

## Evaluation

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

- 1) Fill in the blank / sentence completion
- 2) True-False
- 3) Narrative
- 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 1.8	
Questions	Answers
<b>Fill-in-the-blanks</b>	
1. The _____ is a UN peacekeeping mission's most important internal partner.	<p>The UN Country Team. "Internal" refers to the UN System, not just internal to the mission.</p> <p>Some participants may name humanitarians. Humanitarian partners are mostly external. Stress the necessary separation between humanitarian actors and peacekeepers.</p> <p>Some may name national partners. Explain that "internal" means in the UN, reinforcing the importance of national partners to lasting peace.</p>
2. _____ are key partners <b>because</b> they will be impacted by the mandate, and also have an impact on achieving the mandate.	National partners: host government, ministries, key institutions, military, police, civil society groups
3. The _____ means the UN peacekeeping operation and the UNCT all work towards the "same" or "common" strategic vision.	<p>Integrated approach.</p> <p>For multi-dimensional peacekeeping operations, the UN takes an "integrated approach" for all parts of the UN system active in the country (the UNCT). Cooperation amplifies and sustains</p>

	<p>impact. This is the <b>benefit</b> of the “integrated approach”.</p> <p>The UN takes an integrated approach for better results. A host country’s peace consolidation needs are better met when the mission and UNCT work on agreed priorities.</p>
<p>4. Partnerships with state actors in the host country include _____. Name at least one.</p>	<p>All levels of the host government. Also, state security, such as national military and police.</p>
<p>5. The UN's external partners in peacekeeping include _____. Name at least two types and one international organisation.</p>	<ul style="list-style-type: none"> <li>▪ International financial institutions (WB, IMF)</li> <li>▪ Donors</li> <li>▪ International NGOs, e.g. OXFAM, Save the Children, Concern (other humanitarian NGOs)</li> <li>▪ Individual Member States (diplomats, non-UN led military formations deployed nationally, contractors working for donors)</li> <li>▪ Inter-governmental organizations – regional and sub-regional</li> <li>▪ <b>ICRC – International Committee of the Red Cross</b> *** ICRC is not part of the UN. Neither is it an NGO. ICRC has a unique international legal status, recognized in international humanitarian law.</li> </ul>
<p>6. Although not an international or intergovernmental organisation, _____ has a mandate to protect and assist victims of armed conflict. It has an "international legal personality" or international legal status of its own.</p>	<p>The International Committee of the Red Cross, ICRC.</p> <p>Its mandate is:</p> <ol style="list-style-type: none"> <li>1. specified in international humanitarian law;</li> <li>2. recognized by all States.</li> </ol> <p>ICRC is not part of the UN. It has a recognized role in humanitarian aid.</p>
<b>True-False</b>	
<p>1. The World Bank and International Monetary Fund are not part of the UN.</p>	<p><b>True.</b> They are not strictly UN agencies, but they are part of the “UN family”.</p>
<p>2. UN involvement with a host country usually begins with a peacekeeping mission.</p>	<p><b>False.</b> UN agencies, funds and programmes in a country (which make up the UN Country Team) already have relationships and programmes in a country. Their work continues after the mission leaves.</p>

<p>3. State actors such as a Government, ministries, military and police are the only national partners for peacekeeping missions.</p>	<p><b>False.</b> National partners include non-state actors – civil society, non-governmental organizations, the private sector – as well as state actors. Sometimes state actors do not consider needs of all citizens. This may be a root cause of violent conflict. Sometimes state actors contribute to conflict. The UN commits to inclusive, democratic processes. These rely on a strong civil society.</p>
<p><b>Narrative</b> <i>Note: Frame narrative evaluations as questions, requests or directions.</i></p>	
<p>1. Who are the mission's UN partners?</p>	<p>All the UN agencies, funds and programmes in a country. These are the UN Country Team (UNCT).</p>
<p>2. What does an “integrated approach” mean for the UN in a country?</p>	<p>An <b>“integrated approach”</b> means the UN peacekeeping operation and the UNCT all work towards the “same” or “common” strategic vision. For multi-dimensional peacekeeping operations, the UN takes an “integrated approach” for all parts of the UN system active in the country (the UNCT).</p>
<p>3. What benefits does an integrated approach bring?</p>	<ul style="list-style-type: none"> <li>▪ Cooperation amplifies and sustains impact. This is the <b>benefit</b> of the “integrated approach”.</li> <li>▪ The UN takes an integrated approach for better results. A host country's peace consolidation needs are better met when the mission and UNCT work on agreed priorities.</li> </ul> <p>Other responses:</p> <ul style="list-style-type: none"> <li>▪ better results, greater success on peace consolidation in a system-wide response</li> <li>▪ different parts of the UN work on the same priorities, vision and objectives – specifically the UNPKO and UNCT</li> <li>▪ local people hear the same messages from different parts of the UN – clear, consistent</li> <li>▪ coordinated work has impact greater than individual parts working in silos</li> <li>▪ peacekeeping is more likely to be effective, informed by UNCT knowledge and networks</li> <li>▪ the PKO as a short-term measure</li> </ul>

