Peace Measurement Roundtable:

Compendium of Reference Group Presentations

8 April 2021

Table of Contents

Contribution to peace: Sida's work in and on conflict
Anna Åkerlund

Peaceful and inclusive societies

The main goal is to address root causes of violent conflict

- support to transparent, inclusive and responsive institutions
- resilience against conflict-related crises and capacity for peaceful conflict management
- inclusive dialogue and mediation processes
- promotion of the Women, Peace and Security agenda
- increased participation and influence of youth in conflict prevention and peace and state-building processes
- protection of children in armed conflict
- transitional justice processes
- security sector reform (SSR)
- demobilisation, disarmament and reintegration (DDR) processes
- mine action and the prevention of illegal and irresponsible proliferation of arms including SALW (small arms and light weapons)

Contribution management

Strategy (Government decides)

Operationalisation of the strategy (Sida/the Embassy)

In-depth review (Sida/the Embassy)

Assignment (Swedish Government)

Strategy proposal (Sida/the Embassy)

Political & institutional context

How & Why

Opportunities & choice

Human security

Who

Power & voice

Resources

How & Why

How & Why

Economic & social context

Conflict/Peaceful context

Environmental context

The contribution management process

Designing for peacebuilding

- Based on a conflict analysis

- Address root causes / key drivers of armed / violent conflict

- Theory of Change

Sida

Working in and on conflict

Working **on** conflict

- Peacebuilding, peaceful and inclusive societies

Working **in** conflict

- Risk assessment: the possible/likely effect of conflict on your programme
- Conflict sensitivity: the possible/ likely effect of your programme on conflict

Sida

A conflict sensitive approach involves the ability of an organisation to:

1. Understand the context;
2. Understand the two-way interaction between activities and context, and;
3. Act on that understanding to prevent / minimise negative effects and maximise positive effects of interventions on conflict (risk of violence)

Possibility to include indicators in either results matrix or risk matrix (or both) to monitor and report on conflict sensitivity.

Sida

Concluding comments

- The nexus approach: a renewed interest in positive effects of development and humanitarian programming on conflict and potential to maximize those

- Make use of conflict sensitivity analysis and routines to identify opportunities to make and enhance contributions to peace within the sphere of influence of the programme

- If you claim contribution to peace, you should monitor and report on that contribution by including it in your result framework, and M&E systems and routines.

- Be prepared for the unintended and keep on adapting programming in order to minimize negative effects while maximizing positive effects

- Not all tension, not all conflict relevant to armed conflict or risk of violence

Thank you for listening!

eu20
20.de

BMZ's perspective on measuring contribution to peace

Institutional Partners Reference Group, 15 December 2020

Dr. Ralf Schröder, German Development Ministry (BMZ), Head of Division
„Crisis management,
transitional development
assistance, reconstruction,
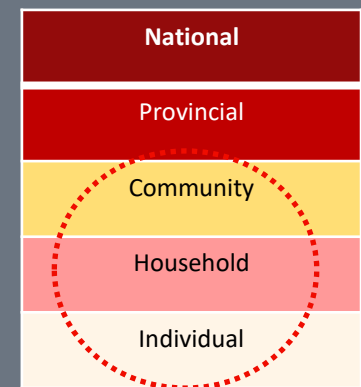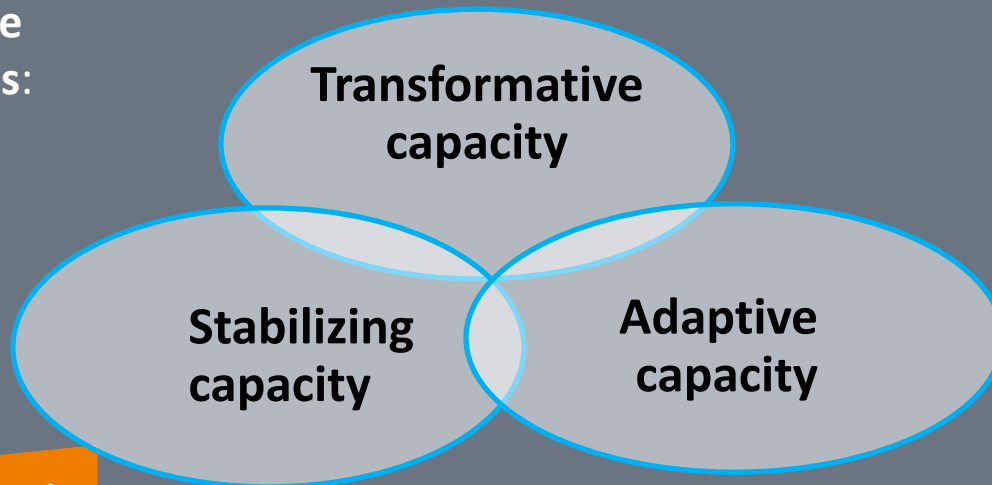infrastructure in crisis
Situations"

Structure

- **PART 1 - Conceptual background: BMZ's TDA approach; linkages concepts of peace and resilience**

- **PART 2 - Approaches to measuring performance in peace efforts**

- **WFP & BMZ partnership on peace, resilience and evidence/learning**

PART 1 - Conceptual background: BMZ's TDA approach; linkages concepts of peace and resilience

bmz.de

BMZ's Transitional Development Assistance (TDA) approach

- **BMZ's TDA approach**: commitment to **strengthening resilience capacities** in fragile contexts and contributing to **the H-D-P nexus** with focus on local level; wherever possible supporting systems at nat. level

- Strong focus on **multistakeholder/partnership approaches** to implement multisectoral resilience programmes

- "resilience stretches all dimensions of the HDP-nexus"

Resilience capacities:

Transformative capacity

Stabilizing capacity

Adaptive capacity

| National |
| Provincial |
| Community |
| Household |
| Individual |

Local level

bmz.de

„Peace (concept)" in the context of the TDA

„do no harm" -
Conflict sensitivity

Key quality criteria in all conflict-affected settings

„do some good"-
Contribution to peace

Promoting "peaceful and inclusive communities"

Peace dimension part of a comprehensive resilience programme

Focus on social cohesion at the local level

Importance of Analysis

- Focus on risks, resilience and peace
- BMZ: peace & conflict assessment tool; resilience analysis tool for programme design (*currently drafted*); integrated analytical tool envisaged (*feasibility TBD*)

Conceptual linkages between peace and resilience
$\Rightarrow$ *BUT conceptual work on linkages between concepts of resilience & peace ongoing, including measurement of peace and resilience*

PART 2 - Approaches to measuring performance in peace efforts

Evidence on Social Cohesion in and between groups

-> What do we know about dynamics at individual level?

- **Systematic review** (3ie) of existing international rigorous (impact evaluation) evidence of interventions aimed at building social cohesion at horizontal level

Findings
• **Social Cohesion interventions to be embedded in multisectoral programmes addressing structural change to be effective** • **Interventions to be designed based on thoroughly context- and conflict analysis** • **And to be captured in comprehensive non-linear ToC** • **All five dimensions of social cohesion to be addressed in programme design**

Trust	Sense of belonging	Willingness to participate	Willingness to help	Acceptance of diversity

- Limitation: evidence base limited and fragmented

=> further research, investments in (standardized) measurement approaches and evidence needed

bmz.de

Piloting contributions to peace & measurement
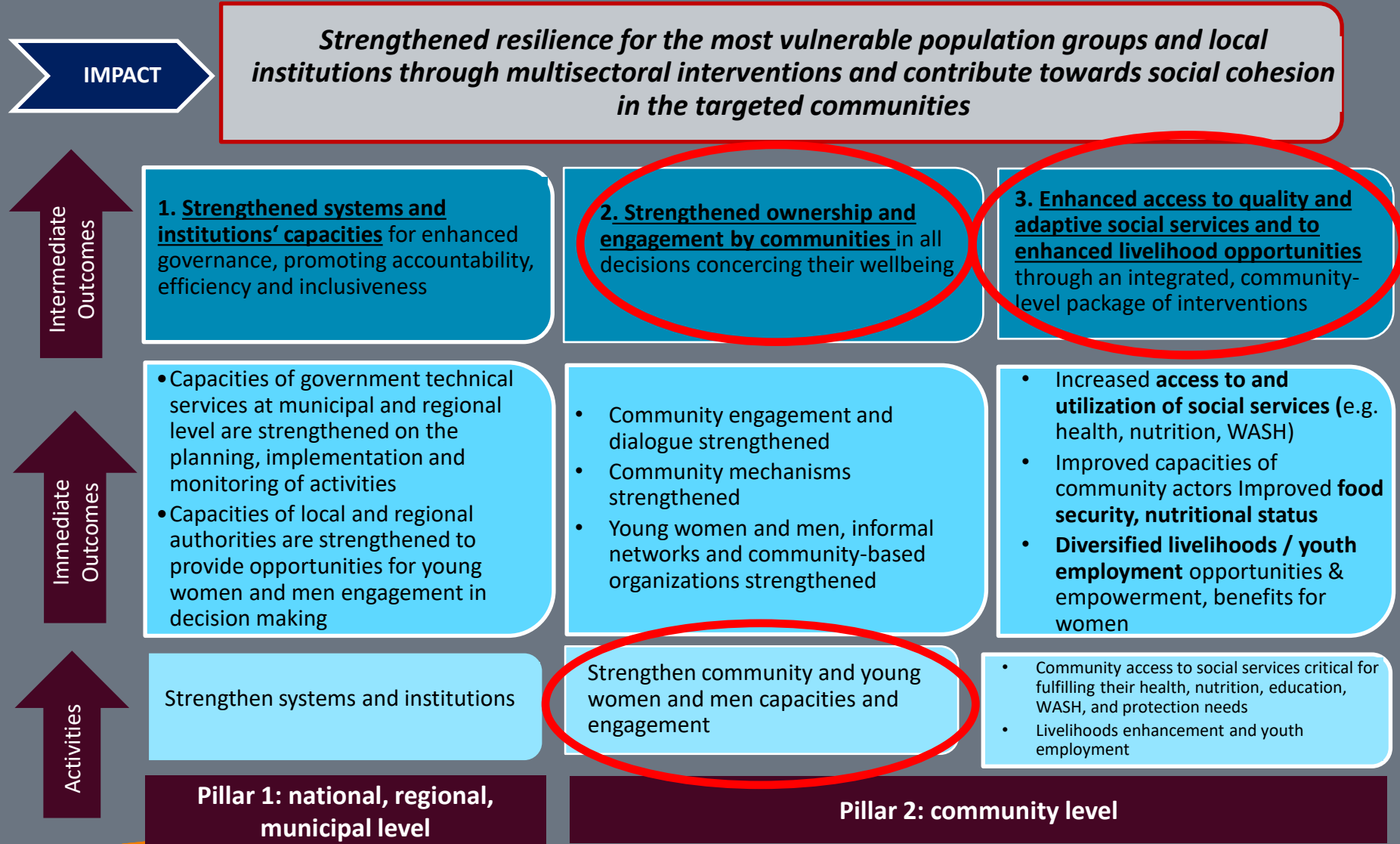## Joint UNICEF/WFP Resilience & Social cohesion Programme (Niger, Diffa)

- Multisectoral/multi-year programme with strong focus on **social cohesion** and **piloting of new measurement approaches** for resilience and **social cohesion**

- "Peace lense" integrated in joint analysis, design, implementation, M+E framework

- **Conflict analysis** embedded in project planning and implementation; continuously be refreshed; => based on c. analysis ToC continuously fine-tuned and context-specific social cohesion activities designed (see next slide)

"Pilot" measurement framework (in line with SIPRI recommendations)

- **Introduce and test resilience and social cohesion-specific indicators and measurements** (e.g. Social Cohesion Score (WFP in Lebanon and Egypt))
- **New ways of analyzing data and information, with a specific focus on conflict analyses**
- **Strengthen existing and develop new complaints and feedback mechanisms**

bmz.de

Joint UNICEF/WFP Resilience & Social cohesion Programme
Theory of Change (*simplified*)

IMPACT

> *Strengthened resilience for the most vulnerable population groups and local institutions through multisectoral interventions and contribute towards social cohesion in the targeted communities*

Intermediate Outcomes

1. **Strengthened systems and institutions' capacities** for enhanced governance, promoting accountability, efficiency and inclusiveness

2. **Strengthened ownership and engagement by communities** in all decisions concercing their wellbeing

3. **Enhanced access to quality and adaptive social services and to enhanced livelihood opportunities** through an integrated, community-level package of interventions

Immediate Outcomes

- Capacities of government technical services at municipal and regional level are strengthened on the planning, implementation and monitoring of activities
- Capacities of local and regional authorities are strengthened to provide opportunities for young women and men engagement in decision making

- Community engagement and dialogue strengthened
- Community mechanisms strengthened
- Young women and men, informal networks and community-based organizations strengthened

- Increased **access to and utilization of social services (**e.g. health, nutrition, WASH)
- Improved capacities of community actors Improved **food security, nutritional status**
- **Diversified livelihoods / youth employment** opportunities & empowerment, benefits for women

Activities

Strengthen systems and institutions

Strengthen community and young women and men capacities and engagement

- Community access to social services critical for fulfilling their health, nutrition, education, WASH, and protection needs
- Livelihoods enhancement and youth employment

Pillar 1: national, regional, municipal level

Pillar 2: community level

PART 3 - WFP & BMZ partnership on peace, resilience and evidence/learning

Looking ahead: potential follow-up to support WFPs' peace agenda

Programme level

- Review/synthesize learnings from UNICEF/WFP Diffa-pilot

- Launch further HDP programmes

Institutional/HQ level

- Jointly explore (further) options to support WFP's peace related capacities and tools (i.e. **analysis, measurement, evidence/learning**)

- Further explore **(conceptual) linkages between resilience and peace**

bmz.de

WFP & BMZ broader evidence and learning partnership on resilience

- **Partnership with OEV/DIME on Resilience Learning:** package of Impact Evaluations (Niger, Mali, SSD, DRC); objectives:

    - **Proof of impact of multisectoral resilience programmes and partnership approaches** (Joint UN Programmes); incl. aspects of social cohesion

    - Learning on how to **best design effective resilience programmes** (which interventions, combinations and sequences, are most effective in building capacities)

    - **Inform programme while implementation**

    - How to **measure resilience**

- **Partnership with WFP's Resilience Unit (HQ) on improving measurement of resilience** (envisaged)

bmz.de

Thank you

bmz.de

JICA's Concept of Peacebuilding

Building Resilient States
where conflicts do not occur/recur

functional and inclusive **Government**

coexistent and empowered **Community**

Public Trust

Drivers of conflict and instability

Fulfillment of responsibilities (e.g. service delivery)

Recognition of legitimacy and trust
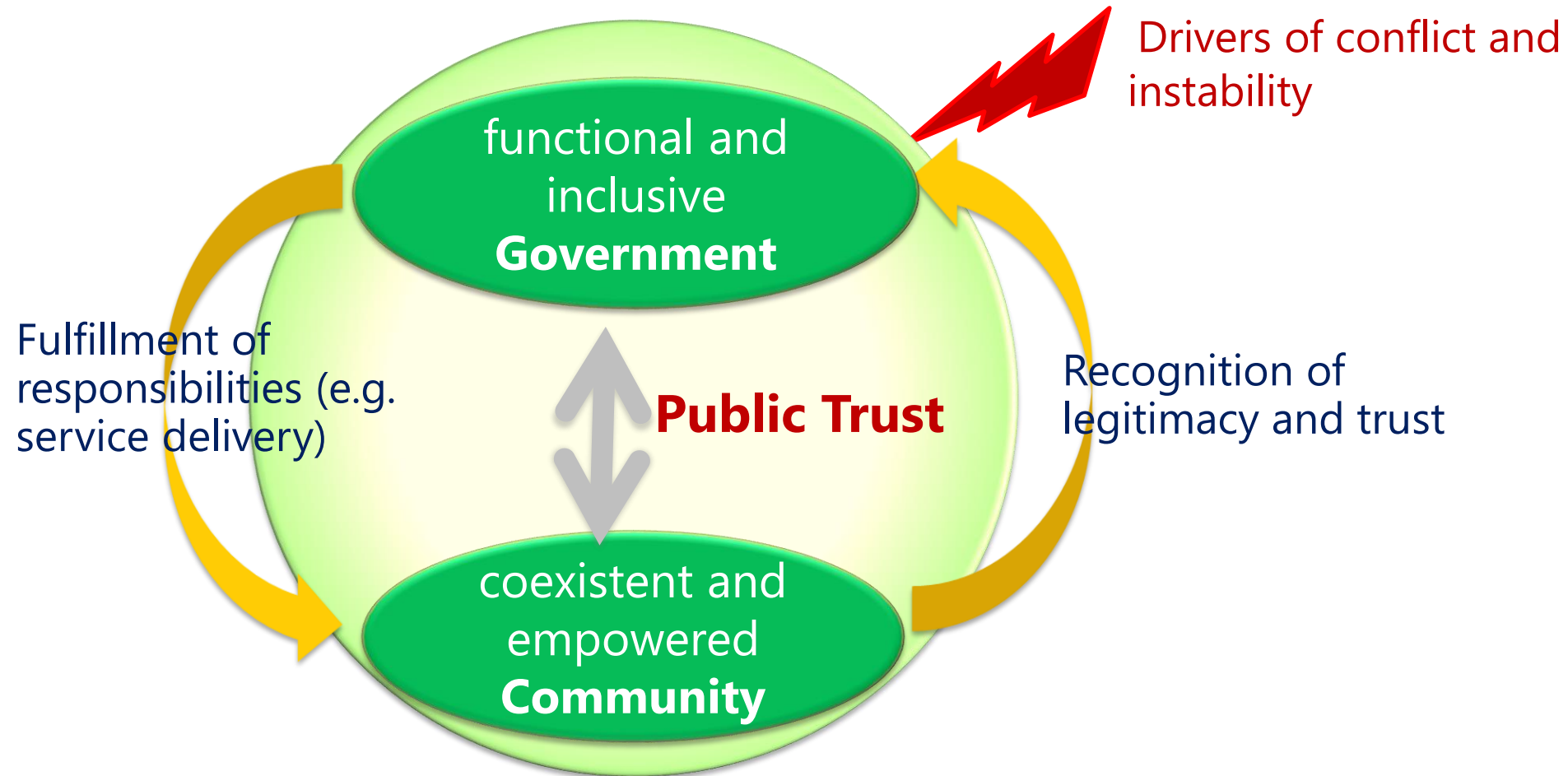
Monitoring of Projects in Conflict Affected Settings

Project

①Minimize and reduce (positive impact) →

②Avoid exacerbating (negative impact) →

③Minimize negative effects ←

Potential conflict drivers

④Make use of ←

Peace Promoting factors
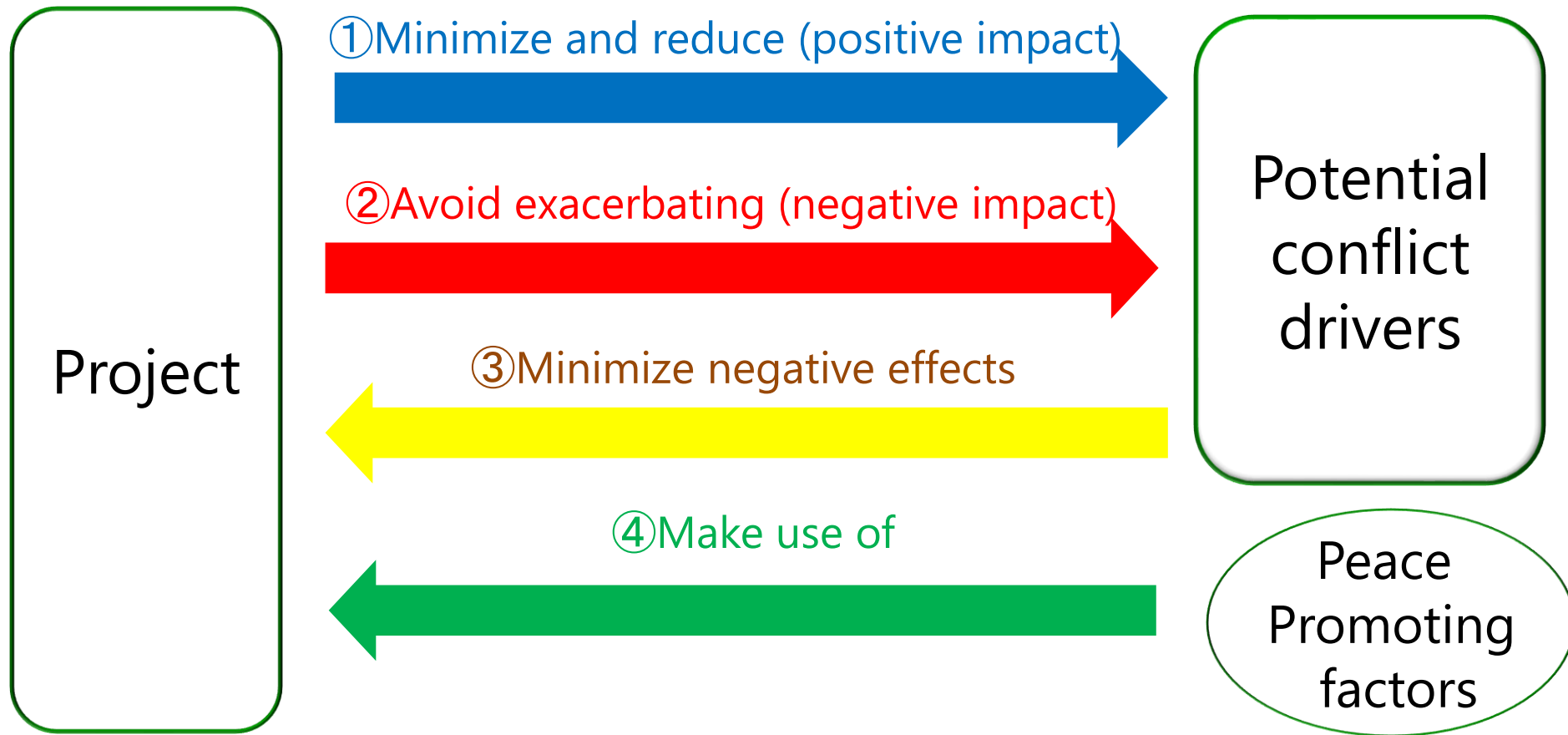
Monitor the relationship between projects and conflict drivers and take necessary actions

Challenges Faced in Measuring Impacts on Peacebuilding

- Peacebuilding objectives
  - Building trust, social cohesion, etc.
  - Involves perceptional and relational changes

- Setting appropriate set of indicators
  - Tend to be subjective and qualitative

- Survey methods of B/L and E/L surveys
  - Results vary depending on:
    - Who to ask (respondents)
    - Who is asking (surveyors)
    - How questionnaires are asked

Key Contributors for Building Public Trust

Recognition and trust

Local Gov't

Community

Fulfillment of responsibilities, including provision of services
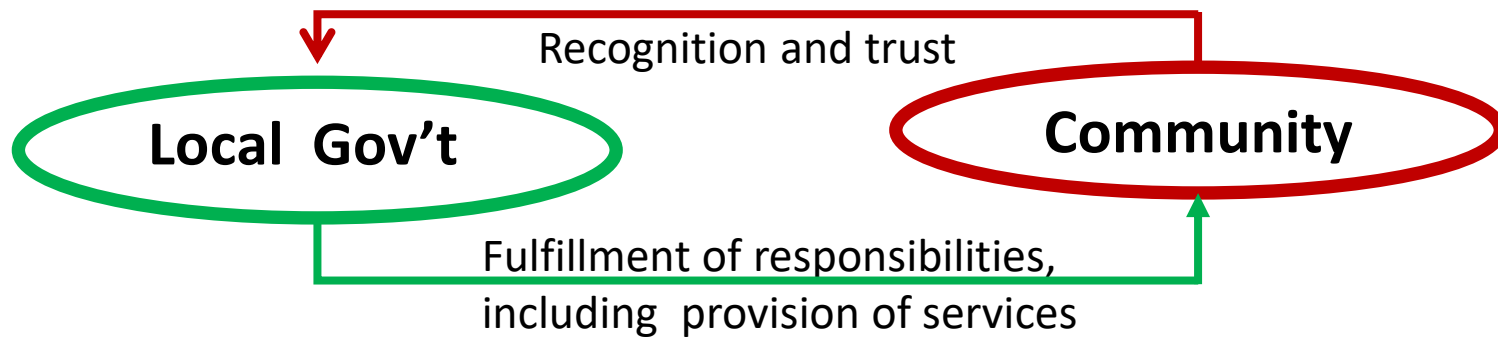
Capacity Building of Local Gov't

Anti-corruption

Rule of Law

Transitional Justice

1. Objective and transparent planning process

2. Improvement of communication between gov't- citizens

Core capacity

3. Gov't-community collaboration in service provision/maintenance

4. Inclusion of vulnerable and marginalized groups

Measuring Relational Changes between Local Gov't and Citizens

Building and maintaining public trust

Gradual relational change

Motivates officers for further changes

Officers' perceptional and behavioral change

Citizens' perceptional and behavioral change

Organizational change of local gov't

Improvement of citizens' satisfaction

Sustaining and further improving the performance of local gov't

Increasing and maintaining citizens' satisfaction

Indicators
- Self-evaluation
- Evaluation by supervisors

Changes on *key contributors* and overall (e.g. rules & regulations)
- Data verifiable objectively
- Self and third-party evaluation

Citizens' Evaluation:
*Changes related to *key contributors*
*Government overall performance
*Satisfaction of public services

Overall (e.g. prepare plans according to the manuals)
- Data verifiable objectively

Citizens' Evaluation:
*Government performance
*Satisfaction of public services
*Relationship between gov't and community

Key Considerations in Measuring Public Trust

- Trust is NOT static, susceptible to improvements or deteriorations depending on multiple factors.

- A key variable that affects citizens' satisfaction is the degree of expectation towards gov't.
  - ➢ Varies depending on the stage of conflict and status before the conflict (actual/perceptional)

- Relational changes are gradual.
  - ➢ Stock of episodes through periodic monitoring and observations

- It takes time to build trust and requires sustained institutional changes to maintain trustful relationship.
  - ➢ Long-term monitoring even beyond the project period

Initiatives by the Office for Peacebuilding

1. **Evaluation guideline** for conflict-affected countries

2. **Survey** on promoting and evaluating public trust

3. **Evaluation tools**
   - List of **indicators** to measure outputs and impacts by thematic areas
     - Public trust
     - Repatriation/reintegration of refugees and IDPs
     - Social cohesion
     - Revitalization of livelihood and economic activities
     - Reintegration of ex-combatants, etc.
   - List of **questionnaire** to measure impacts on public trust

4. **Long-term monitoring** of peacebuilding projects
   - 5 years after the end of projects for selected projects

DIME, FCV, and how we measure

Arianna Legovini

Marcus Holmlund

Development Impact Evaluation (DIME), World Bank
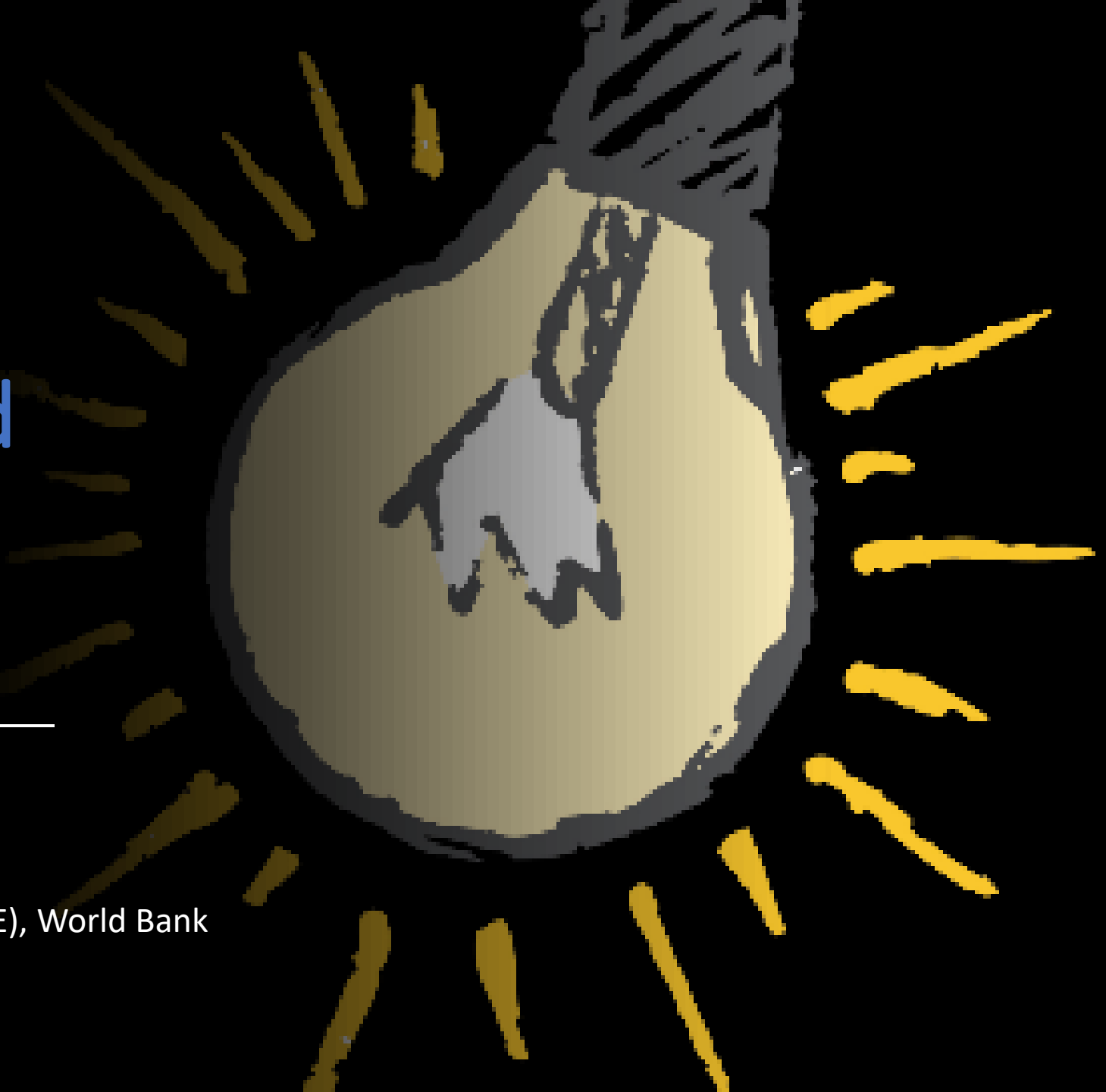
What is DIME?

