

BCPR Monitoring & Evaluation System 2008 – 2011

A INTRODUCTION

1. Corporate Context

Results Based Management (RBM) was adopted by UNDP in 1997 when the Administrator's Annual Report called for the establishment of 'an overall planning and results management system in UNDP'. Monitoring & evaluation (M&E) is an essential part of the results-based approach to managing and implementing programmes, enhancing effectiveness by establishing clear links between past, present and future interventions and results. The Bureau for Crisis Prevention and Recovery (BCPR) has committed to strengthening bureau capacity in this area by appointing an M&E Specialist to develop and support the operationalization of a monitoring and evaluation system.

At the corporate level, requirements on UNDP staff for monitoring and evaluating their activities is set out in the User Guide. Additionally, UNDP's Evaluation Policy¹ makes senior managers of all bureaux and country offices (CO) responsible for ensuring effective monitoring (with national stakeholders and partners), evaluability of programmes, identifying priority areas for evaluation (with partner governments and key stakeholders) and establishing institutional arrangements to manage evaluation. From the start of 2008, UNDP will report its contributions to goals, key results and outcomes for each of the four practice areas as formulated in the Development Results Framework of the Strategic Plan 2008-2011. The Key Result Areas (KRA) and Development Outcomes for CPR² therefore frame all UNDP interventions and UNDP's contribution to progress against them will be a primary measure of UNDP's effectiveness in this practice area. The BCPR M&E system is consistent with the user guide, evaluation policy and Strategic Plan.

2. BCPR *modus operandi*

BCPR functions as both an operational and knowledge bureau. The bureau's main focus is as CPR practice leader and related provision of effective *programme support* to UNDP CO as primary implementers of UNDP's CPR interventions. This is provided through direct technical and programmatic support, policy leadership and the development of quality knowledge products, as well as through *interagency/interdepartmental collaboration* for enhanced coherence at country level. In addition, the bureau is committed to effective bureau performance in terms of finance and human resource management.

To support effective bureau performance in all areas of activity, BCPR has identified five management objectives:

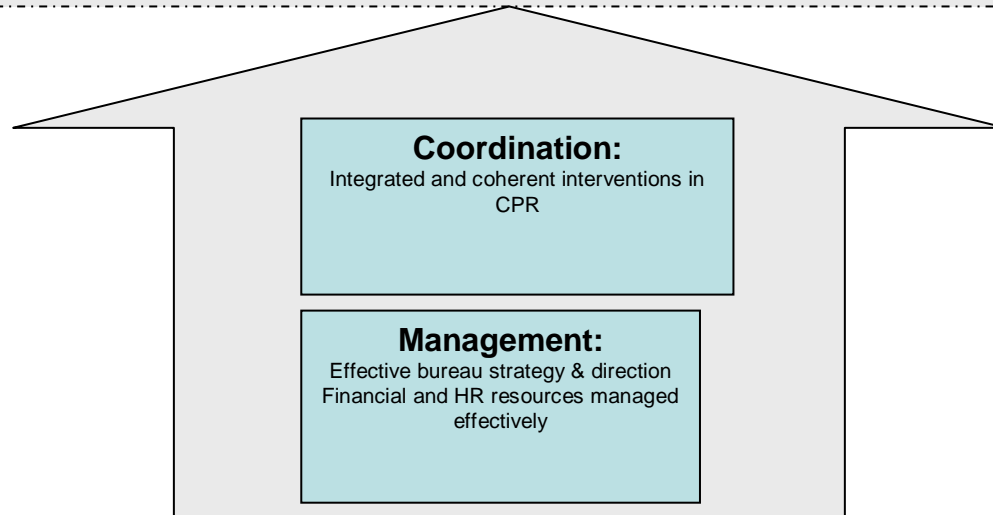
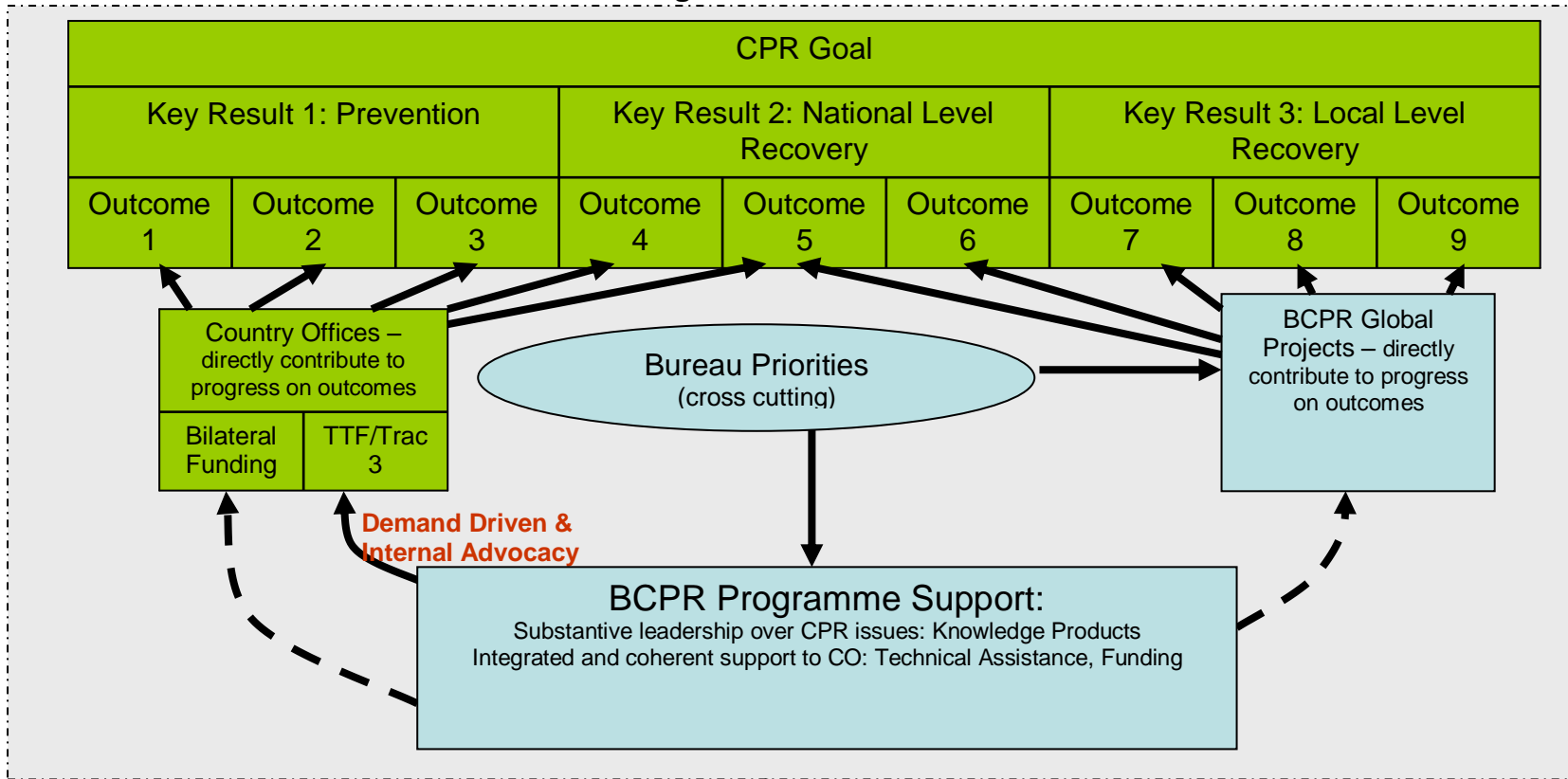
- (i) Integrated and coherent inter-agency interventions in CPR
- (ii) Substantive leadership provided over CPR issues
- (iii) Integrated and coherent programme support provided to COs
- (iv) Effective bureau strategy and direction
- (v) Financial and HR managed effectively

Diagram 1 presents a schematic representation of the CPR practice and management objectives showing BCPR's support for the corporate CPR Key Results and Outcomes: directly through programme support and global projects and more indirectly through coordination and management activities.

