



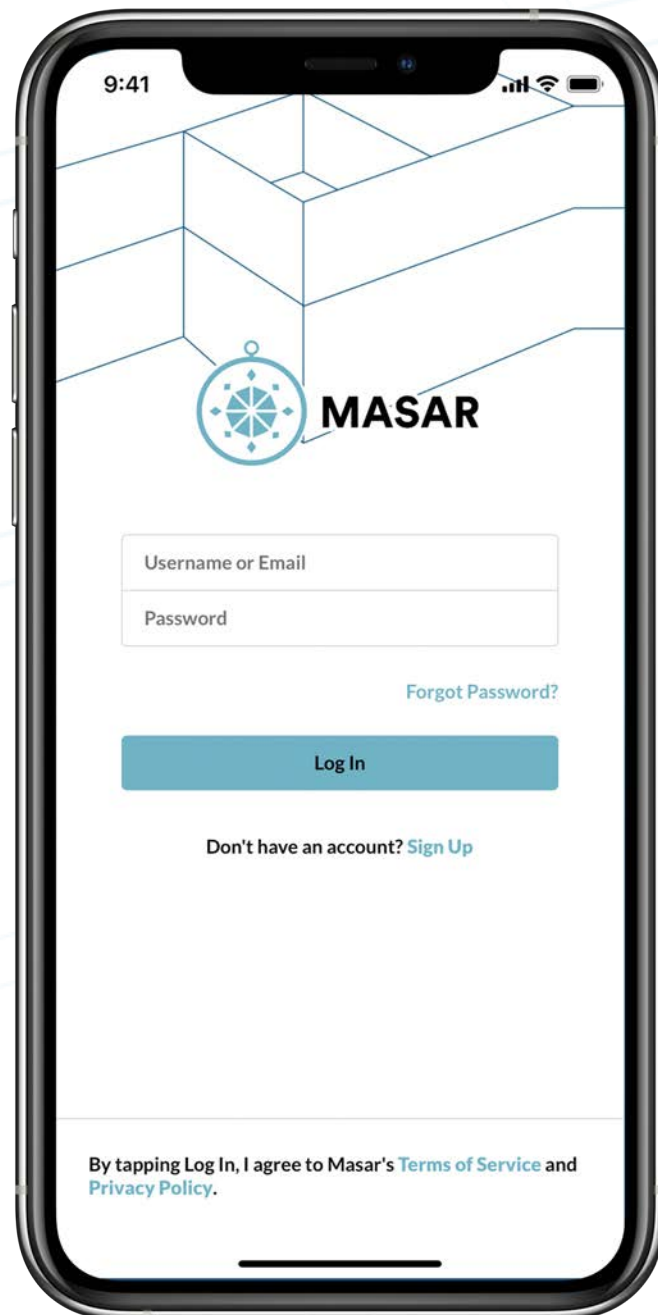
MASAR

MONITORS | MEASURES | EVALUATES
P/CVE PROGRAMS

MASAR 106: MONITORING, MEASUREMENT AND EVALUATION BASICS



MM&E BASICS



This module reviews:

CHALLENGES AND IMPORTANCE OF MM&E:

Review why MM&E is difficult for P/CVE, and why it is important to conduct anyway.

PRINCIPLES AND FRAMEWORKS FOR MM&E:

Review the principles of MM&E and basics of Hedayah's framework.

STEP BY STEP GUIDANCE ON MM&E:

Review the 7 steps in Hedayah's framework.

REVIEW AN EXAMPLE:

Using Ali's Story, go through the 7 steps in detail.

This presentation builds on "Evaluate Your CVE Results: Projecting Your Impact," Hedayah's MM&E framework. <http://www.hedayahcenter.org/Admin/Content/File-16720189339.pdf>.

CHALLENGES FOR MM&E

Monitoring, measuring and evaluating P/CVE programs are difficult because:

Results can take long time; effects on recipients and target population are not seen immediately

P/CVE programs are sensitive and entail heightened emotions/fear; trust between implementers and community takes time and is severed quickly

Results can be politically sensitive, and local actors may not be keen to share relevant data

There are no standard indicators to identify vulnerable individuals or measure levels of support for violent extremism

Because it is difficult to measure the intent and capability of a potential terrorist, it is difficult to ascertain the impact of a P/CVE program on reducing radicalization and recruitment

CHALLENGES FOR MM&E

Causality is difficult to prove—P/CVE programs can measure correlation and contribution at best

P/CVE is context-specific and dependent on an evaluation of the local context and community

P/CVE should address the localized push and pull factors, or build on sources of resilience

The collection of data can be challenging, both in terms of physical location and access to communities

There is a general lack of resources available to dedicate to MM&E (budgets, time, funding, number of staff)

