**Terms of Reference**

**Independent Evaluation of the Sustaining Peace in Mali and the Sahel Region through Strengthening Peacekeeping Training Capacities (phase II) project**

**Background**

1.  The **United Nations Institute for Training and Research (UNITAR)** is a principal training arm of the United Nations, with the aim to increase the effectiveness of the United Nations in achieving its major objectives through training and research. Learning outcomes are associated with about two-thirds of the Institute's 475-some events organized annually, with a cumulative outreach to over 55,000 individuals (including 35,000 learners). Approximately three-quarters of beneficiaries from learning-related programming are from developing countries. UNITAR training covers various thematic areas, including activities to support the implementation of the 2030 Agenda for Sustainable Development; multilateral diplomacy; public finance and trade; environment, including climate change, environmental law and governance, and chemicals and waste management; peacekeeping, peacebuilding and conflict prevention; decentralized cooperation; and resilience and disaster risk reduction.

2.  Within the framework of the Institute, the **Peacekeeping Training Programme Unit** contributes to international community's efforts aiming at enabling individuals and institutions to make meaningful contributions to sustain peace. The Unit is one of three entities under the Institute's Division for Peace, and has developed a model of offering training, learning and capacity building solutions that are based on filling specific capacity gaps of partnering institutions, organizations, group of actors or individuals. More specifically, the Unit offers methodological and conceptual support that leads the beneficiaries to reach their intended goals through people-centered solutions oriented towards the transferring knowledge and skills and the transformation of attitudes and behaviours.

3.  The Peacekeeping Training Programme Unit has been actively involved in Mali since 2016, where it has implemented the **first phase of the project "Sustaining Peace in Mali and the Sahel Region through Strengthening Peacekeeping Training Capacities"** in partnership with the Ecole de Maintien de la Paix "Alioune Blondin Beye" (EMPABB).

4.  The overall goal of the **Sustaining Peace in Mali and the Sahel Region through Strengthening Peacekeeping Training Capacities (phase II)** project is to contribute to international and regional efforts aimed at sustaining peace in Mali, by supporting the preparation of African Formed Police Units (FPUs) prior to deployment to the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA). Through their presence and interaction with national counterparts, Formed Police Units deployed to MINUSMA aim to have a direct impact on the creation of conducive conditions for sustainable peace in Mali. More specifically, police forces aim to contribute to building capacities while functioning at the same time as role models. This process shall in turn increase the confidence in the role and functioning of the security sector in Mali as well as contribute to a change in perception in the wider population.

5.  The project intends to contribute to the political objectives of the German Federal Government for Mali. More specifically, it aims to address reducing fragility, defusing conflicts, violence and terrorism and preventing human rights violations. That is needed since Mali is also a transit country for refugees. Terrorism and violent conflicts are destroying the prospects of the population and

leading to economic misery so that for many people migration to Europe is the only way out. With development, stability and security, on the other hand, the future perspectives of the population as well as refugees are improving.

6. The project's long-term outcome is:

Strengthened capacities of African Formed Police Units (FPUs) to better support long-term stabilization in Mali.

The project's short-term outcome is:

Strengthened, harmonized and standardized knowledge and skills of African Formed Police Units (FPUs) in relation to their roles and responsibilities as part of regional and international stabilization efforts in Mali.

7. The twelve-month long project has the following outputs:

- 14 training officers (permanently or temporarily associated with EMPABB) complete the five-day training of FPUs trainers;
- 14 training officers (permanently or temporarily associated with EMPABB) complete the ten-day theoretical session on UN peace operation (to complement the training of trainers);
- 980 members of FPUs successfully complete the theoretical training sessions prior to deployment to MINUSMA;
- 560 members of FPUs successfully complete the practical training sessions prior to deployment to MINUSMA;
- 35 POC/HR focal points from PCCs successfully complete the training of trainers (either in English or in French);
- 25 training officers (permanently or temporarily associated with EMPABB) complete the eight-week training of FPUs trainers – focused on the practical dimension.

**Purpose of the evaluation**

8. The purpose of this evaluation is to assess the relevance, effectiveness, efficiency, sustainability and impact of the Sustaining Peace in Mali and the Sahel Region through Strengthening Peacekeeping Training Capacities (phase II) project; to identify any problems or challenges that the project has encountered; and to issue recommendations, if needed, and lessons to be learned. The evaluation's purpose is thus to provide findings and conclusions to meet accountability requirements, and recommendations and lessons learned to contribute to programme improvement and organizational learning. The evaluation should not only assess how well the project has performed, but also seek to answer the 'why' question by identifying factors contributing to (or inhibiting) successful implementation and achievement of results.

