Annex 1

Terms of Reference –

Independent Evaluation of the "Reinforcement of the Peacekeeping Training Centre of Tanzanian Armed Forces" 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. UNITAR's mission is to develop the individual, institutional and organizational capacity of countries and other United Nations stakeholders through high-quality learning solutions and related knowledge products and services to enhance decision-making and to support country-level action for overcoming global challenges.

2. UNITAR's first Strategic Objective calls to "Promote peace and just and inclusive societies". The sub-objective SO 1.1 "Support institutions and individuals to contribute meaningfully to sustainable peace" focuses on increasing institutions and individuals' capacities to prevent and resolve violent conflicts, restore the rule of law, and build lasting peace. Special focus is placed on strengthening knowledge and skills of women as change agents in conflict analysis, negotiation and mediation; and strengthening engagement of men and boys as agents of change in efforts to work towards ending sexual and gender-based violence and reducing the stigmatization.

3. UNITAR has been supporting Tanzania military and police forces since 2016 in the framework of the respective pre-deployment training programmes. The current project fits in this framework by reinforcing the peacekeeping training centre of Tanzanian Armed Forces, implemented in two phases. Phase I, or the 2021 phase, implemented between July and December 2021 and Phase II, or the 2022 phase, implemented between 15 April and 31 December 2022.

4. The prime goal of the project is to strengthen the impact of peace operations by directly addressing the challenges related to deficient pre-deployment training, with a particular focus on uniformed personnel. It will do so by transforming the existing Peacekeeping Training Centre of Tanzanian Armed Forces into a fully integrated training and research center for the preparation of East African uniformed personnel deploying to UN peace operations. The training centre will take into account the specific needs of female personnel, complement the activities of existing centers in the region, and act as reference for high-impact training.[1]

5. The project long-term outcomes is "expanding access to high-impact pre-deployment training for uniformed personnel (men and women) in East Africa". Short-term outcomes of the project are i) Increased accessibility to a dedicated regional peacekeeping training and research center; ii) Strengthened capabilities and motivation of local trainers (women and men) to deliver high-impact pre-deployment training; and iii) Strengthened capabilities and motivation of uniformed personnel (women and men) from the region to operate effectively in high-risk environments.

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[1] High-impact training is based in six principles: i) performance, ii) human-centeredness; iii) innovation; iv) transformation; v) inclusivity; vi) interactivity; and vii) sustainability.

6. In its two phases, the project entails six components: i) Structural expansion of the training centre and provision of training equipment; ii) Establishment of the research hub[2] "Peacekeeping Training Centre" to document best practices and lessons learned in East Africa peacekeeping activities, and to develop and support a culture of best practices in UN peacekeeping; iii) Review (and implementation) of the centre's internal operational framework; iv) Creation (and expansion) of a roster of certified trainers associated with the centre; v) Establishment of a technology-enhanced learning environment (concept note); vi) Expansion of the centre's partnership basis; and vii) Delivery of pre-deployment training to uniformed personnel.

7. The project is subject to an independent evaluation as per UNITAR Evaluation Policy.

Purpose of the evaluation.

8. The purpose of this evaluation is to assess the relevance, coherence, effectiveness, efficiency, likelihood of impact and likelihood of sustainability of the project; to identify good practices as well as any problems or challenges that the project has encountered; to issue recommendations, and to identify lessons to be learned on design, implementation and management. The evaluation's purpose is thus to provide findings and conclusions to meet accountability requirements, and recommendations and lessons learned to contribute to the project's improvement, strategic direction, and broader 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 delivery of the results.

9. While the evaluation will include an assessment of all six OECD/DAC criteria, gender, disability and human rights, and environmental considerations will be taken into account. Since Phase I and Phase II are interlinked, the evaluation will cover both phases when assessing the evaluation criteria. In addition to serving as accountability function, the evaluation's purpose is also to be as forward-looking as possible to inform decisions on the design and planning of possible future phases and focus areas of this or similar projects, with emphasis on institutional assessment and support.