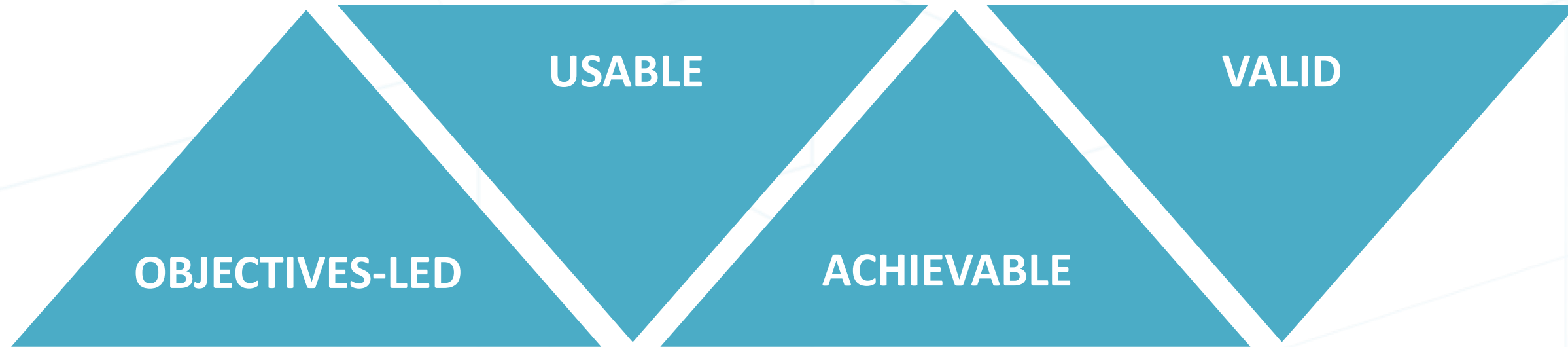
There is not one standard framework for MM&E for P/CVE accepted by all international donors

WHY IS MM&E IMPORTANT?

- MM&E is a requirement for most donors in the P/CVE community;
- MM&E helps to articulate how the program meets stated goals/objectives;
- Advertising successes can market programs for future funding;
- Identifying successes can provide models for replication elsewhere;
- Results justify time, resources and money spent on P/CVE; and
- Results indicate the projected impact of the program and how it might contribute to reducing violent extremism.

PRINCIPLES OF MM&E

- MM&E for P/CVE programs should be:



- This process helps facilitate further improvement for the development of future P/CVE programs.

FRAMEWORK FOR MM&E FOR P/CVE

- Hedayah has developed a simple framework for MM&E for PVE that includes two main elements:

The Theory of Change Statement is the lens by which the results of the evaluation framework are interpreted. It states the underlying assumptions of how change occurs in the program.

THEORY OF CHANGE (TOC)



The evaluation framework includes:

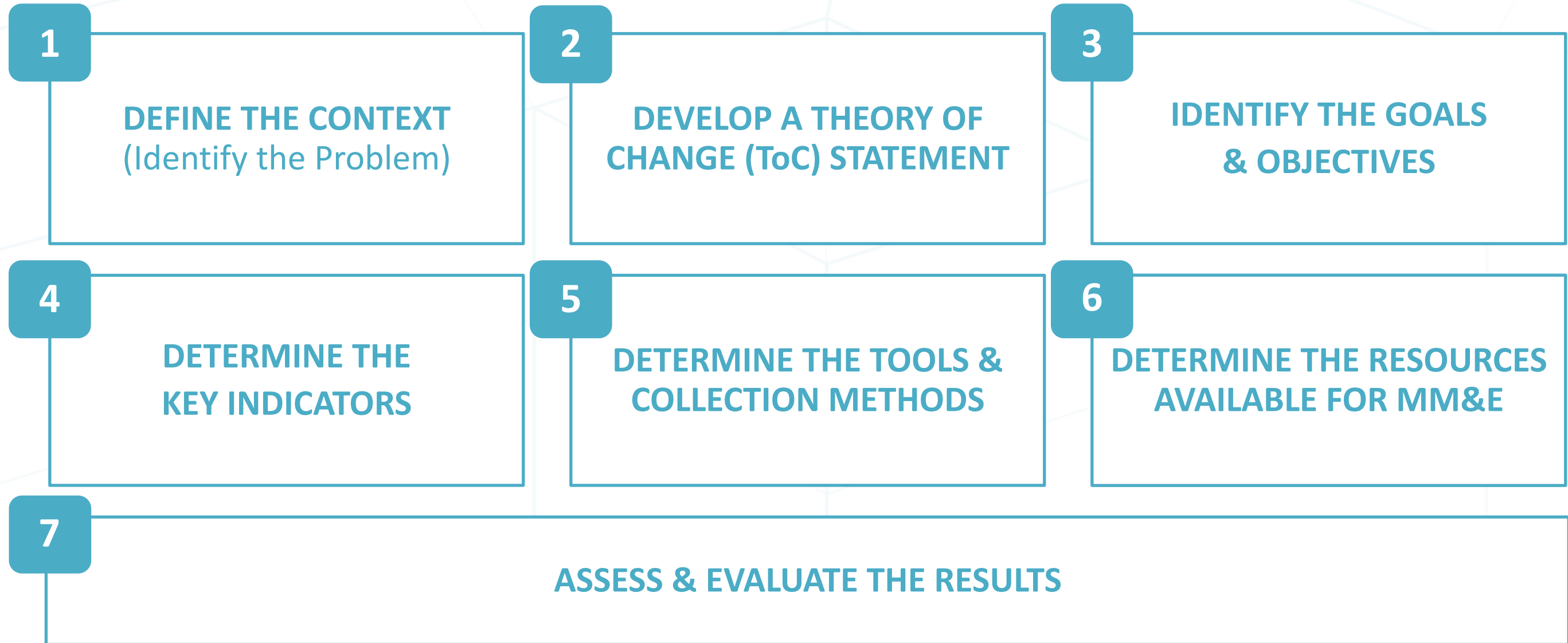
- Identification of the Problem
- Goals and Activities
- Key Indicators and Measures
- Collection Methods and Tools
- Resources for MME
- Results and Analysis

