

Evaluation

Note on use: The types of learning evaluation questions are:

- 1) Narrative
- 2) Fill in the blank / sentence completion
- 3) True-False
- 4) Multiple-choice

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 1.6	
Questions	Answers
Narrative <i>Note: Frame narrative evaluations as questions, requests or directions.</i>	
1. How does the UN define “operational authority”?	<p><i>“the authority transferred by Member States to the United Nations to use the operational capabilities of their national military contingents, units, Formed Police Units and/or military and police personnel to undertake mandated missions and tasks. Operational authority for such forces is vested in the Secretary-General under the authority of the Security Council.”</i></p> <p>The UN has “operational authority” over <u>everyone</u> in a UN peacekeeping operation. This includes all military and police.</p> <p>For military and police, “operational authority” in UN peacekeeping means:</p> <ul style="list-style-type: none"> ▪ Member States still hold national responsibilities for their military and police, such as pay, allowances and promotions. ▪ Tactical plans, decisions and

	<p>operations are supervised by the UN Heads of the Military and Police Components in the mission area.</p> <ul style="list-style-type: none"> ▪ National and UN rules and regulations govern conduct and discipline of military and police units in peacekeeping operations.
<p>2. Name six main positions of authority in UN peacekeeping operations.</p>	<ul style="list-style-type: none"> ▪ Head of Mission/Special Representative of the Secretary-General (HOM/SRSG) ▪ Deputy SRSG / Resident Coordinator (DSRSG/RC) ▪ Chief of Staff (CoS) ▪ Director/Chief of Mission Support (DMS/CMS) ▪ Head of Military Component (HOMC) ▪ Head of Police Component (HOPC)
<p>3. Describe the responsibilities of the Head of Mission/ Special Representative of the Secretary-General (HOM/SRSG)?</p>	<p>The HOM/SRSG has two main areas of responsibility:</p> <ol style="list-style-type: none"> 1. the peacekeeping mission – provides strategic vision, guidance, management and has authority over all 2. political dialogue and good offices – to keep the peace process alive, lessen tensions, manage potential relapse to violence
<p>4. Explain the “triple-hatted” Deputy Special Representative of the Secretary-General (DSRSG).</p>	<p>Short answer: When the same person is the DSRSG, the Resident Coordinator (RC) and the Humanitarian Coordinator (HC). A triple-hatted DSRSG serves as DSRSG/RC/HC:</p> <ul style="list-style-type: none"> ▪ a DSRSG in the mission supporting the SRSG, ▪ RC leading the UN Country Team (UNCT), ▪ HC leading the Humanitarian Country Team (HCT). <p>Explanatory answer: Most multidimensional peacekeeping missions have two Deputy SRSGs.</p> <ul style="list-style-type: none"> ▪ One Principal DSRSG is responsible for political, operational, rule of law aspects. The Head of Mission/ Special Representative of the Secretary-General (HOM/SRSG) delegates management of the mission operations to this DSRSG. ▪ The second DSRSG is the Resident

	<p>Coordinator (RC), and leads the UN Country Team. She/he coordinates UN development work of the UN agencies, funds and programmes. Some mission contexts have humanitarian emergency. The second DSRSG may also be appointed Humanitarian Coordinator (HC), leading the Humanitarian Country Team (HCT).</p>
<p>5. Who is the most senior UN official in a peacekeeping mission authorized to spend UN funds from mission budget?</p>	<p>The Director or Chief of Mission Support (DMS/CMS).</p> <p>Participants may name the HOM/SRSG. Reinforce the point that for authorized spending of UN funds from mission budget, it is DMS/CMS.</p>
<p>6. Joint and integrated structures exist for support and substantive components. Name two for each.</p>	<p>Support</p> <ul style="list-style-type: none"> Integrated Support Services (ISS) Mission Support Centre (MSC) <p>Substantive</p> <ul style="list-style-type: none"> Joint Operations Centre (JOC) Joint Mission Analysis Centre (JMAC)
<p>7. What is the main role of the Mission Support Centre (MSC)?</p>	<p>The MSC is a single point of coordination for all logistics support in a mission area, UN and non-UN.</p>
<p>8. How are the Joint Operations Centre (JOC) and the Joint Mission Analysis Centre (JMAC) the same? How are they different?</p>	<p>The same – similar functions</p> <p>The JOC and JMAC integrate information from different sources into clear reports. They both gather information, manage and respond to information, and support crisis management responses.</p> <p>Different – different functions, especially in emergencies</p> <p>Separate functions are:</p> <ul style="list-style-type: none"> ▪ JOC consolidates information from across the Mission and UNCT about developments. It is the mission's information hub: consolidates information daily, updates mission wide and reports to headquarters. ▪ During a crisis, the JOC becomes the HOM's crisis management centre. ▪ JMAC analyzes information and patterns of incidents, anticipates threats and risks. It informs medium and long-term decision-making by mission leadership.