Scope of the evaluation

10. The evaluation will cover Phases I and II of the project (June 2021 to December 2022). Although the scope of the evaluation does not include the previous project phase 2021, also funded by Federal Republic of Germany – Federal Minister for Foreign Affairs, the evaluator should take the other phase into account when framing the evaluation's findings and conclusions. In addition to assessing the results achieved in 2021 and 2022 with a particular focus on the impact criterion, the evaluation should provide forward-looking recommendations to inform possible future phases.

Evaluation criteria

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[2] The research hub is the name of the training centre's new building.

11. The evaluation will assess project performance using the following criteria: relevance, coherence, effectiveness, efficiency, likelihood of impact, and likelihood of sustainability. The evaluation questions related to gender equality and the empowerment of women dimensions are marked with "GEEW". Questions related to environmental sustainability are marked with "ENVSUSE". Disability and human rights considerations should also be considered throughout the evaluation.

- *Relevance: Is the project reaching its intended individual and institutional users and are activities relevant to the beneficiaries' needs and priorities, and designed with quality?*
- *Coherence: To what extent is the project coherent with relevant UN/international frameworks and policies, complementing other programmes and projects and adhering to international norms and standards?*
- *Effectiveness: How effective has the project been in delivering results and in reinforcing the peacekeeping training centre of Tanzanian armed forces, local trainers and training participants' capabilities?*
- *Efficiency: To what extent has the project delivered its results in a cost-effective manner and optimized partnerships?*
- *Likelihood of Impact: What are the potential cumulative and/or long-term effects expected from the project, including contribution towards the intended impact, positive or negative impacts, or intended or unintended changes?*
- *Likelihood of Sustainability: To what extent are the project's results likely to be sustained in the long term? How is environmental sustainability addressed in the project?*

Principal evaluation questions

12. The following questions are *suggested* to guide the design of the evaluation, although the criteria applied to the outcomes and the final questions selected/identified will be confirmed by the evaluator following the initial document review and engagement with project management with a view to ensuring that the evaluation is as useful as possible with regard to the project's future orientation. The focus of the evaluation shall be on the impact criterion and the questions falling under it.

<u>Relevance</u>

a. *To what extent is the project aligned with the Institute's efforts to helping Member States implement the 2030 Agenda for Sustainable Development, the UNITAR strategic framework 2018-2021 and 2022-2025, and particularly SO 1.1, and SDG 16?*
b. *How relevant are the objectives and design of the project (all its components) to the needs and priorities of the Peacekeeping Training Centre of Tanzanian Armed Forces and to the capacity needs, priorities and performance improvements of the beneficiaries of the training centre? Are they building on the "Training Facility for Integrated Exercises for Uniformed Personnel" report commissioned by UNITAR and the institutional assessment of the training centre (2021)? Were the objectives formulated sufficient to lead to a behavioural change/performance growth?*
c. *How relevant is the project to supporting gender equality and women's empowerment in the peace and security field? (GEEW)*
d. *How relevant is the project to the local, national, international and/or historical context?*

<u>Coherence</u>

e. *How well is the project aligned with and complements other UNITAR programming, including those aiming at strengthening the deployment-related training offerings of training centers in the African continent (Supporting the yearly trainings program of the Ecole Maintien de la Paix (EMPABB) Mali), Training and Advanced training of West African Security Forces (Ghana), etc.)?*

f. *How well is the project aligned with UNITAR standards for training of trainers?*
   How well is the project aligned with international frameworks, including the WPS Agenda, the UN Uniformed Gender Parity Strategy, Cruz Report, Action for Peacekeeping (A4P), Elsie Initiative for Women in Peace Operations, Blue Marble principles, amongst others? (GEEW, ENVSUSE)[3]

