

Terms of Reference

Independent Evaluation of the “Support to the Establishment of the Psychiatric Unit of Malian Armed Forces” Project

(C2019.TARPT055.DEUMoD)

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 programming covers several thematic areas and activities aimed at supporting the implementation of the Agenda 2030 for Sustainable Development; multilateral diplomacy; public finance and trade; environment, including climate change, environmental law and governance, and chemicals and waste management; peacekeeping, peacebuilding and conflict prevention; decentralized cooperation; and resilience and disaster risk reduction.
2. 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. Approximately three-quarters of beneficiaries from learning-related programming are from developing countries.
3. Under its 2018-2021 Strategic Framework, the Institute’s programme of work is guided by five strategic objectives for effective and efficient achievement of results. UNITAR’s first strategic objective seeks to promote peace and just and inclusive societies with a sub-objective of supporting institutions and individuals to contribute meaningfully to sustainable peace. The Institutions focus following this sub-objective is to support institutions and individuals, including those marginalized such as indigenous peoples, to contribute to sustainable peace by increasing the capacities of stakeholders to resolve conflicts, restore the rule of law and build lasting peace.
4. The “**Support to the Establishment of the Psychiatric Unit of Malian Armed Forces**” project (“FAMA”) aims to improve the safety and security of male and female members of Malian armed forces prior, during and after deployment. This will be addressed through tailored trainings for knowledge, skill, and behavioural reinforcement of male and female medical and paramedical personnel; awareness raising of male and female FAMA members on symptoms and consequences of trauma-related disorders; and rehabilitation and new construction of physical infrastructure. In so doing, the project contributes directly to SDG 3 (ensure healthy lives and promote wellbeing for all at all ages), SDG 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels), amongst others.
5. UNITAR has been active in Mali since 2017 following its contribution to improving the performance of UN peace operations through its implementation of projects aimed at strengthening the capacities of police contributing countries. This project will build on these experiences by strengthening the capacities of medical and paramedical personnel to address the symptoms and consequences of trauma-related disorders. More broadly, the project’s activities will improve the safety and security of FAMA members thereby enhancing the establishment of an environment that responds positively to challenges faced by personnel working in the field. The project integrates a gender approach ensuring that both male and female FAMA members’ psychological wellbeing is enhanced to advance gender equality and women empowerment.

Purpose of the evaluation

6. The purpose of the evaluation is to assess the relevance, coherence, efficiency, effectiveness, likelihood of impact and likelihood of sustainability of the project; to identify 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 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. The evaluation is also forward-looking to inform decisions on the design and planning of possible future phases and focus areas.

Scope of the evaluation

7. The evaluation will cover the period from 20 November 2019 to 30 June 2022. The evaluation should maintain sufficient focus to deliver findings and conclusions with forward-looking and actionable recommendations to inform future phases and a possible scalability of the project approach to other contexts beyond Mali.

Evaluation criteria

8. The evaluation will assess project performance using the following criteria: relevance, coherence, effectiveness, efficiency, and likelihood of impact and likelihood of sustainability.
 - **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 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 strengthening the capacities of medical and paramedical personnel to address the symptoms and consequences of trauma-related disorders?*
 - **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?*

Principal evaluation questions

9. 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.

Relevance

- 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 particularly SO 1.1.?*
- b. *How relevant are the objectives and the design of the trainings (and project components: TOT, coaching and mentoring, basic and advanced programme, awareness-raising campaigns) to the identified and new capacity needs, priorities and the desired performance of beneficiaries of male and female FAMA members? Are they building on the needs assessment? Were objectives formulated sufficient to lead to behavior change/performance growth?*
- c. *How relevant is the project to supporting gender equality and women's empowerment? (GEEW)*

Coherence

- d. *How well does the project complement other UNITAR programming in the area of peacekeeping and trauma-related disorders training funded by other donors?*
- e. *How well does the project complement other existing health programmes and projects for armed forces by other local/national, UN and international actors?*

Effectiveness

- f. *How effective is the project's methodology in achieving the long-term outcome area related to enhanced psychological well-being of male and female FAMA members?*
 - a. *To what extent is the psychiatric unit within the premises of the military polyclinic in Kati (Bamako, Mali) fully functioning and able to respond adequately? (Outcome 1)*
 - b. *To what extent and how is the project contributing to changed behaviour/attitudes of male and female medical and paramedical personnel to address the symptoms and consequences of trauma-related disorders? (Outcome 2)*
 - c. *To what extent and how have the awareness campaigns led to increased awareness of male and female members of Malian Armed Forces and their families on the symptoms and consequences of trauma-related disorders? (Outcome 3)*
 - d. *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 more specifically in the design and delivery of training events? (GEEW)*

Efficiency

- e. *To what extent has the project been able to link to other initiatives and collaborated with private sector partners and the host government?*
- f. *To what extent has the project produced outputs in a timely and cost-efficient manner, including through arrangements with implementing partners, amongst partners (e.g., in comparison with alternative approaches) and technical implementation design (e.g., use of local coordinators) or is likely to?*
- g. *How environment-friendly (natural resources) has the project been?*
- h. *To what extent has the initiative created benefits of integrating gender equality (or not) and what were the related costs? (GEEW)*
- i. *To what extent has the project adjusted to the COVID-19 related context, particularly for the awareness-raising sensitization campaigns and training and how efficient has it been?*