	<ul style="list-style-type: none"> ▪ JMAC does opportunity and threat analysis. It also contributes to a mission's early warning efforts through predictive analysis. ▪ In a crisis, JMAC has a role to: <ul style="list-style-type: none"> a) anticipate potential and emerging crises, b) identify possible outcomes and implications <p>The structures work closely together and with HOM. Where possible, they co-locate.</p>
9. What structure in a mission analyzes and anticipates threats, risks and patterns of incidents?	The Joint Mission Analysis Centre (JMAC)
10. What structure in a mission consolidates information about developments?	The Joint Operations Centre (JOC)
Fill-in-the-blanks	
1. The UN has _____ authority over everyone in a UN peacekeeping operation, including military and police. This authority has been given to the HOM by the Secretary-General and USGs DPKO and DFS.	Operational Authority
2. Substantive components of a peacekeeping mission implement tasks which assist _____.	Mandate beneficiaries, those who receive mission services according to the mandate. These include national partners and local people and institutions.
3. In the mission, the _____ exercises "operational authority" over all civilian, military and police personnel in a peacekeeping operation. "Operational authority" involves ultimate authority at field level to direct all mission components.	Head of Mission/Special Representative of the Secretary-General (HOM/SRSG). The Secretary-General delegates this operational authority to the HOM/SRSG.
4. Most multidimensional peacekeeping missions have _____ Deputy Special Representatives of the Secretary-General (DSRSGs). Name them.	Two. 1. The Principal DSRSG – responsible for political, operational, rule of law aspects of the mission. Also, delegated responsibility for management of the mission operations. 2. The Resident Coordinator (RC) DSRSG – leads the UN Country Team, coordinates work of UN agencies, funds and programmes. In contexts where there is a humanitarian

	emergency, this second DSRSG may also be appointed Humanitarian Coordinator (HC),
5. The _____ is the authority figure responsible for ensuring necessary logistical and administrative support to the mission.	Director/Chief of Mission Support (DMS/CMS).
6. The Head of Mission/Special Representative of the Secretary-General (HOM/SRSG) only exercises authority over military and police personnel through _____.	Heads of the military and police components: Head of Military Component (HOMC), Head of Police Component (HOPC). This line of authority maintains the integrity of military and police chains of command.
7. The _____ and _____ are the two senior management structures in a peacekeeping mission.	<p>1. Mission Leadership Team – MLT 2. Senior Management Group – SMG</p> <p>The MLT is the mission's executive decision-making forum, with senior decision-makers from components.</p> <p>The SMG is a wider forum than the MLT, for management planning and coordination. It includes members of the MLT and the various heads of civilian components – political affairs, human rights, public information. (SMG in traditional missions is smaller, no civilian components.)</p>
8. _____, _____ and _____ are substantive components in UN multidimensional peacekeeping operations.	Military, civilian, police. They work together on tasks according to the mandate. They are substantive components because they work on “substantive” or essential tasks outlined in the mandate.
9. The _____ contributes to a mission's early warning efforts through predictive analysis.	The Joint Mission Analysis Centre (JMAC).
True-False	
1. The mission structure supports mandate implementation.	<p>True. Mission structures suit the mandates authorized by the Security Council. These differ because mandates respond to particular conflicts.</p> <p>Clear mission structures prevent fragmentation or work in unconnected silos – especially in large, diverse missions. Mission structure enables collaborative, coherent work.</p>
2. The tactical overlaps with strategic and operational levels of authority in	False. The operational overlaps with the strategic level above, tactical below.