**Scope of the evaluation**

9. The evaluation will cover the period from 15 August 2017 – 31 August 2018 and focus on the project's beneficiaries (FPUs), the extent to which knowledge and skills acquired or developed through the Programme have been applied and have produced changes in the security sector and the perception in the wider population. Although the scope of the evaluation does not include the first phase of the project (August 2016 - March 2017), the evaluator should take into account the first phase as background context in framing the evaluation's findings and conclusions.

**Evaluation criteria**

10. The evaluation will assess project performance using the following criteria: relevance, effectiveness, efficiency, impact and sustainability.

- *Relevance: Is the project reaching its intended users and relevant to the beneficiaries' needs and priorities?*
- *Effectiveness: To what extent has the project produced its planned outputs and attained expected outcomes?*
- *Efficiency: To what extent were the outputs being produced in a cost-effective manner?*
- *Impact: What cumulative and/or long-term effects are expected from the project, including contribution towards the intended impact, as well as positive or negative effects, or intended or unintended changes?*
- *Sustainability: To what extent are the planned results likely to be sustained in the long term?*

**Principal evaluation questions**

11. The following questions are suggested to guide the evaluation:

<u>Relevance</u>

a. *To what extent is the project, as designed and implemented, aligned with the needs and priorities of the project's individual and institutional beneficiaries?*
b. *To what extent are the objectives of the project valid?*
c. *Are the activities and outputs consistent with the project's overall goals and objectives?*
d. *Were the activities and outputs consistent with the project's intended impacts and effects?*
e. *To what extent is the) project in alignment with UNITAR's mandate and strategic objectives?*
f. *To what extent is the project relevant to contribute to international and regional efforts aimed at sustaining peace in Mali?*
g. *How relevant is the project to supporting the 2030 Agenda for Sustainable Development and more specifically helping Member States to achieve Goal 16 (*Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels)*?*
h. *To what extent has project been relevant for advancing gender equality by encouraging Police Contributing Countries (PCCs) / FPUs representatives to consider the deployment of female officers?*

<u>Effectiveness</u>

i. *To what extent has the project contributed to sustainable learning in the FPUs and developed the capacity of MINUSMA?*
j. *To what extent ha the project been successful in supporting FPUs in the application of their knowledge and skills with a view to better supporting long-term stabilization in Mali and contributing to greater confidence in the role and functioning of the security sector in Mali and a change in perception of the wider population?*
k. *To what extent has the project been successful in strengthening capacities of EMPABB to act as a centre of excellence for the preparation of FPUs prior to deployment?*
l. *What factors have influenced the achievement (or non-achievement) of the Sustaining Peace in Mali (phase II) project's objectives?*
m. *How effective has the project's partnership with the EMPABB been?*
n. *How effective was the project's methodology to include training of trainers and coaching?*

o. *To what extent were a human rights-based approach and a gender mainstreaming strategy incorporated in the design and implementation of the project and more specifically in the selection of direct and indirect beneficiaries?*

### Efficiency

p. *To what extent have the outputs been produced in a cost-efficient manner (e.g. in comparison with alternative approaches)?*
q. *Were the project's outputs and objectives achieved on time?*
r. *To what extent has the partnership with EMPABB been conductive to the efficient delivery of the project and achievement of results?*

### Impact

s. *What observable end-results or organizational changes have occurred from the project?*
t. *What real difference has the project made in sustaining peace in Mali?*

### Sustainability

u. *To what extent has the project contributed to better long-term stabilization in Mali?*
v. *What were the major factors which influenced the achievement or non-achievement of sustainability of the project?*
w. *How likely is it that enhanced, harmonized and standardized knowledge and skills of African FPUs in relation to their roles and responsibilities as part of regional and international stabilization efforts in Mali likely to continue beyond the scope of the programme?*
x. *What is the likelihood that the benefits of the project will continue after donor funding ceases?*
y. *To what extent is the project likely to sustain its objectives and successes in the mid- to long-term?*