Effectiveness

g. *To what extent have the planned outputs and objectives for Phase I and II been achieved? What are the factors affecting the project's, organisation's, and the individual's or centre's performance?*

h. *Has the project's structure, with its multiple components, and partnerships been effective in delivering results, including the performance of the three implementing partners of phase I? (see annex H)*

i. *To what extent are a human rights-based approach, disability considerations, and a gender mainstreaming and inclusiveness strategy incorporated in the design and implementation of the project and in the design and delivery of ToT events (both men and women) and pre-deployment training? (GEEW)*

j. *To what extent and how is the project contributing to changed behaviour (motivations) and improved performance (capabilities) of the certified trainers and the armed forces in the served communities? What is missing, if anything?*

k. *To what extent is the environmental sustainability taken into account when constructing the training centre and research hub or when providing the equipment? (ENVSUSE)*

l. *To what extent has the project supported the centre's institutional development, and has it been effective and sustainable?*

Efficiency

a. *To what extent has the project produced outputs in a timely and cost-efficient manner, including all the implementing partners (e.g., in comparison with alternative approaches)? Were the project's resources (human and financial) used as planned and fully utilised?*

b. *How efficient has the Ministry of Defence and National Service of the United Republic of Tanzania (MODANS)' procurement rules and regulations, contractual arrangements with vendors procedures been in providing the necessary inputs for the project results (e.g., the construction work in the training centre, the establishment of the research hub, the technology-enhanced learning environment, etc.)?*

c. *To what extent are the project's inputs/resources deployed in an efficient manner (e.g., cost-efficient, constructing the centre, supplying the equiment) to realise the activities? (ENVSUSE)*

Likelihood of impact and early indication of impact (the following questions shall be considered the focus of this evaluation)

d. *What real difference has the project made to the role of female officers during the pre-deployment phase and after when being deployed the training in the Peacekeeping Training Centre of Tanzanian Armed Forces? (GEEW)*

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[3] A non-exhaustive list of relevant frameworks is included in Annex C.

e. *To what extent has the project strengthened the training centre, local trainers' and officers benefiting from the offerings of the training centre capacities? How did the trainings impact the specific training needs of uniformed (men and women) personnel and the served communities?*

f. *What other observable end-results or organizational changes (positive or negative, intended or unintended), and strengthened capabilities (increased, decreased) have occurred?*

g. *Did the project expand the access to high-impact pre-deployment training for uniformed personnel, by increasing the accessibility to dedicated peacekeeping training, by upgrading the equipment, by expanding the partnership base?*

Likelihood of sustainability and early indication of sustainability

h. *To what extent are the project's results likely to endure beyond the implementation of the activities in the mid- to long-term and under which conditions?*

i. *What are the major factors which influence the achievement or non-achievement of sustainability of the project and can be mitigated by project stakeholders?*

j. *To what extent are the current design and exit strategies likely to contribute to sustained capacity of the training centre, including the establishment of the research hub, roster of certified trainers, and expansion of partnerships (Phase I)?*

k. *What can we learn to inform the future design of similar programming, particularly in institutional assessment and support?*

l. *Did the institutional support for the training centre turned out to be sustainable?*

m. *To what extent is environmental sustainability taken into account when considering the long-term use of the training centre building? (ENVSUSE)*

Gender Equality and Women Empowerment (GEEW)

The evaluation questions with gender equality and women empowerment dimensions are marked with **"*GEEW" in the above.*** Disability considerations should also be considered throughout the evaluation.

Environmental Sustainability in Evaluation (ENVSUSE)

The evaluation questions with the evaluation sustainability dimension are marked with "***ENVSUSE"*** in the above.

Evaluation Approach and Methods

13. The evaluation is to be undertaken in accordance with the UNITAR Evaluation Policy, the operational guidelines for independent evaluations and the United Nations norms and standards for evaluation, and the UNEG Ethical Guidelines. The evaluation will be undertaken by a supplier or an international consultant (the "evaluator") under the supervision of the UNITAR Planning, Performance Monitoring and Evaluation Unit (PPME). PPME shall support the evaluation team in gathering background documentation and other data collection processes.