¹ <http://www.undp.org/eo/documents/Evaluation-Policy.pdf>

² For CPR KRA and development outcomes see Results Matrix p X

Diagram 1: CPR Practice



Leaders' Group (ILG). The bureau priorities, which are reviewed annually, are translated into inter-team bureau targets related to both development and management objectives that guide the work planning process. The overarching annual priority for BCPR is operationalization of the Eight Point Agenda (8PA) for Womens' Empowerment and Gender Equality in CPR.

3. Current Status of M&E in the CPR Practice

To date there has been no comprehensive system within BCPR to monitor Bureau effectiveness or support COs with monitoring, evaluation and reporting of CPR interventions.

A recent evaluation of RBM in UNDP concluded that, while the architecture is generally in place, the operationalization lags behind³. This is an accurate reflection of the overall situation in the CPR practice where a combination of lack of systematic M&E at both bureau and CO level compounded by difficulties in establishing a clear demarcation between activities which cover more than one practice area for financial reporting purposes have hindered comprehensive reporting on CPR activities in the past^{4,5}. While CPR evaluations have been undertaken by the UNDP Evaluation Office⁶, and BCPR and some COs have conducted evaluations (such as the Gender review of the bureau undertaken as part of the strategy development process), these have not been part of a coherent and systematic assessment of progress towards CPR objectives.

4. Purpose and Benefits

In common with all M&E systems, the primary purposes of the BCPR M&E system are to enhance effectiveness, learning and accountability.

Specifically, the M&E system will:

- assess progress towards corporate achievement of CPR Key Results and Outcomes
- provide relevant and accurate information on BCPR's effectiveness as interpreted through the management objectives
- enhance accountability to stakeholders
- identify good practice and lessons learned
- support quality reporting by the bureau through the provision of accurate information
- support enhanced efficiency and effectiveness of operations and administration
- build Bureau and CO capacities in M&E
- support resource mobilization through credible evidence of CPR results

The process of M&E will:

- clearly identify accountability for activities involved
- be as participatory as possible to promote buy-in and relevance/appropriateness⁷
- establish mechanisms to disseminate findings and discuss and adopt lessons learned.

³ Evaluation of Results Based Management, UNDP Evaluation Office, July 2007 draft report

⁴ In addition to the corporate reports identified above, the DRT is responsible for producing a report to the UB budget office (through UN OCHA) on progress towards achieving a set of agreed results related to resources for managing and coordinating operational activities for natural disaster mitigation, prevention and preparedness for which UNDP is granted approximately USD 2.1million biannually from the UN core budget (A/53/641); and also for reporting biannually on progress towards achieving goals and objective of the Hyogo Framework for Action as a member of the International Strategy for Disaster Reduction (ISDR).

⁵ The Disaster Risk Reduction and Recovery Team (DRT) is currently developing a process to identify all UNDP disaster-related interventions to get an overall picture and identify what proportion of projects is supported by BCPR. Expanding this project to incorporate conflict and early recovery activities would make a useful contribution to gaining a fuller picture of the totality of CPR interventions in UNDP.

⁶ Most recently the independent Evaluation of UNDP Assistance to Conflict Affected Countries' (2006) available on www.undp.org/eo

⁷ Among the priority recommendations of the Issues and Recommendations Paper resulting from the regional roll out of the corporate Evaluation Policy is the need for a much fuller engagement by UNDP with government and other stakeholders with regard to M&E. Engaging stakeholders at the planning and design phase of the framework will help to ensure that BCPR's M&E priorities are in line with national objectives, bureau and team objectives, and regional and country office objectives and will promote buy-in at all levels which, in turn, is associated with the incorporation of M & E findings in future planning. As part of this process, and to help ensure that they are appropriate and useful, identification of indicators needs to be based on inclusive dialogue and participation of relevant stakeholders.