Likelihood of impact and early indication of impact

- j. *To what extent has the project contributed or is likely to contribute to strengthened safety and security and the performance of male and female members of Malian Armed Forces (prior, during and after deployment)?*
- k. *To what extent has the project contributed to improved capacities of the psychiatric unit within the military polyclinic in Kati?*
- l. *What other observable end-results or organizational changes (positive or negative, intended or unintended) have occurred related to the project?*

Likelihood of sustainability and early indication of sustainability

- m. *To what extent are the project's results likely to endure beyond the implementation of the activities in the mid- to long-term?*
- n. *What are the major factors which influence the achievement or non-achievement of sustainability?*
- o. *To what extent is the current design likely to contribute to sustained capacity within the military polyclinic in Kati, including the TOT modality?*
- p. *What can we learn to inform the future design of similar programming in the same or similar context?*

Gender equality and women's empowerment (GEEW)

The evaluation questions with gender equality and women empowerment dimensions are marked with “**GEEW**” in the above. Other considerations for disability-inclusion and human-rights may be included in the questions.

Evaluation Approach and Methods

The evaluation is to be undertaken in accordance with the [UNITAR Evaluation Policy](#), the [UNITAR UNITAR Operational Guidelines for Independent Evaluation](#), 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).

10. 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 partners, the UN Country Teams, the participants, the donor, host government, and other 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.
11. 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 (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 Processes, systems and procedures Human and financial resources Knowledge and information sharing Infrastructure
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

12. 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](#) 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:

- The donor (Ministry of Defence, Germany);
- Private sector partners Aldi Architecture and Solarkiosk Solutions GmbH;
- implementing partners such as the Rwanda Peace Academy and the Ministry of Defence of Mali;
- Beneficiaries/participants;
- Trainers/facilitators;
- UN Country Teams;
- Host (local and national) governments;
- UNITAR staff in Geneva and Bamako;
- 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 to Mali for interviews and focus groups and on-site visits of the physical infrastructures (rehabilitated and newly constructed) with logistical support from Project Management shall be organised. The evaluator should be able to undertake data collection entirely remotely should travel restrictions be imposed due to the COVID-19 pandemic.

Gender and human rights

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

14. 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

15. The proposed timeframe for the evaluation spans from June 2022 (initial desk review and data collection) to October 2022 (submission of final evaluation report). An indicative work plan is provided in the table below.
16. 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.
17. 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.
18. 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.
19. 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 6 October 2022. Within two weeks of receiving feedback, the evaluator shall submit the final evaluation report. The target date for this submission is 15 October 2022. Subsequently, PPME will finalize and issue the report, and present the findings and recommendations to Project Management and other invited stakeholders.

Indicative timeframe: June 2022 – October 2022

Activity	June	July	August	September	October
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					
Project Management reviews draft evaluation report and shares comments and recommendations					
Evaluation report finalized and management response by Project Management					
Presentation of the evaluation findings and lessons learned					

Summary of evaluation deliverables and indicative schedule

Deliverable	From	To	Deadline
Evaluation design/question matrix	Evaluator	Evaluation manager	4 July 2022
Comments on evaluation design/question matrix	Evaluation manager	Evaluator	11 July 2022

Zero draft report	Evaluator	Evaluation manager	29 August 2022
Comments on zero draft	Evaluation manager	Evaluator	13 September 2022
Draft report	Evaluator	Evaluation manager	27 September 2022
Comments on draft report	Project Management	Evaluation manager	06 October 2022
Final report	Evaluator	Evaluation manager	15 October 2022
Presentation of the evaluation findings, recommendations and lessons learned	Evaluator/evaluation manager	Project Management	19 October 2022

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

20. The evaluation report shall be written in English with the Executive Summary both in English and French. 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

21. 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').
22. 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.
23. 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

24. 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

25. The evaluator should have the following qualifications and experience:
- MA degree or equivalent in international relations, peace studies or a related discipline. Knowledge of and experience in needs assessments, training design and delivery, and in areas related to health and peacekeeping.
 - 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 health and peacekeeping related topics, as well as contemporary developments in multilateral efforts, with preference to candidates with knowledge on trauma-related capacities in broader peace-keeping missions.
- Field work experience in 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 (report to be drafted in English with executive summary in French).
- Strong communication and presentation skills.
- Cross-cultural awareness and flexibility.
- Availability to travel.
- Fluency in oral and written French and English.

- **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. Audit trail**
 - F. Evaluator code of conduct**

Annex A: List of contact points

Project Management to complete

Annex C: List of documents/data to be reviewed

- Narrative and finance reports (in the absence of interim reporting requirements, internal reporting and monitoring data shall be provided, including self-evaluations, logframe updates etc.)
- Legal Agreement
- Logical Framework and outcome areas
- Monitoring and self-evaluation data
- Implementing partner documentation
- Stakeholder contacts
- Needs assessment
- Rehabilitation and construction-related documentation
- Project Description
- UNITAR website content
- Event Management System Data
- 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 F: 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 Form¹

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 evaluator involved in the evaluation.

¹www.unevaluation.org/unegcodeofconduct