Global leader in adaptive research for development

- {DATA} Innovate in measurement & build data capabilities to understand the problem we are trying to solve

- {AI} Analyze data & find opportunities for targeting and prioritizing public resources and efforts

- {IE} Experiment with operational options and evaluate interventions to document success & justify scale up

i2i
DIME
TRANSFORM DEVELOPMENT

DIME model and the project cycle

Project Preparation	We assign a research team to each project to: ▪ Provide advice on project design ▪ Train and build capacity of teams and clients ▪ Develop project and data plan ▪ Agree on impact evaluation questions and design	Rethinking design
Implementation and MTR	Research team supports project supervision and management ▪ Full-time field coordination and intensive monitoring ▪ Project data collection and integration ▪ Dashboards production ▪ Training and technical support to government officials for data-informed policy decisions ▪ Field experiments to optimize project design ▪ Advice for mid-course corrections	Increasing impact through adaptive management
Closing	Provide lessons learned and policy conclusions based on rigorous evidence ▪ Report on benefits and co-benefits ▪ Provide inputs into ICR	Documenting impact

i2i
DIME
TRANSFORM DEVELOPMENT

DIME effects across the project cycle

Incentives triplicates tree planting
(2-arm randomized control trial, RCT, GHANA)
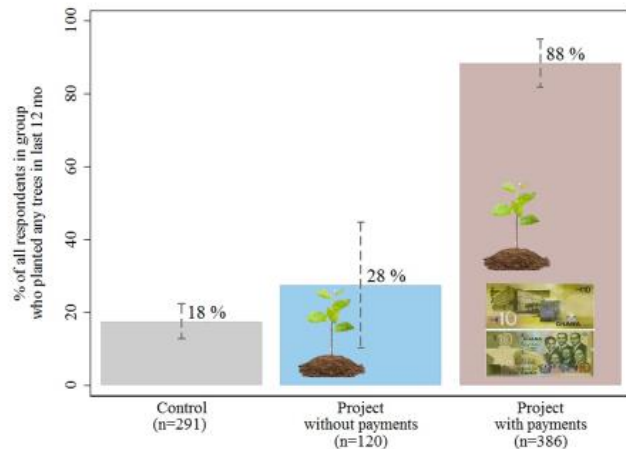
Take-up x3

Ghana scales up by 68% by smart repricing
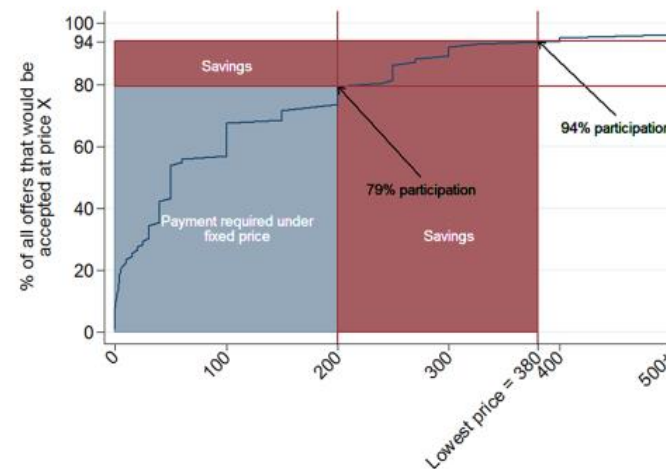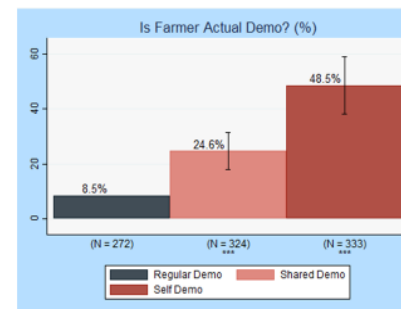
Pricing x1.7

Heterogenous impact analysis can help retarget program
Cote d'Ivoire increased program effectiveness by 70%
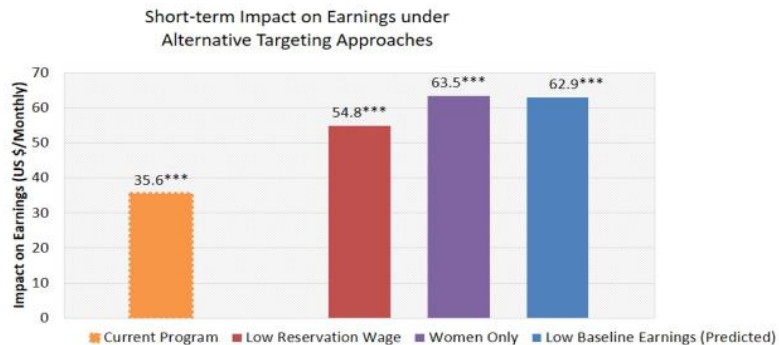
Targeting x1.7

Self demonstration leads to more farmers engaged and more area under cultivation by improved seeds two years after extension
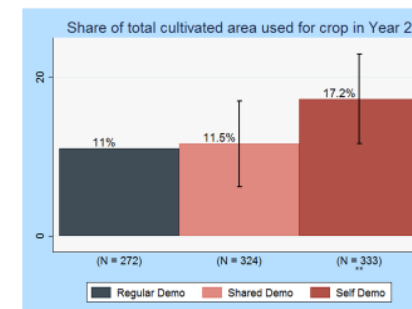
Delivery mode x2

DIME effects across the project cycle

■ **Transforming data environment for delivering projects**
- Achieve **100% intervention compliance** (Afghanistan TUP IE management system)
- **Readiness** for crisis response (Rwanda national geo-spatial integrated data system)
- **Prioritize** road safety investments in high-risk hotspots (Nairobi high-frequency data system)
- Set foundation for **accountability** in municipal performance (Burkina SUPERMUN)

■ **Optimize project design**
- Increase effectiveness by **70%** by retargeting (Cote d'Ivoire Public Works IE)
- **Double to triple** technology adoption with better demonstration model (Bangladesh Ag IE)
- Reduce water scarcity **by half** through better information (Mozambique irrigation IE)
- Optimize incentives for tree planting increase effectiveness **by 68%** (Ghana SLM IE)

■ **New policy framework**
- New inspection regime increases health facility safety **by 15%** (Kenya Patient Safety IE)
- Data-informed regulation reduces judicial delays **by 25%** (Senegal Justice IE)

i2i
DIME
TRANSFORM DEVELOPMENT

DIME country engagements

Geographical Distribution:

224 Impact Evaluations (IEs)
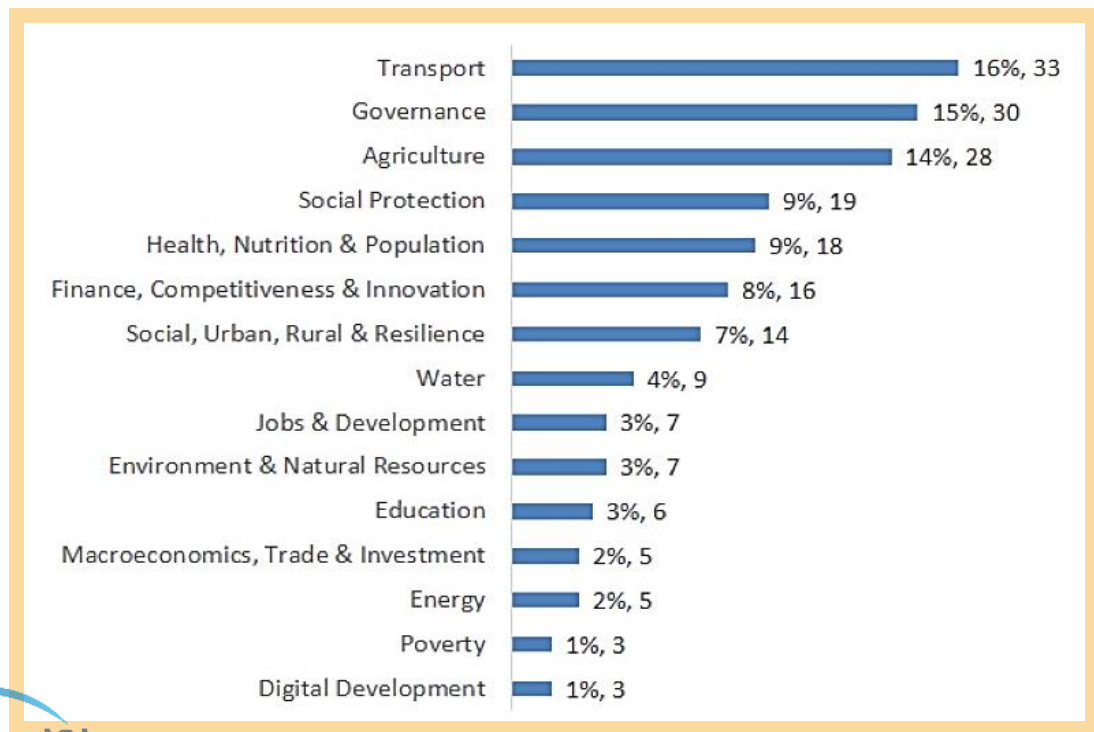
In 62 countries

Also:
- Internal strategic scale-up process across regions and sectors
- External collaborations with UK/FCDO, WFP, Germany/BMZ, EU, Norway/NORAD, Facebook, …
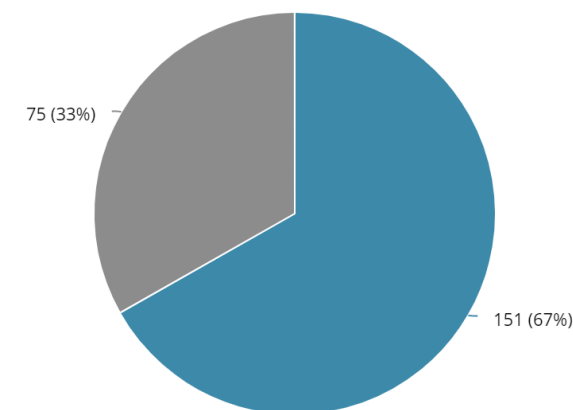
DIME
TRANSFORM DEVELOPMENT

DIME sector engagements

DIME works at scale across all operational units and on strategic issues

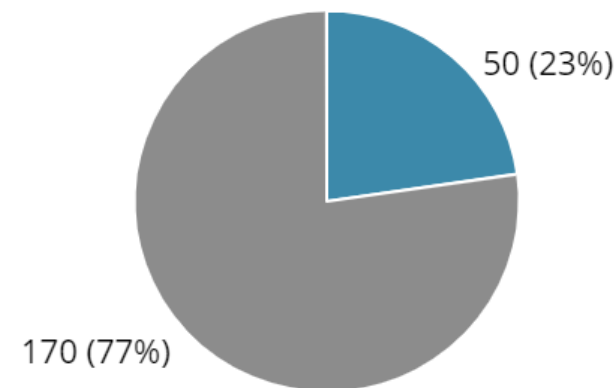Supporting delivery of USD 20bn in development finance across sectors

Percentage and Number of IEs


One third of IEs in FCV settings

75 (33%)

151 (67%)

One fourth of IEs on gender-specific interventions

50 (23%)

170 (77%)

Transport — 16%, 33
Governance — 15%, 30
Agriculture — 14%, 28
Social Protection — 9%, 19
Health, Nutrition & Population — 9%, 18
Finance, Competitiveness & Innovation — 8%, 16
Social, Urban, Rural & Resilience — 7%, 14
Water — 4%, 9
Jobs & Development — 3%, 7
Environment & Natural Resources — 3%, 7
Education — 3%, 6
Macroeconomics, Trade & Investment — 2%, 5
Energy — 2%, 5
Poverty — 1%, 3
Digital Development — 1%, 3

World Bank and FCV

- Role has evolved
  - Historic focus on reconstruction, economic development
  - Shift beyond traditional mandate (e.g., to security and justice, humanitarian assistance, forced displacement)
- Informed by flagship analytical work
  - 2011 WDR; 2018 Pathways for Peace
- 2020 FCV strategy provides an updated framework that aligns with current practices
  - Renewed emphasis on monitoring, evaluation, learning in FCV
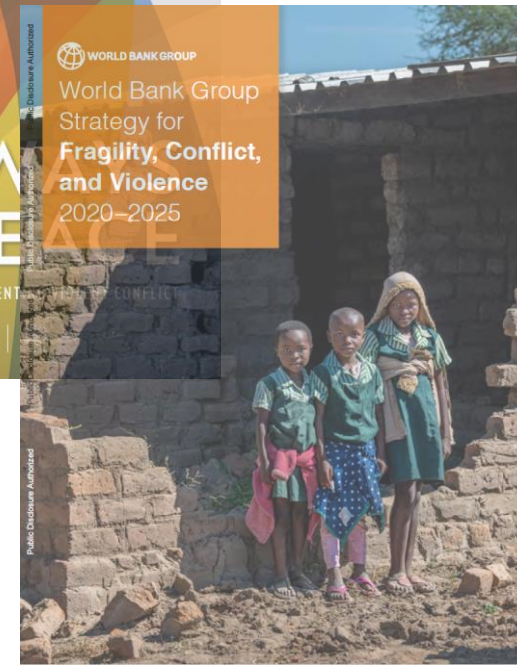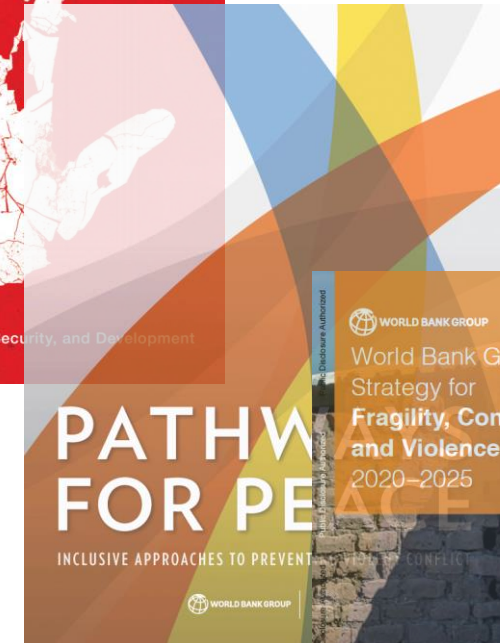
DIME's FCV Program

- Focus on major areas of "FCV-specific" investment while *leading* thinking around measurement, program design, and linking activities with outcomes (impact)

- Three iterations:
  - 2009-2013: Development Impact Evaluation in Fragile States (DIEFS)
  - 2014-2019: evidence 4 Peace (e4p)
  - 2020 on: e4p phase 2
    - Safety nets and resilience
    - Economic and social inclusion
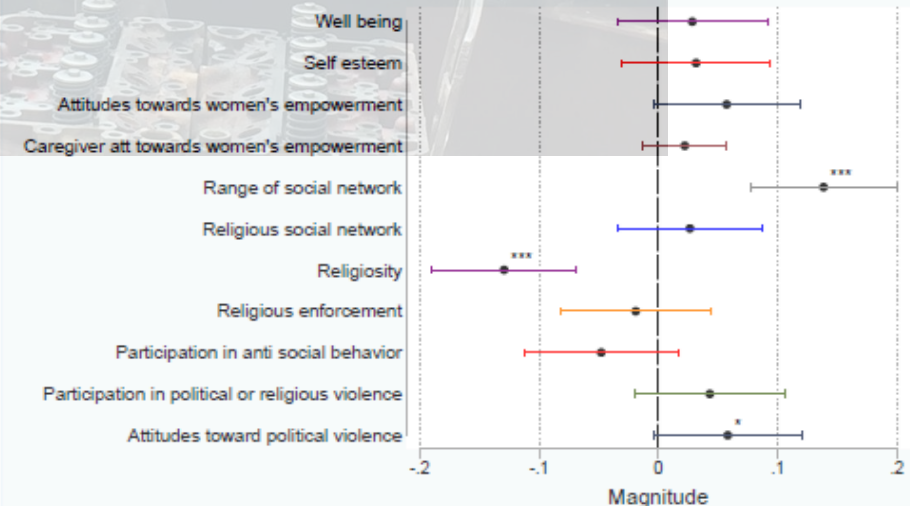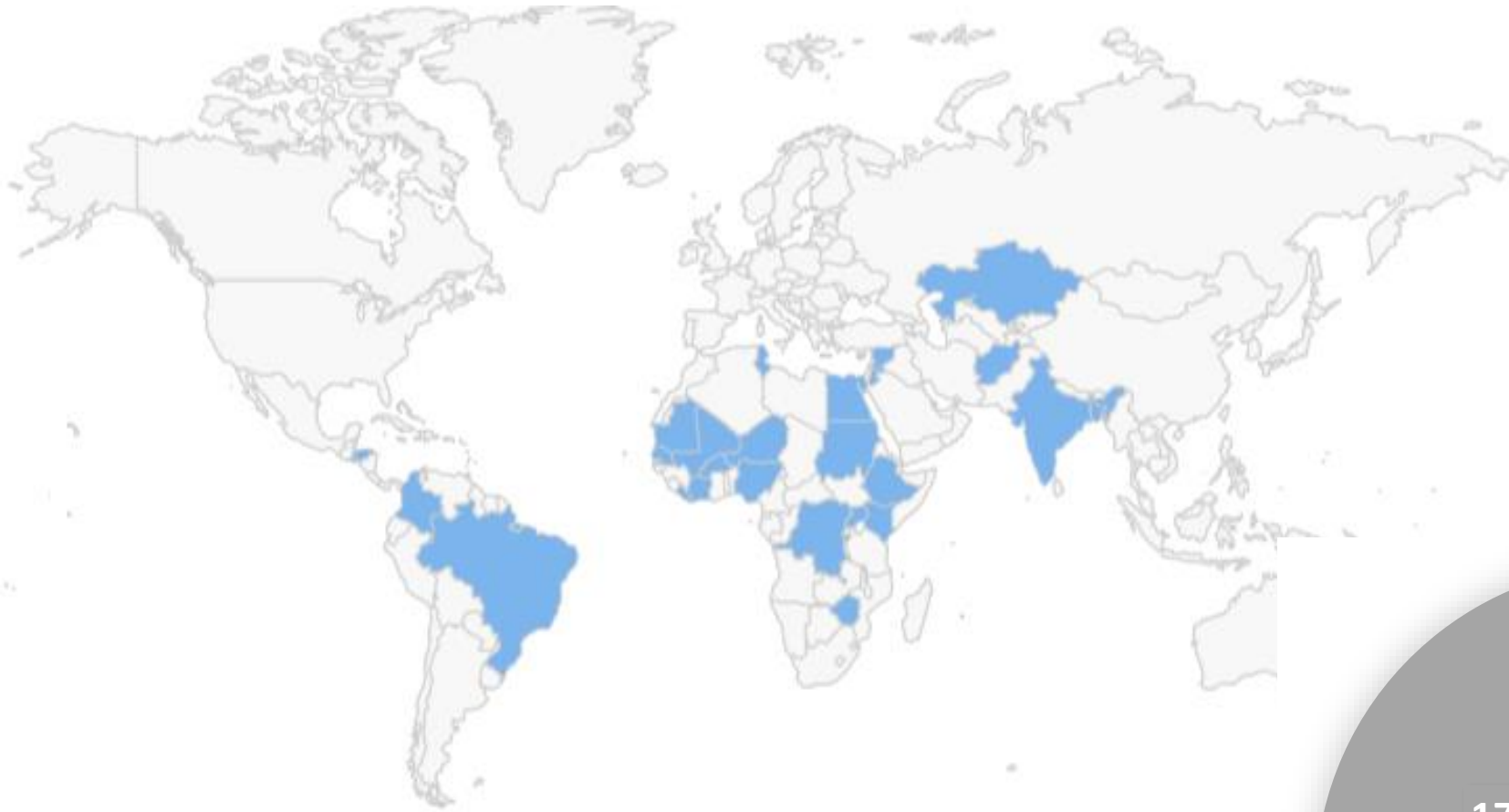   - Service delivery
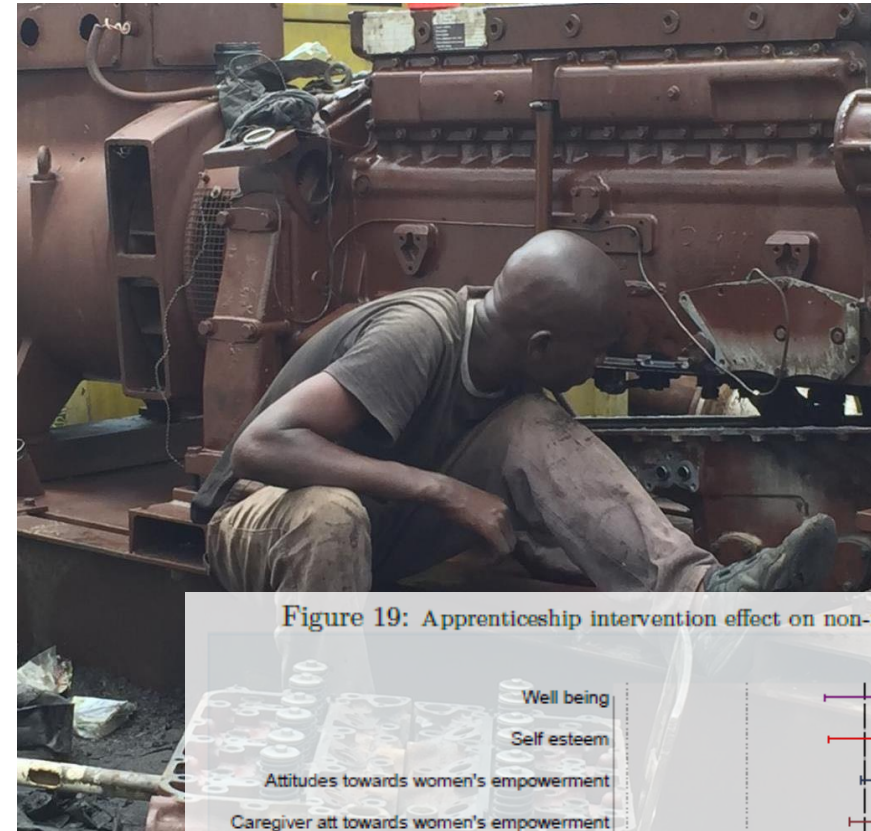
Figure 19: Apprenticeship intervention effect on non-material outcomes
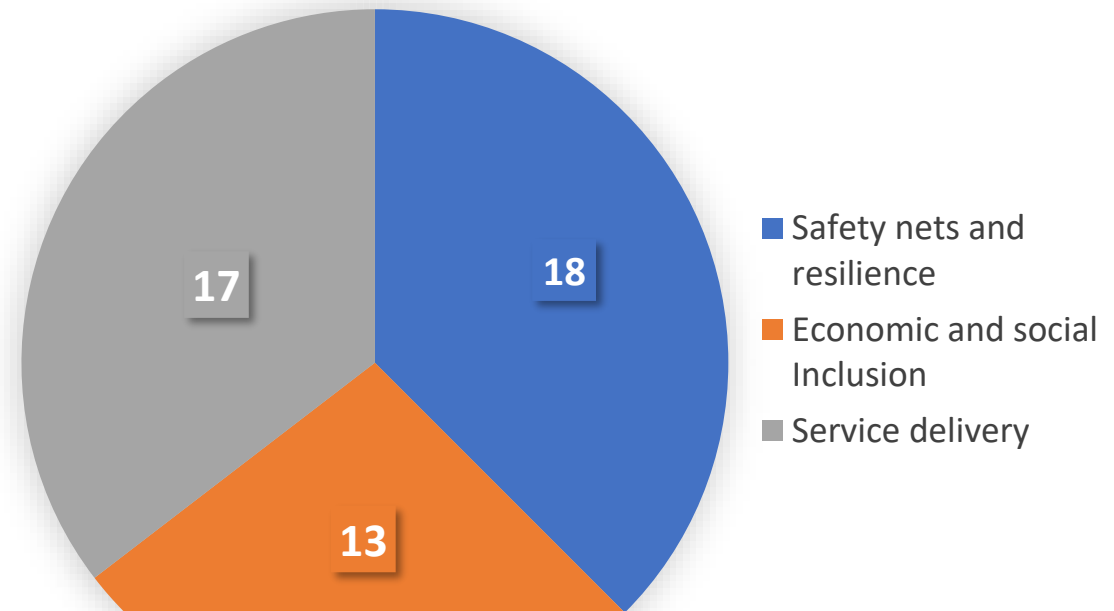
Stars display level of significance based on p-value, except for primary hypothesis as precised in the PAP

e4p program overview

- 48 IEs in 28 countries
- $1.8 billion in development finance
- External partnerships with WFP, Germany, UK, …
- Operationalizing FCV Strategy

- 18 Safety nets and resilience
- 13 Economic and social Inclusion
- 17 Service delivery

- Continuing generating rigorous & policy-relevant evidence on *what works and how* through WB and partner-financed projects

- Operationalization of the FCV strategy

- **Externally, build on collaborations with key partners** (WFP, UK/FCDO, Germany/BMZ)

- **Invest in priority countries/regions: pilot data systems and evidence production**

- **Invest in measurement tools and technologies:**
  - Develop better indicators for key constructs ("social cohesion"; "peacebuilding", "empowerment", "resilience")
  - Contribute know-how on producing high-quality data in FCV settings including through tech-enabled tools, partnerships, systems-based approaches

i2i
DIME
TRANSFORM DEVELOPMENT

PEJEDEC Labor-Intensive Public Works and Training (THIMO)

Questions: What is the impact of a public works on youths in the short-term (during the program) and medium-term (12 months after the program); Does the provision of entrepreneurship or job search training facilitate transition to better jobs after the program?; How to optimize the targeting of the program to maximize impacts?

Short-term Impact on Earnings under Alternative Targeting Approaches
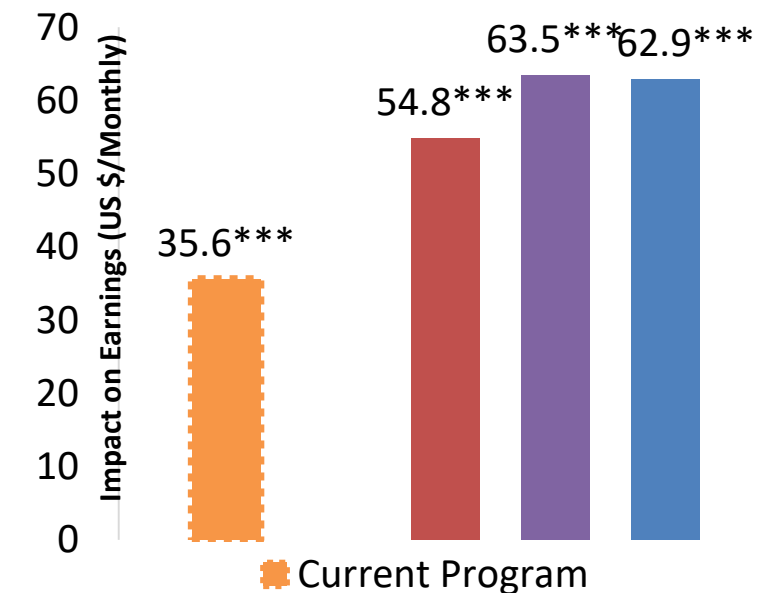
Labor-intensive public works intervention:
- 6-month job, ~6h per day, 5 days a week
- Youths work on road maintenance
- Salary is minimum official daily wage (2500 FCFA or US$ 4.5/day)
- Complementary training to facilitate exit from the program:
  - Basic entrepreneurship/self-employment training
  - Jobs search training

Key results
- **Limited changes in employment** in the short-term, no effects in the long-term.
- **Increase in earnings** in the short-term (35%), and in the long-term (12%)
- **The program can become much more cost-effective** by targeting women and the vulnerable, instead of using self-targeting based on the (formal) minimum wage.
- **Self-employment training is the more promising mechanism to facilitate program exit.** Medium-term earning gains come mostly from group benefiting from self-employment training.

Next steps
- Study completed and disseminated
  - Complementary analysis ongoing and additional technical paper expected FY21
- References: policy report, technical paper

Informal Apprenticeships and Vocational Training Programs (COSDECs): The Mafita Program

Can informal apprenticeships and formal vocational training programs labor market and non-material outcomes, including women's empowerment and reducing anti-social behavior?