	<p>supports the UNCT with long-term mandates</p>
<p><b>Multiple choice</b>  <i>Note: Check one for each.</i></p>	
<p>1. The UNCT is important to a UN peacekeeping operation because: <i>check all that apply</i></p> <p>___(a) is a valuable resource to a peacekeeping operation</p> <p>___(b) has members from only the large UN agencies, funds and programmes</p> <p>___(c) gives continuity to relationships between a host country and the UN</p> <p>___(d) reports to the UN Security Council through the Secretary-General</p> <p>___(e) is chaired by the UN agency with the largest budget in the host country</p>	<p>APPLY</p> <p>(a) – The UNCT has a track record, history in the host country, relationships, knowledge and networks. It is an information source and internal partner for peacekeeping operations.</p> <p>(c) – gives continuity to relationships between a host country and the UN. Members are long-term partners of the host state.</p> <p>DO NOT APPLY</p> <p>(b) – All UN entities in a country belong to the UNCT.</p> <p>(d) – UN agencies, funds and programmes that are part of the UNCT report to different governing bodies and executive boards, not the Security Council.</p> <p>(e) Resident Coordinator (RC) chairs the UNCT. The RC is usually also the RR, Resident Representative for UNDP. During insecure times when a peacekeeping mission is present, one of two DSRSGs may serve as RC.</p>
<p>2. Civil society is an important peacekeeping partner, and includes: <i>check all that apply</i></p> <p>___(a) political parties</p> <p>___(b) national NGOs</p> <p>___(c) citizen associations</p> <p>___(d) private sector</p> <p>___(e) national police force or service</p> <p>___(f) a group of citizens linked by common interests, not organized formally</p>	<p>APPLY</p> <p>(a) to (d) plus (f)</p> <p>DOES NOT APPLY</p> <p>(e) – the national police force or service is part of the security sector in the host country, not a civilian organization or part of civil society</p> <p>You may want to ask: Who else is part of civil society, important to peacekeeping? Academics, women's groups, student associations, organizations for elderly or disabled people, specific ethnic groups. Consider also all people excluded from mainstream politics and public life, or not part of "organised" civil society. Social inclusion broadens the base of support for peace.</p>

<p>3. National partners are key partners for UN peacekeeping operations because: <i>check all that apply</i></p> <p>___(a) they follow the UN priorities and not their own;</p> <p>___(b) they are “mission mandate beneficiaries” or “UN clients”</p> <p>___(c) they follow their own independent agendas</p> <p>___(d) they have an impact on achieving the mandate</p> <p>___(e) they will be impacted by the mandate</p>	<p>APPLY</p> <p>(b) – they are “mission mandate beneficiaries” or “UN clients”</p> <p>(d) – they have an impact on achieving the mandate (e) – they will be impacted by the mandate</p> <p>DO NOT APPLY</p> <p>(a) they follow the UN priorities and not their own</p> <p>(c) follow their own independent agendas</p>
<p>4. Check all the intergovernmental organisations.</p> <p>___(a) International Committee of the Red Cross (ICRC)</p> <p>___(b) African Union (AU)</p> <p>___(c) OXFAM International (OXFAM)</p> <p>___(d) North Atlantic Treaty Organization (NATO)</p> <p>___(e) Economic Community of West African States (ECOWAS)</p> <p>___(f) Office for Coordination of Humanitarian Affairs (OCHA)</p> <p>___(g) European Union (EU)</p>	<p>Member States belong to intergovernmental organisations, regional and sub-regional.</p> <p>Stress the distinction between inter-governmental and non-governmental.</p> <p>INTERGOVERNMENTAL ORGANIZATIONS</p> <p>(a) African Union (AU)</p> <p>(d) North Atlantic Treaty Organization (NATO)</p> <p>(e) Economic Community of West African States (ECOWAS)</p> <p>(g) European Union (EU)</p> <p>NOT INTERGOVERNMENTAL ORGANIZATIONS</p> <p>(a) International Committee of the Red Cross (ICRC) – has an “international legal personality” status of its own</p> <p>(c) OXFAM International (OXFAM) – an international NGO</p> <p>(f) Office for Coordination of Humanitarian Affairs (OCHA) – is a part of the UN organization</p>

The training course using CPTM 2017 will be almost one-third over at this point. Course Directors and instructors will know the groups and learners, including what types of exercises work best. If true/false or yes/no questions work well with a class, adapt points in the multiple-choice questions to these formats.

**More ways to evaluate learning**

- **Diagram of mission partners.** Get participants to prepare a diagram showing different mission partners in UN peacekeeping. Direct them to make it complete and detailed. Put out supplies: flip-chart sheets, tape and glue, coloured paper and flip-chart pens, scissors. Give a time limit. Create a

“gallery” by getting groups to post their diagrams, and allow time for people to circulate and view each other's work. Debrief.

**Variation:** Do the exercise in two phases.

1. **Phase 1:** Do not look at notes or references. Prepare the diagram based on what people remember. Post diagrams for group review. Do not give your feedback yet. Invite groups to look at the diagrams as they are, and get more ideas.
2. **Phase 2:** Use information in other diagrams, your notes and references to complete the diagram or change it.