5. Definitions

Monitoring is a continuous function providing managers and key stakeholders with regular feedback on the consistency or discrepancy between planned and actual activities and programme performance, and on the internal and external factors affecting results. It provides an opportunity to validate the programme theory and logic and to make necessary changes in programme activities and approaches. Information from systematic monitoring serves as a critical input to evaluation⁸.

Evaluation is judgment made of the relevance, appropriateness, effectiveness, efficiency, impact and sustainability of development efforts, based on agreed criteria and benchmarks among key partners and stakeholders. It involves a rigorous, systematic and objective process in the design, analysis and interpretation of information to answer specific questions; provides assessments of what works and why; highlights intended and unintended results and provides strategic lessons to guide decision-makers and inform stakeholders^{9,10}.

In essence, while monitoring measures what is happening, evaluation explains how and why desired results were (or were not) achieved. Monitoring is a planning and management process carried out by those implementing the activity while evaluations can be conducted either internally or externally as appropriate.

Reporting is an integral part of monitoring and evaluation. Reporting is the systematic and timely provision of essential information at periodic intervals¹¹.

6. Defining the parameters and scope of BCPR monitoring, evaluation and reporting

The KRA and Outcomes of the UNDP Strategic Plan development results framework represent national level results to which UNDP contributes. While UNDP's role is not to monitor and report national progress, BCPR is responsible for monitoring how UNDP resources are being used in support of the outcomes – i.e., reporting on the results of CPR interventions funded through the TTF and Trac 3 and delivered primarily by COs, and the contribution of the bureau through programme support, practice leadership and inter-agency activities. Additionally, the bureau is accountable for its own effective performance.

The M&E system will therefore address 3 levels:

- 1 Corporate progress against the development outcomes implemented by COs and funded by TTF and Trac 3¹² through support for enhanced CO M&E
- 2 Bureau contribution to development outcomes
- 3 Bureau performance effectiveness

Levels 2 & 3 relate to activities directly executed by BCPR all of which ultimately support the development outcomes albeit indirectly.

Elements of the M&E system described below will be introduced incrementally between 2008 – 2010, so that by the beginning of 2011 the present system is fully functional and provides a comprehensive M&E system for the bureau.

⁸ UNDP Evaluation Policy DP/2006/28

⁹ *ibid*

¹⁰ It is noted that conflict evaluations, while sharing some aspects with humanitarian and development evaluations, differ in some important respects. Guidance on conflict evaluations is being developed by the OECD-DAC networks on development evaluation and conflict, peace and development cooperation.

¹¹ UNDP Evaluation Handbook, 2002

¹² In the longer term it is recognised that the system should aim to report on all UNDP CPR interventions including those in which the bureau has no direct involvement. However this is for a later phase of the M&E system.

B M & E SYSTEM

1. Monitoring

Monitoring systems are tools to support planning and management. The *planning* elements of monitoring frameworks are closely linked with work planning and the two should be developed together. Ongoing monitoring to support *management* requires that the data collected responds to management requirements to support decision making. For RBM monitoring systems the results are the starting point and planning and management of activities takes place within the context of how best to meet these results.

Developing monitoring systems involves:

- Identifying the desired objective (result)
- Establishing baselines for these targets from which progress can be measured
- Developing indicators (which serve both to interpret the objectives as well as measure progress)
- Identifying monitoring information sources, systems and frequency of data collection
- Establishing responsibility both for data collection and oversight of monitoring process
- Establishing regular feedback mechanisms on lessons learned/good practice, and updating interventions in the light of this feedback.
- Noting underlying assumptions and potential risks that highlight potential obstacles to achieving the desired objectives and can contribute to collating lessons learned.

