



## **PKSOI Book Review**

Review of Measuring What Matters in Peace Operations and Crisis Management

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Originating as a multi-phase research project in 2007-2009, the Pearson Peacekeeping Centre has funded research that provides a useful contribution to the literature on performance measurement and evaluation. The book will be of most interest to practitioners and evaluators looking to better understand different approaches to the measurement of resources, effects and impacts in peace operations and crisis management.

The book is in three parts. Part One has five chapters that provide a clear and helpful survey of language, methods, and tools. Part Two has nine chapters of practitioner contributions on applied measurement challenges. A concluding Part Three summarizes emerging trends and reviews policy and applied challenges in performance measurement and peace operations. Over and above the clear explanations and discussions of methods and measures, the book makes three additional contributions. First, the discussion of how military planning methods and language interacts with NGO and other agency planning practices illuminates a complicated area in mission planning where different personalities and processes can collide and diminish the chance of success. Second, it is notable that the book did not speak to the use of project management practices. Tools such as value project management and earned value management may help to level the playing field of contending practices.

Third, the book suggests that missions continue to be seen largely as black boxes; measurement consists of various ways of examining and comparing inputs, outputs and impacts. The space between inputs and outputs continues to be described at a relatively high aggregated level. This may work well

where the unit of performance is large and symmetrical. However, in situations where the mission structure is more asymmetrical, and where critical performance occurs through the actions of individuals, there is useful performance information available but not acquired. The book suggests that future missions will more resemble this irregular form and yet there is little methodology present for use inside the black box to measure performance where it happens. The books' strongest contribution is to open a door to the use of more fine-grained approaches such as Human Performance Technology to connect the actions of individual performers to the measurement and success of missions.