- **Setting:** Northern Nigeria
- **Target Groups:** Vulnerable youth
- **Results**
  - Increase in income generating activities including self-employment and wage employment, earnings and profits, especially for IQE girls
  - Increase in assets ownership and consumption expenditure
  - Mixed results on non-material outcomes; no impact on anti-social behavior
  - Improved views on women's empowerment for COSDECs

Outcome	Apprenticeship impacts		
	Full Sample	Female	Male
Income Generating Activities	✓	✓	✓
Assets & Consumption	✓	✓	✓
Job Search Behavior	✓	✓	✓
Literacy & numeracy	✗	✗	✗
(Professional) social networks	✓	✓	✓
Subjective well-being & self esteem	✗	~	✗
Views on women's empowerment	✗	✗	✗
Anti-social behavior & violence	✗	~	✗

i2i
DIME
TRANSFORM DEVELOPMENT

Building livelihoods for the most vulnerable women in FCV settings: Targeting the Ultra-Poor in Afghanistan

Answer the call

Respond to AFG CMU Request to improve evaluation in the Bank's largest Trust Fund (ARTF)

Help the program work

6-year partnership, supporting capacity building, intervention design, monitoring ultimately helped secure near universal intervention compliance

Secure impact and influence

Blogs by WB CEO, FCI VP, Development Impact Blog; referenced in the Economist; Influential in SPJ discussion; Program scale up and inclusion as part of "Afghanistan Peace Plan"
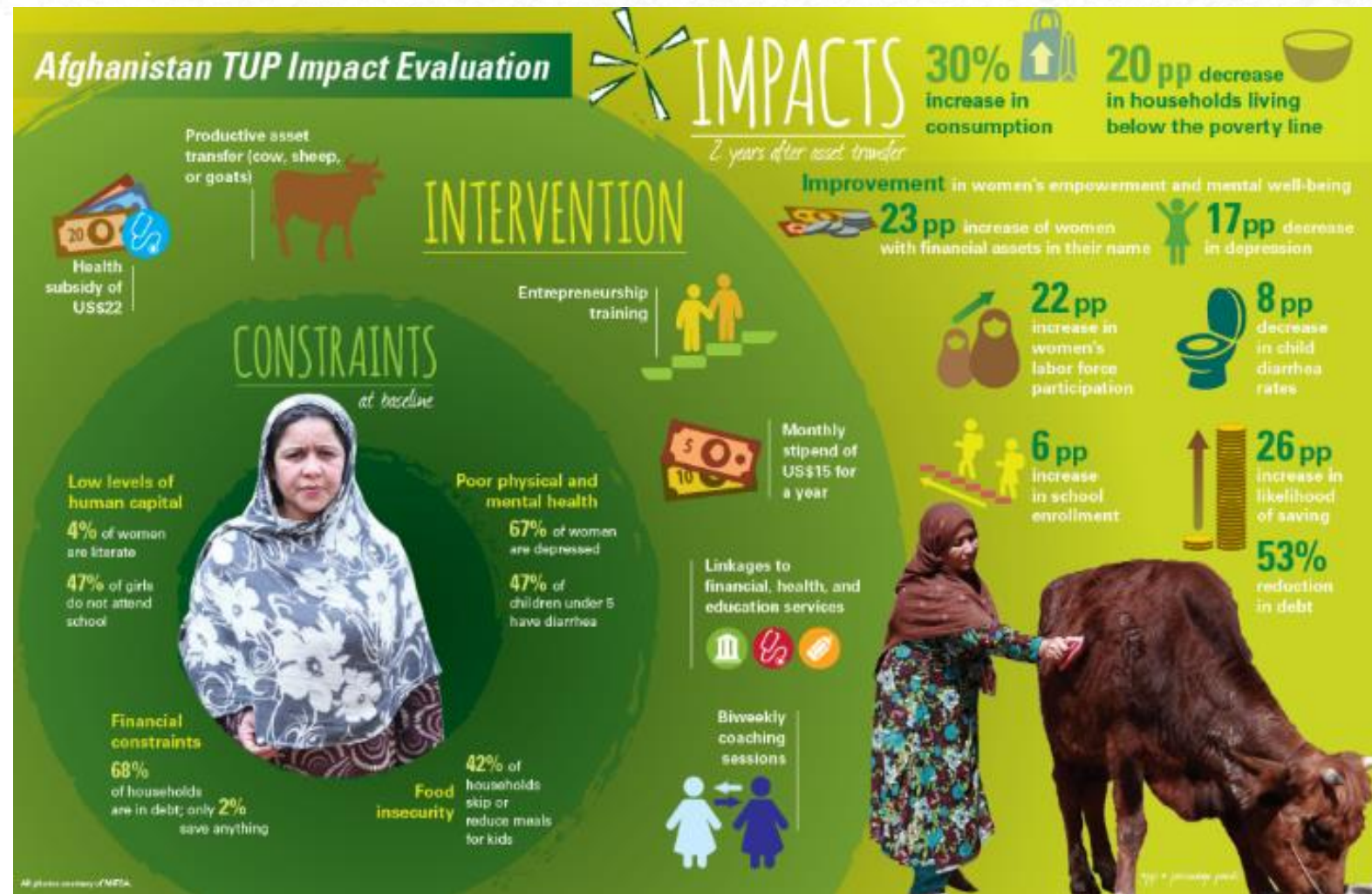

Significant results found across the outcome space, illustrating what success supporting women in FCV can look like

Protecting livelihoods and the environment: Reducing hunger with Payments for Environmental Services (P155240)
Burkina Faso

Question: Can PES transfers play a social protection role? What is the impact, if any, on household food security?

Figure: Impact of PES on Food Security - RCT Results
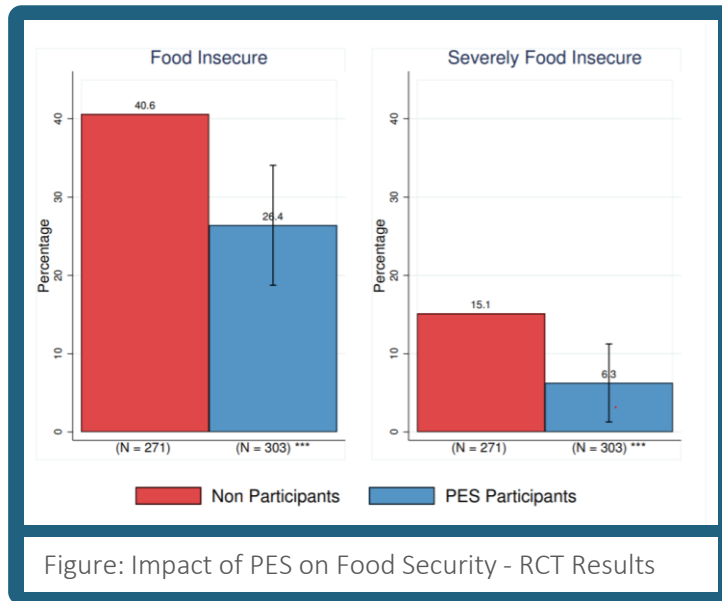
Intervention:
- Communities and/or individual landowners are offered financial compensation in return for provision of environmental services.
- PES can generate powerful conservation incentives while contributing to poverty reduction. Evidence on the latter remains critically missing.

IE design and timeline:
- RCT with data from 32 communes
- 2017-2018

Key Results

- IE found increase in households' food consumption expenditures by 12%, and reduction of the prevalence of moderate and severe food insecurity by 35%.

- 'Double dividend' – increased environmental protection, and reduced food insecurity..

WFP partnership: gender, resilience, emergency response, school-based feeding
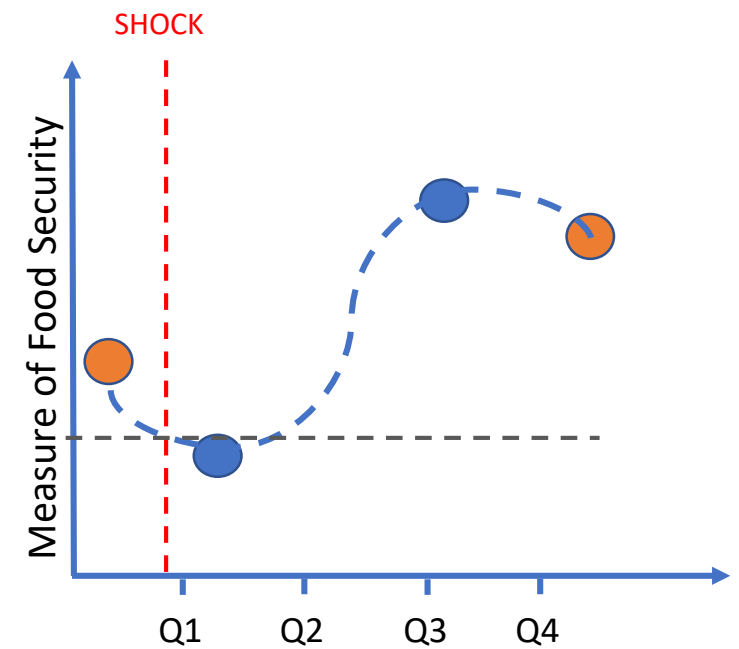
Conceptualizing resilience through high-frequency measurement
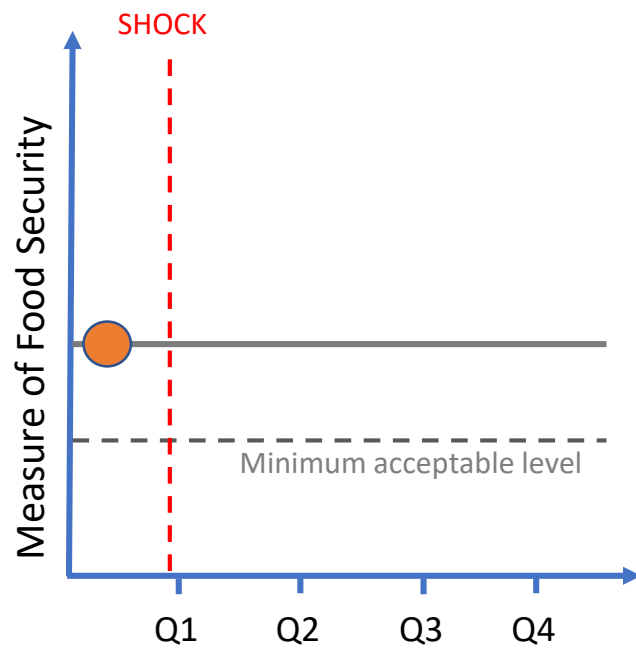

Measuring food security once a year
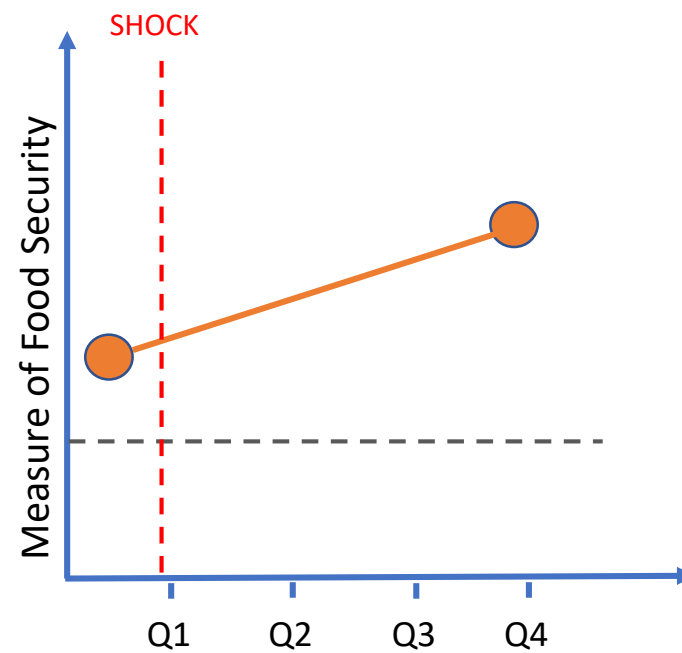
Measuring food security twice a year

Measuring food security multiple times a year

How does DIME measure? The model

- Build on and develop best practices to *drive institutional practice*

- Extensive piloting and customization for context
  - Indicators, measurement tools, data quality control, supervision processes

- Triangulation and multi-sector measurement capture co-benefits (and costs) and economy-wide impacts

- Combine technology with boots on the ground

- Capacity building for partners

- Pilot data systems (e.g., Rwanda, Burkina, …)
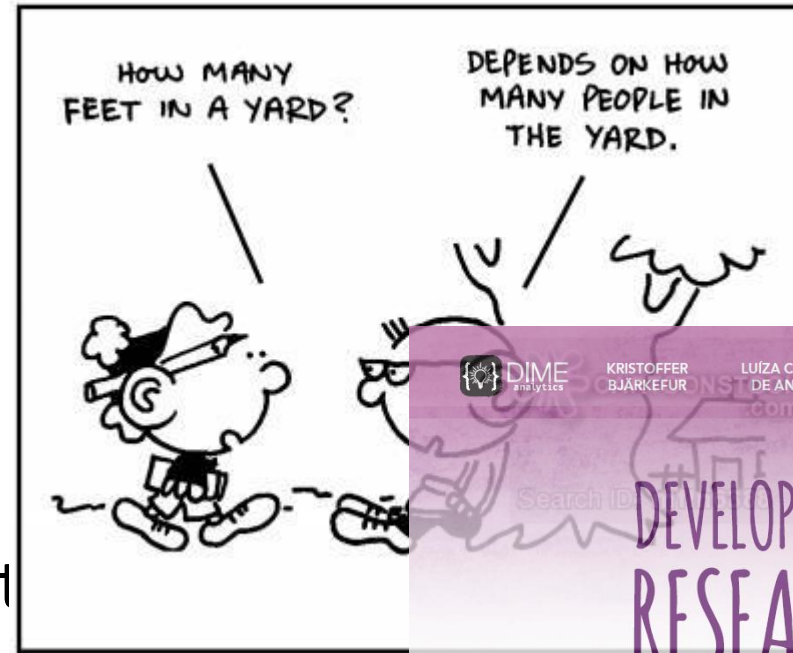
Piloting national data systems: Rwanda

How should the Rwandan government target assistance measures during the COVID-19 crisis?
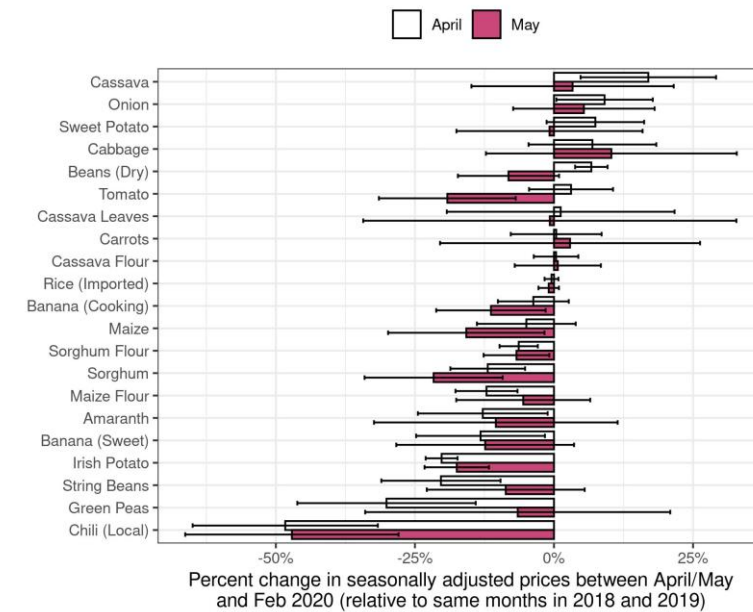
Data: 8-year, cross-sector program of research in Rwanda provides a high-frequency data ecosystem
- 3+ years of monthly price data (63 commodities, 150 markets)
- Transaction level data from all formal businesses + monthly VAT tracks impacts on the urban sector
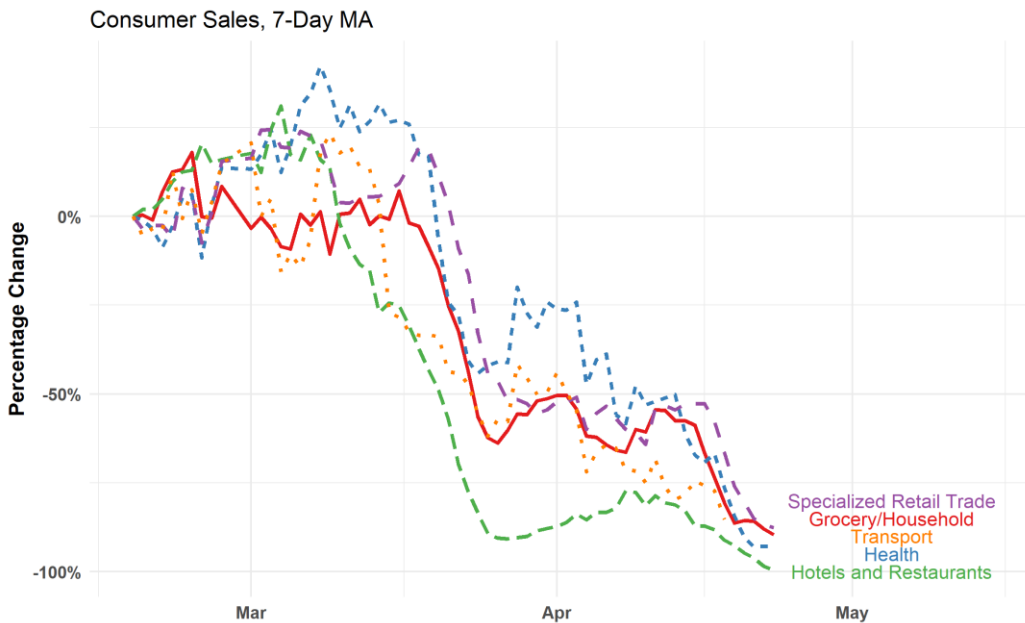
Insights:
- Supply shock from the lockdown in the urban sector spills over to the rural sector through lower demand for commercial crops
- Trade barriers put upward pressure on price of staples
- Requires transfers to urban households as stimulus, transfers to rural households as insurance

Consumer Sales, 7-Day MA

Specialized Retail Trade
Grocery/Household
Transport
Health
Hotels and Restaurants

Percent change in seasonally adjusted prices between April/May and Feb 2020 (relative to same months in 2018 and 2019)

Piloting national data systems in FCV settings: Burkina Faso

What is it? Nationwide annual municipal performance survey covering 16 core indicators collected since 2013. Created by DIME and the Local Government Support Project to address the lack of consistent and reliable data on municipal performance
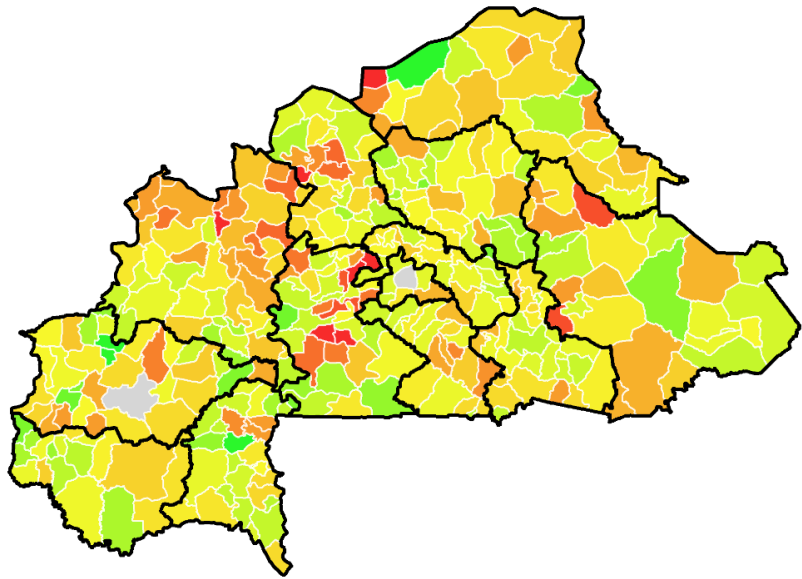
SUPERMUN:
Suivi de la Performance Municipale

- 9 public service indicators on primary education and health, water and sanitation, and administrative services
- 7 institutional capacity indicators on human resources, local government processes, and financial management
- Steering and Scientific Advisory Committee chaired by government with representation also from civil society, academia, World Bank

SUPERMUN provides
- **Data:** cost-effective regular updating of key municipal performance indicators
- **Transparency, accountability, and citizen engagement:** means by which citizens can be informed and hold their local governments accountable
- **Performance:** communicates clear performance standards based on national norms, generates internal accountability, and creates the basis for competition between municipalities
- **Knowledge:** Data as an input for research on local governance

Key Features

- 16 core indicators of service delivery and institutional capacity
- One of few nationwide municipal performance surveys globally
- Input for several activities under PACT, e.g., COPEGOL, Municipal Performance Scorecards, CBO Partnership approach
- Public good; online data portal under construction through collaboration with eGovernment project
- Tool for building government capacity, with transfer of competencies ongoing

i2i
DIME
TRANSFORM DEVELOPMENT

How does DIME measure? Some measurement tools

Surveys
- Standard survey modules
- Likert scales, quadratic voting
- Veiled/anonymous response

Revealed preference
- Activities to measure trust, empathy, curiosity, willingness to help, …
- Implicit association tests

Admin data
- Digitized records
- Mobile phone data (CDR)
- MIS/project monitoring

Sensors
- Satellite imagery
- Photos and videos
- Environmental sensors
- Biomarkers

Social media
- Twitter
- Facebook
- Chatbots

Existing data
- Specialized databases
- Survey data

Qualitative data
- Focus groups
- In-depth interviews

…
- …
- …

i2i
DIME
TRANSFORM DEVELOPMENT

How does DIME measure? The practice

- **Dedicated teams with specialized functions**
  - Analytics
  - Program/project research teams
  - Collaborators
- **Field presence**
  - Partnership, quality control, feedback, understanding
- **Smart use of technology**
- **Co-production with government, implementing agencies, partners**
  - Capacity-building as key
- **3rd party-monitoring**
- **Ethics and safety**
  - Protection of participants and field staff
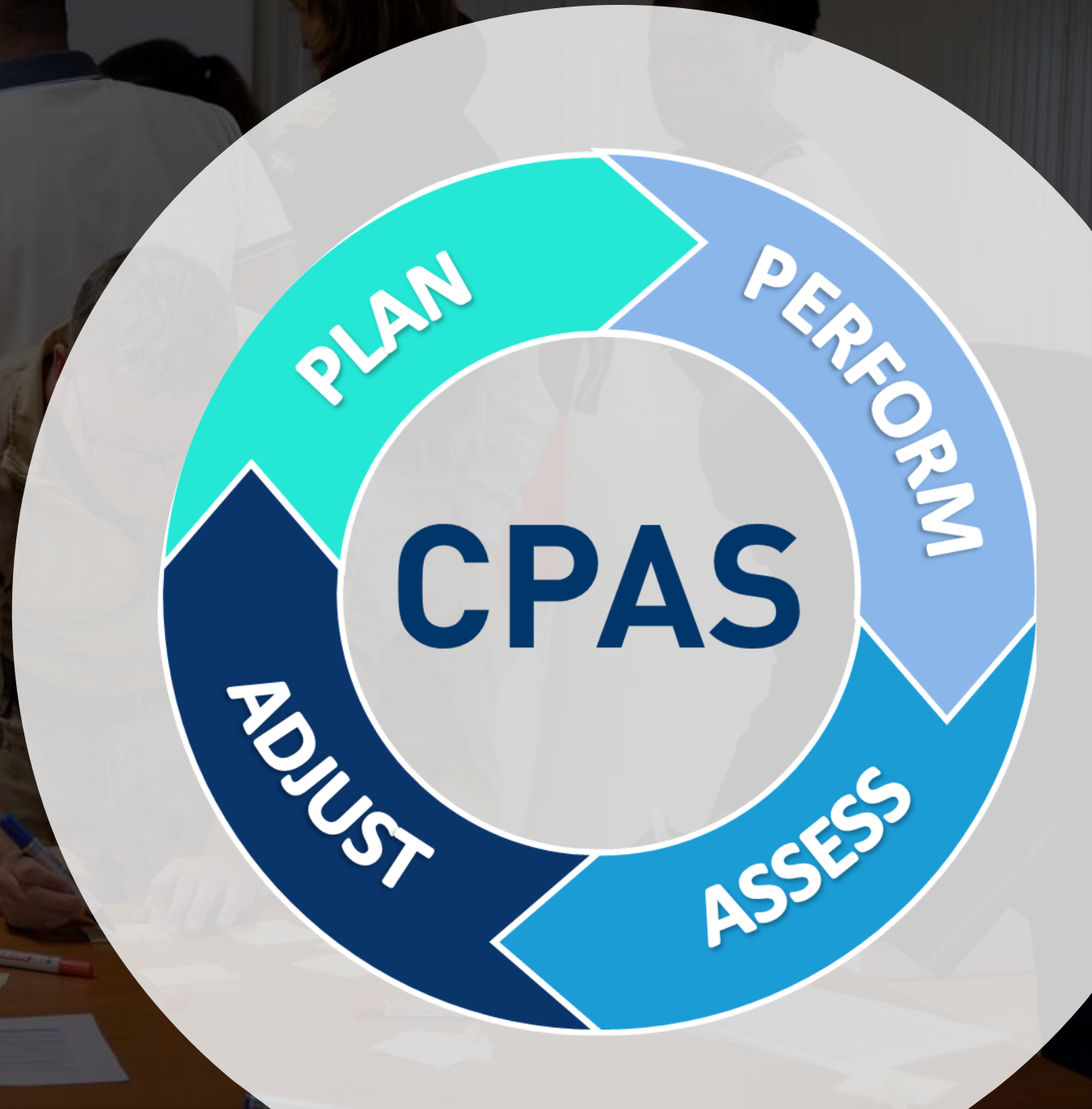
DIME, FCV, and how we measure

Arianna Legovini

Marcus Holmlund

Development Impact Evaluation (DIME), World Bank

1

Welcome to CPAS!

CPAS in Brief

The Comprehensive Planning and Performance Assessment System (CPAS) strengthens the effectiveness of peace operations by enabling missions to:

- **Develop a whole-of-mission plan**, rooted in the local context and focused on how the Mission can have the greatest impact within the scope of its mandate and with available resources

- **Collectively assess the mission's performance and impact**, based on data and analysis, and made recommendations to senior leadership

- **Regularly revise & update** operations based on senior leadership decisions and the mission's assessment of changes in the local context and evidence on how effective the mission's actions have been

CPAS is people-centered – it helps mission identify **who** it needs to influence and **how**, in order to have an impact and implement its mandate, focusing in on the most decisive elements of highly complex conflict environments.
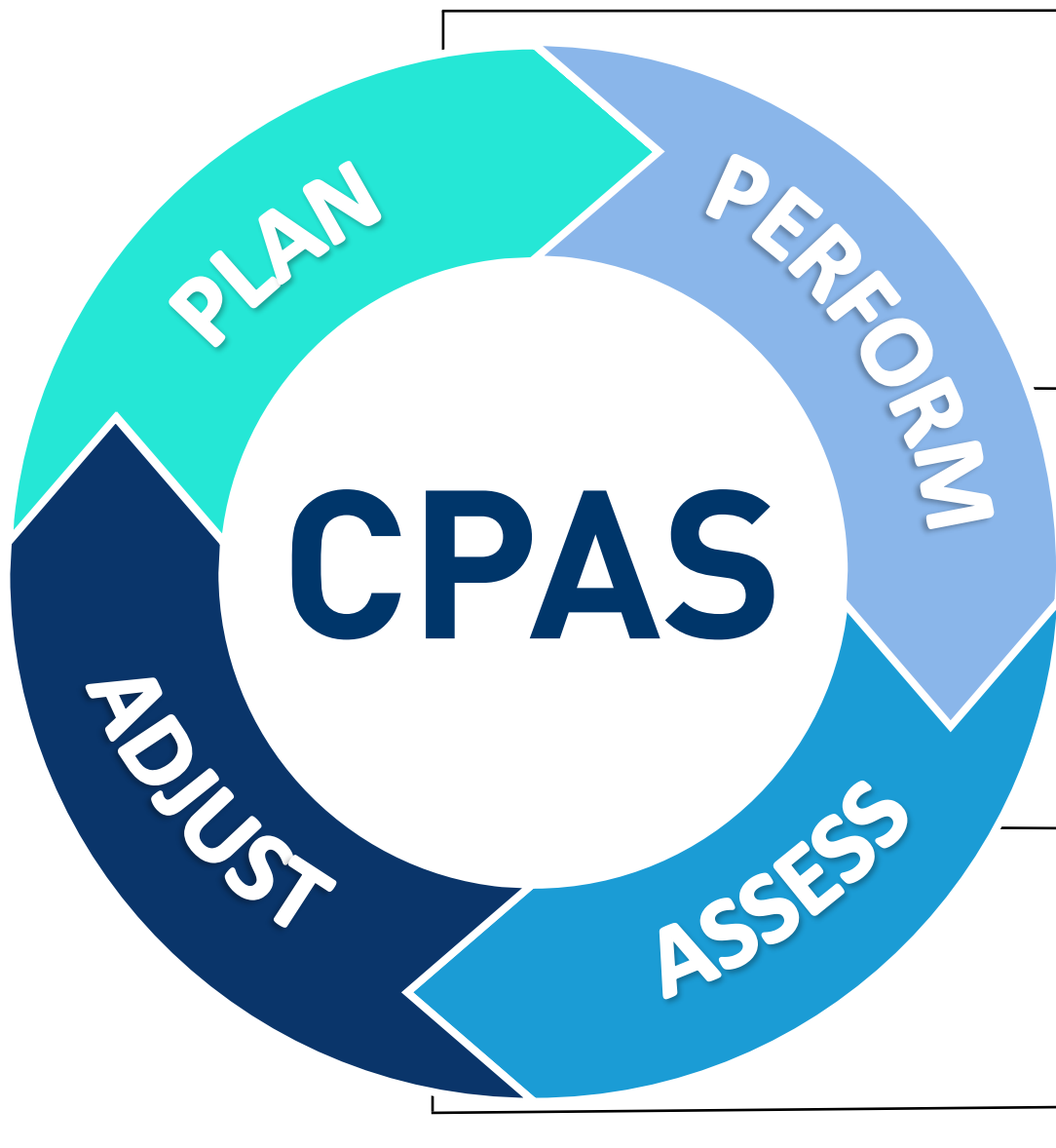
Plan
1. Define priority objectives
2. Map the context
3. Build results framework

Perform
4. Implement plan and capture data

Assess
5. Analyze data to assess impact and effectiveness of mission outputs
6. Generate dashboard

Adjust
7. Inform strategic decision-making and planning

CPAS DATA AND ANALYSIS INFORM AND SHAPE THE MISSION'S NARRATIVE: REPORTING, STRATEGIC COMMUNICATIONS, ADVOCACY

CPAS Key Products

1. Context Mapping, conducted as needed, to identify the key drivers of change in the conflict environment and how the Mission can influence them, letting the Mission set objectives responsive to changes in the environment

2. Comprehensive Results Framework, rooted in the context mapping, setting out mission priority objectives and deliverables, with indicators identified to assess progress
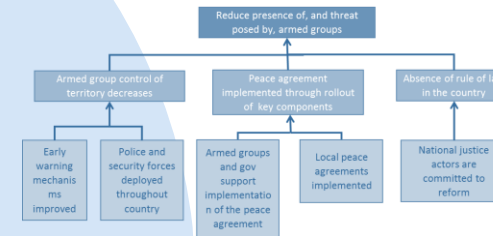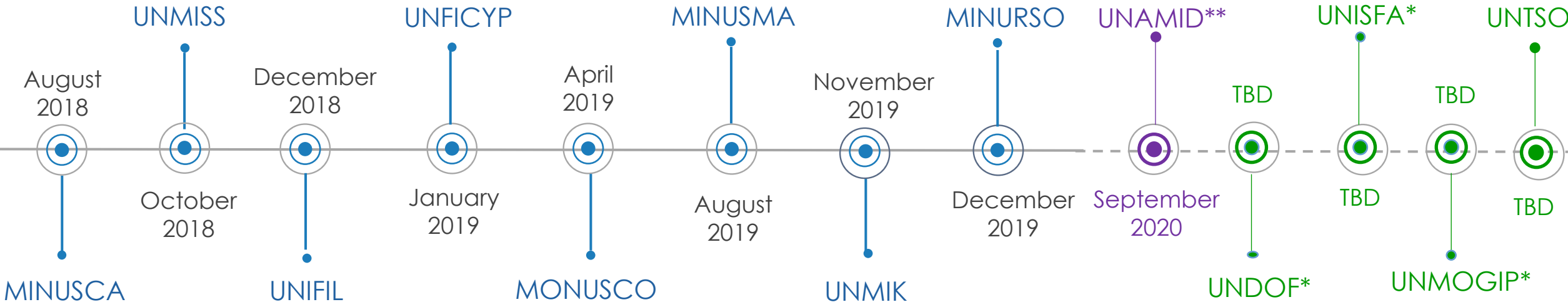
4. CPAS Reports, the CPAS IT system produces performance assessment and impact reports that help inform Mission Leadership's reports to Member States and UNHQ

3. Performance Assessment: Data, analysis and dashboards to assess/demonstrate impact and inform future planning

Launched in 9 missions, 4 more missions to be rolled-out

*The planned rollout in the remaining 4 missions is delayed due to COVID-19
**UNAMID has only recently been added to the CPAS by SCR 2525. It has been launched "digitally".

