



**INTEGRITY**

**RESEARCH &  
CONSULTANCY**

# *Insights from the field of Conflict Transformation*

# Outline of presentation

- Conflict transformation approach to M&E
  - Establish an *intervention logic*
  - Monitor* implementation
  - Evaluate, learn and adjust*
- Challenges
- Raises new questions

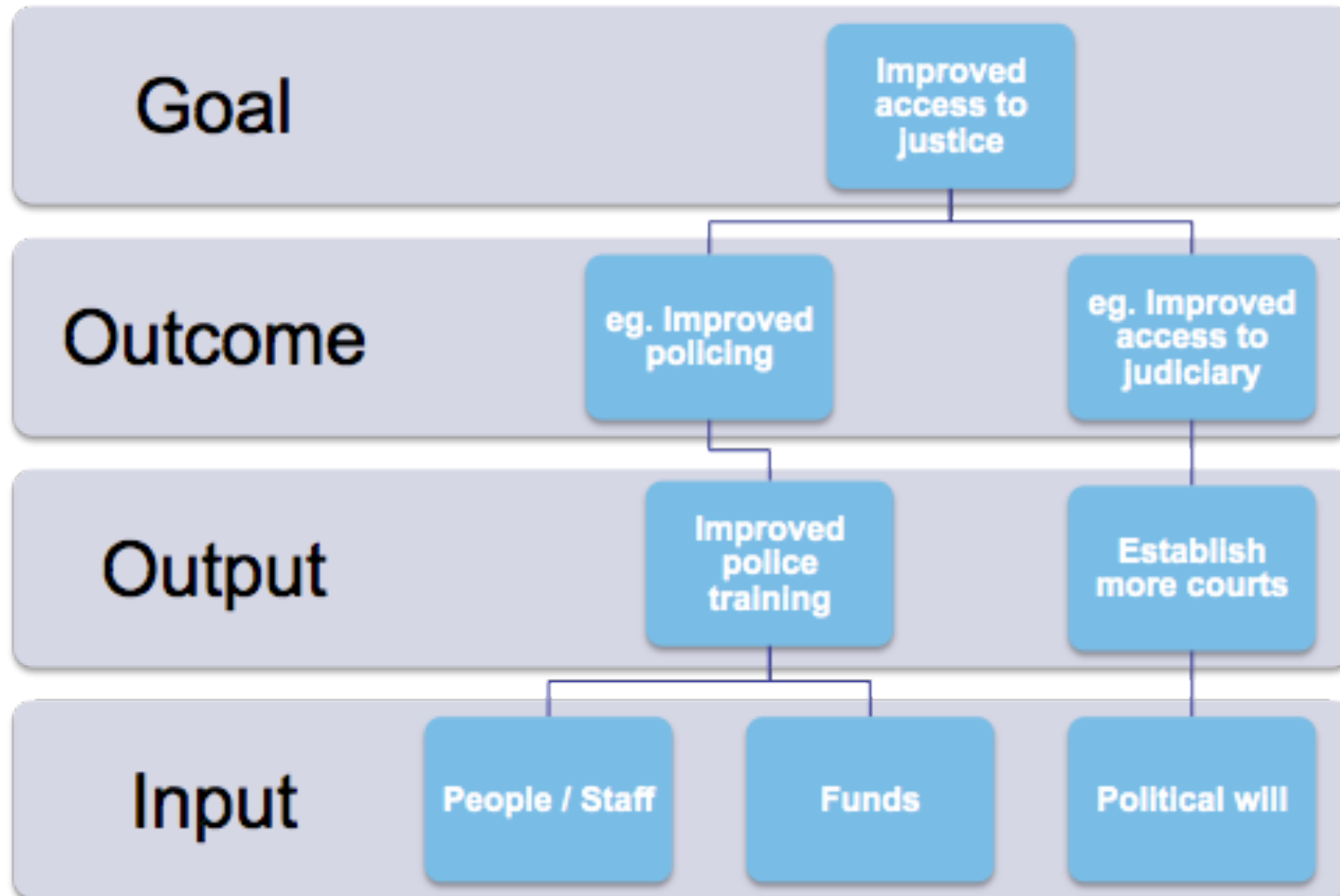
## Introduction

- Programme implementation in fragile environments is ***uniquely challenging***.
- ***Complex*** solutions required.
- ***Multiple*** actors involved
- M&E equally challenging but a strong framework can ***significantly improve and inform*** programme implementation.

# A conflict transformation approach to M&E



# Theory of Change: Establishing an intervention logic'



# Monitoring implementation



# Evaluate, learn and adjust

## ***Relevance***

Is the programme addressing the problem?

## ***Effectiveness***

Has the intervention achieved its purpose?

## ***Impact***

What changes has the intervention contributed to, both immediately and in the longer term?

## ***Sustainability***

What happens when the intervention ends?

## ***Efficiency***

Given the resources available has the intervention achieved what it was set out to? Value for Money?



# Challenges

- ***Ambiguity*** in goals and objectives (poorly articulated intervention logic)
- ***Inconsistent*** goals and objectives between implementing institutions
- ***Insufficient resource*** to monitor adequately:
  - challenging data collection environment
  - risk of systemic bias amongst certain implementers towards quantitative data
  - Tendency to focus on input and output rather than outcome and impact (what vs. why)
- **Insufficient corporate memory** and high staff turnover

## Raising new questions

- Is a uniform M&E approach ***possible*** in such complex interventions?
- Are we willing to ***invest*** in the learning process and ***allow for mistakes***?
- Are we ready for ***evidence-based*** programming?

***Thank you!***

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