- **Briefing on mission partners.** Divide the class into three groups. Assign each group one type of mission partner:
  1. United Nations Country Team (UNCT)
  2. National partners
  3. External partners

The task: Prepare an introductory profile on assigned mission partners, and use it to brief the class. Encourage people to be creative, and accurate.

**Variation:** Simulate an actual briefing. Invite external people as the audience. Make sure each group knows how much time is available. Manage that time – do not let groups go over by much. Prepare a standard form and ask audience members to evaluate each presentation. If the group is collegial and people support each other, give all audience members the evaluation forms, including participants.

### Evaluation Form

1. use a rating scale of 1 (very poor) to 10 (excellent)
  2. list points for rating:
    - Accuracy of content
    - Flow of briefing
    - Presentation skills
    - Team work
    - Handling of questions
    - Value of audio-visual or graphic support (diagrams, charts)
    - Time management
  3. give space for written comments
    - Liked most/least
    - New learning
    - Suggestions
- **Evaluation assignment.** Use a real case to show how the UN's “integrated approach” works. Use the examples in the lesson, or get participants to do independent research. Encourage people with peacekeeping experience to share real cases. Give time to research and prepare a brief presentation. Make sure the examples profile UNCT and mission contributions. Participants may also share experiences of hindrances to the “integrated approach” and what steps were taken to encourage cooperation.

- **Group discussion as part of evaluation.** Ask the question: What relationships exist in peacekeeping contexts between the UN and NGOs?
  - NGOs may have long experience in a country – they are a source of information for peacekeeping personnel, as they know the people and the place.
  - NGOs may have existing relationships with other UN partners, especially on the humanitarian side and development side – goodwill may exist, as well as networks.
  - Peacekeeping personnel will find NGO knowledge valuable. However, they have to “practice humility to avoid friction”. Humility needs to be constant in UN interactions with local people and national partners in general.
  - OCHA and UNDP offices in the country will have detailed knowledge of NGO work.
  - The UN may need to build capacity of local and national NGOs, to implement projects and for people to effectively represent their interests through them.
  - UN peacekeeping missions may work directly with NGOs on QIPS (Quick Impact Projects) – for example short-term employment activities, small projects to repair roads or schools.
  - Peacekeeping missions provide transport for NGO workers in many countries.
  - International NGOs can provide humanitarian aid – water and sanitation, food, health services, education supplies.
  - Other NGOs may be directly involved in peacebuilding, addressing root causes of violent conflict. Another type supports development programmes.
  - Examples of NGOs that work alongside UN peacekeeping operations include OXFAM, Save the Children, Concern and Medecins sans Frontiers/Doctors Without Borders (participants may know of many more examples).
  - Humanitarian NGOs keep distance from political-military structures, for access and safety in conflict zones. Humanitarian actors deliver help, peacekeeping personnel facilitate or support it.

\*\*\* Participants may name the ICRC. Take time to go through these points. An example of core pre-deployment training failure is for a majority of peacekeeping personnel to identify the ICRC as a UN body.

- ICRC is not an NGO – it is part of the Red Crescent and Red Cross Movement. Others in that movement are National Red Cross and Red Crescent Societies, and the Federation of Red Cross and Red Crescent Societies.
- ICRC is a neutral, independent, impartial humanitarian actor. It has a unique international legal status, recognized in international humanitarian law and by all states.
- ICRC is not an international or intergovernmental organization. ICRC is not part of the UN.

- **ISF Diagram.** Recall the diagram in Mission Start-up Guide (2010) on page 35. Ask participants to prepare a diagram which shows how the key mandates of UN partners can work together in an integrated approach. If needed, remind participants of the three key mandates are:
  1. Peace and Security
  2. Humanitarian
  3. Development
  - If the lesson introduced key documents (CHAP/CAP, UNDAF/PRSP, MANDATE/RBB) task people to include these in the diagram.
  - The diagram illustrates how critical the ISF is to an integrated approach. Stress this. Areas of overlap need close coordination and cooperation. Each distinct area makes unique needed contributions.
  - Point to the arrows in the original diagram in the Mission Start-up Guide. The different lines indicate the information flow. Information flow and other partnerships contribute to the integrated approach. A UN system-wide effort is as important as the mandates of individual parts. Cover this when you debrief.

**Variation:** Phase the evaluation in two parts.

1. Part 1: Ask participants to prepare the diagram, as above.
2. Part 2: Ask participants to identify by name key mission partners for the three mandates. Add two rings to the outer part of the diagram. Label one “UN partners”, and the other “External partners”. Add the names to the outer ring of the diagram. Option: Print out the names of key partners in development, humanitarian and peace/security, one per page. Mix them up. Hand out sets and give groups a limited time to prepare an accurate detailed diagram.

This variation has the advantage of showing visually the complexity of the UN and peacekeeping contexts. It is in these contexts that peacekeeping personnel must form strategic, operational and tactical partnerships.