EVALUATION FRAMEWORK

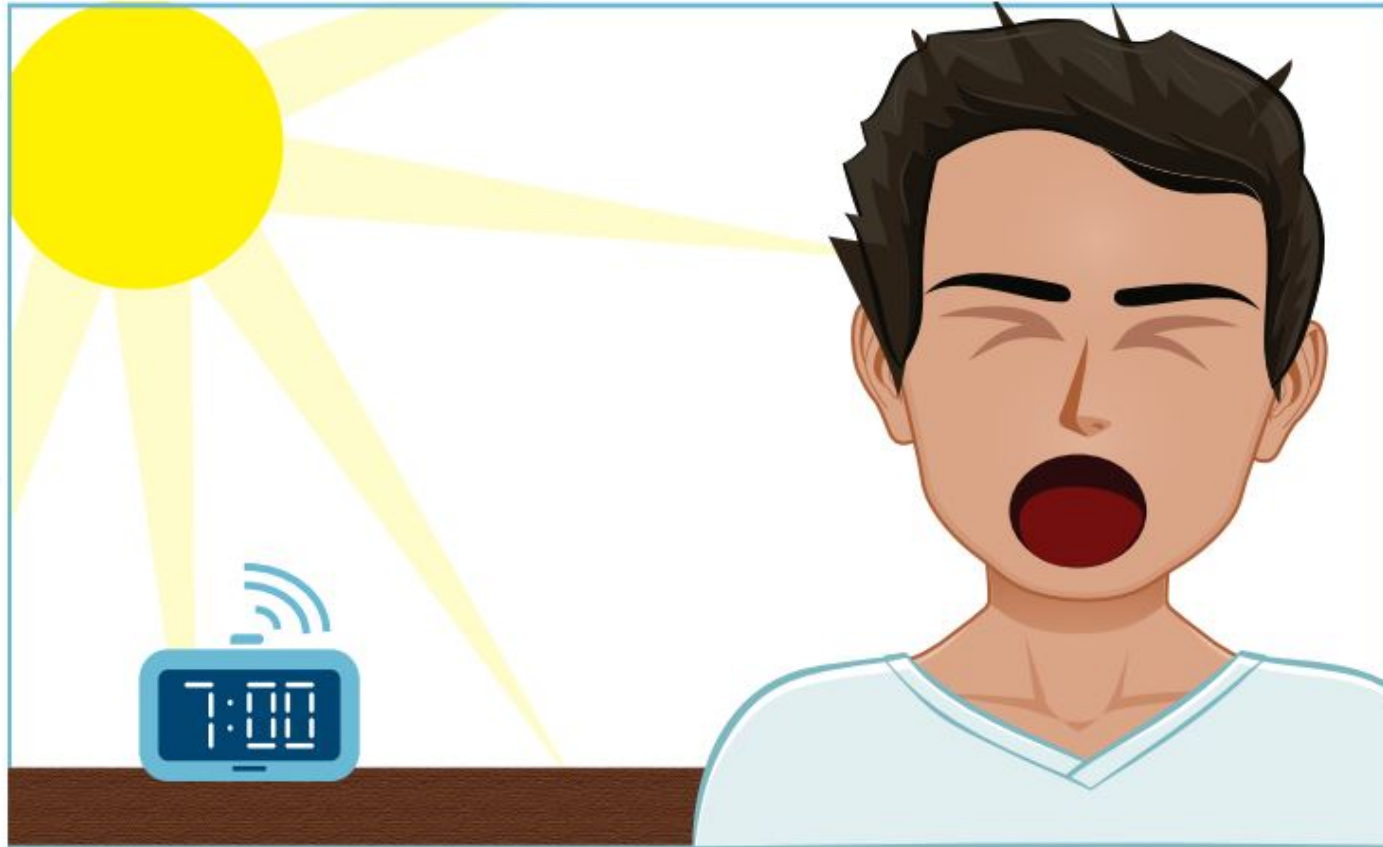


EVALUATION FRAMEWORK

Hedayah's evaluation framework consists of 7 steps. MASAR expands these steps to provide additional guidance.