Overview
CPAS Methodology
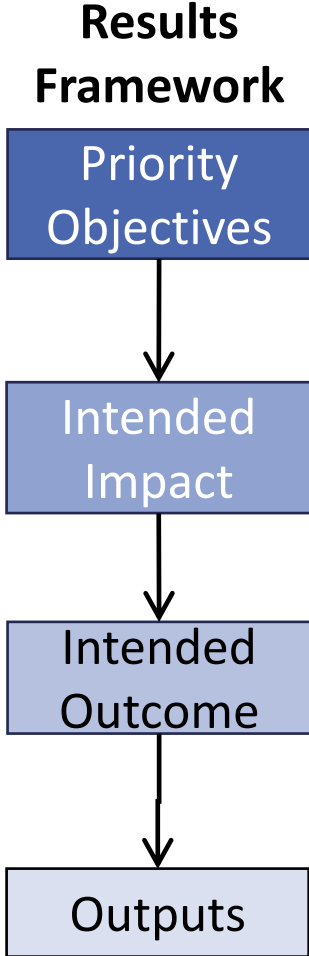
Phase I - Plan

Analyse the context

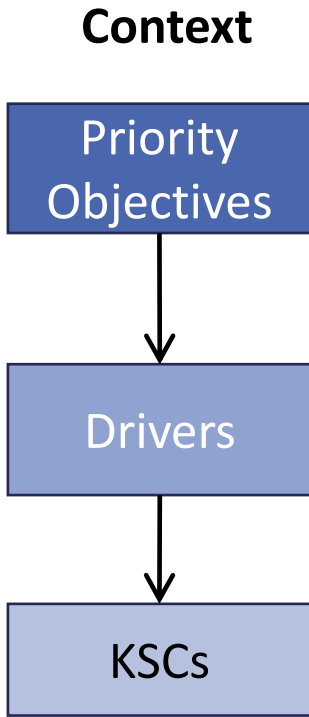To identify the key trends and stakeholders the mission must influence

Develop a plan

On how to influence peace and conflict dynamics through these key stakeholders

From Context to Plan
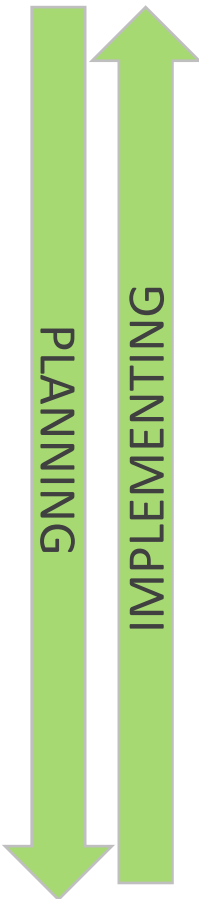
Phase II - Perform

Implement an established plan
In a coordinated manner to create the political conditions for peace to take root.

Collect data
To help missions understand progress towards the plan

Phase III - Assess

Jointly assess progress towards the plan
Using the data collected to understand the mission's impact

Make recommendations and assess change
By capturing the data in dashboards to let missions see trends overtime

Assessing Performance at Different Levels

1. **Output (RED) Assessment:** Assessment of the effectiveness of mission outputs in bringing about the Intended Outcomes, based on analysis of 3 metrics: relevance, extent, and duration (RED), explained below

2. **Outcome Assessment:** Assessment of outcome indicator data and progress towards the Intended Outcomes and the effect of the Mission on KSCs

3. **Impact Assessment:** Assessment of impact indicator data and progress towards the Intended Impact and the effect of the Mission on the Drivers

A Performance Assessment is conducted for each intended impact and all of its associated Intended Outcomes and Outputs
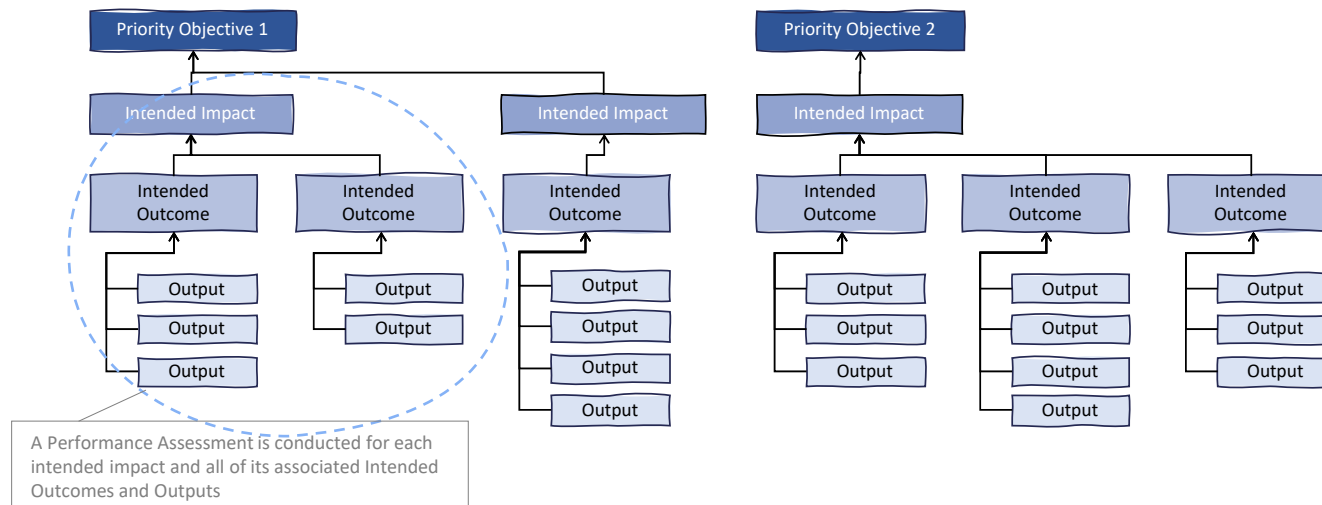
Phase IV - Adjust

**Adjust the plan to
make corrective action**
Recommendations and analysis can be translated into concrete action on the ground

Strengthen their narrative
To complement human success stories with tangible data

Strategic
Decision- Making
Accountability
and Reporting

Decision Making

After each Performance Assessment, the results will be presented to the SRSG and Mission Leadership to inform planning and decision making. Mission Leadership will review the CPAS results and recommendations and consider what changes need to be made in order to enhance the performance of the mission. **Decisions should be clearly communicated to mission managers, with timelines for implementation wherever possible.**

Mission Leadership's attention should be drawn to:

- **Successes**

- **Challenges**

- **How the mission can be more effective**

- **Factors beyond the mission's control**

- **Actions taken**

- **Recommendations for Leadership decision**

Lead: Chief of Staff (or equivalent)
Participants: Mission Leadership, Chief of Staff, MPU (or equivalent)
Frequency: Immediately after a Performance Assessment is conducted

Tracking Recommendations

	Driver	Recommen...	Recommendation	Theme	Decision Maker	Decision
	Driver : 1. Tensions in the BZ and between the communities are contained, creating a conducive environment for the peace process (15)					
	Driver : 2. Effects of Cyprus' division are mitigated in key areas, opening avenues for cooperation and trust-building between the sides (8)					
○	2. Effects of Cyprus' division are mitigated in key areas, opening avenues for cooperation and trust-building between the sides	Output	6.5 More systematic liaison with TC authorities re: 'minority' communities and concerns to understand and unlock delays/obstacles and address issues that arise.	Humanitarian	Senior Leadership	✓ Approved
●	2. Effects of Cyprus' division are mitigated in key areas, opening avenues for cooperation and trust-building between the sides	Output	6.1 Re-consider continuation of humanitarian deliveries, maybe as part of a strategic review.	Humanitarian	Senior Leadership	✓ Approved
	2. Effects of Cyprus' division are mitigated in key areas, opening avenues for cooperation and trust-building between the sides	Output	7.1 More systematic reporting on JMAC indicators and warnings related to community-based discrimination, incitement to hatred, violence/attacks, etc.	Early warning / hate speech monitoring	Senior Leadership	✓ Approved
	2. Effects of Cyprus' division are mitigated in key areas, opening avenues for cooperation and trust-building between the sides	Output	7.2 Refine the hate speech monitor tool and more systematically share with JMAC, U2 and OSRSG	Early warning / hate speech monitoring	Senior Leadership	✓ Approved
	2. Effects of Cyprus' division are mitigated in key areas, opening avenues for cooperation and trust-building between the sides	Output	6.2 Consider conducting hospital and prison visits on the basis of need/demand rather than systematically. Alternative mechanisms could include a system where UNFICYP is notified of the presence of GCs and/or of specific concerns (e.g. by the authorities, relatives, etc.)	Humanitarian	Senior Leadership	⚠ Further Review Needed

Reporting & Communications

The data and analysis generated through CPAS can be used to inform and strengthen the mission's reporting requirements and strategic communications. To ensure CPAS can most effectively inform decision-making and reporting, CPAS cycles should be aligned with and/or inform or be informed by, key planning and reporting processes, including:

- **Reports of the Secretary General and briefings to MS, TCCs, PCCs and governing bodies**
- **Budget performance reports**
- **Speeches and public communications**
- **Mission websites**
- **Strategic reviews**

Informing Planning

Once Mission Leadership endorses the recommendations for operational adjustments, they should be reflected accordingly in other mission planning documents. For example:

- **Mission plans (CONOPS, etc.)**
- **Integrated mission strategies and plans**
- **RBB**
- **Section work plans**
- **Field office work plans**

CPAS IT System
&
Data Management

CPAS sits at a junction of both strategic and operational levels, being the conduit that can link operational and output level activities in Missions, to the strategic impact they are achieving.

To enable CPAS, we needed to build a system that would;

- **Capture what previously hadn't been captured.**
- **Integrate what existed.**
- **Be adaptive to the changing contexts of a Mission.**

CPAS took an innovative, cost-effective and agile approach to building an IT system. And we have made a concerted effort to make sure the CPAS IT system is **designed for Missions, and by Missions.**

CPAS: Supported through an online platform

| Data and assessments capture and management **portal** | Visualisation of context, results framework, and performance assessments on **Dashboards** | **Generates reports** and visuals to support reporting to HQ, MS; strategic communications |
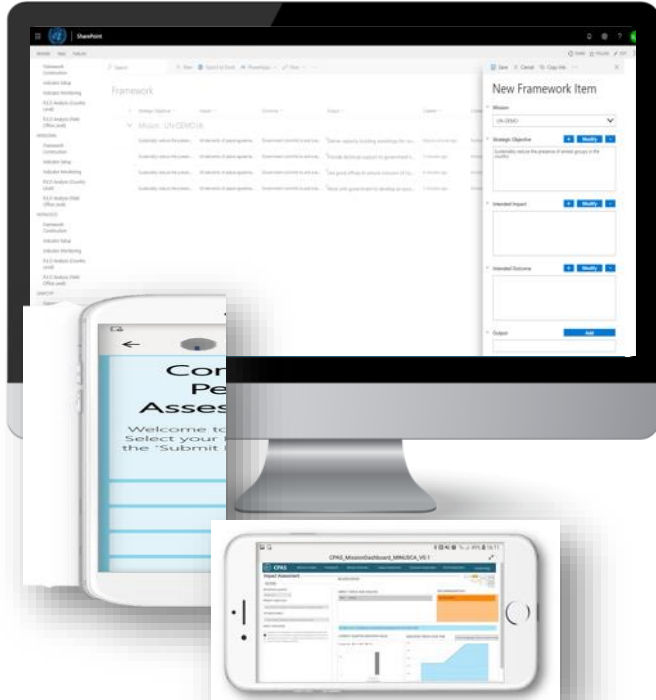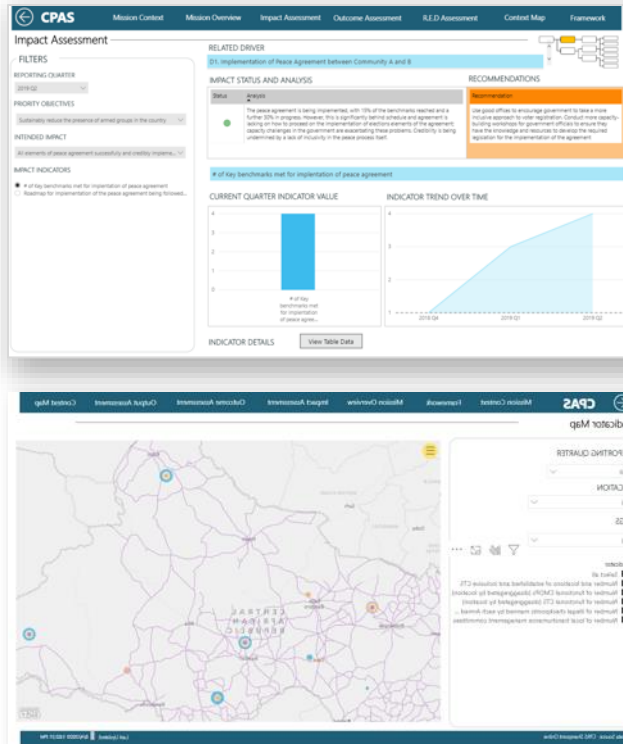
CPAS platform

Comprehensive Planning & Performance Assessment System

Submit Info

Submit Data or Assessment

Revise Framework

Support & Info

Guidance and Key Documents

Training Materials & Videos

View & Analyse

Overview Dashboard

Full Performance Dashboard

COVID-19 Dashboard

CPAS Maps

Indicator Explorer

Context Map & Stakeholder Map

Report & Export

Export Framework

Leadership Impact Report

Full Performance Report

Indicator/Data Reports

Recommendations Report

Workplan Template

Impact Assessment

FILTERS

REPORTING QUARTER

2019 Q2

PRIORITY OBJECTIVES

Sustainably reduce the presence of armed groups in the country

INTENDED IMPACT

All elements of peace agreement successfully and credibly impleme...

IMPACT INDICATORS

- ● # of Key benchmarks met for implentation of peace agreement
- ○ Roadmap for implementation of the peace agreement being followed...

RELATED DRIVER

D1. Implementation of Peace Agreement between Community A and B

IMPACT STATUS AND ANALYSIS

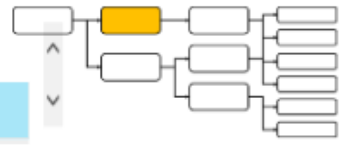| Status	Analysis
●	The peace agreement is being implemented, with 15% of the benchmarks reached and a further 30% in progress. However, this is significantly behind schedule and agreement is lacking on how to proceed on the implementation of elections elements of the agreement; capacity challenges in the government are exacerbating these problems. Credibility is being undermined by a lack of inclusivity in the peace process itself.

RECOMMENDATIONS

Recommendation

Use good offices to encourage government to take a more inclusive approach to voter registration. Conduct more capacity-building workshops for government officials to ensure they have the knowledge and resources to develop the required legislation for the implementation of the agreement

# of Key benchmarks met for implentation of peace agreement

CURRENT QUARTER INDICATOR VALUE

of Key benchmarks met for implentation of peace agree...
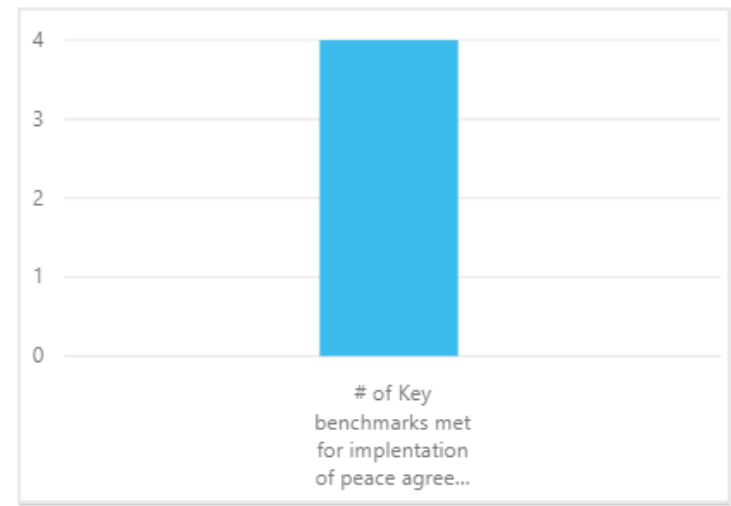
INDICATOR TREND OVER TIME

2018 Q4   2019 Q1   2019 Q2

INDICATOR DETAILS

View Table Data

Impact Assessment

FILTERS

REPORTING QUARTER
2019 Q2

PRIORITY OBJECTIVES
Sustainably reduce the presence of armed groups in the country

INTENDED IMPACT
All elements of peace agreement successfully and credibly impleme...

IMPACT INDICATORS
- ⦿ # of Key benchmarks met for implentation of peace agreement
- ○ Roadmap for implementation of the peace agreement being followed...

RELATED DRIVER
D1. Implementation of Peace Agreement between Community A and B

IMPACT STATUS AND ANALYSIS

| Status	Analysis
🟢	The peace agreement is being implemented, with 15% of the benchmarks reached and a further 30% in progress. However, this is significantly behind schedule and agreement is lacking on how to proceed on the implementation of elections elements of the agreement; capacity challenges in the gover... undermined by a lack of inclusiv...

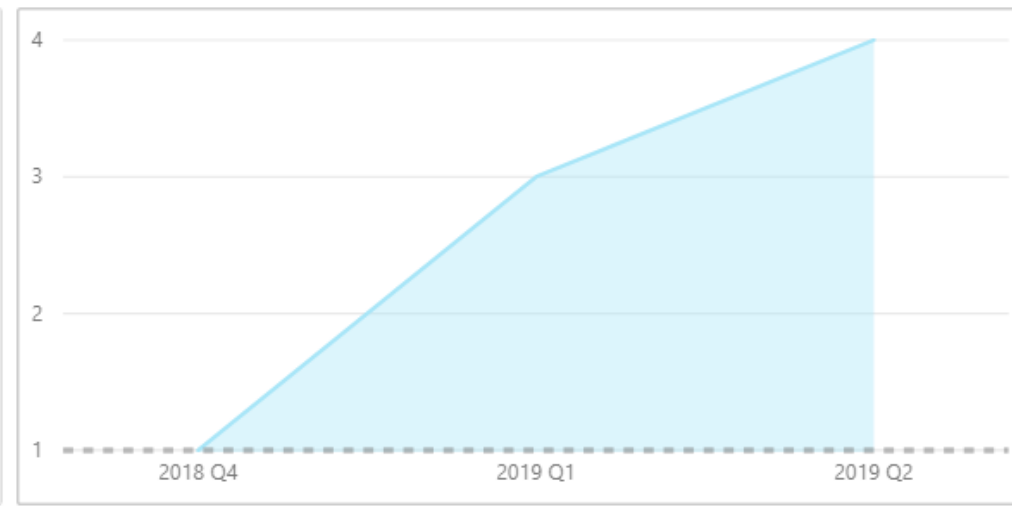### RECOMMENDATIONS

Recommendation
Use good offices to encourage government to take a more inclusive approach to voter registration. Conduct more capacity-building workshops for government officials to ensure they ...and resources to develop the required ...plementation of the agreement

# of Key benchmarks met for implent...

CURRENT QUARTER INDICATOR V...

Status	Disaggregation	Value	Target	Indicator Analysis
🟢		4	0	4 key benchmarks have been reached. 2 more are planned for next quarter, out of a total of 13 key benchmarks.

INDICATOR DETAILS   View Table Data

Power BI   DPO/CPAS   CPAS_LeadershipReport_RLS_Bookmark ⌄   Search
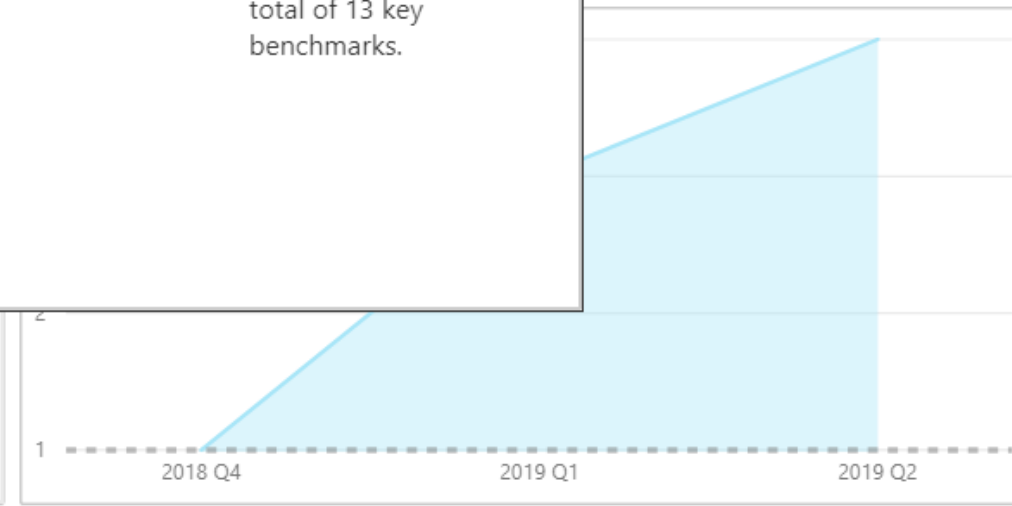
File ⌄   View ⌄   Export ⌄   ◀◀   ◀   1   of ?   ▶   ▶▶   ▽ Parameters   🖶 Print   💬 Comments   ✉ Subscribe   ↗ Share

Home

Mission   UNFICYP ▼   Year   2020/21 ▼   Quarter   Q1 ▼   View repo

Favorites   >

Recent   >

✓   **CPAS_LeadershipReport_RLS_Bookmark.docx is ready for download**

The report was exported to CPAS_LeadershipReport_RLS_Bookmark.docx and is available for download.

Apps

Shared with me

UNFICYP CPAS Impact Report for Leadership

Deployment pipelines

Report Generated: 06-Nov-20   Reporting Period: Q1 2020/21

Executive Summary

Learn

<Please provide a very short (1-2 paragraph) summary of the main findings your leadership should be aware of>

Performance Overview

Workspaces   >

Priority Objective	Intended Impact	Status
SO1. Prevent tensions and instability between	1. Tensions in the BZ and between the communities are contained, creating a conducive environment for the peace process	✅
SO2. Support to building relations, cooperation and trust across the	2. Effects of Cyprus' division are mitigated in key areas, opening avenues for cooperation and trust-building between the sides	❌
	3. Pro-solution voices are amplified and opportunities are created for increased CS engagement in	✅

DPO/CPAS   ◈ ⌄

Get data

CPAS Impact Report for Leadership

Report Generated: 02-Nov-20   Reporting Period: Q4 2019/20

Executive Summary

<please type here>

Performance Overview

Priority Objective	Intended Impact	Status
SO1. Prevent tensions and	1. Tensions in the BZ and between the communities are contained, creating a conducive environment for the peace process	✔
SO2. Support to building relations, cooperation and trust across the	2. Effects of Cyprus' division are mitigated in key areas, opening avenues for cooperation and trust-building between the sides	✘
	3. Pro-solution voices are amplified and opportunities are created for increased CS involvement in and influence over the peace process	✔

Key: ✘ No progress/deterioration ⚠ Some Progress ✔ Moderate/strong progress

Key Successes:	• <Please briefly summarize the main Mission's successes over the reporting period, in bullet form>
Key Challenges:	• <Please briefly summarize the main Mission's successes over the reporting period, in bullet form>
Actions Taken:	• <Please summarize the key recommendations approved by the implementation group for implementation based on the CPAS Performance assessment>
Major Decision Points:	• <Please highlight the 2-3 most significant recommendations from the CPAS Performance Assessment that require Leadership decision here>

*Full list of points for decision can be found in accompanying Decision Items report

---

Detailed Report by Impact Area

1. Tensions in the BZ and between the communities are contained, creating a conducive environment for the peace process ✔

Impact Assessment:

Although the situation in and around the BZ remained on the whole calm, as the peace process remained stalled and as regional tensions increased, the political environment between the communities and their respective political leaderships remained tense. The lingering effects of the C-19 pandemic, the rise of TC nationalist forces in the lead up to the October leadership elections, reports of unprecedented Turkish interference in support of those nationalist forces and attempts by the GCs to sanction Turkey over the EEZ and Varosha all contributed to a political environment that remained non-conducive to dialogue and rapprochement between the communities. Regional tensions involving Greece Turkey and Cyprus significantly raised the level of concern on-island as to possible negative political and security repercussions for both communities. Although developments on the ground do not point to an immediate correlation between regional tensions and the security situation and military tensions along the ceasefire lines, they nonetheless resulted in increased negative rhetoric and reinforced other drivers of tension, particularly the stalled peace process and Varosha. A gradual but certain hardening of positions along both CFLs and challenges to the status quo nonetheless continued to be observed, linked to political and security developments. Developments in Varosha and associated protests significantly raised tensions in October. In this context, UNFICYP's efforts to supervise and manage day-to-day issues, violations and incidents in the BZ to prevent them negatively affecting levels of trust and future attempts at resuming dialogue for a settlement remained crucial.

Intended Outcome	Status
1O1. BZ management mitigates escalation at the political level and reduces hinderances to the settlement process.	✔
1O2. UNFICYP benefits from the political support required to implement its mandate (MFA, leaderships, S/cco members).	✔
1O3. Maintenance of ceasefire violations at minimum levels	✔
1O6. Parties sustain dialogue with UNFICYP through established liaison mechanism	✔
1O7. Steps taken towards establishing Military Direct Contact Mechanisms (MDCM)	⚠
1O9. Tensions related to civilian use of the BZ are kept low.	✔
1O10. Law and order issues in the buffer zone are addressed	✔

1O13. Law and order issues in BZ are addressed by the relevant police services, with UNFICYP support ✔

Key Data:

06. # of military violations per OpFor and per category indicating compliance with LOCSTAT and trends along the CFLs

05. # of preannounced OpFor activities indicating use of the UNFICYP liaison system; percentage of those that are violations

08. # and nature of OpFor protest letters addressed to UNFICYP

11. # of civilian incidents per category

11. # permits issued for civilian activity (farming, construction) indicating compliance with UNFICYP rules and regulations)

08. # of criminal incidents in the BZ by category

02. # and nature of written complaints lodged by MFA/"MFA

06. # and nature of civilian incidents generating tensions

Automated Performance Reports

UNFICYP CPAS Impact Report for Leadership

Report Generated: 02-Nov-20   Reporting Period: Q1 2020/21 (July-September 2020)

Executive Summary

Although the situation in and around the BZ remained on the whole calm, as the peace process remained stalled and regional tensions increased, the political environment on the island remained somewhat tense. The lingering effects of the Covid-19 pandemic, the steady rise of nationalist forces in the TC community, which culminated in the election of Ersin Tatar as the new TC leader in October, and attempts by the GC side to sanction Turkey on the international stage over developments at sea and in Varosha all contributed to a political environment that remained non-conducive to dialogue and rapprochement between the communities. Although developments on the ground did not point to an immediate correlation between regional tensions and the security situation and military tensions along the ceasefire lines, a gradual but certain hardening of both CFLs and challenges to the *status quo* continued to be observed, linked to broader political and security developments and continued challenging of UNFICYP's authority. Developments in Varosha and associated protests significantly raised tensions during the month of October.

