



**USAID**  
FROM THE AMERICAN PEOPLE

# Monitoring and Evaluation (M&E) and Adaptive Management for complex integrated conflict-sensitive programming

Presenter: Diane Russell

Treasure, Turf and Turmoil: The Dirty Dynamics  
of Land and Natural Resource Conflict

June 2011



**USAID**  
FROM THE AMERICAN PEOPLE

# Definitions

- M&E
  - Monitoring
  - Evaluation
- Adaptive management
  - Project/Program
  - Scientific

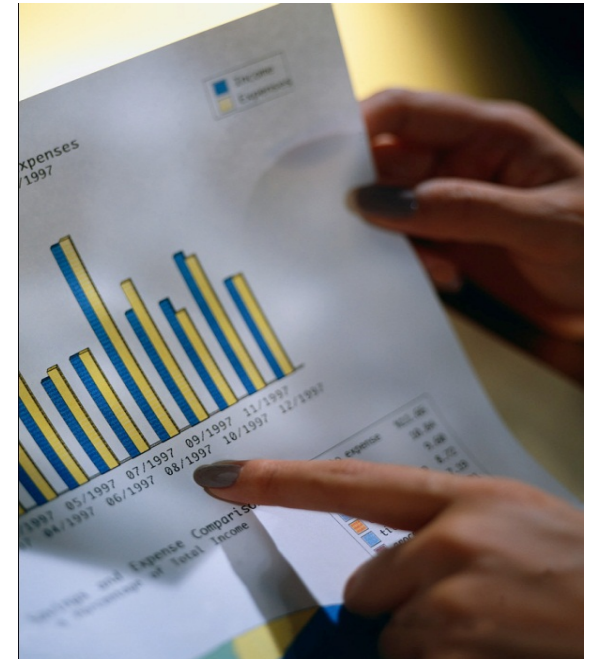




**USAID**  
FROM THE AMERICAN PEOPLE

# Principles

- Evidence-based programming and importance of baselines
- Accountability and risk management
- Sensitivity
- Triangulation
- Appropriateness and utility
- Participation and capacity building

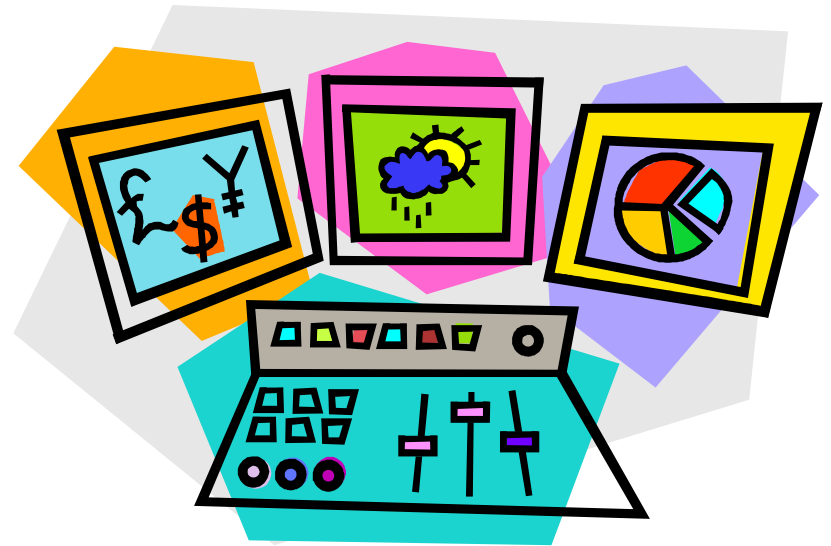




**USAID**  
FROM THE AMERICAN PEOPLE

# Integrated M&E in USAID

- Results Framework & PMP
- Standard and custom indicators
  - Indexes
- DQAs (Data Quality Assessments)
- Formal reporting (workplans, reports)





**USAID**  
FROM THE AMERICAN PEOPLE

# Tough but critical

- M&E in conflict settings
- Proxies for sensitive measures
- Monitoring illegal and clandestine activities





**USAID**  
FROM THE AMERICAN PEOPLE

# Conflict sensitive M&E

- Trust
- Diversity
- Protection of sensitive information







**USAID**  
FROM THE AMERICAN PEOPLE

# Monitoring LTPR

- MCC Land Rights and Access Indicator
- An index of property rights security for vulnerable groups
- Conflicts over land and resources





**USAID**  
FROM THE AMERICAN PEOPLE

# NRM & biodiversity

- Biodiversity conservation is not a neutral activity
- Participatory threats analysis
- Know your hectares!







**USAID**  
FROM THE AMERICAN PEOPLE

# Going grassroots

- “Grassroots” indicators of conflict, social and ecological change
- Validate local knowledge and builds capacity





**USAID**  
FROM THE AMERICAN PEOPLE

# Leveraging science

- Using scientific research and indicators
- Integrating science and local knowledge



# Beyond indicators

- Indicators can tell you what but not why
- Scenario planning: expecting the unexpected
- Informal networks and information flows
- Site visits: what to look for
- Triangulation, again





**USAID**  
FROM THE AMERICAN PEOPLE

# Methodologies

- Participatory and appreciative approaches
- Key informants and focus groups
- Process documentation and informal reporting
- Science and surveys
- New technologies