CASE STUDY: ALI'S STORY



- Ali is a 30-year-old man who lives and works in a small community in New Northlake. His habits are regular; he struggles to wake up in the morning and often runs to catch the last bus to the office. Ali has little time for himself because he has a low-paying office job where he is requested to sit at a desk behind a computer, sometimes over an extensive period of time and beyond working hours. Ali regularly falls asleep beyond midnight after returning home from work.
- Despite the tough routine, his colleagues seem to be able to keep up the pace, and therefore he does not complain. In order to enjoy his personal time, Ali sometimes hangs out with his friends late at night, which is the only option he has to enjoy his social life.

CASE STUDY: ALI'S STORY

- Ali found this job after a long period of unemployment, and actually likes it, despite the low salary and the effort it requires. The salary still allows him to cover the expenses of his little sister's tuition in college and his mortgage.
- Ali does not have time to have breakfast because he tends to be late to work and is not used to eating or drinking anything in the morning. However, Ali started to perform poorly at work and realized that he is chronically tired.



WHAT CAN ALI DO?

STEP 1: EVALUATE CONTEXT

Questions to consider:

- What is the local context of the country or community of implementation?
- What is the identified problem in the country or community of implementation, with regard to radicalization leading to violent extremism?
- What are the drivers of radicalization in the country or community of implementation?
- What is the target population of your program (age, gender, socioeconomic status, region located etc.)? What are the local push and pull factors that potentially influence this target population?
- Who are the recipients (age, gender, socioeconomic status, region located etc.) of the CVE program itself? What are the relationships between the recipients and the target population?
- Does your program seek to reduce the drivers of radicalization, build sources of resilience, or both?

STEP 1: EVALUATE CONTEXT

WHAT CAN ALI DO?

Option 1: Ali should stop seeing his friends at such a late hour.

Option 2: Ali should quit his job.

Option 3: Ali should wake up early and eat a healthy breakfast.

STEP 1: EVALUATE CONTEXT

POTENTIAL SOLUTION

Ali can drink at least one cup of coffee every day.

Coffee is cost-effective and does not require much time to be prepared.

Ali does not need more money or significantly more time for this solution.

STEP 2: THEORY OF CHANGE STATEMENT

- Step 2 in the framework is about developing a Theory of Change Statement.
- Theories of Change are the underlying assumptions of how change comes about/
- The ToC uses a statement of:



- The ToC is the “Lens” through which the results can be interpreted
- IF explains the inputs and activities required for the P/CVE program;
- THEN states the ultimate intended impact in terms of reducing violent extremism or building resilience;
- BECAUSE explains the logical connection between the two.

STEP 2: THEORY OF CHANGE EXAMPLE

Simple Theory of Change Statement

IF ex-combatants gain skills and resources to participate in society,

THEN ex-combatants will become productive members of society and less likely to re-engage in violence,

BECAUSE they will have alternative sources of income and will reduce their allegiance to their former commanders and comrades.

NOTE: This example is from a program for former FARC members, whom are referred to as “ex-combatants.”

STEP 2: THEORY OF CHANGE FOR ALI'S STORY

The ToC Statement for Ali's Story is:

IF Ali wakes up 10 minutes earlier for a cup of coffee every morning,
AND he keeps coffee regularly in the kitchen,
AND he consistently and regularly drinks the coffee every morning,
THEN Ali will reduce his tiredness, be more productive at work and be happier overall,
BECAUSE the coffee will give Ali the necessary extra energy to focus at work and spend time with his friends.