1.1 *Level 1: Corporate progress against development outcomes (CO implementation)*

As COs are responsible for monitoring their own projects/programmes in accordance with UNDP prescriptive content, BCPR support to CO M&E will be a package of tools and mechanisms to strengthen monitoring and evaluation in CPR. It is assumed that enhanced CO monitoring on CPR will enable BCPR to report more comprehensively on the CPR practice in annual reports on the TTF and to the Executive Board.

In support of more systematic assessment of interventions at country level funded through the TTF and Trac 3, from January 2008 BCPR will require project proposals submitted to the Allocations Committee to include an M&E framework which meets the bureau's minimum standard. All projects funded will also be required to demonstrate an acceptable level of resources (human and financial) dedicated to M&E. In order to facilitate these requirements, the bureau is developing a package of support mechanisms and tools¹³:

1.1.1 Checklist for project proposals submitted to BCPR

Outline M&E plans including indicators, baselines and targets, will be a requirement for allocation of BCPR funds. A checklist indicating minimum standards will provide guidance on the elements and level of detail required. Adequate budget¹⁴ and human capacity should be written into all proposals. Enhanced substantive monitoring will complement BCPR's recent requirement for more systematic financial reporting of projects funded through Trac 3 or the TTF.¹⁵ (Project evaluations are strongly recommended, particularly for pilot projects, those which are being replicated and for projects of more than 5 years duration. However, they are not mandatory except when required by 'partnership protocol'.)

1.1.2 Development of generic indicators

Sets of generic indicators will be developed to provide a starting point for CO in the design of their project and programme monitoring systems. Indicator sets will be developed for each development outcome, to assist with operationalization of the 8PA and will be relevant to the areas of BCPR technical

¹³ M&E tools will reflect UNDP emphasis on the need for participatory M&E, so that government, implementing partners and target beneficiaries as well as other stakeholders' views are represented and M&E becomes a means of capacity development

¹⁴ Guidance on setting evaluation budgets will be given in the revised UNDP Evaluation Office Evaluation Handbook (to be finalized June 2008)

¹⁵ A comparison with reporting requirements for the other UNDP Practice TTF showed that: the Democratic Governance TTF requires semi-annual reporting and has developed reporting templates; Poverty Reduction requires annual reporting and has developed a reporting template; Energy and Environment TTF requires no reporting on funds allocated (which are minimal as most funding is through the Global Environment Fund and the Montreal Protocol) and requires no M&E in addition to the MYFF process.

support. Use of the indicators is not mandatory, but it is envisaged that they will assist CO in interpreting the development outcomes and CPR priorities. Indicators will require appropriate customization for the CO situation. All indicators will be gender-sensitive. (Preliminary discussions with the Gender and Capacity Development Units of BDP have suggested that generic indicator sets across the different units can be harmonized, and workshops to roll out the different sets held together to promote coherence.) While the primary audience for indicator packs are the COs, the indicators can be used by BCPR as measures of the bureau's effectiveness in supporting the CO as appropriate.

1.1.3 Enhanced M&E capacity of POSC teams

As first point of contact between BCPR and COs, developing a minimum level of M&E capacity within POSC will enhance support to COs. It is recommended that all POSC staff familiarize themselves with the prescriptive content relating to M&E in the Results Based User Guide¹⁶ and complete Prince 2. In addition, a capacity building programme will be developed which will be available through brown bag lunches and trainings through 2008/9 for POSC. (The programme will be open to any other BCPR staff who wish to attend). This will include presentations by other agencies/networks working in the CPR M&E arena.

1.1.4 Support from M&E specialist

Support to develop CO M&E systems will be available to pilot COs through BCPR missions and desk support. In addition to helping pilot COs, from these missions a template for CO CPR M&E frameworks will be developed to guide other COs. On-going desk support to respond to specific M&E requests for assistance will be available as capacity permits.

1.1.5 Consultant Roster

A consultant roster will be established within BCPR for international and national CPR M&E consultants. This will draw on the experience of COs and BCPR and will be cross referenced with the UNDP evaluation roster which is managed by the UNDP Evaluation Office.