14. In order to maximize utilization of the evaluation, the evaluation shall follow a participatory approach and engage a range of project stakeholders in the process, including the project implementation team, project partners, the beneficiaries, the donor and other relevant stakeholders. 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; review of the log frame (reconstructed) baseline data and the theory

of change; key informant interviews; focus groups; and, if possible, field visits. These data collection tools are discussed below.

15. It is recommended to look at the different dimensions of capacity development, including:

- **Individual dimension** relates to the people involved in terms of knowledge, skill levels, competencies, attitudes, behaviours and values that can be addressed through facilitation, training and competency development.
- **Organizational dimension** relates to public and private organizations, civil society organizations, and networks of organizations. The change in learning that occurs at individual level affects, from a results chain perspective, the changes at organizational level.
- **Enabling environment dimension** refers to the context in which individuals and organizations work, including the political commitment and vision; policy, legal and economic frameworks and institutional set-up in the country; national public sector budget allocations and processes; governance and power structures; incentives and social norms; power structures and dynamics.

Table 1: Capacity areas within the three dimensions

Individual	Skills levels (technical and managerial skills) Competencies	Essential knowledge, Cognitive skills, Interpersonal skills, Self-control, Attitude towards behaviour, Self-confidence, Professional identity, Norms, Values, Intentions, Emotions, Environmental barriers and enablers with specific focus on gender and disability inclusion (among others)
Organizations	Mandates Horizontal and vertical coordination mechanisms Motivation and incentive systems Strategic leadership Inter/intra institutional linkages Programme management Multi-stakeholder processes	Organizational priorities Gender and disability inclusion Processes, systems and procedures Human and financial resources Knowledge and information sharing Infrastructure Environmental sustainability Institutional support
Enabling environment	Policy and legal framework Political commitment and accountability framework Governance	Economic framework and national public budget allocations and power Legal, policy and political environment

16. 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 analyse background documents and secondary data/information related to the project, including a results framework indicator tracking review. A list of background documentation for the desk review is included in Annex C.
If baseline data available allows for it, the evaluator should consider using quantitative approaches to assess the impact assessment related evaluation questions.

The evaluator should also consider whether Outcome mapping / Outcome harvesting / outcome evidencing, process tracing, contribution analysis, episode study, or other theory-based approaches to evaluate outcomes, are suitable tools for answering the evaluation questions.

Stakeholder analysis

The evaluator will identify the different stakeholders involved in the project. Key stakeholders at the global and national level include, but are not limited, to:

- Implementing partner institutions (see annex H);
- The donor (Ministry of Foreign Affairs of Germany);
- Beneficiary institution: Peacekeeping Training Centre of Tanzanian Armed Forces;
- Beneficiaries/participants at all levels;
- Trainers/facilitators;
- UNITAR project team;
- Host (local and national) governments;
- Etc.

Survey(s)

With a view to maximizing feedback from the widest possible range of project stakeholders, the consultant will 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 contacts is available in Annex A. 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, at the national or local level.

Focus groups

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

Field visit

A field visit for interviews and focus groups with logistical support from Project Management shall be organised to Tanzania.

Observation may also prove useful if activities are being implemented simultaneously to the local field visit.

17. The evaluation shall look for synergies and benefit from the evaluation undertakings of the projects "Supporting the yearly training programmes of the Ecole de Maintien de la Paix" and "Training and Advanced Training of West African Security Forces", taking place in parallel. PPME will be liaising with the evaluation teams and schedule joint meetings that allow for exchange.

Gender, disability and human rights, and environmental sustainability

18. The evaluator should incorporate human rights, gender, disability, and environmental sustainability perspectives in the evaluation process and findings, particularly by involving women and other groups subject to discrimination. All key data collected shall be disaggregated by sex, UN country status/classification, disability, and age grouping and be included in the draft and evaluation report. Though this is a general requirement for all evaluations, this evaluation should particularly put emphasis on **gender equality and women's empowerment**.

19. 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 (UNEG Ethical Guidelines).