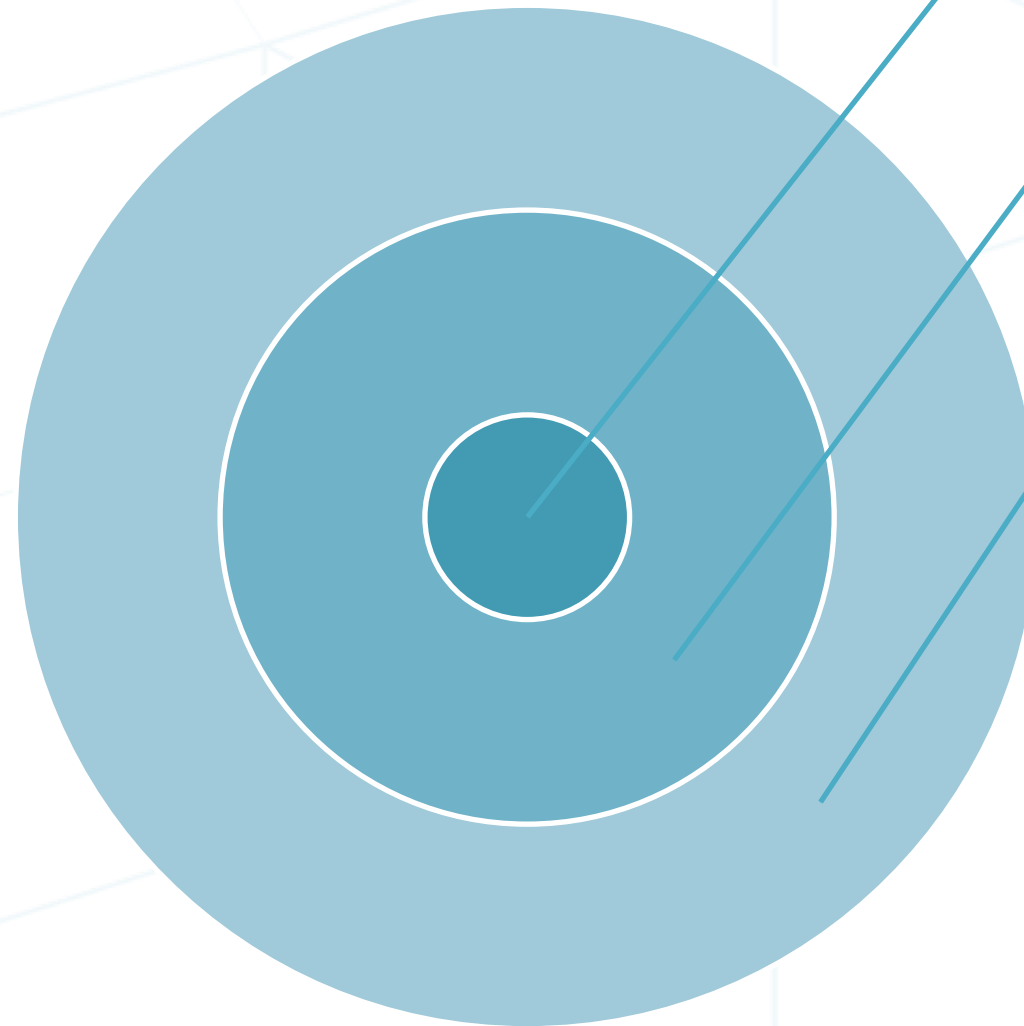
STEP 3: SET GOALS AND OBJECTIVES

Questions to consider:

- What change do you want to see in the recipient of the CVE program?
- What are the potential changes you want to see in the target population?
- Who are the stakeholders who need to be involved?
- How do your goals and objectives relate to the program activities?
- How do your goals and objectives relate to the ToC?

STEP 3: SET GOALS AND OBJECTIVES

Ali's Coffee program has three overall goals:



GOAL 1:
Being less tired.

GOAL 2:
Better productivity at work.

GOAL 3:
Being overall happier.

STEP 4: INDICATORS

- Indicators can be qualitative or quantitative.
- Indicators should be:

MEANINGFUL

MEASURABLE

COMPREHENSIVE

SENSITIVE TO
CHANGE

MAPPED TO GOALS
AND OBJECTIVES

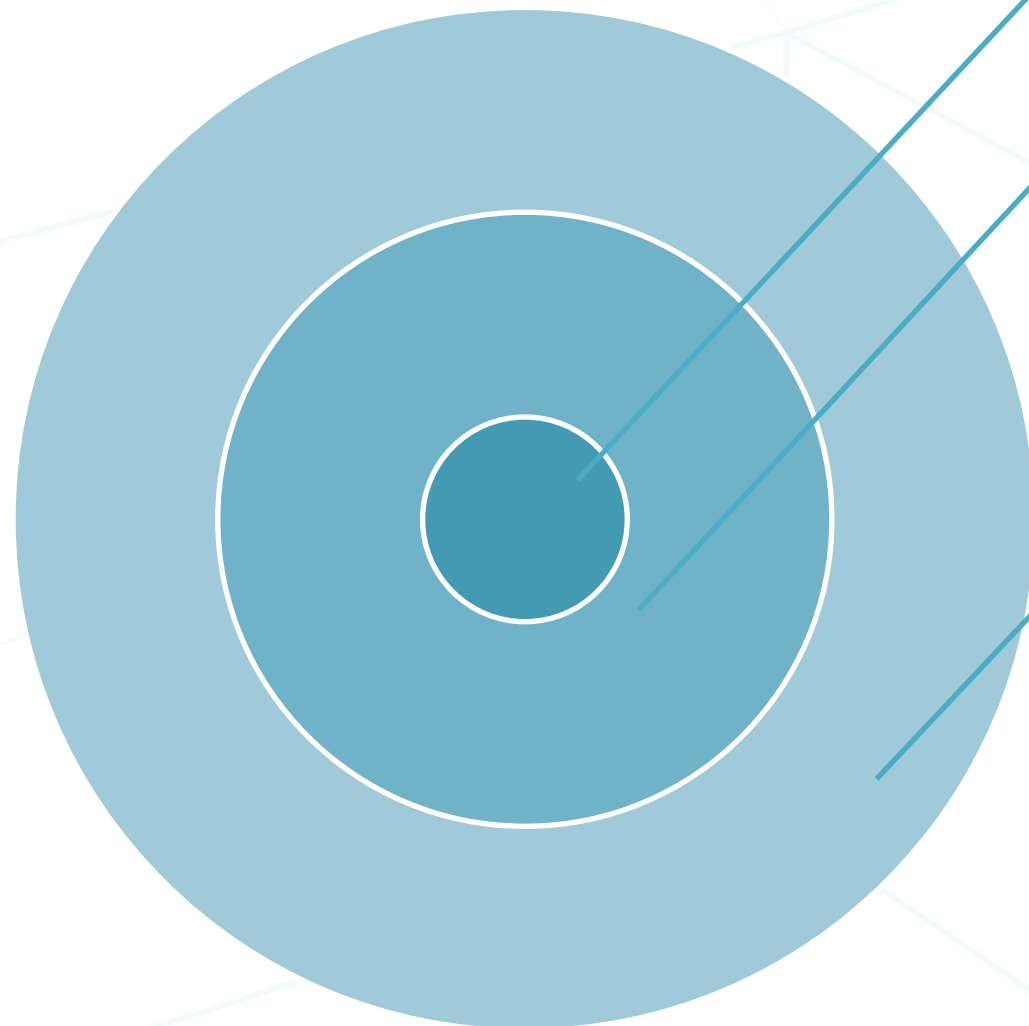
COST AND TIME
EFFICIENT

TIME AND
GEOGRAPHICALLY
BOUND

CULTURALLY AND
LOCALLY RELEVANT

STEP 4: INDICATORS

Ali will assess his Goals based on the following indicators:



GOAL 1
Being less tired.

Indicator: Level of tiredness (*baseline = 10/10 on self-rated scale*)

GOAL 2
Better productivity
at work.

Indicator: Number of emails sent per day (*baseline = 15/day*); Quality of emails sent per day (*baseline = 8/10 rating*)

Indicator: Average time of departing work after tasks completed (*baseline leaving time = 21:00*)

GOAL 3
Be happier overall.

Indicator: Number of social activities attended after work (*baseline = 1 social event/week*)

Indicator: Quality of social time and conversation during after work activities (*baseline = poor quality of conversation by Ali*)