**Project management, monitoring and self-assessment**

12. The evaluation will also include an assessment of the quality, application and effectiveness of project management, monitoring and self-assessment, including the performance of implementation arrangements and partnerships. In particular, the evaluation will seek to answer the following questions:

a. *Has the project management team been effective and efficient in supporting the implementation of the project activities and delivery of results?*
b. *How effective has the project management been in coordinating the project with the interaction with national counterparts in Mali?*

**Evaluation Approach and Methods**

The evaluation is to be undertaken in accordance with the UNITAR Monitoring and Evaluation Policy Framework and the Norms and Standards of the United Nations Evaluation Group. The evaluation will be undertaken by a supplier or an international consultant (the "evaluator") under the overall responsibility of the UNITAR Planning, Performance Monitoring and Evaluation Manager (PPME).

13. The evaluation shall follow a participatory approach and engage a range of project stakeholders in the process. Data collection should be triangulated to the extent possible to ensure validity and reliability of findings and draw on the following methods: comprehensive desk review, including a

stakeholder analysis; surveys; key informant interviews; focus groups; and field visits. These data collection tools are discussed below.

14. The evaluator should engage in quantitative and qualitative analysis in responding to the principal evaluation questions and present the findings qualitatively or quantitatively as most appropriate.

**Data collection methods:**

*Comprehensive desk review*

The evaluator will compile, review and analyze background documents and secondary data/information related to the Sustaining Peace in Mali (phase II) project. A list of background documentation for the desk review is included in Annex A.

*Stakeholder analysis*

The evaluator will identify the different stakeholders involved in the Sustaining Peace in Mali (phase II) project. Key stakeholders at the global level include, but are not limited, to:

- African Formed Police Units (FPUs) from Burkina Faso, Egypt, Senegal, Benin, Togo and Nigeria
- Ecole de Maintien de la Paix "Alioune Blondin Beye" (EMPABB) training officers and temporarily associated consultants and/or individual contractors
- National Police School of Mali, in Bamako
- United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) staff
- German Federal Foreign Office and Embassy in Mali
- Etc.

*Survey(s)*

With a view to maximizing feedback from the widest possible range of project stakeholders, the consultants shall develop and deploy a survey(s) following the comprehensive desk study to provide an initial set of findings and allow the evaluator to easily probe during the key informant interviews.

*Key informant interviews*

Based on stakeholder identification, the evaluator will identify and interview key informants. The list of global focal points is available in Annex B. In preparation for the interviews with key informants, the consultant will define interview protocols to determine the questions and modalities with flexibility to adapt to the particularities of the different informants, either at the global or at the national level.

*Focus groups*

Focus groups should be organized with selected project stakeholders at the global and national levels to complement/triangulate findings from other collection tools.

*Field visit*

A field visit to Mali shall be organized and the evaluator shall identify national informants, whom he/she will interview. It shall also be considered to organize a field visit to one or several of the following countries: Burkina Faso, Egypt, Senegal, Benin, Togo and Nigeria.

*Identify and interview key informants (national)*

Based on the stakeholder analysis, the evaluator will identify national informants, whom he/she will interview. The list of national focal points is available in Annex B.

## Gender and human rights

15. The evaluator should incorporate human rights, gender and equity perspectives in the evaluation process and findings, particularly by involving women and other disadvantaged groups subject to discrimination. All key data collected shall be disaggregated by sex and age grouping and be included in the draft and final evaluation report.

16. The guiding principles for the evaluation should respect transparency, engage stakeholders and beneficiaries; ensure confidentiality of data and anonymity of responses; and follow ethical and professional standards.

## Timeframe, work plan, deliverables and review

17. The proposed timeframe for the evaluation spans from August (initial desk review and data collection) to November 2018 (submission of final evaluation report). An indicative work plan is provided in the table below.

18. The consultant shall submit a brief evaluation design/question matrix following the comprehensive desk study, stakeholder analysis and initial key informant interviews. The evaluation design/question matrix should include a discussion on the evaluation objectives, methods and, if required, revisions to the suggested evaluation questions or data collection methods. The Evaluation design/question matrix should indicate any foreseen difficulties or challenges in collecting data and confirm the final timeframe for the completion of the evaluation exercise.

19. Following data collection and analysis, the consultant shall submit a zero draft of the evaluation report to the evaluation manager and revise the draft based on comments made by the evaluation manager.