The combined effect of the Covid-19 pandemic, ongoing movement restrictions and political uncertainty has not resulted in a conducive environment for the sides or the UN to mitigate the effects of Cyprus' ongoing division and for island-wide concerns to be addressed through enhanced cooperation. Although relatively normal levels of freedom of movement have been restored within each of the two communities, movement restrictions *between* the communities have become the "new normal" for the majority of Cypriots since March. In addition to posing significant practical challenges and hampering trust-building efforts, movement restrictions have continued to negatively affect the exercise of other freedoms across the divide, particularly association and worship. Whilst the track I process remains on hold, dialogue and cooperation was nonetheless maintained at the level of some technical committees and civil society organizations, particularly women's group and youth groups.

Performance Overview

Priority Objective	Intended Impact	Status
SO1. Prevent tensions and	1. Tensions in the BZ and between the communities are contained, creating a conducive environment for the peace process	✅
SO2. Support to building relations, cooperation and trust across the	2. Effects of Cyprus' division are mitigated in key areas, opening avenues for cooperation and trust-building between the sides	❌
	3. Pro-solution voices are amplified and opportunities are created for increased CS engagement in and influence over the peace process	⚠️

Key: ❌ No progress/deterioration ⚠️ Some Progress ✅ Moderate/strong progress

Detailed Report by Impact Area

1. Tensions in the BZ and between the communities are contained, creating a conducive environment for the peace process ✅
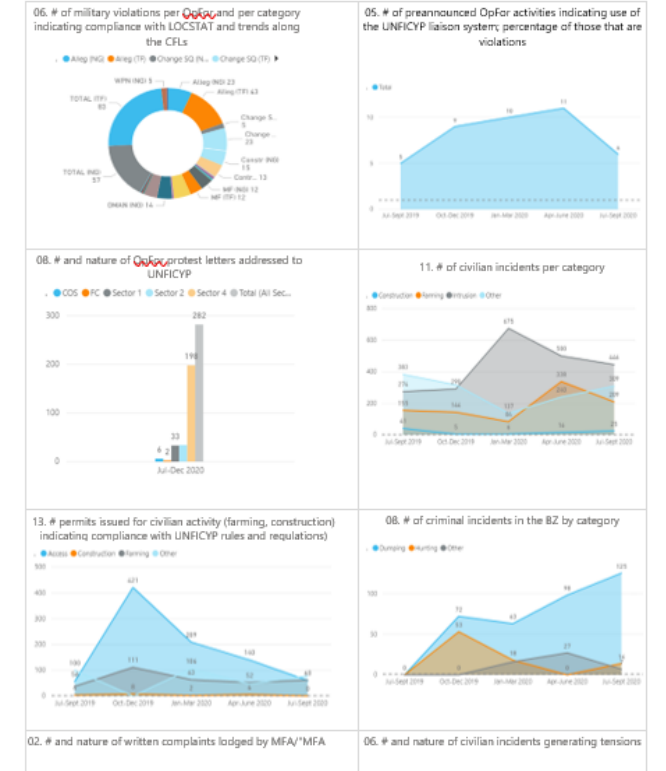
Impact Assessment:

Supervision of the ceasefire and maintenance of the status quo
A gradual but certain hardening of positions along both CFLs and challenges to the status quo nonetheless continued to be observed, linked to political and security developments. Developments in Varosha and associated protests significantly raised tensions in October. In this context, UNFICYP's efforts to supervise and manage day-to-day issues, violations and incidents in the BZ to prevent them negatively affecting levels of trust and future attempts at resuming dialogue for a settlement remained crucial. When compared with the previous quarter, data collected for this period shows no significant change in either OPFOR's overall intent with regards to the Aide Memoire. UNFICYP observed an overall decrease in military violations, with 376 military violations recorded between 1 July and 30 September, compared with 534 during the previous quarter (April-June 2020) and 497 during the same period (July-September) in 2019. A concerning development remains construction violations along the SCFL in particular, with 76 Pre-Fabricated Concrete Firing Positions (PCFPs) installed along the SCFL this quarter, bringing the total as at 28 October to 221, including 35 inside the BZ. Although the PCFPs do not offer any tactical advantage, they nonetheless constitute a significant violation of the status quo; have raised tensions between the sides and offer justification to the other side to reciprocate (1 PCFP had been deployed along the NCFL by 30 September, with more are expected in future).

Intended Outcome	Status
1O1. BZ management mitigates escalation at the political level and reduces hinderances to the settlement process.	✅
1O2. UNFICYP benefits from the political support required to implement its mandate (MFA, leaderships, Secco members)	⚠️
1O3. Maintenance of ceasefire violations at minimum levels	✅
1O6. Opfors sustain dialogue with UNFICYP through established liaison mechanism	⚠️
1O7. Steps taken towards establishing Military Direct Contact Mechanisms (MDCM)	⚠️
1O9. Tensions related to civilian use of the BZ are kept low.	✅
1O10. Law and order issues in the buffer zone are addressed	✅
1O12. Opportunities are created for the TC and GC communities in Pyla to interact and build confidence	❌

Key Data:

06. # of military violations per OpFor and per category indicating compliance with LOCSTAT and trends along the CFLs

05. # of preannounced OpFor activities indicating use of the UNFICYP liaison system; percentage of those that are violations

08. # and nature of OpFor protest letters addressed to UNFICYP

11. # of civilian incidents per category

13. # permits issued for civilian activity (farming, construction) indicating compliance with UNFICYP rules and regulations)

08. # of criminal incidents in the BZ by category

02. # and nature of written complaints lodged by MFA/"MFA

06. # and nature of civilian incidents generating tensions

CPAS supporting SC Briefings

CPAS - Indicator Map

Point Map | Heat Map | Cluster Map

Category: All
Subcategory 1, .: All
Subcategory 2: All
Subcategory 3: All

Year: All
Qtr: All
Month: All
Day: All

LOCATION: All
TAGS: All

Indicator

- Select all
- 01. # and type of BZ related issues escalating at the polit...
- 02. # and nature of written complaints lodged by MFA/"...
- 04. Acceptance by OpFors of UNFICYP Aide Memoire an...
- 04. # an nature of serious concerns voiced by the OPFO...
- 08. # and nature of OpFor protest letters addressed to U...
- 08. # of criminal incidents in the BZ by category
- 09. # of meetings with OpFors (FC level, COS level, Secto...
- 11. # of civilian incidents per category
- 13. # permits issued for civilian activity (farming, constru...
- 19. # of concerns raised by isolated or co-existing comm...
- 23. Awareness on peace divident benefits (e.g. opinion p...
- 30. # of inter-communal or peace-building events/activit...
- M01 - # of irregular migrants detected
- S01 - Military Violations
- S011 - Participants
- S02 - Civilian Incidents
- S03 - Crime
- S04 - Hazard
- S06 - Mandate

Indicator data is integrated into a central indicator database from:
- CPAS
- SAGE
- Local mission data (JMAC Migration Database)

This allows Missions to compare data previously not able to be analysed together, and they can choose to select any indicators to overlay and analyse

Data Source: CPAS Sharepoint Online; SAGE

Last Updated: 11/13/2020 4:00:03 PM

CPAS - Indicator Map

| Point Map | Heat Map | Cluster Map |

Category
All

Subcategory 1, .
All

Subcategory 2
All

Subcategory 3
All
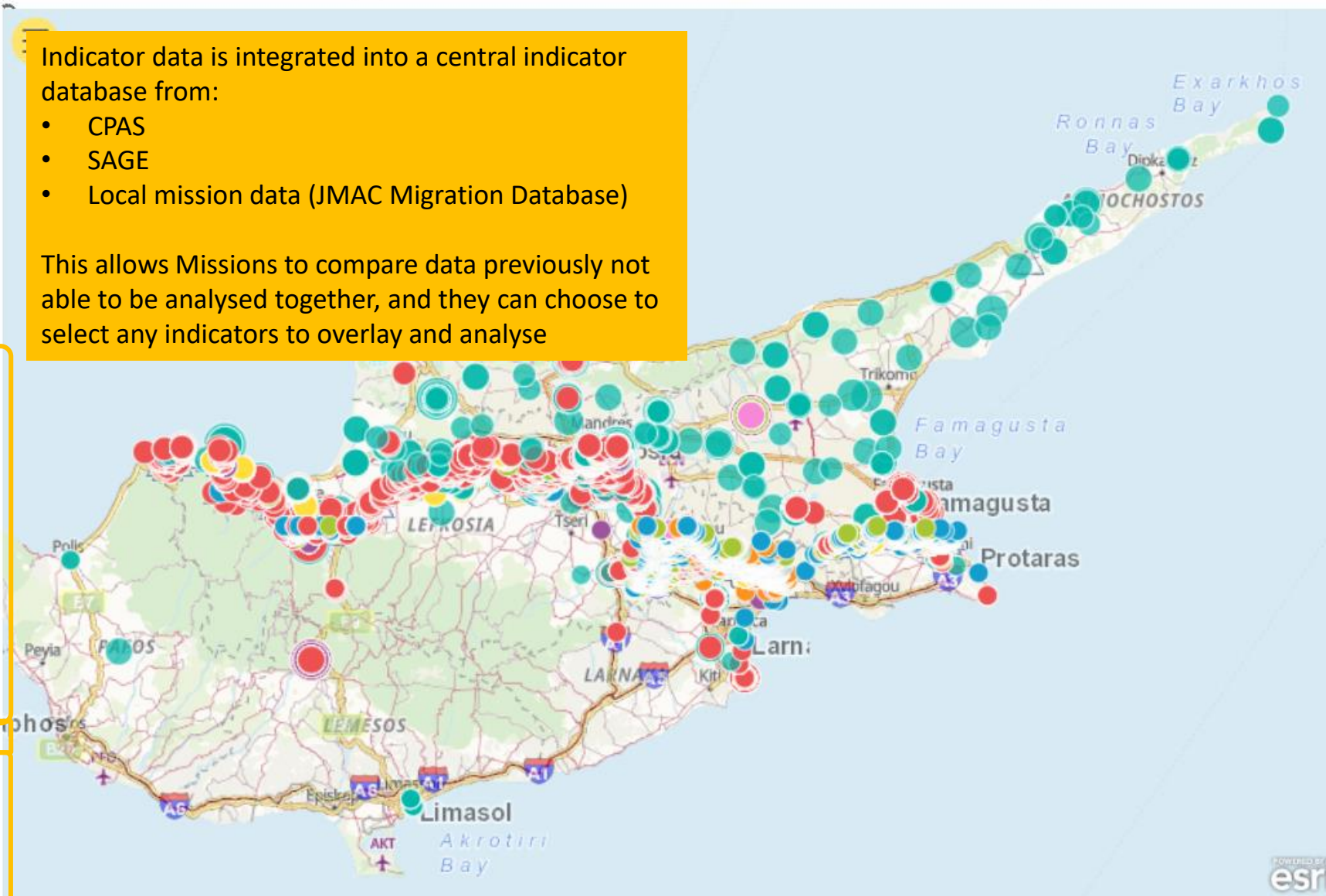
Year
2020

Qtr
All

Month
All

Day
All

LOCATION
All

TAGS
All

Indicator

- Select all
- 01. # and type of BZ related issues escalating at the polit...
- 02. # and nature of written complaints lodged by MFA/"...
- 04. Acceptance by OpFors of UNFICYP Aide Memoire an...
- 04. # an nature of serious concerns voiced by the OPFO...
- 08. # and nature of OpFor protest letters addressed to U...
- 08. # of criminal incidents in the BZ by category
- 09. # of meetings with OpFors (FC level, COS level, Secto...
- 11. # of civilian incidents per category
- 13. # permits issued for civilian activity (farming, constru...
- 19. # of concerns raised by isolated or co-existing comm...
- 23. Awareness on peace dividend benefits (e.g. opinion p...
- 30. # of inter-communal or peace-building events/activit...
- S01 - Military Violations
- S011 - Participants
- S02 - Civilian Incidents
- S03 - Crime
- S04 - Hazard
- S06 - Mandate
- S09 - Permit(s) renewal applied for

Layers

- ∨ Indicators
- ∨ FOM_MOGI_UNFICYP...
- ∨ FOM_MOGI_UNFICYP...
- ∨ UNFICYP_LDIF_Cadast...
- ∨ UNFICYP_NAV_CVW
- ∨ UNFICYP_COGI_CVW
- ∨ Cyprus Street Map
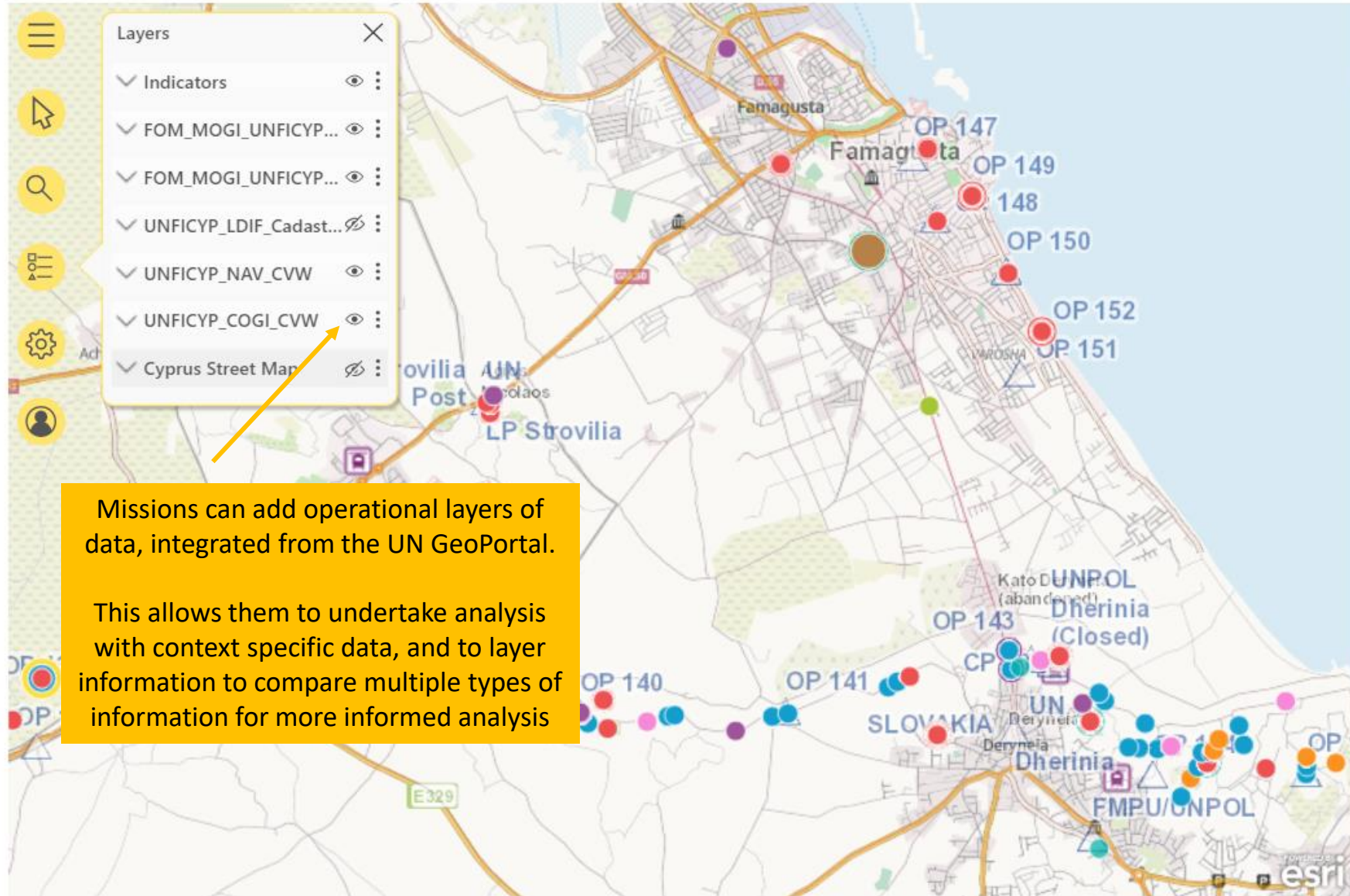
Missions can add operational layers of data, integrated from the UN GeoPortal.

This allows them to undertake analysis with context specific data, and to layer information to compare multiple types of information for more informed analysis

Data Source: CPAS Sharepoint Online; SAGE

Last Updated: 11/13/2020 4:00:03 PM

How CPAS is responsive/adaptive - CPAS COVID-19 PRODUCTS

Centralisation of COVID-19 data from local, national & internal mission sources

Capture of response timelines of Missions

Monitoring of COVID-specific indicators & frameworks

Questions?

Peace and Risk Indicator Measurement and Engagement: Learning and Next Steps

Emergencies & Transitions Unit

9 April 2021

Cox's Bazaar and Mindanao: The Measurement Proof of Concept

Activities in Bangladesh: 18 focus-group discussions conducted among registered and unregistered refugees and host communities, plus a survey on Social Cohesion with 600 respondents.

Programming adjustments: the data collection and reporting format is adjusted to make social cohesion central to resilience. Rolling out new phase now.

Activities in Philippines: 11 focus-group discussions conducted in 10 Municipalities, with the active participation of the local government administration.

Programming adjustments: The BARMM authorities have created a Peace Monitoring Division and ask WFP to develop its capacities. A partnership is under discussion with Japan on peace measurement.

Visual models created in the public consultations
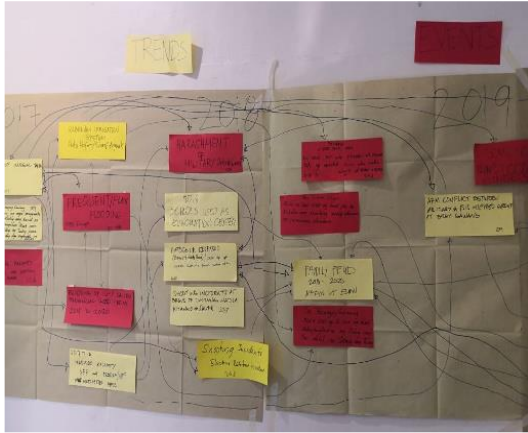
1. Context Mapping in the field, in focus groups, using post-it notes
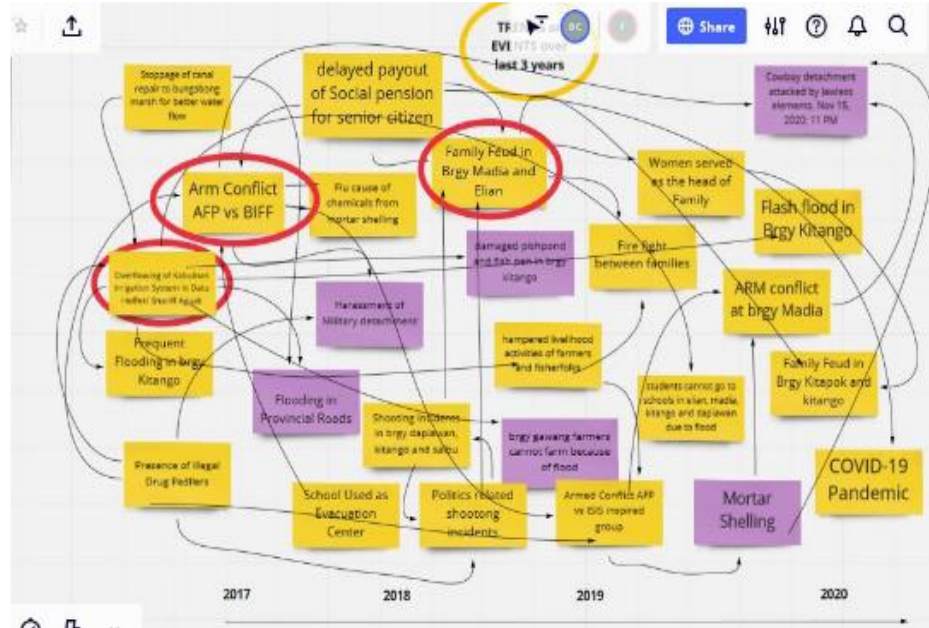
2. The Context Mapping transferred to a digital map using Miro software
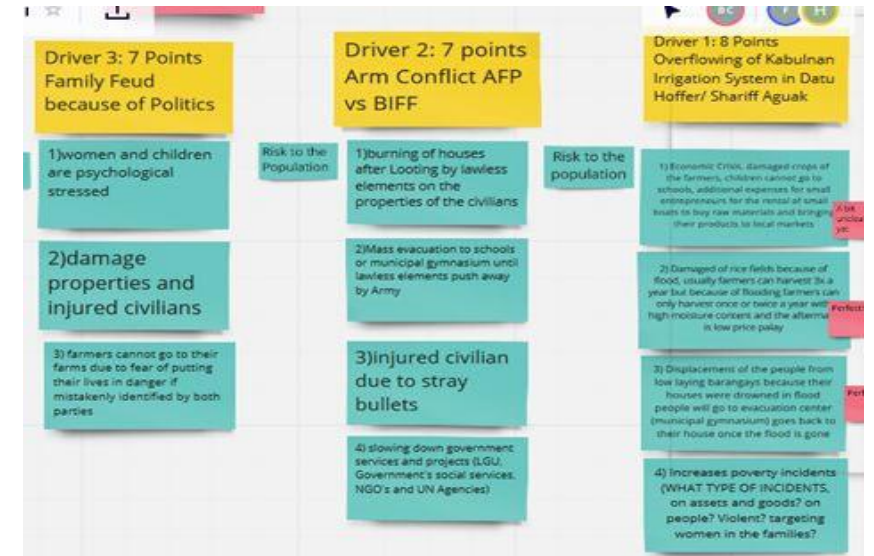
3 Key Drivers and associated Key Risks, as expressed by the FGD participants

Visual models created in the public consultations

Page 4
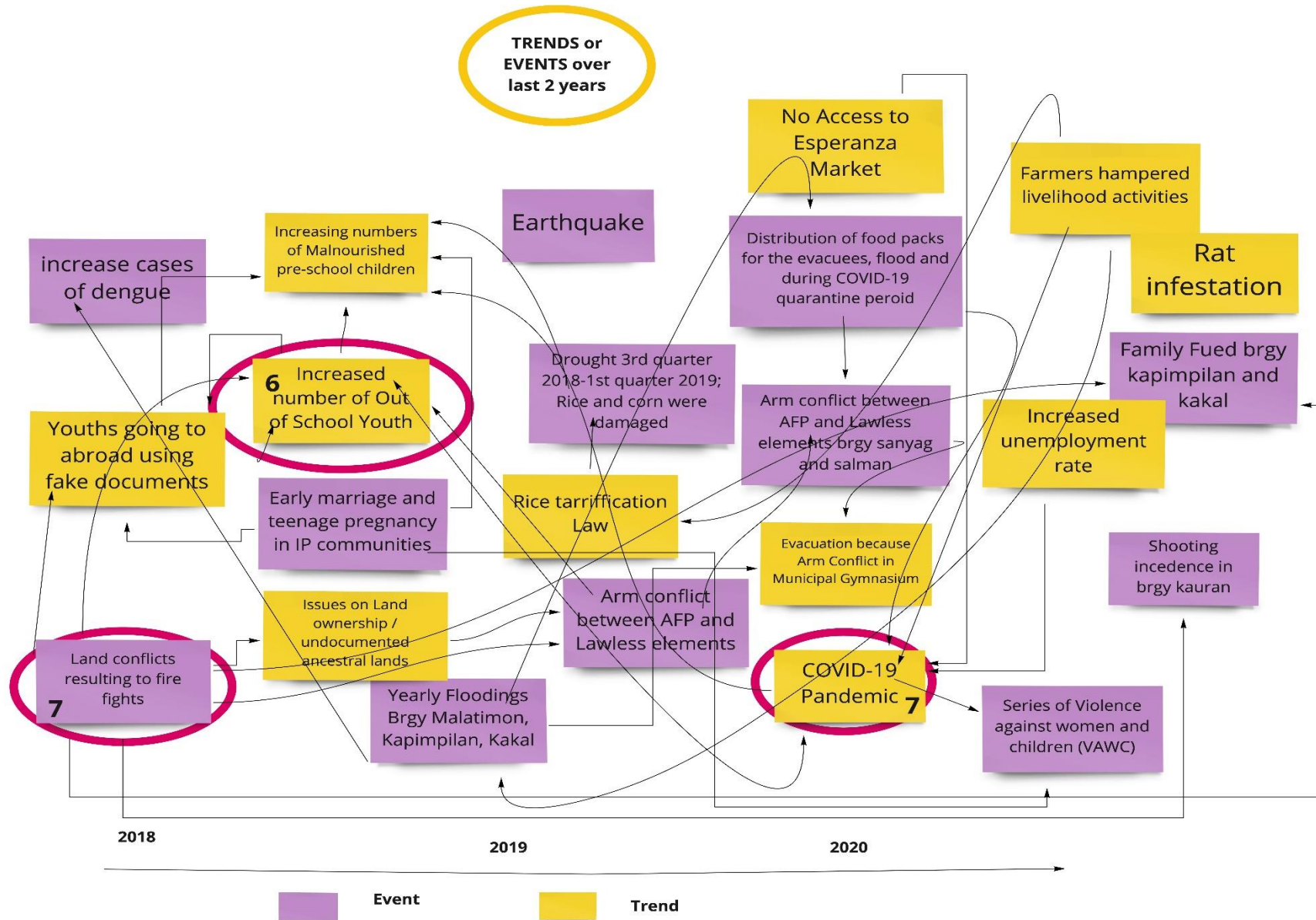
Philippines – Top Risks Per Municipality
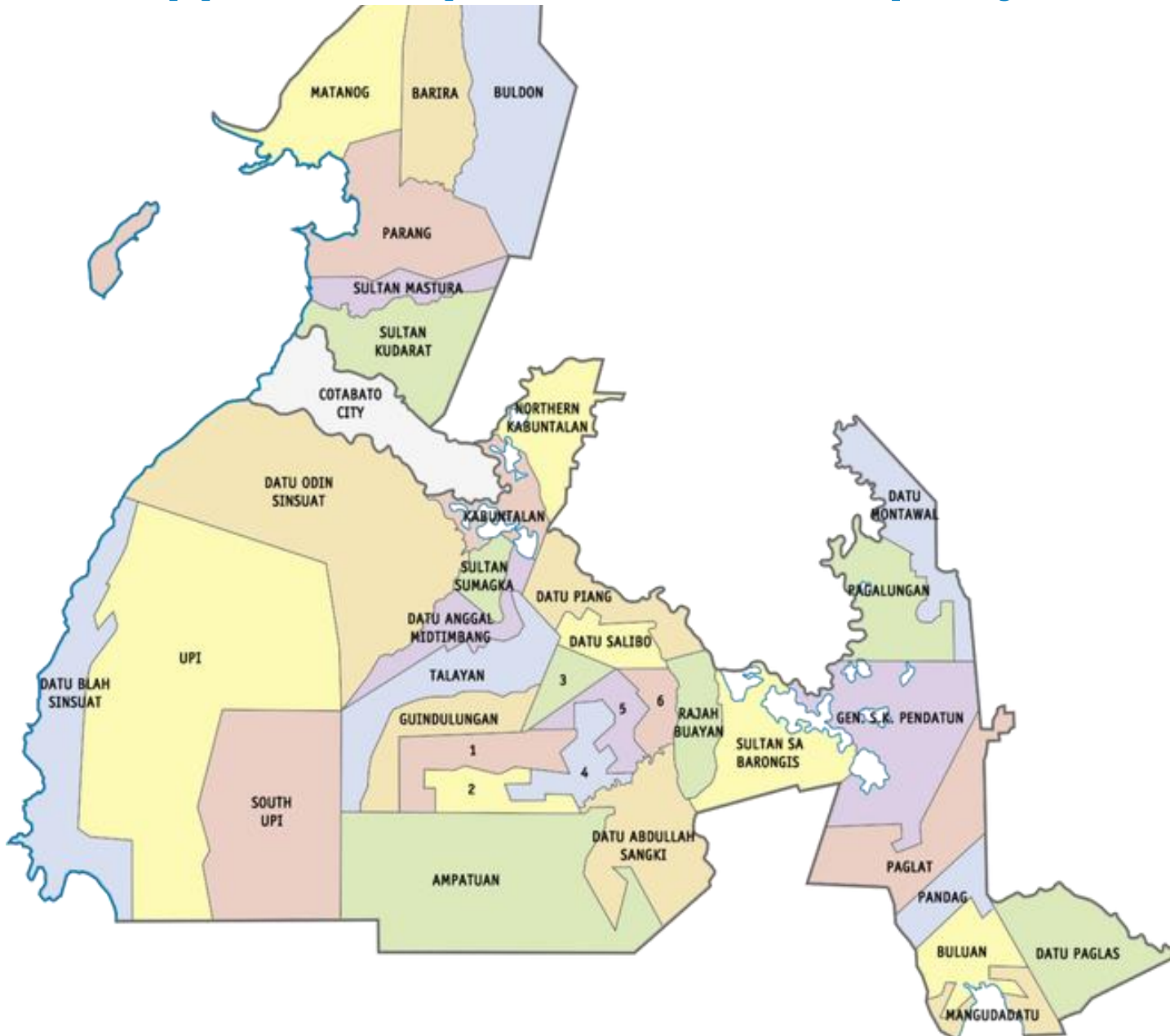
Ampatuan
- ➢ Covid-19 pandemic

Mamasapano
- ➢ Evacuation of affected households in municipal gymnasium (natural and man-made calamities)

Rajah Buayan
- ➢ Covid-19 pandemic

Sultan sa Barungis
- ➢ Family feud due to connected and complicated matters like drugs and politics

South Upi
- ➢ Land conflicts

Datu Salibo
- ➢ Floods in All brgys

Datu Abdullah Sangki
- ➢ Establishment of PURE-GMSM (peace, unity, reconciliation, empowerment - Gobernong may Malasakit sa Maguindanao)

Buldon
- ➢ Fire fight because of Famliy feud

Matanog
- ➢ COVID-19 pandemic

Matanog (women of war WOW)
- ➢ Family Feud

Datu Saudi Ampatuan
- ➢ Overflowing of kabulnan irrigation system in datu hoffer and shariff aguak

RED Analysis Template

Risk 1 - Performance Analysis Report for 01/11/2020 - 31/12/2020

Analysis of Activities/Output's Relevance, Extent and Duration (RED)

Location:
Number

Area / Partner:
Driver:
Risk:
Activity:

Assessment Scoring	Effect
1	No Effect
2	Limited Effect
3	Moderate Effect
4	Significant Effect

Assessment Criteria	Assessment	Explanation
Relevance		
Is this output the right response to the problem identified at the outcome level? Does it demonstrate an understanding of this problem?	X / 4	…Why this score?
Extent		
Are you satisfied with the scope in targeting and including the right segment of the population? Is it covering the most meaningful area(s)?	X / 4	…Why this score?
Duration		
Was the time allocated long enough? Was the output delivered at the right time? Was the frequency the one needed?	X / 4	…Why this score?
Total Score	X	

Recommendation Scoring	Recommended Action
1	Stop
2	Adjust
3	Adjust and Expand
4	Expand
5	Continue

From measurement to proof of concept

The scoring process was done internally by WFP field staff or in Philippines with the national authorities.