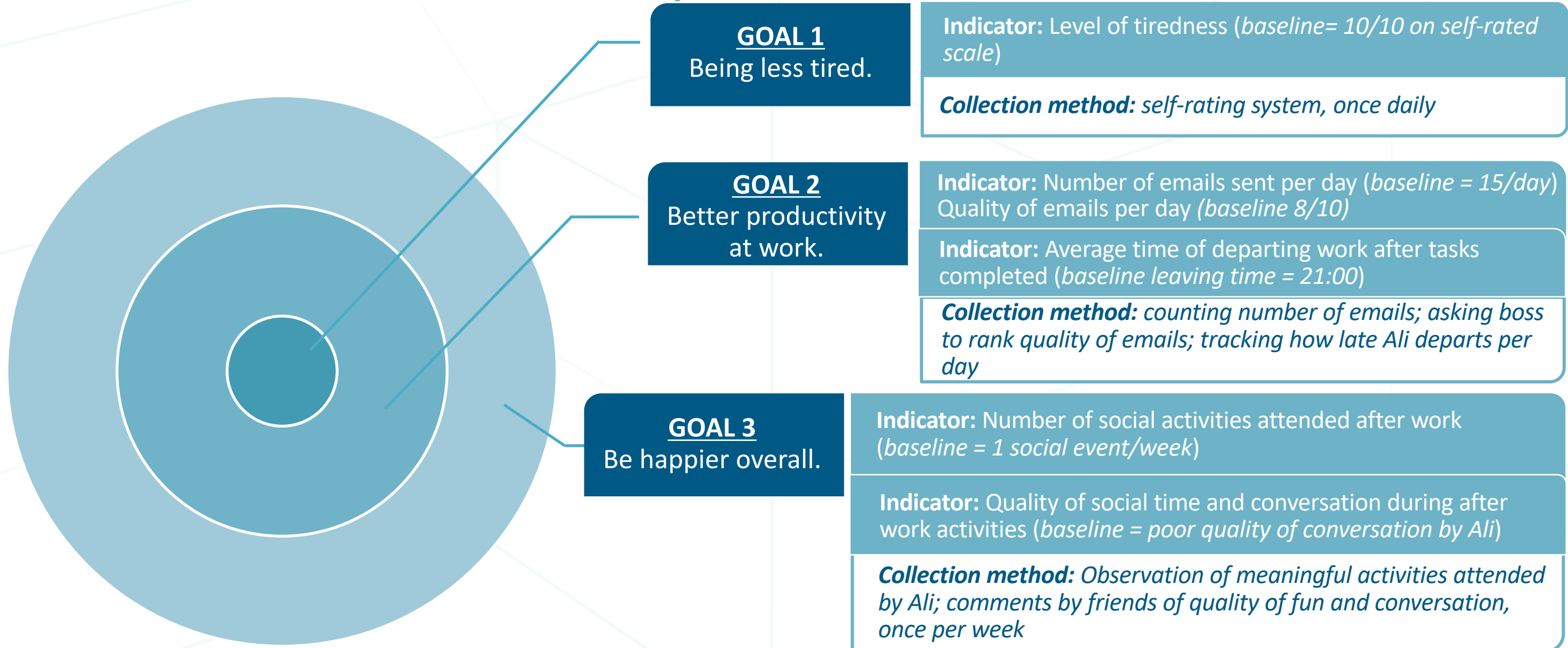
STEP 5: COLLECTION METHODS

Questions to consider:

- How will you collect the information about the indicators identified in the previous step?
- When are you collecting data?

STEP 5: COLLECTION METHODS

Ali will collect data on the indicators by



STEP 6: CAPACITY, RESOURCES, LIMITATIONS

- Resources available may include:

FUNDING

STAFF

FACILITIES

TECHNICAL
CAPABILITIES
& MATERIALS

TIMELINES

- Questions to consider:

- What are the resources available to collect and measure data?
- What are the limitations to these resources?
- What are the limitations to the program that might impede MM&E?
- Who is responsible for MM&E?
- Does that individual/group have appropriate access to the P/CVE program? Capabilities?
- How will evaluation results influence (re) design?

STEP 6: CAPACITY, RESOURCES, LIMITATIONS

- Ali has the appropriate tools to track his own level of tiredness each morning, count the number of emails sent, monitor his departure from work, and count the number of activities he attends socially.
- Ali may need to burden his manager to assess the quality of emails daily.
- Ali may need to find a standardized scale to assess his level of “tiredness” for more accurate results.
- Ali may need to ask his friends actively (and remember to do so) in order to measure the quality of his social activities.

STEP 7: EVALUATION OF RESULTS

Results can be defined as:

- **Outputs**

measurable products (usually quantitative) of a program's activities or services.

- **Outcomes**

intended results of program activities or services (usually qualitative)

- **Impact**

ultimate vision and how program contributed to reducing violent extremism (difficult to measure)

STEP 7: EVALUATION OF RESULTS

The solution that Ali can at least drink every day a cup of coffee to improve his level of tiredness had a positive impact on Ali.

Goal 1: “Being Less Tired”

Ali reduced his average self-reported level of tiredness from 10 to 4.

Goal 2: “Better Productivity at Work”

Ali was able to increase his number of emails per day from 15 to 25, increase the quality of emails from 8 to 8.5, and reduce the amount of time he was spending at work to accomplish his tasks by an average of 3 hours per day.

Goal 3: “Being happier overall”

Ali showed significant improvements because he was able to attend an average of three events per week instead of 1 event per week with his friends. This is likely due to the fact that Ali was leaving the office earlier and could spend more time with his friends. His friends also noticed a more interactive Ali during those social events, with qualitative and anecdotal data showing that Ali’s overall level of happiness had seemed to improve, and he was much more engaged in the conversations with his friends.



