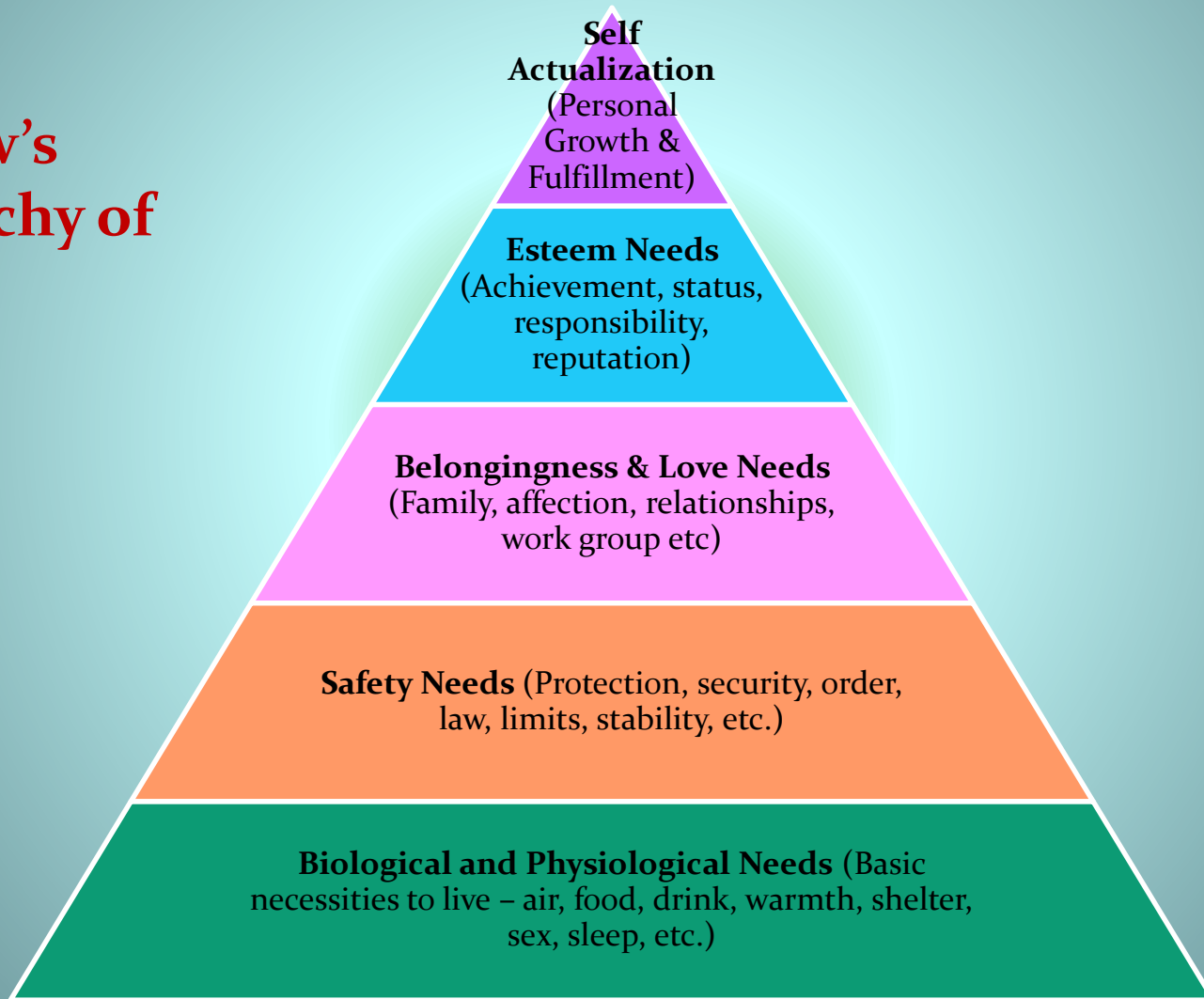
III.

Fall/Winter
2006-7: Media
Monitoring
**e.g. of Content
Analysis**

IV. Development Assistance Database (DAD)

ToC & Causality – Assumptions & Hypothesis Testing

Maslow's Hierarchy of Needs



Yemen

Afghanistan

Syria



III. Data Collection Tools (& Triangulation)

Plan for Data Acquisition & Collation

- Sources
 - (open source; Ministries etc)
- Methods (MPICE etc)
- Frequency (Periodicity)
→ reporting....

ToC & Log-frames

- **“Theory of Change” often disconnected to the stated ‘mission strategy;’ Results Framework; and related indicators;**
- **A ToC does not always exist;**
- **Survey and polling data is not aligned to a ToC and log-frame.**

Triangulation

- **Quantitative Data (QD)**
- **Content Analysis (CA)**
- **Expert Knowledge (EK)**
- **Key Informant Interviews (KII)**
- **Survey/Polling Data (S/PD)**

ToC Methodology:

- Identify impact objectives using strategic documents; and funding organization guidelines (PM[E]P);
- In a 'vacuum' re funding organization guidance re goals & objectives, have a clear problem statement and extrapolate to clear program g/o;
- Establish central hypotheses (re causal relationships);
- Link to specific activities.