peacekeeping.	The tactical level only overlaps with the operational level, not directly with the strategic level.
3. Troop and police contributing countries (Member States) can adjust tactical plans and decisions.	False. Member States are not permitted to adjust plans, decisions or operations. The UN's "operational authority" includes authority over all military and police personnel in UN peacekeeping operations.
4. The support component is responsible for administration, communication, and the resources for substantive component.	True. The support component provides logistics, communication, and administration for substantive components. Substantive components directly assist local, national people and institutions. Both the support and substantive components combine civilian and military services.
5. The SRSG in multi-dimensional peacekeeping operations is usually a senior Military officer.	False. SRSG in multidimensional peacekeeping is usually a civilian. The SRSG may be the Head of Military Component (HOPC) in traditional peacekeeping – in other words, a senior Military officer.
6. The Chief of Staff (COS) works closely with the HOM/SRSG .The COS is generally responsible for the effective and integrated management of all the mission's activities in line with the strategic vision and guidance from the HOM. The Chief of Staff also coordinates mission policy and planning activities among the various components of the mission,	True. The COS performs a senior level staff and advisory function for the HOM and mission senior management. S/he guides integrated work.** Heads of Military and Police Components may have internal Chiefs of Staff with similar responsibilities. These COSs work closely with HOMC/HOPC.
7. The HOMC and HOPC report to the HOM and have technical reporting lines to UN headquarters.	True. HOMC has a technical reporting link to the UN Military Adviser, HOPC to the UN Police Adviser. This serves two purposes. 1) It ensures technical aspects of field operations follow UN policies and standards. 2) It helps UN headquarters in official contact with Member States about military and police work.
8. Joint and integrated structures bring together civilian, military and police specialists to ensure effective coordination and good use of resources.	True. Joint and integrated structures ensure good coordination and use of resources. They exist for support and substantive work. They combine civilian and military services. They are all headed by civilians.

<p>9. Only peacekeeping personnel in the JOC and JMAC work with information and reports.</p>	<p>False. Everyone in a peacekeeping mission has a role in gathering information and feeding it into the mission's joint structures for reporting, analysis and response.</p>
<p>10. Information from the UN Country Team is part of the information stream for JOC and JMAC.</p>	<p>True. The JOC and JMAC gather information from sources across a mission and from partners outside it, particularly those in the UN. They manage and respond to that information, helping ensure cohesion across the UN.</p>
<p>11. The JOC plays a key role during times of crisis.</p>	<p>True. During times of crisis, JOCs may play a key role so that a crisis is managed in an integrated way. They may facilitate a coordinated response among mission components. When a crisis occurs, senior management need to convene in a known venue, such as JOC. The JOC becomes the HOM/SRSG's crisis management centre.</p>

Multiple Choice
Note: Check one for each.

<p>1. Peacekeeping personnel need to know how peacekeeping operations work because: (check one that applies)</p> <p><input type="checkbox"/> (a) peacekeeping operations are not like other organisations;</p> <p><input type="checkbox"/> (b) peacekeeping operations are complex, with many aspects</p> <p><input type="checkbox"/> (c) levels of authority may be ambiguous, not clear-cut</p> <p><input type="checkbox"/> (d) units need to work together efficiently</p> <p><input type="checkbox"/> (f) all</p>	<p>(f) All. All the reasons apply.</p>
<p>2. Member States: (check one that applies)</p> <p><input type="checkbox"/> (a) can adjust tactical plans of a peacekeeping operation;</p> <p><input type="checkbox"/> (b) do strategic level financial management for a mission</p> <p><input type="checkbox"/> (c) retain national responsibility for pay, allowances, promotions</p> <p><input type="checkbox"/> (d) work directly with the DPKO and DFS Under-Secretaries</p>	<p>(c) Retain national responsibility for pay, allowances and promotions. This applies to military and police personnel deployed to a UN peacekeeping operations, not to civilians.</p>