20. The draft evaluation report should follow the structure presented under Annex C. The report should state the purpose of the evaluation and the methods used and include a discussion on the limitations to the evaluation. The report should present evidence-based and balanced findings, including strengths and weaknesses, consequent conclusions and recommendations, and lessons to be learned. The length of the report should be approximately 20-30 pages, excluding annexes.

21. Following the submission of the zero draft, a draft report will then be submitted to the Sustaining Peace in Mali (phase II) project management team to review and comment on the draft report and provide any additional information using the form provided under Annex D by 12 November 2018. Within one week of receiving feedback, the evaluator shall submit the final evaluation report. The target date for this submission is 26 November 2018.

Indicative timeframe: August – November 2018

| Activity | August | September | October | November |
|---|---|---|---|---|
| Evaluator selected and recruited | ▓ | | | |
| Initial data collection, including desk review, stakeholder analysis | | ▓ | | |
| Evaluation design/question matrix | | ▓ | | |
| Data collection and analysis, including survey(s), interviews and focus groups and field visit | | | ▓ | |
| Zero draft report submitted to UNITAR | | | ▓ | |
| Draft evaluation report consulted with UNITAR evaluation manager and submitted to the Sustaining Peace in Mali (phase II) project management team | | | ▓ | |
| Sustaining Peace in Mali (phase II) project management team reviews draft evaluation report and shares comments and recommendations | | | | ▓ |
| Evaluation report finalized and validated by the Sustaining Peace in Mali (phase II) project management team | | | | ▓ |

**Summary of evaluation deliverables and indicative schedule**

| Deliverable | From | To | Deadline |
|---|---|---|---|
| Evaluation design/question matrix | Evaluator | Evaluation manager | 10 September 2018 |
| Comments on evaluation design/question matrix | Evaluation manager/ Sustaining Peace in Mali (phase II) project manager | Evaluator | 17 September 2018 |
| Zero draft report | Evaluator | Evaluation manager | 15 October 2018 |
| Comments on zero draft | Evaluation manager | Evaluator | 22 October 2018 |
| Draft report | Evaluator | Evaluation manager Sustaining Peace in Mali (phase II) project manager | 29 October 2018 |
| Comments on draft report | Sustaining Peace in Mali (phase II) project manager | Evaluation manager | 12 November 2018 |

### Communication/dissemination of results

22. The final evaluation report shall be written in English or French; an executive summary shall be written in both languages. The final report will be shared with all partners and be posted on an online repository of evaluation reports open to the public.

### Professional requirements

23. The evaluator should have the following qualifications and experience:

- MA degree or equivalent in international relations, political science, development or a related discipline. Training and/or experience in the area of peace would be a clear advantage.
- At least 7 years of professional experience conducting evaluation in the field of capacity building, sustainable learning and peacekeeping.
- Technical knowledge of the focal area including the evaluation of learning and peacekeeping missions.
- Field work experience in developing countries.
- Excellent research and analytical skills, including experience in a variety of evaluation methods and approaches.
- Excellent writing skills.
- Strong communication and presentation skills.
- Cross-cultural awareness and flexibility.
- Availability to travel.
- Fluency in English and French.

### Contractual arrangements

24. The evaluator will be contracted by UNITAR and will report directly to the Manager of the Planning, Performance Monitoring, and Evaluation Unit ('evaluation manager'). The evaluator should consult with the evaluation manager on any procedural or methodological matter requiring attention. The evaluator is responsible for planning any meetings, organizing online surveys and undertaking administrative arrangements for any travel that may be required (e.g. accommodation, visas, etc.). The travel arrangements will be in accordance with the UN rules and regulations for consultants.

25. The Manager of PPME reports directly to the Executive Director of UNITAR, and is independent from all programming related management functions at UNITAR. According to UNITAR's Monitoring and Evaluation Policy, PPME formulates annual corporate evaluation plans within the established budgetary appropriations in due consultation with the Executive Director and Management and conducts and/or manages corporate evaluations at the request of the Executive Director and/or programmes and other Institute divisional entities. Moreover, in due consultation with the Executive Director and Management, PPME issues and discloses final evaluation reports without prior clearance from other UNITAR Management or functions. In managing mandated, independent project evaluations, PPME may access the expenditure account within the ledger account of the relevant project and raise obligations for expenditure. This builds the foundations of UNITAR's evaluation function's independence and ability to better support learning and accountability.