Timeframe, work plan, deliverables and review

20. The proposed timeframe for the evaluation spans from November 2022 (recruitment of the evaluator) to June 2023 (publication of final evaluation report). An indicative work plan is provided in the table below.

21. 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/limitations in collecting data and confirm the final timeframe for the completion of the evaluation exercise.

22. 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.

23. The draft evaluation report should follow the structure presented under Annex D. 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 30 pages, excluding annexes.

24. Following the submission of the zero draft, a draft report will then be submitted to Project Management to review and comment on the draft report and provide any additional information using the form provided under Annex G by 29 May 2023. Within two weeks of receiving feedback, the evaluator shall submit the final evaluation report. The target date for this submission is 12 June

2023. Subsequently, PPME will finalize and issue the report, and present the findings and recommendations to Project Management and other invited stakeholders.

Indicative timeframe: November 2022- June 2023

Activity	November 2022	December 2022	January 2023	February 2023	March 2023	April 2023	May 2023	June 2023
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 Project Management							■	
Presentation of the evaluation emerging findings and lessons learned							■	
Project Management reviews draft evaluation report and shares comments and recommendations							■	
Evaluation report finalized and management response by Project Management								■
								■

Dissemination and publication								

Summary of evaluation deliverables and indicative schedule

Deliverable	From	To	Deadline*
Evaluation design/question matrix	Evaluator	Evaluation manager	12 December 2022
Comments on evaluation design/question matrix	Evaluation manager	Evaluator	19 December 2022
Zero draft report	Evaluator	Evaluation manager	24 April 2023
Comments on zero draft	Evaluation manager	Evaluator	1 May 2023
Draft report	Evaluator	Evaluation manager	15 May 2023
Presentation of emerging findings, recommendations and lessons learned	Evaluator/evaluation manager	Programme Management	to be defined
Comments on draft report	Programme Management	Evaluation manager	29 May 2023
Final report	Evaluator	Evaluation manager	12 June 2023
Dissemination and publication of report	Evaluation manager		June 2023

*To be adjusted depending on the contract signature and to be agreed upon with the Evaluation Manager.

OPTIONAL: A reference group is considered a good practice in independent evaluations. Members of the reference group could be a representative from project management, from the donor and several representatives from the implementing partners for example. These stakeholders would then be included throughout the evaluation phases and would e.g., be able to provide comments on the draft report.

Communication/dissemination of results

25. The evaluation report shall be written in English. The final report will be shared with all partners and be posted on an online repository of evaluation reports open to the public.

Evaluation management arrangements

26. The evaluator will be contracted by UNITAR and will report directly to the Director of the Strategic Planning and Performance Division and Manager of Planning, Performance Monitoring, and Evaluation Unit (PPME) ('evaluation manager').

27. The evaluation manager reports directly to the Executive Director of UNITAR and is independent from all programming related management functions at UNITAR. According to UNITAR's Evaluation Policy, in due consultation with the Executive Director/programme management, PPME issues and discloses final evaluation reports without prior clearance from other UNITAR Management or functions. This builds the foundations of UNITAR's evaluation function's independence and ability to better support learning and accountability.

28. 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, if any, will be in accordance with the UN rules and regulations for consultants.

Evaluator Ethics

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

Professional requirements

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

- MA degree or equivalent in international relations, peace and conflict studies or a related discipline. Knowledge of and experience in training design and delivery, including training of trainers approaches and in areas related to peacekeeping and police training.
- At least 7 years of professional experience conducting evaluation in the field of capacity building. Knowledge of United Nations Norms and Standards for Evaluation.
- Technical knowledge of the focal area including the evaluation of peacekeeping related topics, as well as contemporary developments in multilateral efforts to develop policing capacities in broader peacekeeping missions. Knowledge of or experience in institutional assessments/support.
- Field work experience in Africa, particularly East-Africa.
- Excellent research and analytical skills, including experience in a variety of evaluation methods and approaches. Experience in evaluation using Kirkpatrick method is an advantage.
- Excellent writing skills.
- Strong communication and presentation skills.
- Cross-cultural awareness and flexibility.
- Availability to travel.
- Fluency in oral and written English. Working level of Swahili is an advantage.