They allowed for the creation of a traffic light system and the beginning of an analysis of where risks and opportunities occur.

This was only to generate a proof of concept from raw primary data in the field to a performance assessment.

It needs to be fully developed and connected to existing WFP dashboards, for example based on Comet or the Hunger Map
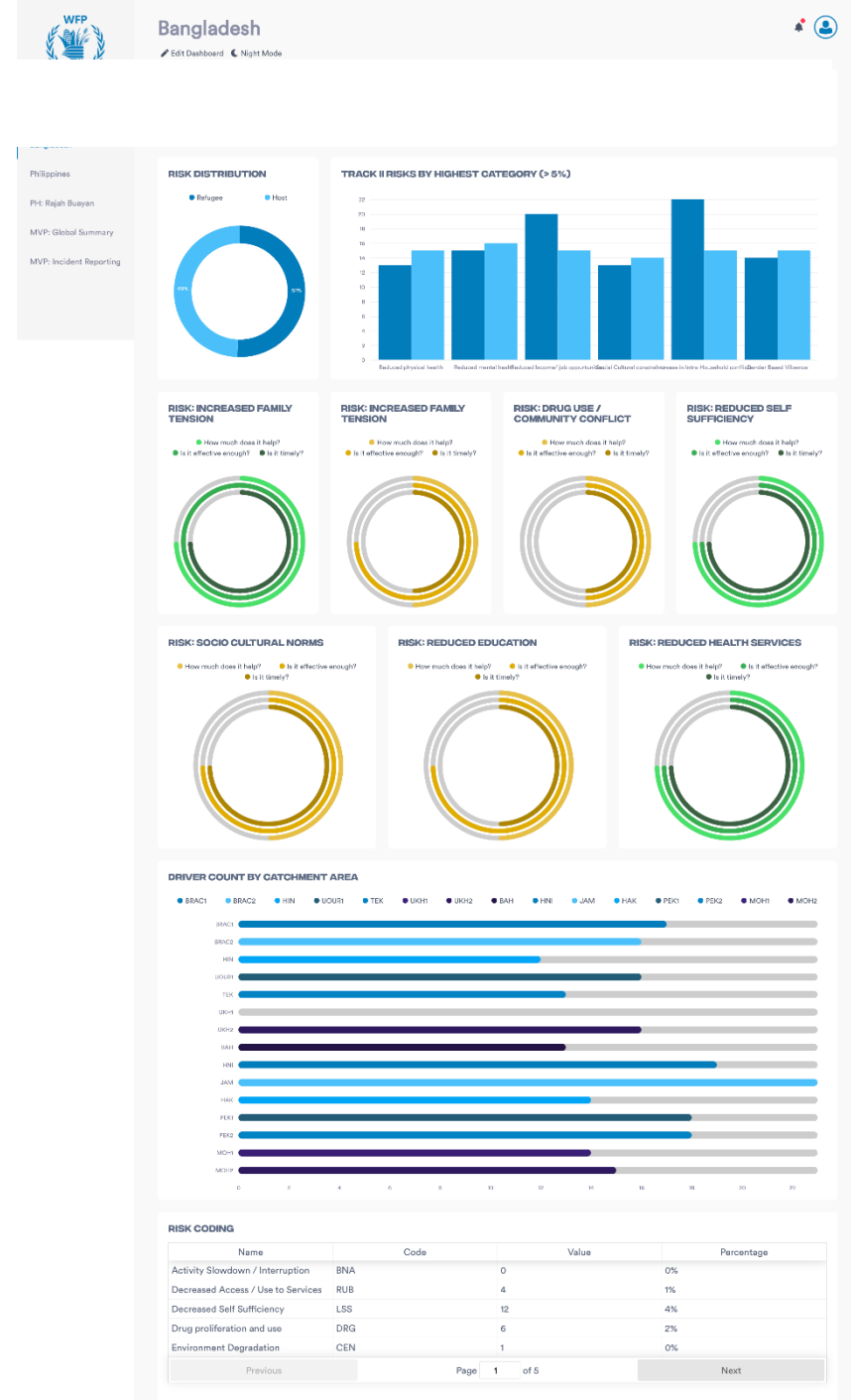
From measurement to proof of concept

- Philippines: http://wfp.harlo.io/dashboard/0c65da11-8907-433a-aae8-e8deb729dd57
- Bangladesh: http://wfp.harlo.io/dashboard/edc887fd-3bba-4e58-ac71-b69ebc716dfe
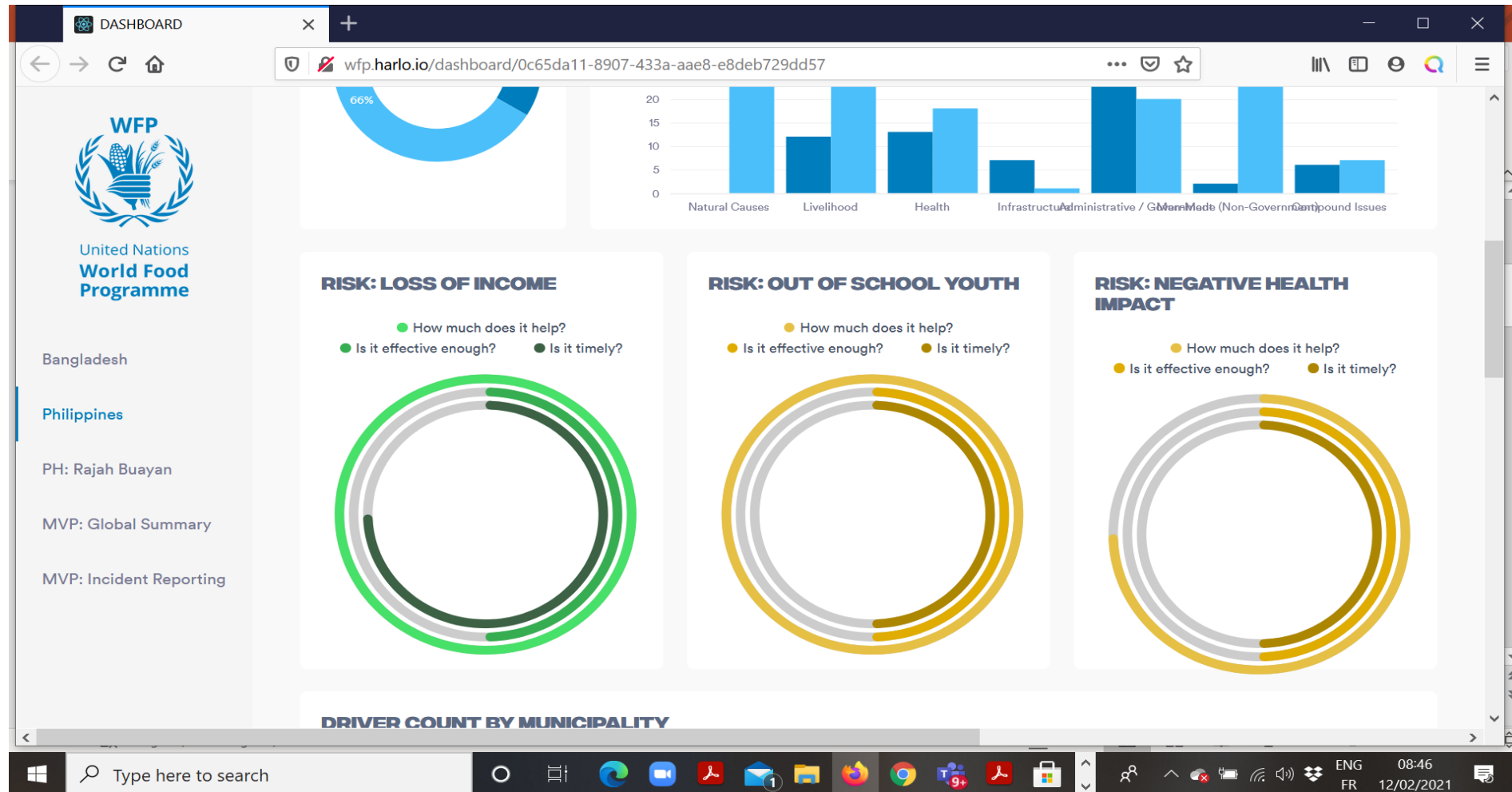
Risk is Positioning Peace and Conflict in a Cross Cutting Framework for WFP

Environment Policy:
"systems that consistently respond to environmental risks and opportunities for improvement will better equip WFP to help achieve the Sustainable Development Goals and end hunger."

Protection Policy:
"Protection is understood as aiming to prevent, reduce, mitigate and respond to the risks and consequences of violence to individuals and households."

CSP Pro Forma Template:
"a description of the relevant risks to the achievement of CSP Strategic Outcomes, as well as the risk created by WFP operations and activities to specific persons/populations."

Opportunity

Complexity

Risk

By increasing opportunities we decrease vulnerability to risk

By reducing risk we increase the ability to capitalise on opportunities
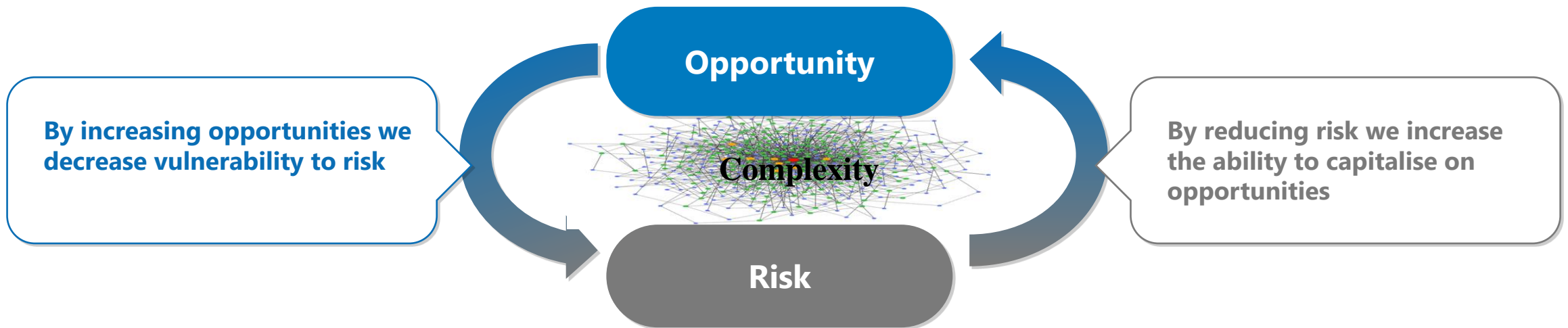
Risk Guidance: Monitoring risks in the course of implementation is a critical component of WFP's effort to achieve effective enterprise risk management

PRIME Teams

The approach is to federate expertise in digital Technology, M&E, and community mobilisers, into a single team.

This will feed into two data streams within WFP: conflict sensitivity to inform Management Performance via the enterprise risk management system, and contribution to peace will inform Programme Performance.
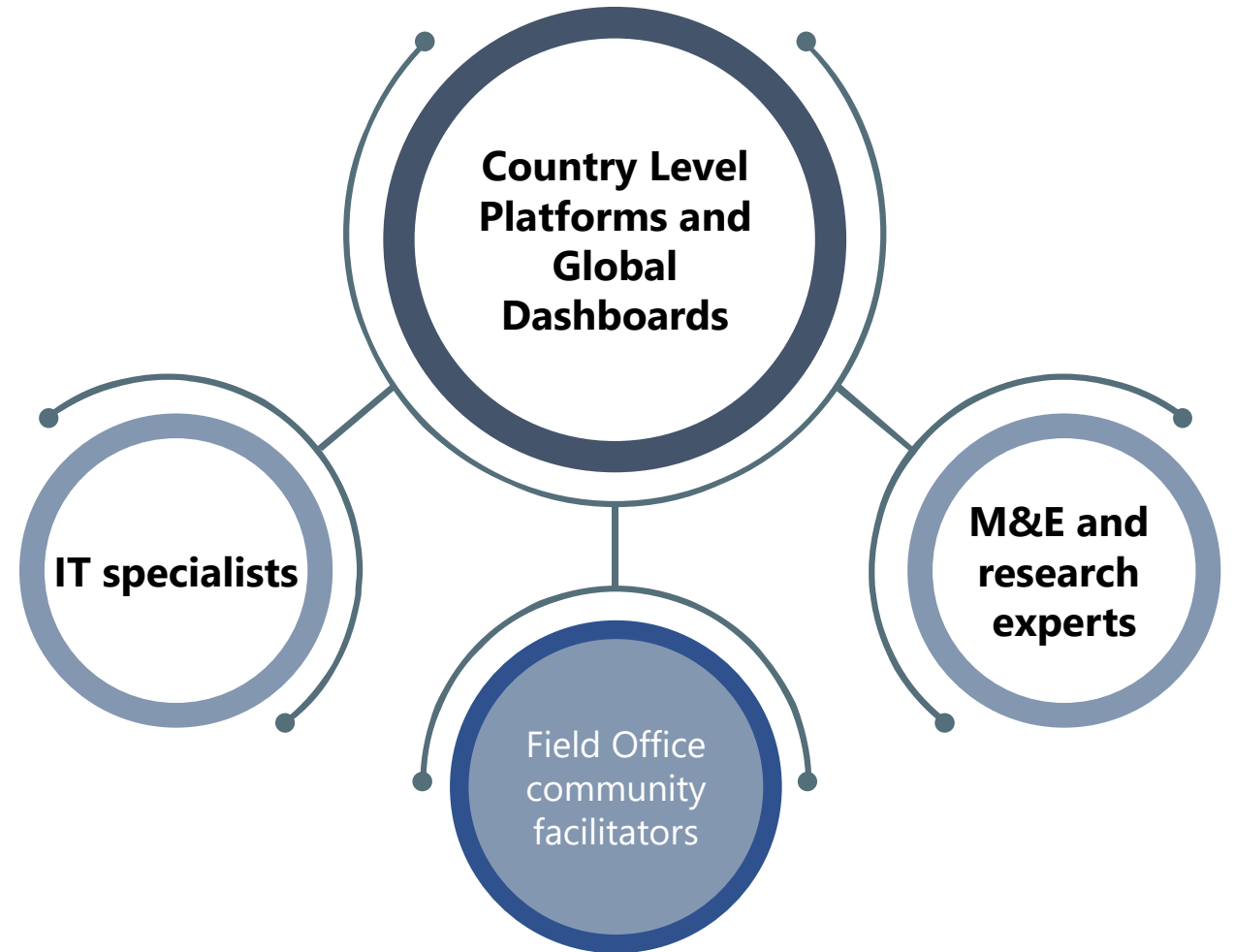
WFP PEACE PROGRAMMING
EMPOWERING POPULATIONS AND BUILDING TRUST THROUGH AN INNOVATIVE, DIGITIZED RISK MEASUREMENT SYSTEM

DESIGN

ASSESSMENT & ANALYSIS

PLANNING

EVALUATION

IMPLEMENTATION

MONITORING & REPORTING

PARTNERSHIP

CAPACITY STRENGTHENING

SYSTEMS AND PROGRAMME INTEGRATION

ANALYSIS & DESIGN

OPERATIONAL DECISION MAKING

- Global and CO Dashboards
- Reporting and Advocacy

EVIDENCE, DATA & ANALYSIS

- **Innovative technology** for data collection, visualization and accountability.
- **Risks and opportunities** to populations identified.

PROGRAMME ADJUSTMENTS

ENGAGEMENT WITH POPULATIONS

- **Complaints & Feedback Mechanism**
- **Results fed back** to communities

CAPACITY STRENGTHENING

- **Right Skillset** (Training FMAs, Recruitment).
- **Strengthened capacity** of CPs and authorities.

Data & analysis that would underpin a new Peace Performance Measurement System

The assumption of the new system is that it requires an **ethnographic approach in tense settings**, whereas a mix can be attained in less tense environments using 'knowledge, attitude and behaviour' survey data. National level dynamics (where conflict is not within WFP's purview) require use of highly tuned political economy analysis, as well as collaboration with national and international indices and SDG 16 data.

More National

1 Correlation analysis, in particular on food security and levels of conflict

2 Small scale exploratory research such as political economy analysis, or factors of access

3 Experimental or quasi experimental methods for impact evaluation

5 Exploratory data scoring, focus group mapping and aerial data

4 Net change analysis, longitudinal and cross-sectional surveys on « people »

More Local/Community
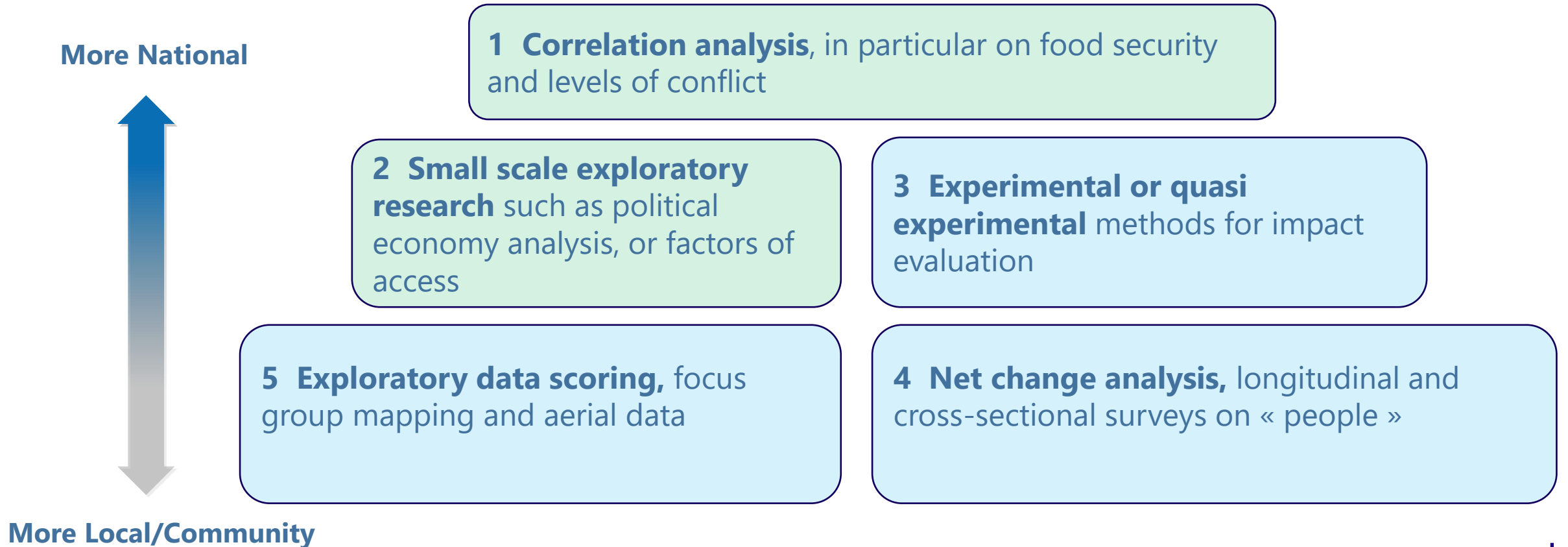
Data Sources

The assumption of the new system is that it requires an **ethnographic approach in tense settings**, whereas a mix can be attained in less tense environments using 'knowledge, attitude and behaviour' survey data. National level dynamics (where conflict is not within WFP's purview) require use of highly tuned political economy analysis, as well as collaboration with national and international indices and SDG 16 data.

International research institutes (CGIAR, Action Against Hunger MEFIC, Institute for Economics and Peace, some others)

1 Correlation analysis, in particular on food security and levels of conflict

Evaluations around an intervention using limited variables of assistance

International Crisis Group and other tried and tested providers.

2 Small scale exploratory research such as political economy analysis, or factors of access

3 Experimental or quasi experimental methods for impact evaluation

RAM

Community Engagement Teams

5 Exploratory data scoring, focus group mapping and aerial data

4 Net change analysis, longitudinal and cross-sectional surveys on « people »
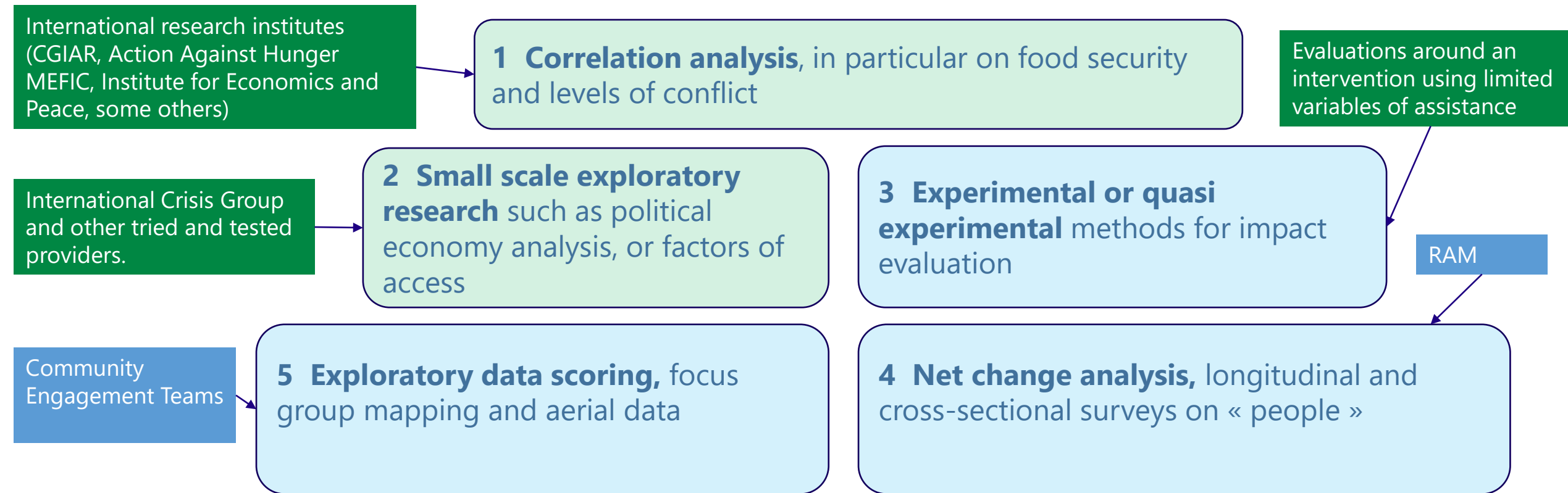
A Population-Centred and Risk-Based Analysis

Using common representations to map key drivers and risks in a collaborative manner, and identify the risks and opportunities the population faces, to analyse performance.
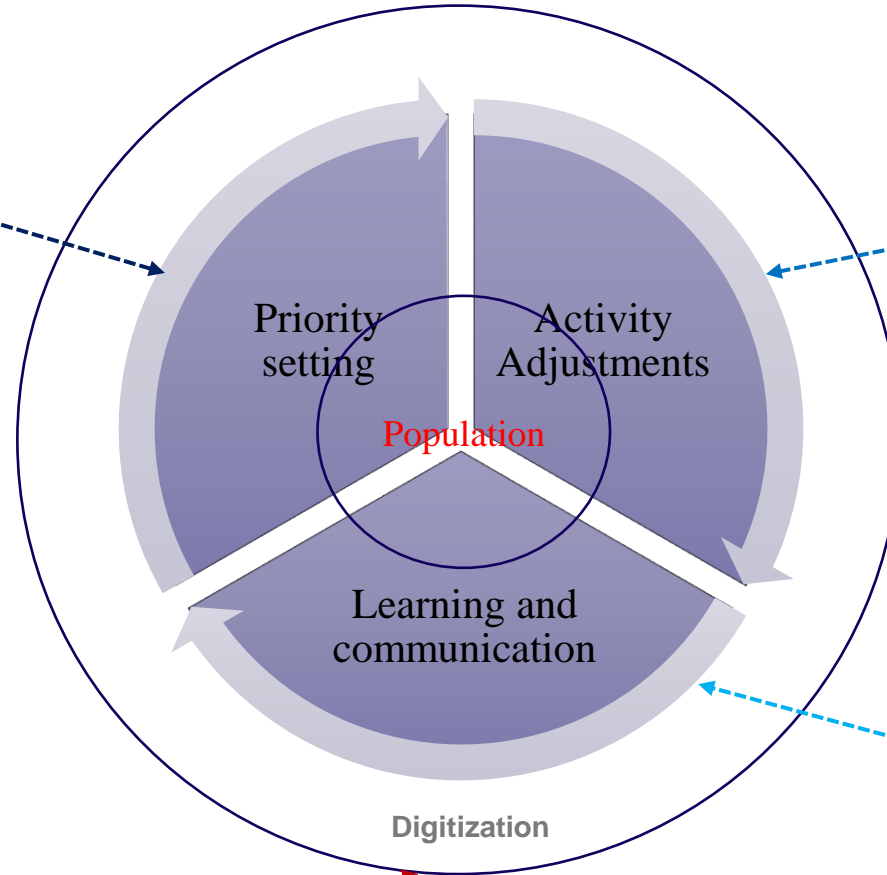
Ensuring real time data is analysed and presented in an appropriate format to all stakeholders for capacity building and decisions.

Priority setting

Activity Adjustments

Population

Learning and communication

Digitization

An emphasis given to creating opportunities for consultation and for utilisation – by the populations, WFP and its partners.

Digitizing in a manner that strengthens shared understanding and story-telling, increases accountability and supports measurement.

8 April, 2021

A Population-Centred and Risk-Based Analysis
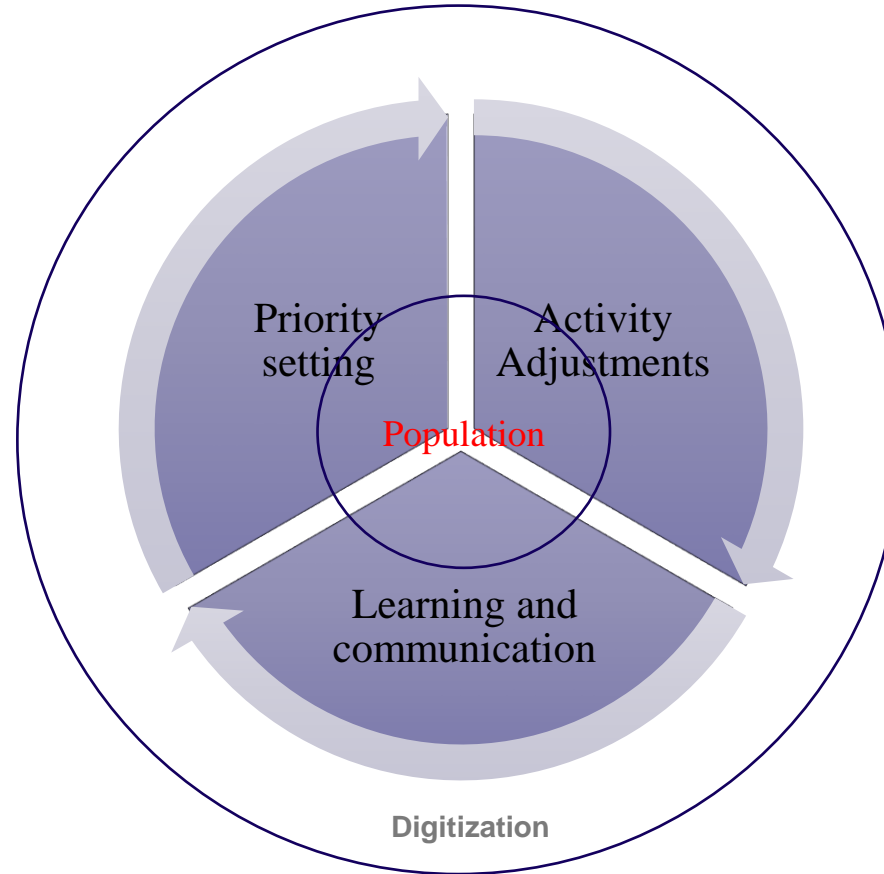
The next phase of development will be based on Reference Group validations. Each reporting cycle will span 6 months, delivered with support from WFP technical units.

The indicators will be grounded in a highly contextualised analytical framework defined at the Field and Country Office levels.

The reporting will be aligned to WFP's appetite for contributing to peace as a secondary effect, as reflected in the Strategic Plan and Corporate Results Framework.

