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

<table>
<thead>
<tr>
<th>Stabilization Programming</th>
<th>Development Programming</th>
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<tr>
<td><strong>Focused on:</strong> Sources of Stability</td>
<td><strong>Focused on:</strong> Need</td>
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<td><strong>Informed by:</strong></td>
<td><strong>Informed By:</strong></td>
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<tr>
<td>• Operational Environment</td>
<td>• Needs Assessment</td>
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<td>• Cultural/Political Environment</td>
<td>• Sectoral Assessment</td>
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<td>• Stability/Instability Factors</td>
<td>• Traditional/Historical Experiences</td>
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<td>• Local Perceptions</td>
<td><strong>Effects:</strong></td>
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<td>• Increased support for government</td>
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<td>• Decrease support for spoilers</td>
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<td><strong>Effects:</strong></td>
<td><strong>Effect:</strong></td>
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<td>• Long term change</td>
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<td>• Sectoral improvements</td>
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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 i.e. freely available to users, including training modules;
- Framework finalized in 2010.

MPICE Training System - 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 #W9128T-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.
How does the difference impact:
(a) metrics dev \(\longleftrightarrow\) (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
I. 2003-4: “Bean-counting”
   - SAS db

II. IRMO (2005) – Ink-stain theory

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

IV. Development Assistance Database (DAD)
Maslow’s Hierarchy of Needs

- **Biological and Physiological Needs**: Basic necessities to live – air, food, drink, warmth, shelter, sex, sleep, etc.
- **Safety Needs**: Protection, security, order, law, limits, stability, etc.
- **Belongingness & Love Needs**: Family, affection, relationships, work group etc.
- **Esteem Needs**: Achievement, status, responsibility, reputation
- **Self Actualization**: Personal Growth & Fulfillment
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.
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
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;
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?).