**Evaluator Ethics**

26. The evaluator selected should not have participated in the project's design or implementation or have a conflict of interest with project related activities. The selected consultant shall sign and return a copy of the code of conduct under Annex F prior to initiating the assignment.


**Annexes:**
**A: List of documents and data to be reviewed**
**B: List of Project Partners and Contact Points**
**C: Structure of evaluation report**
**D: Audit trail**
**E: Evaluator code of conduct**

**Annex A: List of documents/data to be reviewed**

- *Narrative* Reports, including financial reports
- Legal Agreement
- Content of *UNITAR* website
  https://www.unitar.org/ja/node/4650
- Database of Sustaining Peace in Mali (phase II) events
- Content from events
- Any other document deemed to be useful to the evaluation

**Annex B: List of Sustaining Peace in Mali (phase II) Contact Points (to be completed by project Management)**

| Partners | |
|---|---|
| **Organization** | **Focal Point** |
| | |

**Annex C: Structure of evaluation report**

i.     Title page
ii.    Executive summary
iii.   Acronyms and abbreviations
1.  Introduction
2.  Project description, objectives and development context
3.  Theory of change/project design logic
4.  Methodology and limitations
5.  Evaluation findings based on criteria/principal evaluation questions
6.  Conclusions
7.  Recommendations
8.  Lessons Learned
9.  Annexes
    a.  Terms of reference
    b.  Survey/questionnaires deployed
    c.  List of persons interviewed
    d.  List of documents reviewed
    e.  Evaluation question matrix
    f.  Evaluation consultant agreement form

**Annex D: Evaluation Audit Trail Template**

*(To be completed by the Sustaining Peace in Mali (phase II) project management to show how the received comments on the draft report have (or have not) been incorporated into the evaluation report. This audit trail should be included as an annex in the evaluation report.)*

**To the comments received on (*date*) from the evaluation of the Sustaining Peace in Mali (phase II)**

*The following comments were provided in track changes to the draft evaluation report; they are referenced by institution ("Author" column) and track change comment number ("#" column):*

| Author | # | Para No./ comment location | Comment/Feedback on the draft evaluation report | Evaluator response and actions taken |
|--------|---|----------------------------|-------------------------------------------------|--------------------------------------|
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Annex E: Evaluation Consultant Code of Conduct and Agreement Form*

**The evaluator:**

1. Must present information that is complete and fair in its assessment of strengths and weaknesses so that decisions or actions taken are well founded.
2. Must disclose the full set of evaluation findings along with information on their limitations and have this accessible to all affected by the evaluation with expressed legal rights to receive results.
3. Should protect the anonymity and confidentiality of individual informants. He/she should provide maximum notice, minimize demands on time, and respect people's right not to engage. He/she must respect people's right to provide information in confidence, and must ensure that sensitive information cannot be traced to its source. He/she are not expected to evaluate individuals, and must balance an evaluation of management functions with this general principle.
4. Sometimes uncovers evidence of wrongdoing while conducting evaluations. Such cases must be reported discreetly to the appropriate investigative body. He/she should consult with other relevant oversight entities when there is any doubt about if and how issues should be reported.
5. Should be sensitive to beliefs, manners and customs and act with integrity and honesty in their relations with all stakeholders. In line with the UN Universal Declaration of Human Rights, he/she must be sensitive to and address issues of discrimination and gender equality. He/she should avoid offending the dignity and self-respect of those persons with whom he/she comes in contact in the course of the evaluation. Knowing that evaluation might negatively affect the interests of some stakeholders, he/she should conduct the evaluation and communicate its purpose and results in a way that clearly respects the stakeholders' dignity and self-worth.
6. Is responsible for his/her performance and his/her product(s). He/she is responsible for the clear, accurate and fair written and/or oral presentation of study imitations, findings and recommendations.
7. Should reflect sound accounting procedures and be prudent in using the resources of the evaluation.

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**Evaluation Consultant Agreement Form[1]**

**Agreement to abide by the Code of Conduct for Evaluation in the UN System**

**Name of Consultant:** _____

**Name of Consultancy Organization** (where relevant)**:** _____

**I confirm that I have received and understood and will abide by the United Nations Code of Conduct for Evaluation.**

Signed at *place* on *date*

Signature: _____

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*This form is required to be signed by each evaluator involved in the evaluation.

[1]www.unevaluation.org/unegcodeofconduct