OVERVIEW

STEP 3: GOALS AND OBJECTIVES	STEP 4: KEY INDICATORS AND MEASURES	STEP 5: COLLECTION METHODS AND TOOLS: HOW YOU CAPTURE THE INDICATORS	STEP 6: CAPACITY AND RESOURCES AND LIMITATIONS	STEP 7: SUMMARY OF RESULTS <i>IS ALI LESS TIRED?</i>
Goal 1: “ Being Less Tired” <i>Referring to Activity 1: Preparing and Drinking a cup of coffee</i>	Level of tiredness; <i>Baseline: Self rating of 10/10 on level of tiredness</i>	<ul style="list-style-type: none"> - Self-rating of tiredness over time each morning 	Ali may need to find a standardized scale for level of tiredness.	<ul style="list-style-type: none"> - Reduced average rating of tiredness from 10 to 4 within 1 month
Goal 2: “Better productivity at work” <i>Referring to Activity 1: Preparing and Drinking a cup of coffee</i>	Number of emails sent; Quality of emails sent; Average time of departing work after tasks completed <i>Baseline: Average emails/day=15; Quality of emails= 8/10; Average leaving time=21:00</i>	<ul style="list-style-type: none"> - Counting how many emails Ali sends; Tracking how late Ali is staying after hours 	Ali will need to burden his boss with rating his emails daily.	<ul style="list-style-type: none"> - Increased number of emails sent by Ali from 15/day to 25/day; Quality improved from 8 to 8.5 - Average time departing work changed from 21:00 to 18:00
Goal 3: “Being happier overall” <i>Referring to Activity 1: Preparing and Drinking a cup of coffee</i>	Number and frequency of social activities attended after work; Quality of social time after work <i>Baseline: 1 social event/week; poor quality of conversation by Ali</i>	<ul style="list-style-type: none"> - Observation of meaningful activities that Ali is attending work; comments by friends on how Ali is participating in activities 	Ali will need to remember to ask his friends to rank his quality of conversation.	<ul style="list-style-type: none"> - Increase of social events from 1/week to 3/week - Three of Ali’s friends commented on increase in Ali’s level of happiness and quality of conversation

TIMELINE: Tracking on a daily and weekly basis for 1 month

SAMPLE 1: RFTF PROGRAM

Title of Project or Program: Returning FTF Program

Theory of Change Statement: *IF select members of the Government of Tunisia are provided with appropriate content on CVE as complementary approach for managing Returning Foreign Terrorist Fighters (RFTF) AND select members of the Government of Tunisia increase their understanding of the importance of such approach AND develop project ideas to apply such knowledge and advance the concept of reintegration in the country THEN Tunisia as a whole will enhance the understanding of the threat of radicalization and the understanding of CVE, rehabilitation and reintegration practices for RFTFs, and there will be a practical changes in the management policy of such issue, BECAUSE Government, civil societies and practitioners will be better equipped, willing and knowledgeable to work on CVE and to handle the threat of RFTFs.*

OBJECTIVES (HIGHLIGHTED: OBJECTIVES SET BY DONORS)	KEY INDICATORS AND MEASURES	COLLECTION METHODS AND TOOLS: HOW TO MEASURE	CAPACITY AND LIMITATIONS	SAMPLE RESULTS
Enhancing the awareness in the target country of the nature of radicalization and violent extremism				
Enhancing the awareness in the target country (Tunisia) of rehabilitation and reintegration good practices Activity Number 1.	<ul style="list-style-type: none">- Percentage of participants that change attitude (positively) toward rehabilitation and reintegration- Production of good practices that could fit any country affected by RFTFs	<ul style="list-style-type: none">- Utilizing pre- and post- surveys- Capturing the existence of a deliverable	Appropriate capacity to evaluate the surveys.	<ul style="list-style-type: none">- 85% of participants rated their willingness to implement rehabilitation and reintegration programs more favorably after workshop- Existence of a book of 22 principles for rehabilitation and reintegration

SAMPLE 2: COUNTER-NARRATIVE LIBRARY

Title of Project or Program: Counter-Narrative Library

Theory of Change Statement: ***IF** practitioners, governments and civil society organizations have access to existing high quality counter-narratives examples against violent extremism, and **IF** practitioners, governments and civil society have access to the appropriate resources to build counter-narratives in their contexts, and **IF** practitioners, government and civil society disseminate existing counter-narratives or develop new counter-narratives and disseminate them, **THEN** the appeal of violent extremism will be reduced in a variety of local contexts, **BECAUSE** existing counter-narratives inspire better and more effective counter-narratives through good practices and lessons learned.*

OBJECTIVES (HIGHLIGHTED: OBJECTIVES SET BY DONORS)	KEY INDICATORS AND MEASURES	COLLECTION METHODS AND TOOLS: HOW TO MEASURE	CAPACITY AND LIMITATIONS	SAMPLE RESULTS
Amplify the existing narratives against violent extremists				
Encouraging users to share content	<ul style="list-style-type: none">- Percentage of users that share examples from CN Library with others in the field of CVE- Quality of counter-narratives shared from CN Library	<ul style="list-style-type: none">- Delphi Survey (Survey Monkey) assessing how many counter-narratives shared in campaigns	<ul style="list-style-type: none">- Limited staff capacity for tracking shares from CN Library- Delphi Survey allows for faster assessment by providing data from users	<ul style="list-style-type: none">- 50% of users shared examples with their network;- Users ranked shared knowledge with 4.3 out of 5 stars.

WRAP UP

- **This module reviewed:**
 - Challenges and importance of MM&E for P/CVE
 - Hedayah's framework for MM&E
 - Basic steps for developing MM&E
 - Example of Ali's story as a case study for MM&E steps
- **For further clarifications, contact masar@hedayah.ae**



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