



Worksheet: Monitoring

Objectives:

- Effectively and efficiently monitor or measure changes (in the environment, peace/conflict, and the intervention) during an intervention.
- Produce evidence through a conflict-sensitive process that can be used for adaptive management, evaluation, and learning.
- Use monitoring to identify escalating risks (early warning).
- Develop adaptive strategies to respond to early warning.

Selecting Methods for Monitoring

Monitoring is often descriptive and centered on multidimensional qualitative and quantitative indicators, including indicators that measure changes to the intervention context, as well as methods for gathering unintended results outside of the scope of the intervention's theory of change. When selecting methods for monitoring, consider the following:

- What qualitative or quantitative data is already available?** Does the available data capture both the environmental and peacebuilding or conflict-related dimensions of the intervention as well as the interactions between them? What are the limitations of the data?
- What kinds of data do you need to collect** yourself for the indicators you have identified? What will best describe the environmental, peacebuilding, or conflict dimensions of the intervention and its context? Have you explored different ways of knowing or understanding those indicators, particularly as they relate to different stakeholder groups?
- What resources do you have to collect primary data?** This includes skills and expertise, time, technologies, and connections, or networks—and, of course, money.

- What considerations are there for **monitoring in a conflict-sensitive way**? What cultural, political, or other factors might affect how you collect data and from whom? For example, how will you gather data from different ethnic or gender groups? Are there any sensitivity concerns about making that data public?
- How can you create an inclusive, equitable environment for monitoring?** Who can be involved in the monitoring process and how? Brainstorm ways to incorporate stakeholder groups (particularly marginalized groups) in collecting, analyzing, and using the monitoring information in ways that do not exacerbate or feed tensions. Remain aware of uneven power relations and incorporate strategies to build trust and empower different stakeholder groups.
- How can you go beyond specific indicators to also **monitor the context and unintended outcomes**?

Establish a Baseline

A baseline can be helpful for assessing change. However, environmental peacebuilding interventions present unique challenges for establishing baselines due to rapidly changing contexts. As a result, it may not be feasible to establish a robust baseline. Only establish a baseline to the extent that you can. Consider the following:

- At what point in time** in the environmental and conflict context could you take a baseline? What would taking a baseline at this point in time mean as compared to another point in time?
- Does it make sense to capture a longer period of time** in your baseline as opposed to a single “snapshot” in time? Or to have multiple baselines correlated to different points in time?
- A baseline may include a combination of quantitative and qualitative information**, including traditional knowledge.
- Explicitly identify the sources of your baseline.** Are they comparable across environmental, peace, and conflict dimensions?



Using Monitoring for Early Warning

In fragile and conflict-affected situations, early detection of and response to potential problems is necessary to prevent the rapid escalation of conflict and mitigate risks. Consider the following:

- Have you established context or leading indicators** on which to base early warning detection and action? See Chapter 2 (on Design).
- Have you used your monitoring process to build trust and respect among stakeholder groups, including women and other minorities?** Is there a plan in place to establish, maintain, and evolve lines of communication with stakeholders? Is it easy and safe for people to submit complaints? Do they feel heard? This communication is essential to the early identification of issues.
- Can you incorporate regular conflict assessments into the intervention to detect potential risks as they arise?** This can be at regular intervals at which contextual information is gathered and analyzed from a variety of sources and stakeholders. Note that multiple perspectives are important to ensure that you have a full picture of the context.
- Have you fully adopted a conflict-sensitive perspective?** How could the context affect your intervention, and vice versa?

Adjusting Course

Environmental peacebuilding is characterized by complex and fluid situations that necessitate adaptation in the face of, often rapid, change. Monitoring information can help. Consider the following:

- Have you established a process for regularly reviewing and analyzing the monitoring data you collect?** Brainstorm adaptive strategies to strengthen your intervention's ability to use monitoring data and modify activities as relevant.
- Who will be involved in those regular reviews?** How can the inclusion or exclusion of certain stakeholder groups affect your decisions and, thus, the trajectory of your intervention? Note that different stakeholders will have different perspectives on what the information means.
- Do you have sufficient monitoring information to make informed decisions and adjust course?** Does your monitoring plan include a process for gathering information on unintended consequences, and are you reviewing it?
- How will you document decisions made and actions taken based on your monitoring information?** It is important to keep track of what was decided and what actions were needed based on your review and analysis, including the person(s) responsible and the timeline for action. This helps to ensure that monitoring information is actually used.