

COOPERATIVE IMPLEMENTATION PLANNING, MANAGEMENT AND EVALUATION CONCEPT

Overview

This is the final MNE 5 document on Cooperative Implementation Planning,
Management and Evaluation

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Purpose

1. The aim of the Co-operative Implementation Planning, Management and Evaluation paper is to outline an initial concept for the way in which multinational and inter-agency partners might conduct collaborative analysis (assessment), planning, implementation and evaluation for an intervention.¹
2. The concept is based on results of experimentation within the Co-operative Implementation Planning (CIP) and Co-operative Implementation Management and Evaluation (CIME) focus areas as part of Multinational Experiment 5 (MNE 5). It is intended to stimulate discussion across the wider community of interest for the Comprehensive Approach.
3. The paper focuses on activities at the in-region level. The CIP process draws from the direction and guidance provided by the Multinational Inter-Agency Strategic Planning (MNISP) focus area, and will feed and be fed by the CIME focus area. It will also provide the direction to enable organisations' activity and program planning.

Key Results

5. The CIP and CIME concepts have been shaped by a number of assertions. While originally derived from lessons from operations, interviews with representatives from government departments, and a review of academic research, several of the assertions have been supported and confirmed through experimentation. The key assertions are:
 - Collaboration will be based on co-operation rather than command.
 - Individuals must embrace the impact of different partner organisation's cultures.
 - CIP and CIME must draw on local perceptions and priorities.
 - CIP and CIME require a collaborative analysis of the situation.
 - CIP and CIME must be based on the understanding developed over time by those routinely engaged in the region; these organisations and their representatives should be represented within the CIP process.
 - A forum should be provided to enable face-to-face discussion between empowered representatives of the participating organisations; these representatives must be collocated.
 - Before the CIP process starts a stakeholder analysis should be conducted to identify who should be part of the planning process; membership should be reviewed as the situation develops.
 - The process and techniques adopted will be situation-specific but will usually be a combination of existing processes and techniques.

¹ The term intervention is not intended to imply a purely military intervention. It is intended to describe interagency activity by a broad range of actors.

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- Multi-organisation planning and evaluation processes should be enabled by an informed and legitimate facilitation capability.
- The forum will require a single leader.
- Monitoring and evaluation of overall mission progress should be undertaken to learn lessons and improve policy and practice.
- The interagency implementation forum will remain in being throughout the duration of the intervention.

Impact

4. The development of, and experimentation with, the CIP/CIME concept within the Comprehensive Approach community has created far-reaching impact on many civilian and military organizations to include the UK Stabilisation Unit and the US Office of the Coordinator for Reconstruction and Stabilization.

5. The assertions above and results of experimentation suggest that Interagency Implementation Forum (IIF) be established through which dialogue can take place leading to the development of a country-level, outcome-focused Framework Plan and increased coherence across the activities of various organisations in the field.

6. The structure of the Interagency Implementation Forum (IIF) is intended to facilitate joint work amongst organisations. The internal planning and operating constructs of each contributing organisation may remain largely unchanged as a result of the organisation's participation in this forum. National and organisational perspectives, agendas and redlines will need to be considered during IIF work, and it will be necessary for participants to provide feedback to their nations and organisations regarding decisions made in the IIF.

Way Ahead

7. Further experimentation should be conducted in some areas of the Comprehensive Approach including:

- Co-operation of actors within the security sector
- Conduct of co-operative evaluations
- Technical solutions for information sharing
- Aspects of a comprehensive information strategy.