



# Assessing, Monitoring, and Evaluating Army Security Cooperation

Angela O'Mahony, Ilana Blum, Gabriela Armenta, Nicholas Burger, Joshua Mendelsohn, Michael J. McNerney,

Steven W. Popper, Jefferson P. Marquis, Thomas S. Szayna

[www.rand.org/t/RR2165](http://www.rand.org/t/RR2165)

The U.S. Army conducts security cooperation activities with partner nations to achieve several objectives; however, evaluating the effectiveness of these activities has been difficult. To help the Army prioritize and increase the effectiveness of its activities, this report addresses two questions: when can Army security cooperation have the greatest impact, and how should the Army assess, monitor, and evaluate security cooperation?



## RESEARCH QUESTIONS

- When can Army security cooperation have the greatest impact?
- How can the Army implement an assessment, monitoring, and evaluation framework to ensure that its security cooperation activities have the greatest impact?



## KEY FINDINGS

- Army security cooperation generally favors three types of countries—those in need of greater engagement (e.g., countries with high domestic instability), those with which the United States would like to improve relations (e.g., countries with low political alignment with the United States), and those with which greater engagement will be most productive (e.g., stable democracies with strong military capability).
- Army security cooperation activities align well with lessons learned from previous studies and have been found to contribute to effectiveness in both security cooperation and international development assistance.
- Lack of systematic AM&E across Army security cooperation activities makes it impossible to examine whether, as a whole, previous activities met their objectives effectively.

*continued on back*

- International development agencies have developed methods for monitoring and evaluating its assistance activities that are calibrated to program and partner country needs and constraints. These strategies are relevant for Army AM&E.
- Adopting a more strategic and analytically rigorous approach to security cooperation can improve the Army's ability to plan and evaluate security cooperation activities.



## RECOMMENDATIONS

---

- All security cooperation activities should involve some form of monitoring and evaluation, determined on a case-by-case basis.
- Both qualitative and quantitative evaluation of security cooperation activities should be used for greater benefits.
- Return on investment in learning should drive assessment, monitoring, and evaluation methods.
- Strong collaboration with partner nations is crucial for effective AM&E.