Being Realistic

**Data Collection (& Reporting):
'Feeding the Insatiable Beast' ***

Data Quality Issues



Ambassador Khalilzad, off-the-record DoS 'all-hands,' Republican Palace, Green Zone, Baghdad, Iraq, June 2005

Data QC/QA: Scrubbing/Collation

- Rationalizing data ie establishing consistency;
- The dilemma of back-tracking: falling on ones own sword? (aka fixing the past vs covering your tush? Is there a conflict?);
- Delegating the scrub and avoiding assigning blame. Mistakes happen. (Morale issue)

IV. Replicability (adaptation, tailoring etc)

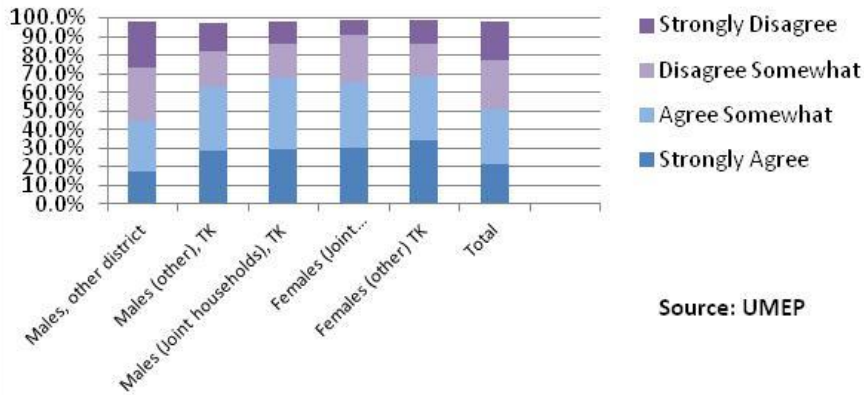
**→ Tying M&E into peacebuilding
*programming***

M&E/Program Management Frameworks

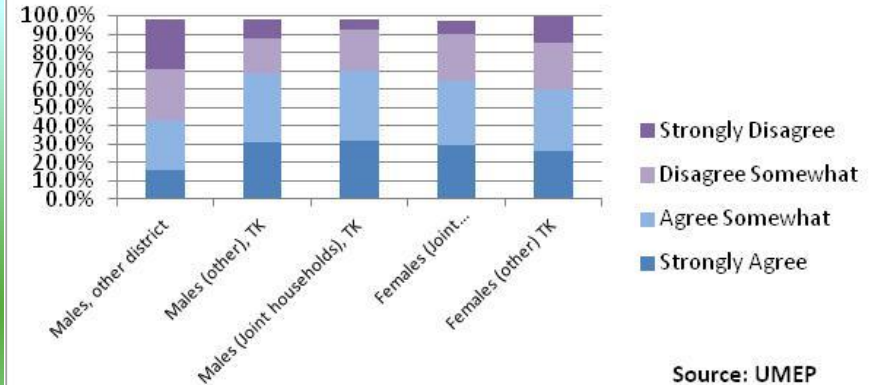
- Demonstrate links between what we do and the change we seek (illustrate *causal relationships*; this implies ‘assumptions’);
- Establish relationships between different components of our work;
- Simplify complex information;
- Implement strategy and proposals into practical activity;
- Ensure that our M&E activities are practical and relevant.

Hypothesis Testing & Behavior

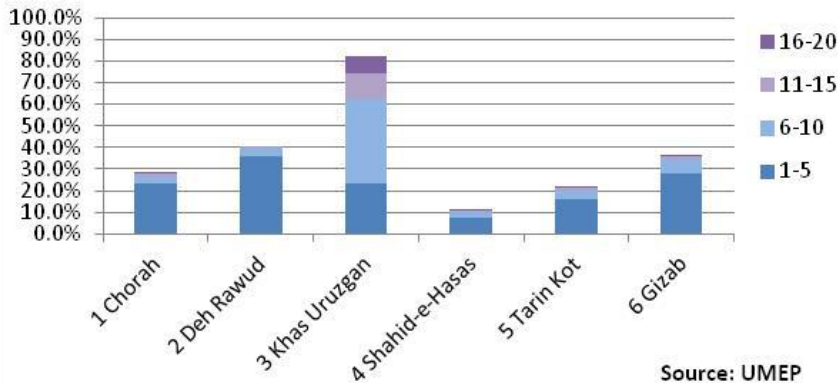
Respondents agreeing that in the past 3 months, their district government has improved infrastructure and conditions to the major urban areas



Respondents agreeing that in the past 3 months, their district government has improved security along roads to the major urban areas



Number of times in the past 3 months respondents' household members have travelled to other district centres (Deh Rawud or Tarin Kowt)



Finally, "What is the main reason you travel to district centres?"

1. To work
2. To purchase goods or services
3. To sell goods or services
4. To visit a government office
5. To visit relatives
6. To go to a hospital
7. To receive salary
8. Other

Village Stability Operations Program (‘Leveraging the Population’)

- *“Any measures of progress against an insurgency need to be relatively easy to collect, accurately capture the community’s actions, and demonstrate a pro-active willingness on the part of the village to turn against the insurgency.”*

--”Enlisting the Population In Its Own Defense: A Village-Based Strategy to Defeat the Taliban Insurgency.”

Tailoring

- **Most metrics frameworks, whether they be the US F-Indicators, the MDG or any other framework with associated metrics, are often generic.**
- **Parameters affecting metrics down-selection:**
 - Policy goals;
 - Cultural considerations/context;
 - Drivers/sources of conflict, ie religious? Resource-based? Etc.

That brings us to: Defining Terms/Lexicon

- **Access:** e.g. time to walk/travel to health center? Distance? Affordable (public vs private health care) etc.
- **Quality** of care (provided by community healthcare worker? Doctor? Specialized doctor?);
- **Awareness** (Do people know that the service exists?);
- **Demand** (How many people actually need the service?).