PPME may also hire a team of up to two evaluators (local and international) or an evaluator (team leader, evaluation design) and a subject matter expert (team member, training-related expert).

Annexes:
    A. **List of contact points**
    B. **Event data available on the UNITAR Event Management System**
    C. **List of documents and data to be reviewed**
    D. **Structure of evaluation report**
    E. **Project logical framework**
    F. **Audit trail**
    G. **Evaluator code of conduct**

Annex A: List of contact points

Project Management to complete

B: Event data available on the Event Management System from 1.06.2021-30.09.2022[4]

Admin entity	Start date (Y-m-d)	End date (Y-m-d)	Event title	Learning outcome	Registration type	Accepted participants	Certificates of participation	Certificates of completion	% Overall	% 4-5	% Job relevance	% 4-5	% New info	% 4-5	% Intent of use	% 4-5	% Overall usefulness
PTP / Peacekeeping Training Programme	2021-10-04	2021-10-25	Training of PTC Trainers	Yes	Private – by invitation	15	0	0	100	100	100	100	100	100	100	100	100
PTP / Peacekeeping Training Programme	2021-10-04	2021-10-25	Women Leadership for Peace	Yes	Private – by invitation	25	0	0	76	84	76	79	76	84	76	89	76

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[4] Events for 2022 were not yet uploaded to the Event Management System.

Annex C: List of documents/data to be reviewed

- Interim and final narrative and financial reports
- Legal Agreement
- Logical Framework and outcome areas
- Project Description
- UNITAR website content
- Event Management System Data
- Documents related to the 2021 earlier project phase
- Documents related to the three implementing partner
- Institutional assessment of the training centre
- Report commissioned by UNITAR *"Training Facility for Integrated Exercises for Uniformed Personnel"*
- Concept note of the research hub and technology-enhanced learning environment.
- Relevant international frameworks including *Strategic Guidance Framework for International Policing*, *Women, Peace and Security (WPS) Agenda*, the *UN Uniformed Gender Parity Strategy*, *Cruz Report*, *Action for Peacekeeping (A4P)*, *Integrated Peacekeeping Performance and Accountability Framework*, *Elsie Initiative for Women in Peace Operations*, *Africa Peace Support Trainers Association*'s values and objectives, *UNSC Resolution 2242 (2015) on Women and Peace*, the *Policy on United Nations Police* (2014), report on *Forced Police Unit Command Staff Training Needs Assessment*; and other relevant UN, AU or ECOWAS frameworks.
- Any other document deemed to be useful to the evaluation

Annex D: 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 E: 2020 Project Logical Framework and outcome areas submitted for project proposal

Phase I

Logframe

German Federal Foreign Office - Divison *S03*

Funding Area *Förderbereich / Programm vom AA vorzugeben*

Project *Reinforcement of the Peacekeeping Training Center of Tanzanian Armed Forces*

Recipient of

Allocation *UNITAR*

Duration *15 Jul - 31 Dec 2021*

Status / Date *30 June 2022*

Intervention Logic	Description of objectives and results	Indicators	Sources of Information	Assumptions and Risks
Overall Objective (Impact)	*Expanded access to high-impact pre-deployment training for uniformed personnel (men and women) in East Africa*			

		% of East African military and police officers trained in / by the staff of the regional center for deployment to UN peace operations within 1 year from its establishment **Baseline: 0%** **Target: 50%**		
Project Objective 1 (Outcome)	*Accessibility to a dedicated regional peacekeeping training and research center*		*Report of regional center's activities*	*(please refer to assumptions and risks section in the project doc)*
Result 1.1 (Output)	*Additional structures of the center constructed and equipped*	**Number of modules built and equipped** **Baseline: 0** **Target: 1**	*Report of regional center's activities*	*(please refer to assumptions and risks section in the project doc)*
Result 1.2 (Output)	*Research hub established*	**Number of research hubs established** **Baseline: 0** **Target: 1**	*Report of regional center's activities*	*(please refer to assumptions and risks section in the project doc)*
Result 1.3 (Output)	*Operating frameworks of the center reviewed*	**Number of operating frameworks reviewed** **Baseline: 0** **Target: 1**	*Report of regional center's activities*	*(please refer to assumptions and risks section in the project doc)*