2.1 *Levels 2&3: Activities directly delivered by BCPR*

Level 2: BCPR's contribution to progress against the development outcomes

Level 3: Bureau performance effectiveness

The ultimate goal of BCPR's directly executed bureau activities (levels 2 & 3), is to support progress towards the development outcomes. Therefore, with the exception of the DEX projects, BCPR's contribution to corporate progress against the development outcomes is delivered indirectly via programme support, practice leadership and inter-agency activities and, therefore, is measurable through CO performance. However, to focus workplanning and monitor bureau effectiveness (substantive and process/structural), BCPR sets annual bureau targets against which its directly delivered activities (ie levels 2 & 3) can be monitored. As bureau targets relate to both the development outcomes and the management objectives, levels 2&3 will be monitored together.

Bureau targets are formulated with reference to:

- i) Strategic Plan KRA and development outcomes for CPR
- ii) Bureau management objectives
- iii) Annual bureau priorities, which themselves incorporate the results of the previous year's work plan monitoring as analyzed by the bureau leadership.

Bureau targets may relate directly to one development outcome or cross-cut several, and may relate to substance or performance effectiveness. In addition to the bureau targets, team targets, not derived from bureau priorities but which have the objective of improving the team's overall performance within its functional mandate, are developed. Bureau and team targets are plotted on the Results Matrix (see below). Some targets are set annually, while others such as an increasing focus on prevention, Africa and gender equality and women's empowerment are likely to remain relevant for several years of the Strategic Plan.

¹⁶ <http://ppmtoolkit.undp.org/>

BCPR Results Matrix

	CPR Goal: To advance human development by strengthening national and local capacities to prevent, mitigate and recovery from the effects of violent conflicts and natural disasters								
	Key Result Area 3.1: Enhancing conflict and disaster risk management capabilities			Key Result Area 3.2: Strengthening post-crisis governance functions			Key Result Area 3.3: Restoring the foundations for development at local level		
UNDP Strategic Plan 2008-2011 Outcomes	<i>Outcome 1:</i> Solutions generated for natural disaster risk management and conflict prevention through common analysis and inclusive dialogue among government, relevant civil society actors and other partners (i.e. UN, other international organizations, bilateral partners)	<i>Outcome 2:</i> DISASTER: Strengthened national capacities, including the participation of women, to prevent, reduce, mitigate and cope with the impact of the systemic shocks from natural hazards	<i>Outcome 3:</i> CONFLICT: Strengthened national capacities, including the participation of women, to prevent, reduce, mitigate and cope with the impact of violent conflict	<i>Outcome 4:</i> Early post-crisis resumption of local governance functions to facilitate recovery	<i>Outcome 5:</i> DISASTER: Post-disaster governance capacity strengthened, including measures to ensure the reduction of future vulnerabilities	<i>Outcome 6:</i> CONFLICT: Post-conflict governance capacity strengthened, including measures to work towards prevention of resumption of conflict	<i>Outcome 7:</i> Gender equality and women's empowerment enhanced in post-disaster and post-conflict situations	<i>Outcome 8:</i> CONFLICT: Post-crisis community security and social cohesion at local level restored	<i>Outcome 9:</i> Post-crisis socio-economic infrastructure restored, economy revived and employment generated; crisis affected groups returned and reintegrated
BCPR Interpretation of UNDP Strategic Plan Outcomes	<i>Multi-stakeholder solutions generated</i>	<i>Solutions implemented to manage disaster risk reduction</i>	<i>Solutions implemented to reduce the risk of conflict</i>	<i>Local level governments have a minimum of financial, human and other resources available</i>	<i>Strengthened capacities to manage post-disaster recovery (support to planning, coordination and critical governance functions for building back better)</i>	<i>Strengthened capacities to manage post-conflict recovery (support to planning, coordination and critical governance functions for building back better)</i>	<i>1. Strengthen security; 2. Advance justice; 3. Expand citizenship; 4. Build peace with and for women; 5. Promote gender equality in DDR; 6. Ensure gender-responsive recovery; 7. Transform government; 8. Develop capacities for social change</i>	<i>Concrete initiatives and programmes that improve security and social cohesion</i>	<i>Concrete initiatives and programmes that support livelihood generation, to benefit crisis-affected communities</i>
Integrated and coherent inter-agency interventions in CPR	<i>Bureau targets for co-ordination interventions which cut across all development results</i>								
	<i>Bureau target relating to development outcome 1 and management objective 1</i>								
Substantive leadership provided over	<i>Bureau targets for practice leadership which cut across all development results</i>								

