Introduction and clarification of concepts: Monitoring of effects (*movie*)

Our aim in producing this manual **Monitoring of effects (*movie*)** is to support organisations in both the planning of their project and the submission of their application. The methodology of *movie* is primarily concerned with the levels of outcome and impact.

Outcome in *movie* focuses on modified actions of key actors in the conflict, who contribute to the desired change process in the context of conflict transformation. The selection of the key actors is based on a substantial conflict analysis. Reaching the desired modified action of the key actors is a process consisting of milestones, so that the progress of the project can be monitored and lessons can be drawn for project management.

Further more when doing monitoring of effects in *movie*, it is appropriate to monitor the context factors of the project, the unintended effects as well as to reflect once own role in the conflict context.

The sequence of the following concepts complies with the sequence in the application form from the zivik funding programme. This practical guidance serves the applicant organisations. For the fundamental understanding of monitoring of effects in peace projects and the *movie* methodology, we recommend the reading of the whole *movie* manual.

CONFLICT ANALYSIS

A conflict analysis includes the chronology and geographical setting of the conflict. Aim of the analysis is to reduce the complexity to root causes and topics, central actors as well as the dynamic of the conflict. This identifies the scope of action for change processes.

CENTRAL ACTORS

Central actors are those actors, who have direct and sustainable influence on the conflict. They should be identified in the framework of the conflict analysis and should be monitored throughout the project.

IMPACT

The vision of the future or the impact level of the project allows a direction for the long-term change process. For Example: "Five years from now how are people going to live and work together in the conflict context?"

Impact implies long-lasting changes in the action of the central actors of the conflict context. The project will not instantly have an effect on this level, but through the key actors and the project activities it shall rather have an indirect and medium- or long-term effect.

The vision of the future should possibly be a concrete description and can be combined with indicators, which will help monitor the change over time. In the framework of a project only certain aspects may be addressed on impact-level. It is important though that the contribution of the project is visible. Only then the project strategy can be adjusted, when changes occur on impact-level.

KEY ACTORS

The project works through activities directly with the key actors (individuals, groups or organsiations) to contribute to the desired changes as described in the future vision.
For the project the key actors symbolise the "key" to the envisaged conflict transformation. They can, but do not have to be identical with the central actors of the conflict context.

It should be reflected, which criteria apply when selecting key actors. Is it for example important that participants are balanced in group affiliation? Finally it should be critically questioned, whether key actors have adequate influence on the conflict context, as well as on the central actors in this context.

OUTCOME

The outcome of the project describes the changes in the action of the key actors. They are meant to be empowered through the activities of the project to contribute to the desired change process. For each key actor, an outcome needs to be defined.

MILESTONES/ PROCESS INDICATORS

The road from the starting point, what the key actors do today, towards the desired change as identified in the outcome, takes several steps. Not all steps follow a linear pattern. In order to know, that the envisaged progress occurs and things are moving into the right direction, the setting of milestones is helpful.

FEEDBACK TO IMPACT

After defining outcome and milestones, it is feasible to test whether the desired changes in the action of the key actors of the project can be accomplished. Through there envisaged influence on the action of the central actors of the conflict, the project can have sustainable effects on impact-level.

MONITORING and EVALUATION (M&E)

At the beginning of planning first project activities, M&E should be integrated as a separate activity. An adequate balance between working with key actors and reflection on its own conduct is necessary. Project implementation and the work on the change process are given priority. On the other side the effects of the project activities, as well as the change in conflict context should be evaluated frequently, so that project management can be adapted. A regular reflection of the organisations' own conduct and own role in the conflict context shall be done as well.

ACTIVITIES

The activities give reference to what the project explicitly does to bring about the desired change in the action of the key actors. It is important when planning activities to integrate time- and resource-planning, which is realistic and transparent to all involved. Nevertheless, in the course of

project implementation, activities may need to be adapted, because of changes in the project or conflict context.

CONTEXT FACTORS (ASSUMPTIONS and RISKS)

The external framework and the context factors of the project should be monitored at the beginning and throughout the project. This gives a chance to adapt the management of the project. Context factors are assumptions about the development of the project context as well as the external risks, which are relevant for the success of the project.

UNINTENDED EFFECTS

There are hardly any projects, which do not have negative unintended or positive effects. At the project's start, only assumptions can be made as to the unintended effects which might arise. As the project progresses, however, it is important to observe which unintended effects actually result from the project activities. Corresponding to this, project management needs to be adapted once again.