We anticipate a roll out in Philippines and Bangladesh, in addition to Iraq, Sudan and South Sudan, and the Sahel, plus El Salvador.

Road Map for the Next Wave of Measurement Deployment

Preparation of next cycle

1 **Mobilisation Phase:** Confirm Country Offices, begin briefing country teams, mobilise Headquarters and consultancy resources. June 2021

2 **Inception Phase:** train and deploy the team across three competencies: digital, community engagement and Monitoring and Evaluation. July 2021

3 **Data Production Phase:** Generate data from the field, clean and integrate it. This phase includes an active community engagement process. Aug-Nov 2021

4 **Analysis Phase:** analytics are applied, samples are adjusted for the next iteration. First evaluative products prepared. December 2021

5 **Dissemination and Consultation:** dashboards are generated and reports prepared, community engagement takes place. January 2022

Peace and Risk Indicator Measurement and Engagement -PRIME

Emery Brusset
emery.brusset@wfp.org

WFP
World Food Programme

Considerations

- *Finnish case: Present govt has requested impact assessment of its increased support to peace processes and mediation, before next govt of 2023*

- Different audiences – elected governments vs. international expert organizations

- Attribution of impact vs. meaningful contribution

- Quantifiable impact vs. credible narrative

- Evidence vs. counterfactual: supporting negotiations to prevent escalation of a major political conflict before it turns into armed conflict

- Good office services on track 1 with little share of budget vs. most use of funds through NGOs and INGOs

In absence of international peace performance indicators, choice of proxy indicator?

- *Jim Adams, former V-P of WB, in South Sudan while on mission in Independent Review of Finnish Aid:* ***"Support to peace processes and mediation is like venture capitalism.*** *Most efforts fail, risk is high. But if even one succeeds, the economic impact is immense in saving lives, livelihoods, infrastructure, humanitarian aid, reconstruction…."*

- Financial and economic indicators are useful in giving decision-makers sense of risk and of order of magnitude of impact, to facilitate decision of order of magnitude of budget

WFP Peace Performance Measurement Reference Group

9 March 2021

Measuring Peace, Resilience and Contributions to Peace

- The current contextual and operational challenge

- Operational - Peace responsiveness work

- Conceptual - Measuring peace and resilience

The Contextual Challenge

Conflicts becoming more complex long lasting - last on average 14 years up from 5

Conflict is the main **cause** of **acute hunger**

Number of refugees and displaced people is at an all-time high

Fragile state population growing = 1.8 billion to 2.3 billion by 2030 – 76% of world's extreme poor

An average humanitarian crisis now lasts for over nine years.

No conflict affected country on track to meet SDGs

= **Measuring, contributing and impacting Peace and Conflict dynamics no longer an option**

The Contextual Challenge – Risk environment for conflict more dynamic

COVID-19 underlined the changing nature of conflict environment = greater interconnectivity and speed of change

→ **Food Prices and Commodity markets have increased in volatility in last 10 years - volatility is up in oil, sugar, wheat, copper, soybeans, and gold.**

→ **Climate Change - Number of Natural Hazards nearly doubled in last 30 years**

→ **More globalised economy = increased financial flows, legal and illicit – Remittances up 334% in fragile states from 2002-2014**

→ **Technological diffusion = Emergence of AI + communication and interconnectedness i.e. mobile phone coverage, 3G coverage from 14% to 84% 2007-16**

The Operational Challenge – has conflict sensitivity improved?

- **Policy environment and response favourable:**
  - Sustaining Peace Agenda
  - Pathways for Peace
  - HDP Nexus (OECD DAC recommendation)
  - Ending need (WHS committments)
  - Localisation Push

- **YET slow translation to operational reality** – high profile international failures, Eastern DRC Ebola Response, Sahel Stabilisation response

- **No indication things are improving on ground - main operational paradigm conflict sensitivity not improving in practise**
  - **2020 3ie systemic review** from 200 potential evaluations = "*on the aggregate, aid in conflict zones is more likely to exacerbate violence than to dampen violence*"
    - The evidence for humanitarian response and especially food aid is more unequivocal – every available high quality study on violence and humanitarian aid finds that humanitarian aid increases violence.
  - **Most organisations still not meeting Core Humanitarian Standard Goal on avoiding the negative effects of aid**. There has been no progress on indicator 3.6 for the past three years.
  - **UN 2020 PBF Synthesis review** showed most PBF portfolios and evaluations are weak on Context Monitoring, Conflict Sensitivity, and Adaptive Management with no systemic approach. Several examples of unintended consequences.

Peace Responsiveness – Concept

Peacebuilding actors are not the only ones that contribute to peace …

- Ability of actors operating in conflict-affected or fragile contexts **to be conflict-sensitive and to deliberately contribute to sustaining peace** through their technical programming

- In a manner that enhances **collective impact**, supports **inclusive and locally led change**, and **strengthens societal resilience** to conflict and violence

- **Meaningful partnerships**

About increasing both technical programme effectiveness and impact

Increased effectiveness of technical programming

Positive impact on building and sustaining peace
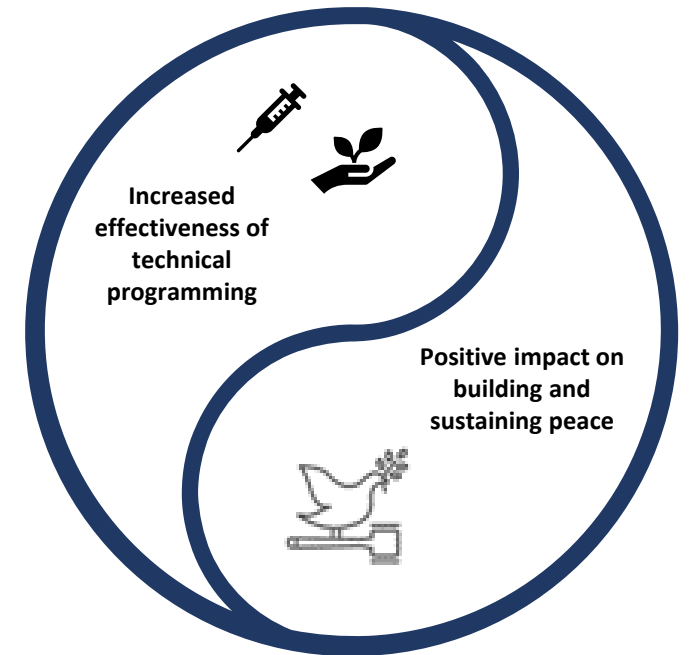
Peace Responsiveness

- Addressing the 'Box check' challenge of Conflict Sensitivity.

- Peace Responsiveness goes beyond the often reactive and palliative practice of conflict sensitivity toward more **intentional efforts** to put peace and conflict dynamics at the fore of action and ensure that technical interventions **proactively contribute to building sustainable peace**.

- A peace responsive approach can **practically and operationally** help **implement multidimensional and intersectional ways of working,** as required in response to the pandemic. Peace responsive approaches offer an opportunity:

- **Embed participatory and conflict transformative approaches** in development and humanitarian design

- **Address the multitude of short and long term needs** by deliberately considering and designing the response to leverage short-term/long-term planning

- Increase **resilience-enhancing responses** that enable communities to build back better

- To harness **local know-how** and ensure **locally-led processes and responses** building on existing local capacities, skills and attributes

Different ways of contributing to peace

Peace responsiveness – Strategy

Increase capacity and commitment to contribute to peace

Reduction of structural barriers and disincentives hindering peace responsiveness

Individual level

Organizat-ional level

Programmatic level

Systemic level

- *Generate required Research and Evidence*

- *Build staff capacities to lead within their own organisations*

- *Accompany on joint programming*

- *Engage at a policy level*

- *Convene cross organisational learning and exchange*

- *Build institutional partnerships*

=Change incentives for more Peace Responsive Action

Institutional partnerships

Other partners and engagements

Cross-Organizational Platform

Strategic partnerships
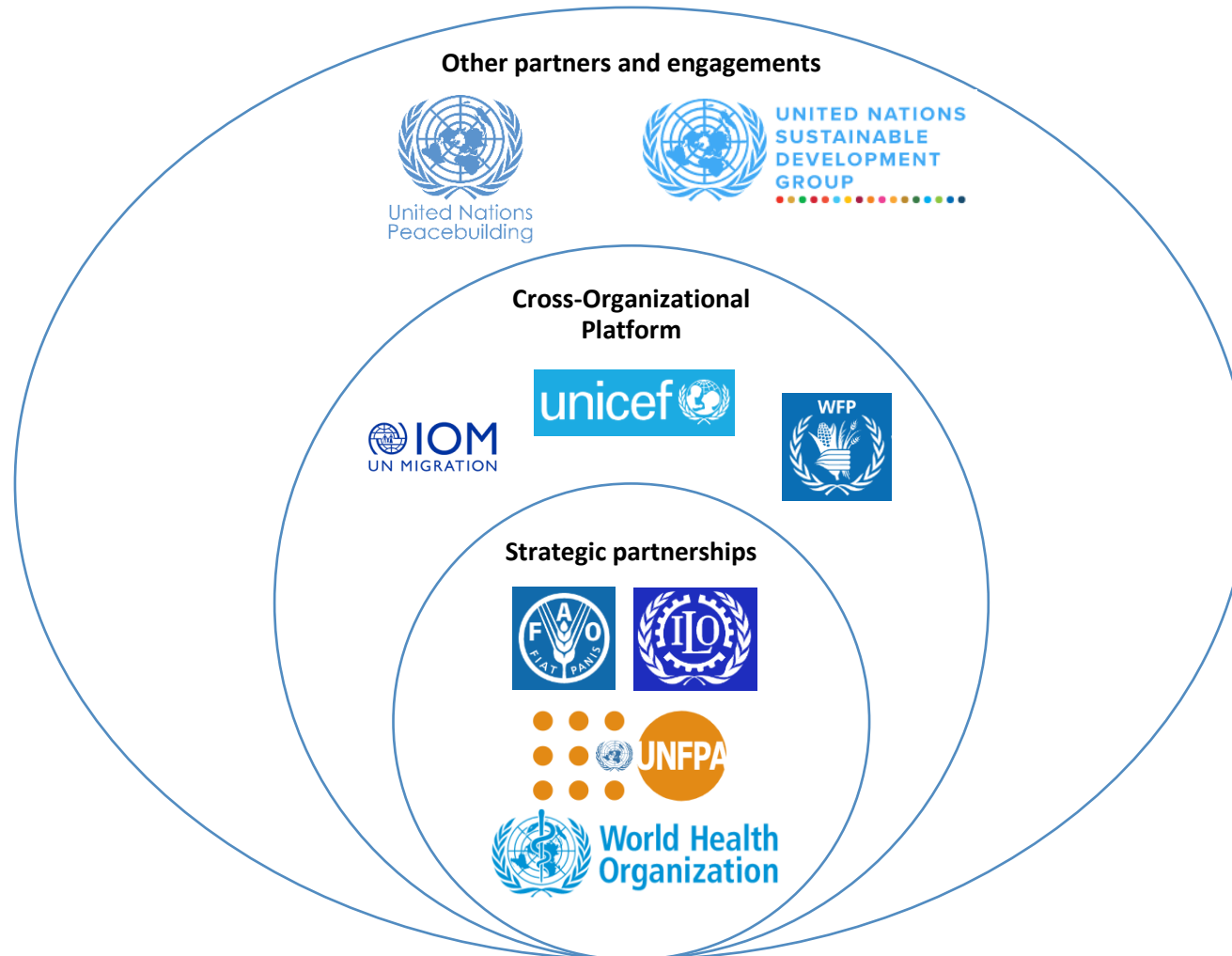
Under development:

In Practice: Example of FAO

- **Organisational level -** Corporate Framework on Contributions to Sustaining Peace

- **Organisational and systemic level** - Co-development and roll-out of tools for conflict sensitive/peace responsive programming

- **Individual support – Convening Cross organisational learning**

- Institutional infrastructure for supporting conflict sensitive/peace responsive programming

- **Programmatic and technical level** - Mapping of pathways for contributing to peace

- **Joint-programming**: conflict analysis and training of local elders in conflict resolution in Somalia

- Next step: M&E for contributions to peace

Result: FAO increasingly recognized for contributions to peace (e.g. by PBSO; significant increase in PBF funding; DFID evaluation)

Measuring Peace (and Resilience)

- Many good examples of peace measurement –
  - Qualitative and participatory approaches i.e. Everyday peace indicators, PAR Research, Interpeace FAR work
  - Quantitative and large N collection i.e. SCORE, ACLED, UCDP ACD
  - Desktop aggregation of existing sources or quantitative imputation: Global Peace Index, OECD Fragility Framework

- General problems
  - Unit of analysis not useful for practitioners
  - Can't be used very easily for programme attribution
  - Tend to be biased toward negative peace and violence
  - Not timely enough, if participatory not scalable, if large N not ethnographic/context specific enough
  - Usually does not help identify what works or what could work for programming

- Therefore, try new ways of measuring Resilience
  - Shift focus on functioning systems and local capacities that exist in individuals, households and communities
  - Programme to grow areas of stability and peace rather than opposite
  - Politically tactical for peacebuilding
  - But term has been overused, it is challenging to conceptualise and measure – it is multidimensional, relational, not directly observable
  - Resilience = Conflict Prevention

12

Conceptualizing Resilience

Resilience-promoting Capacities

(Resilience: "Doing well" despite adversities; system adapting to shocks without losing core functionality)

Covariate Shocks & Adversities
- Economic Downturn
- Extreme Climatic Event
- Outbreak of Epidemic
- Sociopolitical Upheaval
- Violent Conflict

Idiosyncratic Shocks & Adversities
- Reduced demand for services
- Loss of Livelihood
- Disease
- Discrimination
- Victim of Violence

Negative Life Outcomes
- Financial collapse
- Undermined sense of coherence
- Forced Migration or Civic Apathy
- Mental Health Problems
- Hostility, Polarization or Political Violence

Towards a taxonomy of potential resilience capacities

Multi-method assessment to capture diverse sources of resilience

Resilience Capacity	Primary Assessment Modality
Cross-Cutting Life Skills	**Situational Judgment Tests**
Task-Specific Competencies	**Competency Checklists**
Social Cohesion	**Participatory informed questionnaire and Ecomaps**
Access to Material Resources	**Asset Inventories**
Adaptive Institutional Practices	**Institutional Scorecards**

Methodological process of measuring resilience

Stage 1: Participatory Conceptual Design – Peace Mapping Phase

Participatory system mapping, including all local stakeholders, based on global theoretical frameworks AND national issues / dynamics. Take a positive and resilience lens to the peace and conflict dynamics

Stage 2: Selection / Adaptation of Measurement Instruments

Use of accumulated knowhow / library of metrics from past measurement projects such as SCORE, FAR and design of new measurement instruments as needed.

Stage 3: Data Collection and Analysis

Multiple data streams (e.g. general population, youth, experts, social media) collected. The data can them be consolidated into different indices

Stage 4: Participatory Policy Dialogue and co-design process based on the data

Collaborative workshops with policy stakeholders to explore findings and co-design interventions that hold greatest potential for positive impact. Identify recommendations for the National Peacebuilding Strategy

Ethiopia Resilience Diagnostic

- Develop Resilience Scores for each of the 10 regional states

- Sub indices of peace, trust and inclusion could be developed from the same data

- Sub regional scores could be developed depending on the sample size

- Each State region would ideally have 1000 odd respondents for 9000 respondents in total

- Disaggregated by
  - Urban/Rural
  - Age
  - Major Ethnic groups
  - Gender
  - Language
  - Economic status
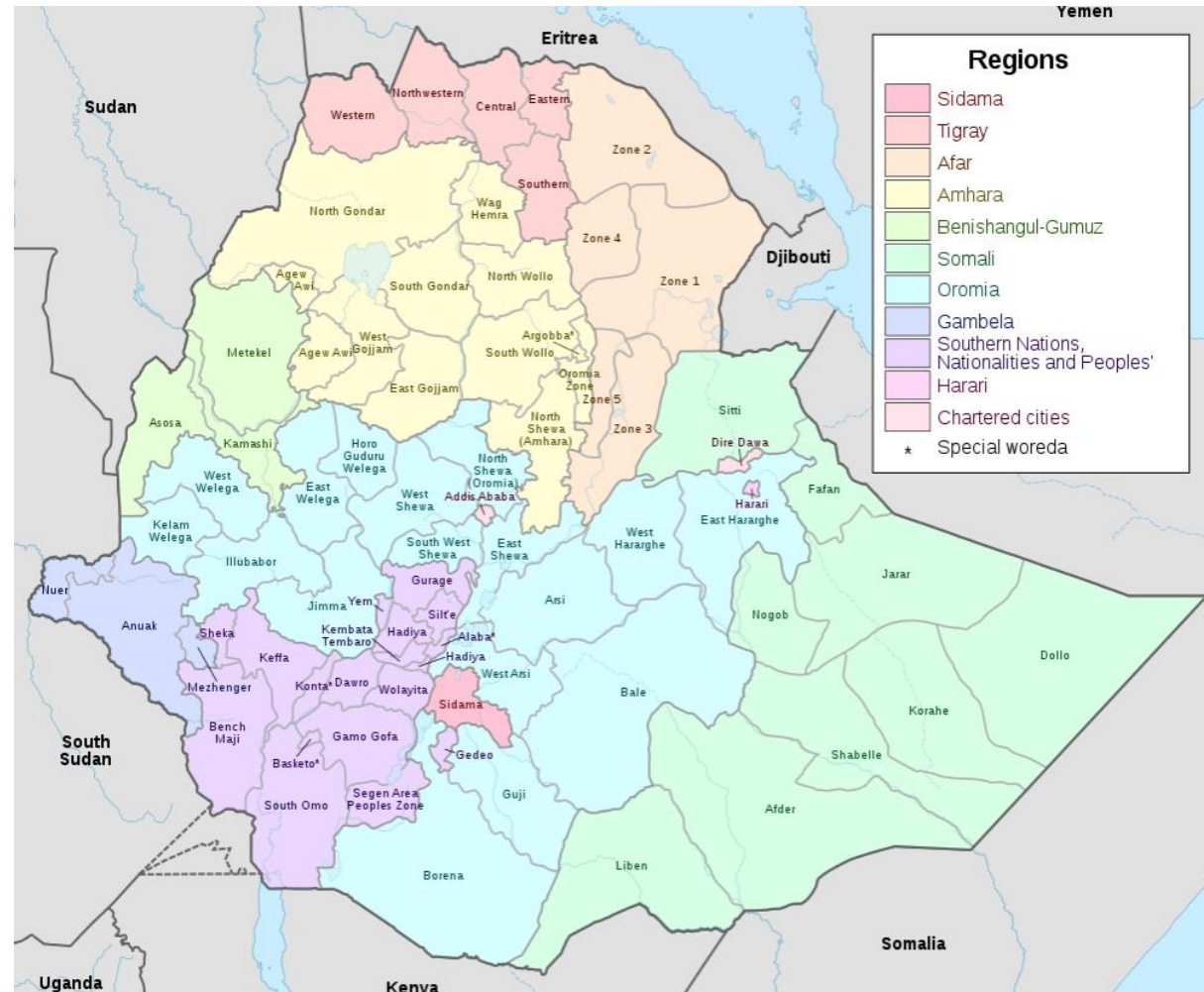
The goal

- **Embed incentives to understand and enable local agency and capacity**.

- **Empower national and international actors to gain added visibility on the effectiveness** of their own policy interventions and collective impact towards resilience.

- **Generate highly timely flash survey data** on the resilience of individuals, households, communities and institutions.

- **Contribute to a change in political discourse** between national and international actors by rebalancing the focus on positive resilience factors that are present within communities and nations and that can be key places to leverage partnership and expand sustainable approaches.

- **Begin a process of developing baseline metrics** on resilience capacities that will lay a foundation for the future empirical study and development of societal resilience.
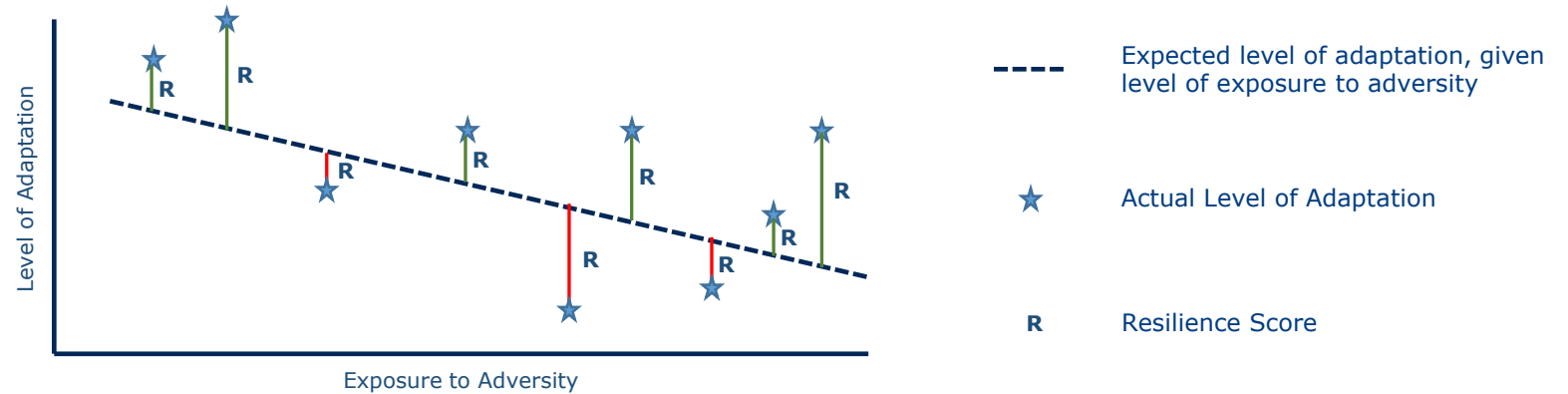
Towards a taxonomy of potential resilience capacities

Cross-Cutting Life Skills	Task-Specific Competencies	Social Cohesion	Access to Material Capital	Adaptive Institutional Practices	
Growth Mindset	Food growing	Family Coherence	Access to Farmable Land	Mission Orientation	Positive Resilience: Challenges are addressed through virtuously interacting positive capacities, leading to eventual system transformation
Mindfulness	Financial Literacy	Inter-Generational Partnership	Ownership of Livestock	Service Orientation	
Hopeful Outlook	Information Gathering	Gender Equality and Partnership	Ownership of Farming and Construction Tools	Problem-Solving Orientation	
Planning	Communicable Disease Prevention	Community Dialogue	Access to a Community Hub	Future Orientation	
Creativity	Negotiation	Participation Opportunities	Ownership of Computer or Smartphone	Culture of Empowerment	
Flexibility	Conflict Mediation	Community Solidarity	Access to Electricity, Water and Medication	Culture of Partnership	
Communication	Mentoring	Intergroup Tolerance	Access to Means of Mobility	Institutional Preparedness	
Co-operation	Inclusive Mindset	Local-National Collaboration	Access to Finance and Markets	Reflective Management	
Avoidance	Securing Preferential Access	Suppression of Diversity	Slaughtering resource-generating livestock	Authoritarian Leadership	Negative Resilience: Challenges are addressed in ways that eventually undermine system's adaptability
Exploitation	Post-conflict Retribution	Outgroup Dehumanization	Child Labor	Ethno-cultural Restrictions to Service Delivery	

National Resilience Diagnostic

Data collected from random national samples of individuals, households, institutions and communities …

i. To generate **resilience scores**, by taking the difference of **actual adaptation** against **expected adaptation given levels of adversity**

ii. To identify which **resilience capacities are most associated** with resilience scores

iii. To investigate **the prevalence of verified resilience capacities** across age groups, gender groups, socio-cultural groups and regions

Level of Adaptation

Exposure to Adversity

- - - - Expected level of adaptation, given level of exposure to adversity

★ Actual Level of Adaptation

R Resilience Score

Resilience Capacities	Correlation with Cumulative Resilience	Correlation with Emotional Resilience	Correlation with Behavioral Resilience	Correlation with Civic Resilience
Overall Life Skills	,38	,15	,12	,38
Child-friendly city	,34	,19	,09	,30
Emotional connection to school	,32	,25	,09	,22
Cooperation Skills	,31	,18	,09	,27
Participatory and Inclusive School Governance	,30	,18	,10	,24
Maternal Monitoring	,30	,09	,18	,27
Competency Based Teaching	,29	,12	,11	,28
Respect for Diversity	,29	,02	,20	,31
Safe Psychosocial School Environment	,28	,14	,11	,24
Teacher support	,27	,21	,08	,19
Kindness	,27	-,01	,21	,30
Negotiation Skills	,27	,03	,16	,30
Maternal Involvement	,26	,11	,12	,24
Family Connectedness	,26	,14	,08	,22

20

UNICEF &

Peacebuilding & Sustaining Peace

Measuring contributions to peace

Reference Group Meeting: Measurement of Contribution to Peace

12 January 2021

Anna Azaryeva Valente, UNICEF's Peacebuilding & Fragility Unit, CERP Section, PD NY HQ.

Child rights and Sustaining Peace

- **415 million children** live in conflict zones. **29 million babies** were born into conflict in 2018 alone.

- **1 in 4** of the world's **1.8 billion young people** in settings of conflict or organized violence

- Some of the greatest **threats and deprivations to child** rights are concentrated in fragile and conflict-affected settings.

- Group-based **inequalities, discrimination, and exclusion** that are fueling grievances and perceptions of injustice are at the root of many of today's conflicts.

Administrative and social services need to be delivered inclusively and effectively to address conflict drivers and lay the conditions for sustainable peace. Failing to do this will undermine peacebuilding and statebuilding goals.

