Evaluation of Conflict Interventions

Process Tracing & Detailed Theories of Change

Presented to Network for Peacebuilding Evaluation

June 18, 2015

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Challenges

• Danger
• Urgency
• Fluidity
• No Easy Solutions
• Joint Impact
• Local Participation
Solutions

- Preparation for Conflict Environments
- Basis in Conflict Analysis
- Remote or Passive Methods
- Robust Baselines
- Real Time and Interim Evaluation
- Local Capacity Building for Evaluation
- Process Tracing
Process Tracing

- Evaluates plausible causal \textit{contribution}
  - \textit{But not exact size of effect}
- Measure implications of the theorized causal path at work
  - Chains of outcomes
  - Causal mechanisms
  - Can also measure implications of alternative causal paths

- Easy to understand and implement
- Can be adjusted midstream or applied retrospectively
- Aids with diagnosis of problems
Theories of Change

• What are all the developments and conditions necessary for the project activities to result in the objectives, and for the objectives to result in the goal?
What Elaborating ToC Does For You

• Fills in leaps of logic
  – Missing project elements
  – Necessary co-developments
  – Assumptions

• Sharpens objectives and goal

• Shows interactions and synergistic effects

• Gets everyone on the same page

• Creates a rich list of potential indicators
  – Multiple indicators for one development
  – At different levels of outcome
  – On each causal pathway
  – Allows strategic selection of indicators

• Enables process tracing
Negotiation Training for Government

Skills Learned

Negotiation Training for Government

Skills Applied

Communication Desires

Third Country Influence

Offers Money

Rebels Accept

Rebel Positions Match Third Country

Rebel Affluence

Negotiators Credit the Training

Skill Effect on Negotiations

Skill Effect on Negotiations

Negotiators Credit the Training

Skill Effect on Negotiations

Negotiators Credit the Training

Skill Effect on Negotiations
CSO BELIZE EXAMPLE
CSO Belize Engagement Theories of Change Narratives

Mediation Training Group

Restore Belize selects students for the mediation classes and has them sign forms committing to completing the training and co-mediations, and applying their mediation skills in the community, especially to reduce gang violence. CSO Team refines course materials to adjust to the local environment before the first class, during it based on experience so far, and likewise before, during and after the second class. The two week-long classes are held a week apart. These produce 24 people with classroom knowledge and skills in mediation and conflict resolution, but do not impart real-world experience.

Graduates of each class are immediately involved in co-mediation mentored by CSO Team members. Some of these occur in association with the community dialogues being simultaneously organized by the CSO Team. The CSO Team also works with Restore Belize, the Government of Belize and local contacts to select schools and prisons in which to conduct co-mediations, and to educate the leaders of these organizations on mediation and build relationships with them. These schools and prisons help select mediation cases and participants. Each mediation class graduate is involved in at least three co-mediations, including at least one in a school and at least one in a prison. Generally, the prison mediation will involve gangs and be more difficult cases and will usually be the third or later co-mediation for a student.
Other co-mediations might also involve gangs or gang members. Expecting some attrition, about 20 students emerge with real-world experience in at least three cases, including mediation with youth and at least one gang mediation experience. This will give them higher skills and higher confidence.

The new mediators then begin mediations without CSO Team co-mediation (but may comediate with each other). Their higher skill and confidence makes this more likely to occur and more likely to succeed. They continue some mediation in prisons and schools and continue to facilitate or assist community dialogues. They also conduct an initial gang mediation in the community without CSO Team co-mediation, but while the CSO Team is still available to help them reflect on this experience and prepare for further gang mediation. Their higher confidence and skill, especially their prior gang-related co-mediation experience with the CSO mentor, makes them more likely to take this initial step and then to continue gang mediation, and makes them more likely to succeed at gang mediation. Early success in gang mediation makes them more likely to continue gang mediation on their own. Gang mediation success results in more stable and longer lasting truces that cover issues more comprehensively and expand the territory and sub-gangs or additional small gangs under truce.
Community Dialogue Group

CSO Team works with local partner to identify community leaders, who assist in selecting community organizations and individuals to participate in community dialogues as well as locations to hold them. Talking with the organizations and individuals in the community may indicate additional community leaders to include. A first community dialogue group is formed, and one or two pilot dialogues are held. From this experience, the model for these dialogues is adjusted to the local environment. Every two weeks, an additional community dialogue group is initiated, and all groups continue to meet weekly. Initially, the community dialogues are facilitated by the CSO Team, but mediation class graduates assist and co-mediate when mediation becomes appropriate. By the second or third meeting of a group, a mediation class graduate takes over facilitation. The CSO Team also identifies media that are influential.