<p>General <input type="checkbox"/> (e) none <input type="checkbox"/> (f) all</p>	
<p>3. A typical UN peacekeeping mission structure includes: (check one that applies) <input type="checkbox"/> (a) main positions of authority <input type="checkbox"/> (b) substantive components <input type="checkbox"/> (c) support components <input type="checkbox"/> (d) integrated, joint structures <input type="checkbox"/> (e) none <input type="checkbox"/> (f) all</p>	<p>(f) All. There is no standard structure, but points (a) to (d) appear in most mission structures.</p>
<p>4. The Head of Mission/Special Representative of the Secretary-General (HOM/SRSG) is: (check one that applies) <input type="checkbox"/> (a) always a Military officer <input type="checkbox"/> (b) never a civilian <input type="checkbox"/> (c) appointed by the Security Council <input type="checkbox"/> (d) responsible for strategic vision and guidance of a mission <input type="checkbox"/> (e) all <input type="checkbox"/> (f) none</p>	<p>(d) Responsible for strategic vision and guidance of a peacekeeping mission.</p> <p>None of the other points are true. Traditional peacekeeping operations may be headed by a senior Military officer. Most multi-dimensional operations are headed by civilians. The Secretary-General appoints an HOM/SRSG, not the Security Council, and delegates operational authority to that person.</p>
<p>5. Integrated Support Services (ISS): (check all that apply) <input type="checkbox"/> (a) supports logistics <input type="checkbox"/> (b) covers regions or sectors <input type="checkbox"/> (c) covers combat aviation units <input type="checkbox"/> (d) is headed by military personnel.</p>	<p>TRUE: (a) supports logistics (b) covers regions or sectors</p> <p>NOT TRUE: (c) – ISS does not cover combat aviation units, or any other combat units, (d) – civilians head ISS and other integrated management structures.</p>
<p>6. Each peacekeeping mission has a _____ structure. (Check one that applies) <input type="checkbox"/> (a) unique or different <input type="checkbox"/> (b) similar <input type="checkbox"/> (c) standard</p>	<p>(a) Unique or different.</p> <p>All missions have support and substantive components. The two work for mission beneficiaries, according to the mandate. Each mission structure suits the mandate authorized by the Security Council. These differ because they respond to different conflicts.</p>

More ways to evaluate learning

- **Diagrams for Learning Evaluation.** The use of diagrams is a new method of learning evaluation. The method is valid for other lessons. Use participants' ability to rapidly prepare accurate diagrams to evaluate knowledge of content from Lesson 1.6 How Peacekeeping Operations Work. The examples of diagrams are below.

Instructions for groups

1. Select diagram(s). Format each of the headings in large type. Make headings larger and bolder. Print on separate sheets or cut into separate parts. For an easier evaluation, use differently-coloured paper for each level. For a more challenging evaluation, use only white paper. For the most challenging, do not give names, ask people to come up with them. Do not print anything out for the last alternative.
2. Provide a blank flip-chart sheet with the lines drawn, or task participants to draw the basic diagram around the grouped headings on a plain flip-chart sheet.
3. Give groups coloured pens and tape.
4. Allow 10-15 minutes to complete the evaluation. The goal is for the group to accurately reproduce the named diagram.
5. Get groups to check each other's diagrams, before you check them yourself.

Instructions for individuals

1. Use blank white sheets or prepare a template with the diagram's basic parts. Give each participant one.
2. For an easier individual evaluation, give the names. For more difficulty, tell people to recall the names and draw the chart.
3. Clearly explain the task – accurately draw the named diagram – and the time, e.g. 10-15 minutes.