Result 1.4 (Output)	Concept notes for the integration of high-tech learning solutions developed	**Number of concept note drafted** **Baseline: 0** **Target: 1**	*Report of regional center's activities*	*(please refer to assumptions and risks section in the project doc)*
Result 1.5 (Output)	Trainers' roster system developed and implemented	**Number of roster systems developed** **Baseline: 0** **Target: 1**	*Report of regional center's activities*	*(please refer to assumptions and risks section in the project doc)*
Result 1.6 (Output)	Modular training approach designed and developed	**Number of modular training approaches designed and developed** **Baseline: 0** **Target: 1**	*Report of regional center's activities*	*(please refer to assumptions and risks section in the project doc)*
Result 1.7 (Output)	Partnership base expanded to include additional partners / donors	**Number of new partners supporting the regional center by the end of the project** **Baseline: 1** **Target: 2**	*Report of regional center's activities*	*(please refer to assumptions and risks section in the project doc)*

		% of trainers meeting the completion requirements of the certification program **Baseline**: 0% **Target**: 80%	*Report of raining event*	*(please refer to assumptions and risks section in the project doc)*
Project Objective 2 (Outcome)	*Strengthened capabilities and motivation of local trainers (women and men) to deliver high-impact pre-deployment training for police personnel*			
Result 2.1 (Output)	*Training delivered to trainers*	**Number of trainers certified** **Baseline**: 0 **Target**: 15	*Report from training event*	*(please refer to assumptions and risks section in the project doc)*
Project Objective 3 (Outcome)	*Strengthened capabilities and motivation of female police officers to occupy leadership positions in national forces and peace operations*	**% of participants meeting the completion requirements of the training program** **Baseline**: 0% **Target**: 80%	*Report from training event*	*(please refer to assumptions and risks section in the project doc)*
Result 3.1 (Output)	*Training delivered to participants*	**Number of participants trained** **Baseline**: 0 **Target**: 25	*Report from training event*	*(please refer to assumptions and risks section in the project doc)*

Phase II

Logframe

German Federal Foreign Office - Divison *S03*

Funding Area
Förderbereich / Programm vom AA vorzugeben
Project Recipient of Allocation
Reinforcement of the Peacekeeping Training Center of Tanzanian Armed Forces

UNITAR

Duration
15 Apr - 31 Dec 2022
Status / Date
25.07.2022

Intervention Logic	Description of objectives and results	Indicators	Sources of Information	Assumptions and Risks	Interim Report 1 (Period: 15.04.22 - 31.08.22) Target Value / Value achieved	Final Report Target Value / Value achieved	Comments
Overall Objective (Impact)	*Expanded access to high-impact pre-deployment training for uniformed personnel (men and women) in East Africa*	Please leave these fields empty					
Project Objective 1 (Outcome)	*Increased accessibility to a dedicated regional peacekeeping training and research center*	**% of East African military and police officers trained in / by**	*Report of regional center's activities*	*(please refer to assumptions and risks section in*	*0%*		

		the staff of the regional center for deployment to UN peace operations within 1 year from its establishment **Baseline**: 0% **Target**: 50%		*the project doc)*					
Result 1.1 (Output)	*Equipment upgraded*	**Stock of equipment upgraded** **Baseline**: 0 **Target**: 1	*Report of regional center's activities*	*(please refer to assumptions and risks section in the project doc)*	*0*				
Result 1.2 (Output)	*Priority actions of 2021 action plan implemented*	**% of priority actions of 2021 action plan implemented** **Baseline**: 0 **Target**: 50%	*Report of regional center's activities*	*(please refer to assumptions and risks section in the project doc)*	*10%*				
Result 1.3 (Output)	*Partnership base expanded*	**Number of additional partners / donors secured** **Baseline**: 0 **Target**: 2	*Report of regional center's activities*	*(please refer to assumptions and risks section in the project doc)*	*1*				