CPR issues									
Integrated and coherent programme support provided to CO	<i>Bureau targets for programme support which cut across all development results</i>								
Management: Effective bureau strategy and direction									
Management: Financial & HR managed effectively									

target 1 target 2 Etc	
TASC target 1 target 2 etc.	

Monitoring frameworks for each target (bureau and team) with baselines and indicators are developed, and data sources identified using the attached monitoring matrix (see above). Risks and assumptions should also be included on the matrices. Bureau and team targets are monitored on a bi-annual basis (June and December) with Chiefs whose teams are responsible for leading on the selection of each bureau target accountable for their monitoring. Chiefs are also accountable for monitoring their own team targets. A worked example for one bureau target is attached (Monitoring matrix above) to illustrate the process of developing the monitoring matrix.

Monitoring data will provide the basis for TLG discussions on bureau progress towards targets which will enable any necessary programmatic adjustments to be made. Additionally, to maximise learning throughout the bureau, regular opportunities for whole bureau feed-back sessions following the semi-annual monitoring will be established during the travel ban weeks. As appropriate, analysis of monitoring data will feed into the production of knowledge products. Analysis of monitoring data will also inform workplanning for subsequent years.

While monitoring of bureau targets will generate information which can provide indications of BCPR's performance, to really assess how effectively existing bureau structures and processes support corporate progress on the development outcomes, they will need to be evaluated. Only in an evaluation can the indirect relationship between structures and processes and their impact on progress towards the development outcomes be established.

2. Evaluation

Present in-house capacity permits that one bureau-wide evaluation be conducted each year. An evaluation plan for 2008 – 2011 will be agreed by the Team Leaders' group based on suggestions solicited from bureau colleagues. If more than one bureau-wide evaluation per year is agreed, consultants will be contracted to manage the additional evaluations. Bureau evaluations will include thematic and regional evaluations relating to the development outcomes, and also evaluations on bureau performance in the light of the management objectives. Planned team and unit evaluations in work plans will be coordinated so that they feed into bureau-wide evaluations and contribute to broader learning e.g., through comparisons across geographic regions. Similarly, POSC will monitor planned CO evaluations and encourage, as appropriate, CO to undertake evaluations which can feed into the bureau level evaluations.

In general, evaluations should:

- ❖ consider whether the right things are being done and whether they are being done in the right way
- ❖ be designed in such a way as to capture both intended and unintended results
- ❖ address corporate and bureau cross cutting issues
- ❖ identify BCPR value added in each situation, and recommend how this can be maximised
- ❖ consider whether the bureau is functioning in alignment with the strategic bureau priorities
- ❖ consider the effectiveness of the bureau's business model
- ❖ feed into the knowledge management system to facilitate lesson learning and dissemination of results, within the bureau, UNDP and externally as appropriate
- ❖ be conducted in accordance with the UN Evaluation Group Norms and Standards
- ❖ as required in the UNDP Evaluation Policy all externally led evaluations will have a management response and be posted on the Evaluation Resource Centre
- ❖ conflict related evaluations should recognise explicitly the mutual and dynamic influence of the conflict on UNDP's interventions and vice versa.