UNICEF CONTRIBUTION TO SUSTAINING PEACE

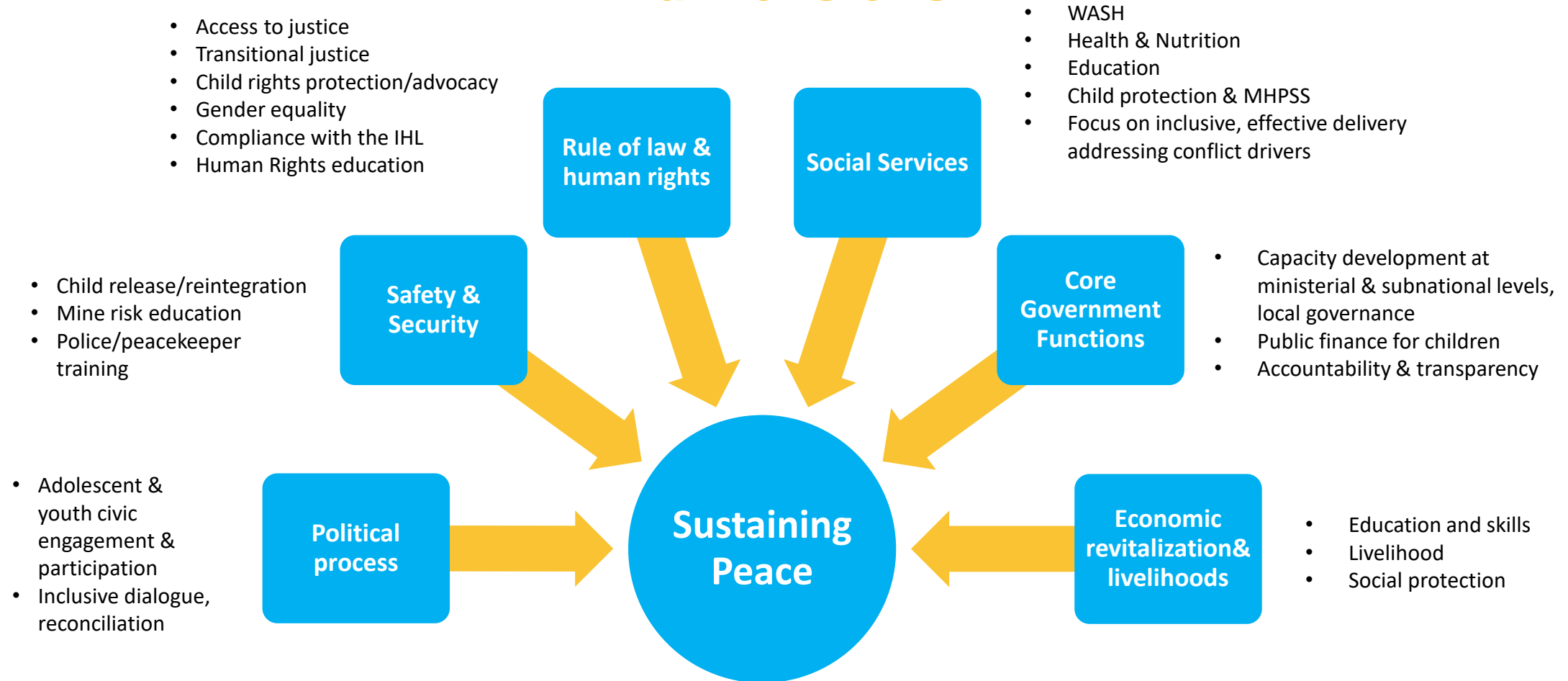| CONFLICT ANALYSIS	→	CONFLICT SENSITIVITY	→	PEACE-BUILDING

...as per Procedure on Linking Humanitarian and Development Programming (2019), the new Core Commitments for Children in Humanitarian Action, and UNICEF Strategic Plan

Working **IN** conflict
"Do No Harm"
A minimum requirement for programming

Working **ON** conflict
"Do more good"

Focus on the **socio-economic foundations of peace by addressing the root causes of conflict and supporting peace capacities** predominantly through:

- **Leveraging equitable and inclusive** delivery of social services (education, WASH, health, social and child protection)
- **Community engagement and participation,** particularly of children and young people

UNICEF's CONTRIBUTION TO PEACEBUILDING IS MULTIDIMENSIONAL

Economic, societal, political, environmental and security dimensions

- Access to justice
- Transitional justice
- Child rights protection/advocacy
- Gender equality
- Compliance with the IHL
- Human Rights education

- WASH
- Health & Nutrition
- Education
- Child protection & MHPSS
- Focus on inclusive, effective delivery addressing conflict drivers

Rule of law & human rights

Social Services

Core Government Functions

- Capacity development at ministerial & subnational levels, local governance
- Public finance for children
- Accountability & transparency

- Child release/reintegration
- Mine risk education
- Police/peacekeeper training

Safety & Security

Sustaining Peace

- Adolescent & youth civic engagement & participation
- Inclusive dialogue, reconciliation

Political process

Economic revitalization& livelihoods

- Education and skills
- Livelihood
- Social protection

Sustaining Peace Guidance Note (2017)

Theory of Change: Engaging at three levels of impact

STATE & POLICY LEVEL
Vertical Social Cohesion

Enhancing **positive relations** between **the state** and **society** and connecting state institutions with local communities and individuals, through improved sector governance and related institutions

COMMUNITY LEVEL
Horizontal Social Cohesion

Enhancing **bonds** and **relationships between and among groups**; and strengthening inclusive community mechanisms and capacities to respond to effects of violence and address underlying causes and dynamics;

INDIVIDUAL LEVEL
Capacities & Contributions

Enhancing the **capacities** of individuals to **deal** with impacts of violent conflict, **address** the causes of conflict, **strengthen** social cohesion at all levels and **ensuring equity, access and human security**

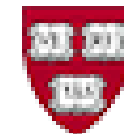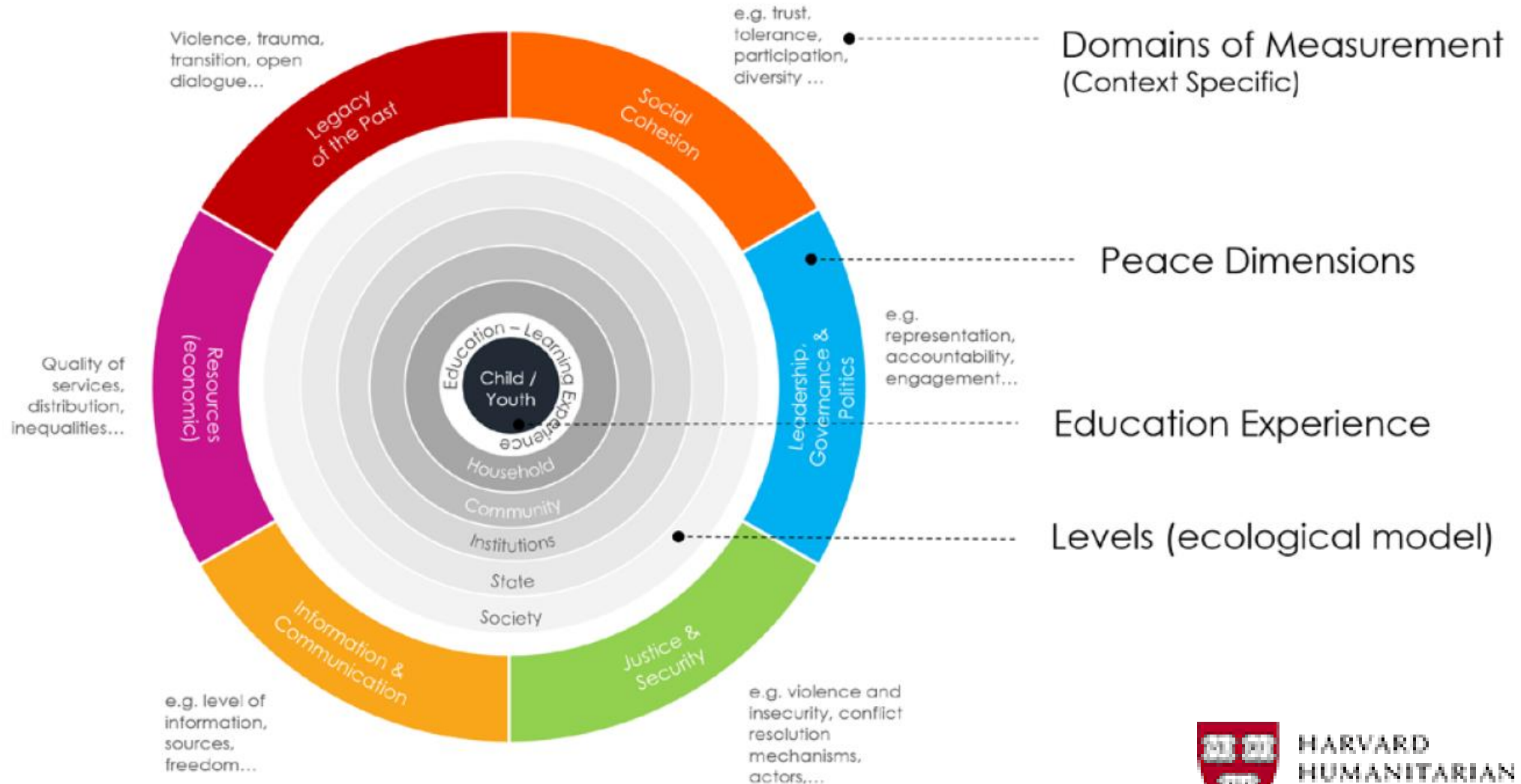# Peacebuilding as primary or secondary objective

UNICEF PROGRAMMING

PB as a Primary Objective

Peacebuilding outcomes are the main objective, and the programming logic focuses on peacebuilding/social cohesion.

PB as a Secondary Objective

Programming seeks to primarily fulfil development or humanitarian objectives, while secondarily contributing to peacebuilding/social cohesion objectives.
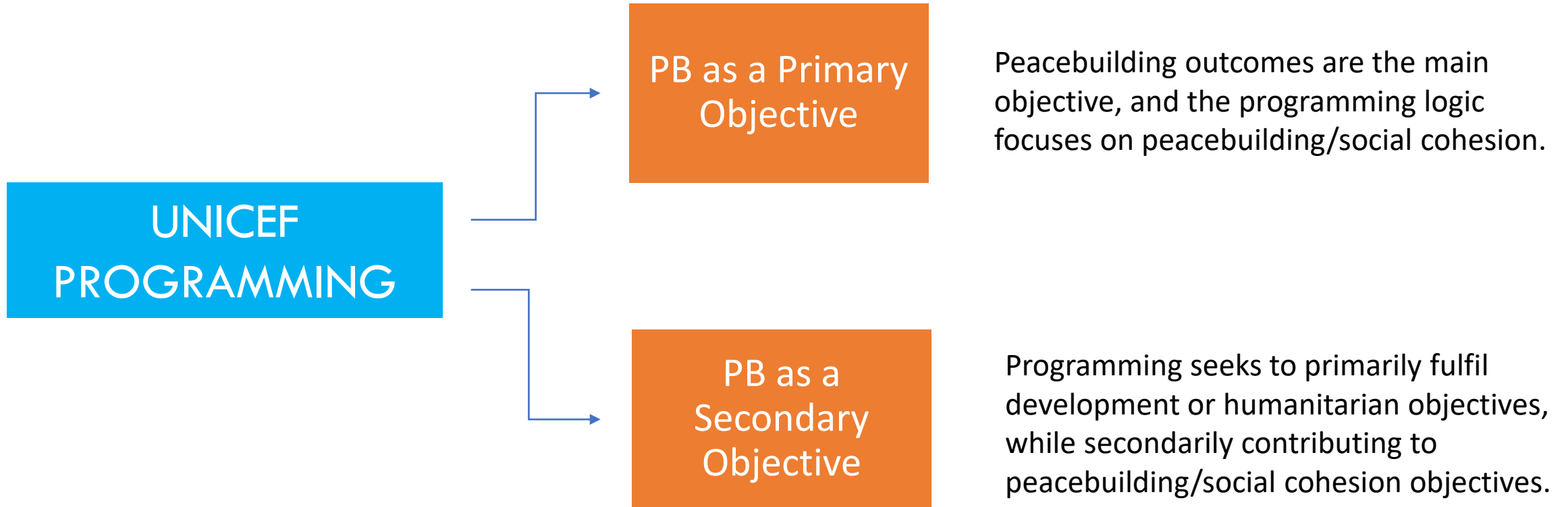
Measuring Results: Challenges & Observations

- Overall challenge of peacebuilding programme monitoring focused on activity and output levels, failing **short of measuring outcome level**

- Peacebuilding interventions aim to achieve **less tangible and more complex to measure change.** Contribution of social services is one aspect, influenced by broader dynamics.

- Until recently, **social services were only classified as 'peace dividends'** and not recognized explicitly as a dimension for peacebuilding.

- Long-term societal change requires **measuring across project/programme cycles** or duration of specific donor grants. Articulate long-term results but aim for specific milestones.

- UNICEF M&E systems at programming and CPD levels are not typically set up to capture intended peacebuilding results.

- Most country offices use forms of **KAP surveys**, population based or local to measure changes in vertical and horizontal social cohesion & individual capacity (examples: Somalia, Myanmar, Pakistan, Burundi, Uganda, CDI, DRC.

- Trade offs between **reliance on global metrics** (allow consistency, test TOCs, comparison) and **fit-to-context indicators** (nuanced understanding, locally driven).

Example: Education, Peacebuilding & Social Cohesion Measurement Framework

UGANDA
DRC
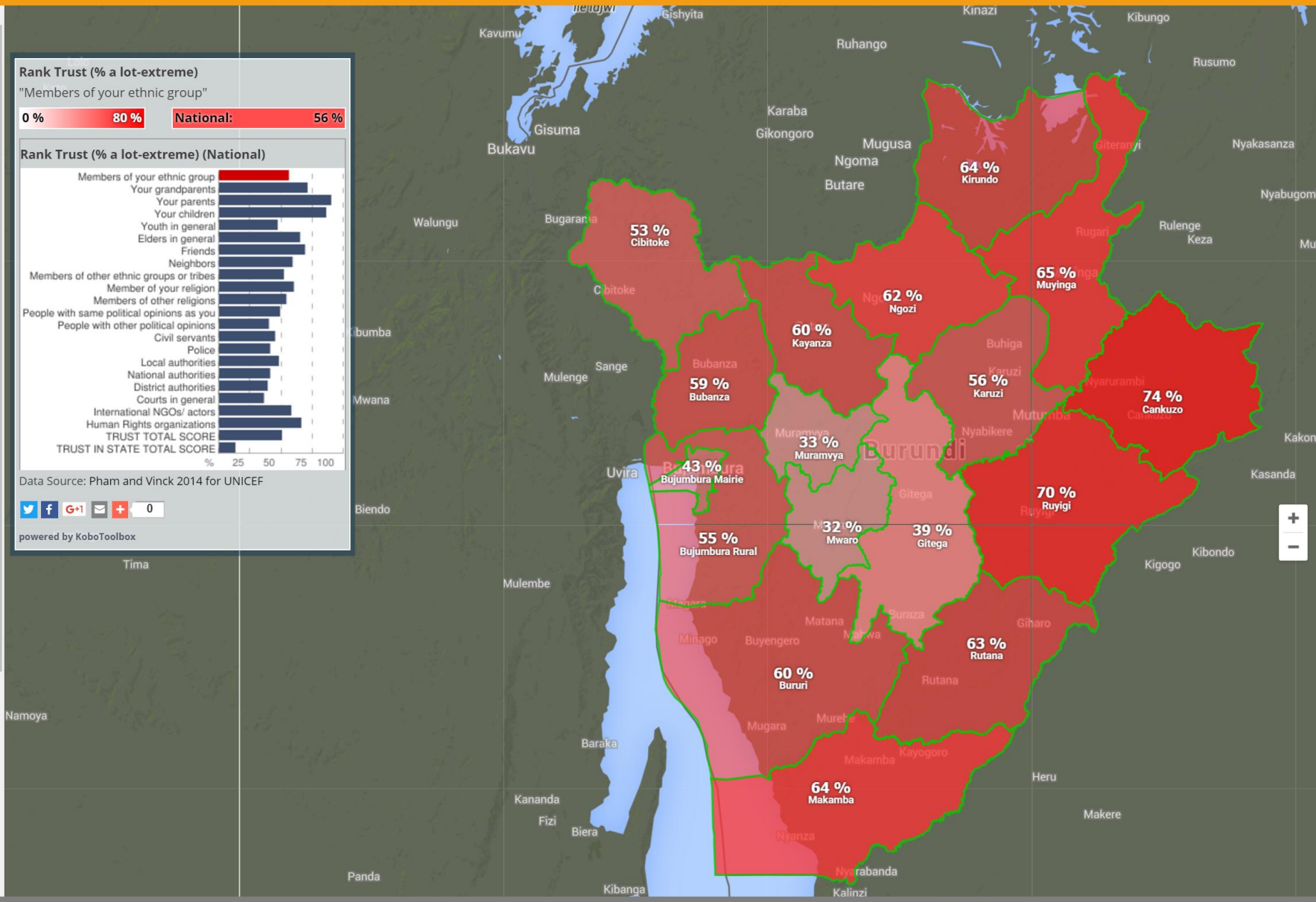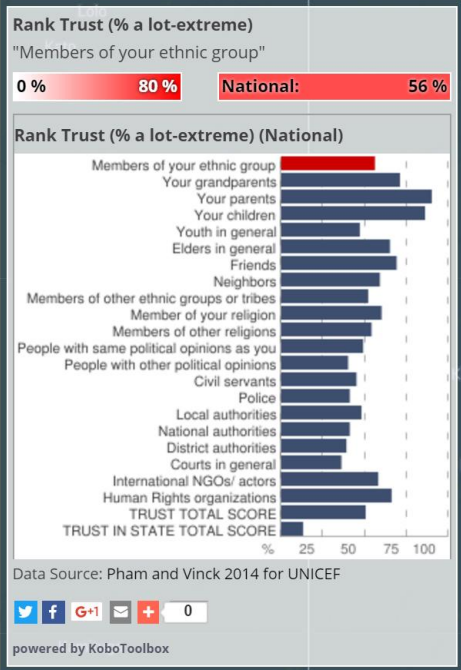BURUNDI
COTE D'IVOIRE

9,760 interviews

Lessons Learned

Population based survey design and subsequent results can be used for multiple purposes:

1. document experiences and locations of past violent conflict **and map potential 'hot spots'** or other risks. In this sense they can serve as a first 'conflict scan' that can be monitored over time and provide the rationale and material for long term programming design.
2. flag **specific areas or themes that require further in-depth qualitative research** and tracking to help understand why certain perceptions and attitudes exist.
3. at the design stage of a peacebuilding programme they could be **paired with conflict analysis**, such that qualitative data collection and stakeholder meeting results are paired with quantitative data on population based attitudes and perceptions to better inform programming and serve as baseline on which to build a M&E framework.
4. during/after implementation, they can be used against the baseline data to **measure trends/change** and compare across geographic locations.

The choice of instruments, the analysis process, and the interpretation of the results must **include consultations and validation with local actors** who can interpret the results, triangulate findings using qualitative data sources, and identify consistencies and inconsistencies based on contextual knowledge.

UNICEF's Next Steps Measuring Contribution to Peace

Strengthen articulation of theory of change for Peacebuilding in new UNICEF SP & CPDs

Improve UNICEF's ability to design PB programmes

Grow Commitment & Peacebuilding expertise

Partner with research institutes and think tanks on measuring outcome level peacebuilding results

Increase partnerships across bilateral/multilateral actors for joint analysis and monitoring

Thank you!

unicef

for every child

# Overview - CRF Working Group

11 January 2021

Agenda

1. Introduction
2. Background: Current Strategic Plan, CRF and MTRs, Lessons Learned
3. Strategic Plan and CRF Timelines/Processes
4. CRF Working Group: Objectives, Workstreams, Roles

Introduction - CRF WG Composition

Research, Assessment & Monitoring	Emergencies and Transitions/Peace nexus	Supply Chain
Gender	Social Protection	Protection
Nutrition	Country Capacity Strengthening	Emergencies
Evaluations	Climate & Disaster Risk Reduction	Partnerships
CBT	Food Systems and Smallholder Support	School-based Programmes
IT Emergency Preparedness and Response	Programme Cycle	CPP

Background: Current Strategic Plan and CRF

WFP Strategic Plan (2017–2021) results framework
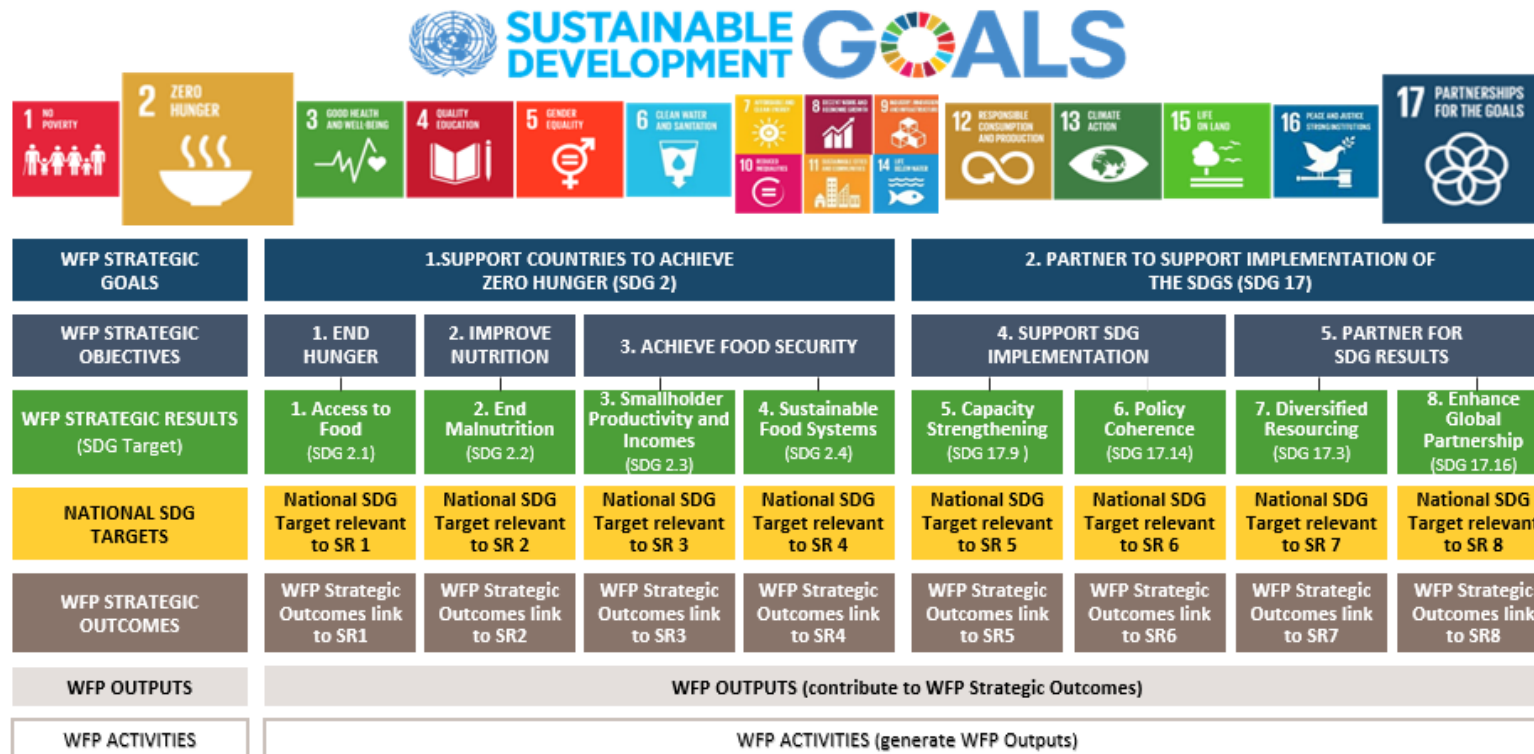
The CRF operationalizes the results chain as set out in the Strategic Plan

What's in the CRF?
- Strategic Outcome categories & indicators
- Cross-cutting indicators
- Output categories & indicators
- Activity categories
- SDG-related indicators

# Lessons learned from current CRF (2017-2021)

The MTR CRF (Q1 2020), recommends:

1. Comprehensive overview of information requirements (COIR)

2. Improve metrics related to *changing lives*

3. Use corporate results pathways and ToC to underpin each SR

4. Incorporate programme area-specific policies, strategies, ToC

5. Simplify and enhance resources to results reporting

6. Stronger synergies across performance and M&E systems

Executive Board feedback for new Strategic Plan (2022-26)

- Focus on the global shock of COVID-19, how the world has changed during current Strategic Plan, and expectations for the future

- Focus on how WFP has evolved over the past five years in terms of capabilities and achievements related to saving lives and changing lives, delivering versus enabling.

- Focus on issues related to effectiveness/efficiency, cross-cutting indicators, contributions to other SDGs, and country capacity strengthening.

Working Groups for the Design of the Strategic Plan
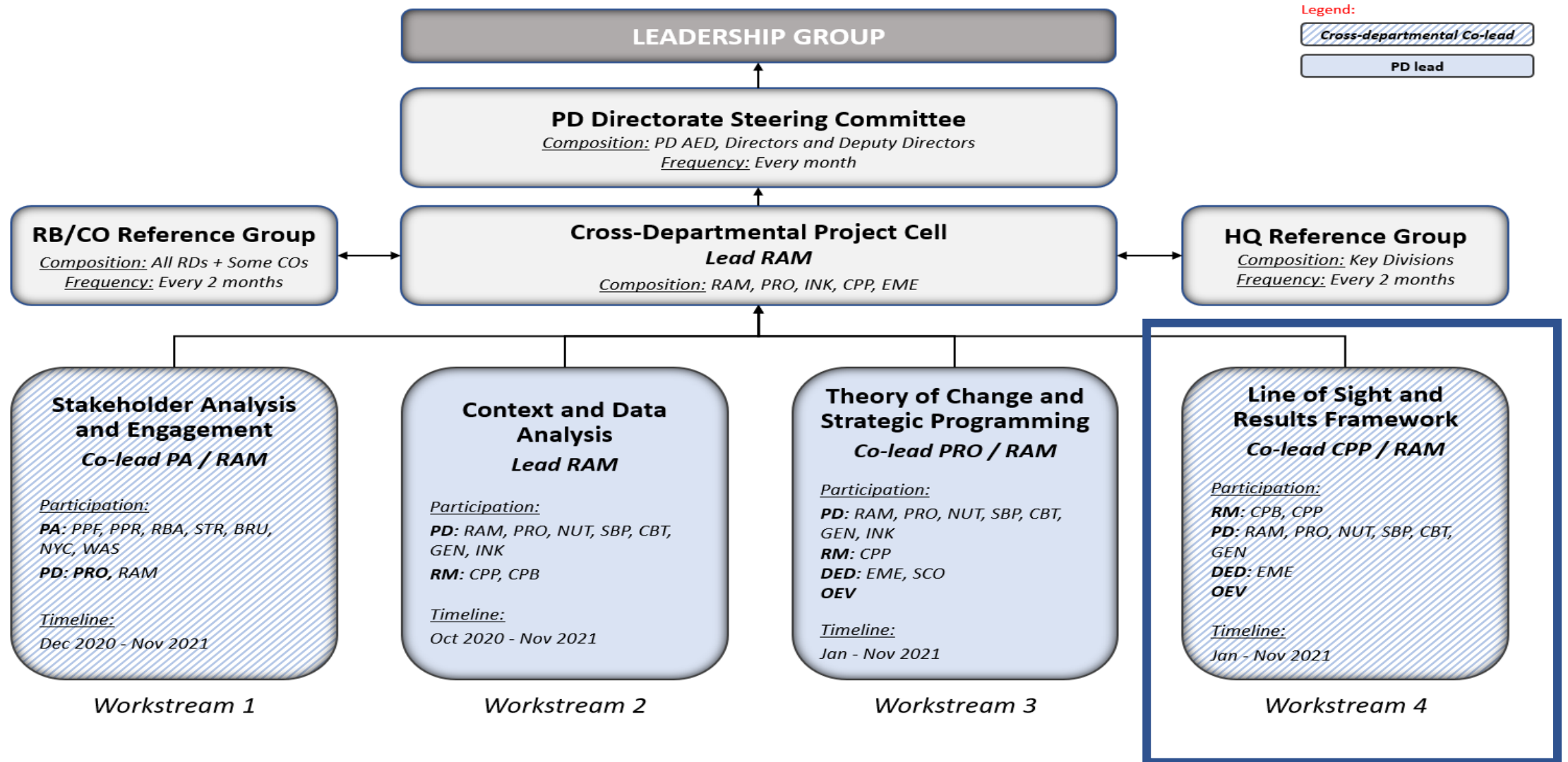
New Strategic Plan/CRF Timelines
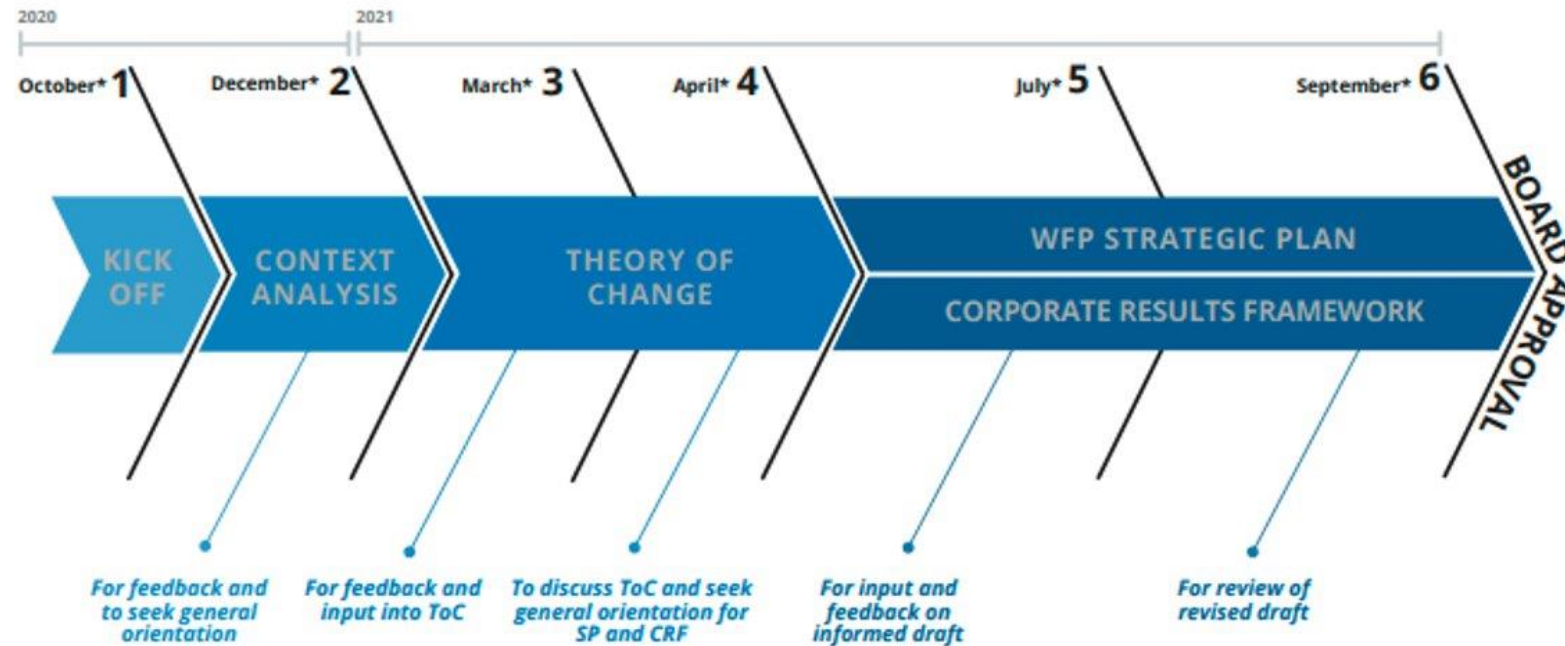
- **Development of new CRF proceeds in parallel to the new Strategic Plan**
- **Tentative dates for CRF WG**
  - Jan to June 2021: analysis, development of indicators
  - April to July 2021: draft narrative/annexes, field testing of indicators
  - Sept 2021: Final draft of CRF submitted for editing/translation etc.
  - Nov 2021: SP/CRF approval

CRF WG: Objectives

- **Workstream 1: focused on indicators** *(starting now)*
  - **Review corporate information needs** and provide recommendations on the areas where measurements are to be developed or improved
  - **Review existing measurements** in respective technical areas and recommend changes, refinements in indicators and/or methodologies
  - **Review how to simplify, clarify and reduce fragmentation** between measurements
  - **Review how CRF can better balance between learning and accountability**
  - **Review whether there should be a separate Management Results Framework**
- **Workstream 2: focused on elements to be agreed pending ToC and new LOS** *(tentative start: March 2021)*
  - **Review the results chain** proposed by the Strategic Plan and understand the down-steam implications for the CRF (any changes to existing indicators)
  - **Review linkages to other results frameworks, UNSDCF**

CRF WG: Workstreams

Workstream 1: focused on indicators *(launch 17 Dec)*

- document structure
- outcome indicators/programme areas
- cross-cutting indicators
- output categories/indicators
- SDG-related indicators

Workstream 2: focused on elements to be agreed pending theory of change and new LOS *(tentative start: March 2021)*

- outcome categories
- activity categories/activity tags
- corporate targets

CRF WG: roles and responsibilities

- Analyse existing indicators/reporting/data completeness and gaps including identifying areas for simplification

- Propose changes/new indicators, considering implications for COs, systems and guidance

- Update/develop methodologies for indicators

- Coordinate field review of indicators

- Validate drafts of CRF

- Revise CRF business rules/minimum monitoring requirements

Thank you