		% of trainers meeting the completion requirements of the certification program **Baseline: 0%** **Target: 80%**	Report of raining event	*(please refer to assumptions and risks section in the project doc)*	*80%*				
Project Objective 2 (Outcome)	*Strengthened capabilities and motivation of local trainers (women and men) to deliver high-impact pre-deployment training*								
Result 2.1 (Output)	*Training delivered to PTC trainers*	**Number of trainers certified** **Baseline: 15** **Target: 35**	*Report from training event*	*(please refer to assumptions and risks section in the project doc)*	*20*				
Project Objective 3 (Outcome)	*Strengthened capabilities and motivation of uniformed personnel (women and men) from the region to operate effectively in high-risk environments*	**% of participants meeting the completion requirements of the training program** **Baseline: 0%** **Target: 80%**	*Report from training event*	*(please refer to assumptions and risks section in the project doc)*	*80%*				
Result 3.1 (Output)	*Training delivered to personnel from East Africa prior to deployment to UN or other peace peace operations (thematic area to be defined based on PTC training calendar / needs)*	**Number of participants trained** **Baseline: 0** **Original Target: 300** **Revised Target: 540**	*Report from training event*	*(please refer to assumptions and risks section in the project doc)*	*100*				

Annex F: Evaluation Audit Trail Template

(To be completed by 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 "Reinforcement of the Peacekeeping Training Centre of Tanzanian Armed Forces" project

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

Annex G: 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.

Evaluation Consultant Agreement Form[5]

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. and I declare that any past experience, of myself, my immediate family or close friends or associates, does not give rise to an actual or perceived conflict of interest.

Signed at *place* on *date*

Signature: _____

*This form is required to be signed by each eval

[5]www.unevaluation.org/unegcodeofconduct

ANNEX H: LIST OF IMPLEMENTING PARTNERS

Name	Type of organisation	Dates	Amount in local currency	Amount in USD6
INADES Formation Kenya	Non-Governmental organisation	**2021** Upon agreement Upon receipt and acceptance of reports Upon satisfactory completion of the project	1'295'471 KSHS 1'036'377 KSHS 259'094 KSHS	10'698,94 USD 8'559,16 USD 2'139,79 USD
		2022	Not an Implementing partner in 2022	
Ministry of Defence and National Service of the United Republic of Tanzania	Governmental organisation	**2021** Upon agreement Upon receipt and acceptance of final reports	1'514'107'916.76 TZS 168'234'212.97 TZS	649'274.41 USD 72'141.60 USD
		2022	164'085'152.12 TZS	10'392.18 USD

The Regional Centre of Small Arms in the Great Lakes Region, the Horn of Africa and Bordering States	Intergovernmental organisation	**2021**
		Contribution of UNITAR
		    Upon agreement
		
		    Upon receipt and acceptance of final reports
		RESCA contribution
			10'260'800.00 KES
			8'208'640.00 KES
			
			2'052'160.00 KES
			
			636'000.00 KES
				84'729.98 USD
				67'789.58 USD
				
				164'947.39 USD
				
				5'252.29 USD

		2022	Not an Implementing partner in 2022	
The Tanzania Police Force	Governmental organisation	**2022** Upon agreement Upon receipt and acceptance of interim reports	124'565'357.28 TZS 41'521'785.76 TZS	53'438.27 USD 17'812.76 USD

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6 Exchange rates may vary.

		Upon receipt and acceptance of final reports		
			41'521'785.76 TZS	17'812.76 USD
The East Africa Standby Force	Regional organisation	**2022** Upon agreement	9'208'601.60 KES	76'047.58 USD
		Upon receipt and acceptance of final reports	2'302'150.40 KES	19'011.9 USD