It is proposed that links are developed between BCPR's work space and the Evaluation Office Evaluation Resource Centre (ERC on www.undp.org/eo) to facilitate easy reference to past UNDP CPR evaluation reports (conducted by both CO and BCPR)¹⁷.

¹⁷ The Evaluation Policy requires that all externally conducted UNDP evaluation reports be uploaded on the ERC together with the management response to the recommendations, which are then tracked.

4. BCPR's role in the wider CPR M&E arena

BCPR will contribute to the wider debate and development of CPR M&E tools and mechanisms which are still in their early stages. In particular, CPR M&E of gender related issues is an area in its infancy. BCPR has made initial contacts with other partners working in this field and has contributed to current projects such as the pending OECD guidance for Evaluation of Conflict Prevention and Peace Building projects. Partnerships and collaborative working in this field will be an on-going priority for BCPR.

D TRAINING REQUIREMENTS

The following training requirements are proposed.

Topic	Staff	Timing
Introduction to monitoring	BCPR	Q1(0.5 day)
RMG User Guide/Prince 2	POSC – self learning	By Q2
Introduction to evaluation	BCPR	Q1 (0.5 day)
Managing evaluations	Self-selecting	Q2 (0.5 day)
Brown bag programme – crisis specific M&E	Open	Bi-monthly through 2008/9

E DEVELOPING A CULTURE OF RESULTS

To maximize effectiveness of RBM related M&E, a culture of results needs to be cultivated in BCPR. Appointing 'champions' within each team who understand the potential benefits of M&E for improved effectiveness is one way to accelerate movement towards a culture of results. The M&E focal points can lead their teams in this area.

Elements of such a culture include:

- Value placed on learning and management meaning *inter alia* that the recognition of mistakes is valued as a useful step to improving effectiveness
- Personal, team and bureau level accountability
- Strong management support to ensure that time and resources are committed and that the culture promotes strategic thinking and planning based on monitoring and evaluation results¹⁸
- Appropriate incentive systems
- Adequate resources in terms of budgets, staff capacity and time
- Realistic objectives and clear bureau and team priorities
- Regular opportunities to 'close the loop' and feed back lessons from M&E into bureau interventions

¹⁸ To maximize the potential benefits in terms of strategic thinking, continuous assessment and learning, M & E needs to be integrated into programme/work plan design from the planning stages. Additional time invested in the initial planning stages of programmes/policies to establish clear objectives, appropriate inputs and activities will yield dividends, for both quality M&E and the success of the programme

ANNEX 1

USEFUL LINKS

UNDP User Guide

UNDP Evaluation Policy

<http://www.undp.org/eo/documents/Evaluation-Policy.pdf>

UNDP Strategic Plan 2008 – 2011 (current draft: www.undp.org, On ‘About UNDP’ click Executive Board, under Latest Updates click on Second Regular Session 2007 – Advance Documentation, under Item 3 there is the Strategic Plan narrative.)

BCPR Strategic Plan 2007 – 2011 – internal reference only

UNEG Norms and Standards

<http://www.uneval.org/docs/ACFFC9F.pdf>

<http://www.uneval.org/docs/ACFFCA1.pdf>

RBM in UNDP: Selecting Indicators, Evaluation Office, July 2002

http://www.undp.org/bcpr/iasc/content/docs/MandE/UNDP_RBM_Selecting_indicators.pdf

Knowing the What and the How - RBM in UNDP: Technical Note, May 2006

<http://intra.undp.org/eo/documents/methodology/rbm/RBM-technical-note.doc>

Designing for Results: Integrating Monitoring and Evaluation in Conflict Transformation Programs’,
Cheyanne Church and Mark M Rogers, Search for Common Ground,

<http://www.sfcg.org/documents/manualpart1.pdf>

USAID Office of Transition Initiative: M&E Tools and Methods Parts I, II & III, Jan 2005 designed by
Social Impact, Inc. (Very good overview and introduction to a wide range of M&E Tools)

Forthcoming OECD Guidance on Evaluations of Conflict Prevention and Peace Building (to be
finalised)