Evaluation

Note on use: The three types of learning evaluation questions are:
1) Fill in the blank / sentence completion
2) True-false
3) Narrative

Combine in different ways for pre-assessment and post-assessment. Each evaluation type covers different content. No sub-set covers all learning outcomes. Make sure you include learning evaluation questions for each learning outcome when you combine them.

Three main uses of evaluation questions are: a) informally ask the whole group, b) semi-formally assign to small groups, or c) formally give to individuals for written responses.

Other suggestions for evaluating learning follow the table.

Evaluation Questions for Lesson 1.5	
Questions	**Answers**
Fill-in-the-blanks	
1. _____ means official order, directive or authorization to take specific action.	Mandate
2. The _____ gives the mandate for a UN peacekeeping operation.	UN Security Council
3. Two types of assessment done before the Secretary-General recommends peacekeeping action to the Security Council are _____ and _____.	1. Strategic Assessment: a UN system-wide analysis of the conflict situation. It brings together UN political, security, development, humanitarian and human rights entities – including the UN Country Team (UNCT) in the country of interest – to: ▪ Develop a shared understanding of the conflict or post-conflict situation ▪ Identify the role of stakeholders and core peace consolidation priorities ▪ Define the best framework for UN engagement 2. Technical Assessment Mission (TAM): goes to the country or territory recommended for a peacekeeping operation. The TAM involves the UNCT and may have people from the wider UN system to:

	- Develop a shared understanding of the conflict or post-conflict situation - Assess and analyse circumstances on the ground (overall security, political, humanitarian, human rights and military situation) - Considers the implications of a possible UN peacekeeping operation
4. The _____ is the detailed plan which puts the Security Council mandate into action. These planning documents clarify the roles and responsibilities of military, civilian and police personnel.	Operational Framework A Security Council mandate is a strategic decision. The Operational Framework gives details on how a mission implements a Security Council mandate.
5. The _____ contains the vision and focus of the mission, and gives a roadmap for organizing the mission's work.	Mission Concept.
6. The _____, outlines 1) key security objectives,2) requirements and 3) tasks for military and police components. Military and police have their own.	Concept of Operations, CONOPs.
7. The _____ is a mission planning tool which aims to achieve results. The mission achieves results through the management of resources.	Results-based budget, RBB. The UN uses RBB in two ways: 1. to get resources for peacekeeping; 2. to measure performance.
8. The Security Council monitors the implementation of the mandate through _____.	Regular reports. The Security Council requires regular reports from the Secretary-General on a country's situation. Peacekeeping operations provide daily, weekly and monthly reports to Headquarters. The Under-Secretary General of DPKO prepares summary reports. The Security Council can adjust or change the mandate of the peacekeeping operation, based on these reports. The Security Council uses the reports to - assess when an operation has completed its mandate, and - decide when an operation should transition or withdraw.
9. A change in mandate for a peacekeeping operation requires a new _____.	Security Council resolution.

True-false	
1. All peacekeeping personnel carry out the mandate of a peacekeeping operation.	**True**. That is why it is critical for peacekeeping personnel to know the current mandate of their mission. The Security Council may update mandates, in new resolutions.
2. The Security Council only gives one mandate for any peacekeeping operation.	**False**. As circumstances change, the Security Council may change the mandate, issuing a new resolution.
3. The UN expects peacekeeping personnel to keep confidential a Security Council resolution with a mission's mandate.	**False**. Security Council resolutions with mandates are public documents. The UN expects peacekeeping personnel to memorize the mandate so they can share and explain it to local people.
4. A Strategic Assessment brings together UN political, security, development and human rights parts to analyse the conflict situation.	**True**. The main purposes of the strategic assessment are to: ▪ develop a shared understanding of a conflict or post-conflict situation ▪ develop role of stakeholders and core peace consolidation priorities ▪ define the best framework for UN engagement. The Strategic Assessment is followed by a Technical Assessment Mission (TAM) to the country or territory recommended for a peacekeeping operation. Both the Strategic Assessment and the TAM involve representatives from different parts of the UN system. Follow-up question: Why does the UN bring together representatives of all these parts? Because armed conflicts are increasingly complex, and call on all parts of the UN's work.
5. A Security Council mandate gives detailed instructions for managing a UN peacekeeping operation.	**False**. A Security Council mandate gives high-level strategic direction. It does not give details or specific instructions to guide how a mission implements the mandate. The "operational framework" contains key planning documents which guide how a mission implements a Security Council mandate. These detailed plans put into action or "operationalize" a Security Council mandate.
6. The Operational Framework is one document.	**False**. At least six key planning documents are part of an operational framework:

	1. Integrated Strategic Framework (ISF) 2. Mission Concept 3. Concept of Operations (CONOPs) 4. Rules of Engagement (ROE) 5. Directive on the Use of Force (DUF) 6. Mission's Results-Based Budget (RBB)
7. The Integrated Strategic Framework (ISF) is a strategic plan for the peacekeeping operation only.	**False.** The ISF is a strategic plan for the peacekeeping mission and other UN actors in the host country (UNCT). The UN takes an integrated approach for better results. A host country's peace consolidation needs are better met when the peacekeeping mission and UNCT work together on agreed priorities. The principle of integration maximizes the individual and collective impact of the UN actors in conflict and post-conflict situations. "Integrated Assessment and Planning" ensures one common UN vision and strategy.
8. Police and military components in a peacekeeping mission have their own CONOPs.	**True**. The military and police components have their own CONOPs: ▪ "Military Strategic Concept of Operations", and ▪ "Police Concept of Operations".
9. Every mandate for UN peacekeeping is adapted to a particular conflict and existing peace agreement.	**True**. UN peacekeeping operations are deployed to support implementation of a cease-fire or peace agreement. There must be "peace to keep". The type and content of peace agreements reached by parties to a conflict influence Security Council mandates.

Narrative
Note: Frame narrative evaluations as questions, requests or directions. You can use these in class, as a group or individually, or send them as homework. They are valuable for self-study and assessment, as are the other evaluation questions.

1. Why must peacekeeping personnel know the mandate of their peacekeeping operation?	1. The mandate sets the tasks of the peacekeeping mission 2. UN peacekeeping personnel are deployed to carry out or "implement" the tasks set in the mandate. 3. UN peacekeeping personnel must explain why the peacekeeping operation is in a country and what it does.
2. List the key partners DPKO and DFS consult with in a strategic assessment of a crisis situation.	1. UN system, including the UNCT 2. host government, national authorities 3. civil society, local representatives

		4. regional, sub-regional organizations 5. international financial institutions (IFIs) such as the World Bank, International Monetary Fund 6. key members states (potential troop and police contributing countries, donor countries for a UN peacekeeping operation)
3.	What relationship exists between the Mission Concept and the Concept of Operations (CONOPs)?	▪ The Mission Concept is developed from the mandate; ▪ The CONOPS is prepared from the Mission Concept.
4.	What are reasons for the UN to revise the Mission Concept?	Any change in conditions may require development or revision of a Mission Concept. For example: ▪ change in mission mandate ▪ reconfiguration of the mission or UN presence ▪ key milestones in the mission's lifecycle (such as completion of DDR programmes, or a successful election)
5.	What is the main purpose of a CONOPS?	The Concept of Operations (CONOPS) outlines 1) key security objectives, 2) requirements and 3) tasks for military and police components.
6.	What are regular reports from the Secretariat (Under-Secretary General of DPKO) and Secretary-General to the Security Council used for?	Regular reports are used by the Security Council to monitor the implementation of the mandate. The Security Council uses the reports to: ▪ Assess when an operation has completed its mandate ▪ Decide when an operation should transition or withdraw
7.	When has a peacekeeping mission successfully completed its mandate?	"Benchmarks" or "indicators for success" define when a peacekeeping operation has successfully completed its mandate. ▪ No standard "checklist" exists of benchmarks or indicators for success. Appropriate benchmarks are adapted to each situation. The choice depends on the underlying causes of conflict and dynamics. Benchmarks may change, as a situation evolves. ▪ The UN uses benchmarks specific to each mission. The UN uses the information in Secretary-General's reports and Security Council

	resolutions to try and set benchmarks for individual peacekeeping operations.
	▪ Examples for traditional missions: when states or parties agree to a peaceful resolution
	▪ Examples for multi-dimensional missions: - absence of violence conflict - absence of large-scale abuses of human rights - respect for rights of women and minorities - ability of national military and police to provide security and maintain public order, with civilian oversight and respect for human rights - legitimate, functioning political institutions, e.g. legislature - free and fair elections - women and men having equal rights to vote and seek political office

More Ways to Evaluate Learning

▪ Ask table groups more complex questions. Get participants to pool their ideas on answers before sharing them with the full group. Encourage participants to help each other.
▪ Adapt the above to "yes-no" questions. Ask table groups to a briefing. Each group can cover a different topic. Topics may cover the key documents used to operationalize mission mandate.