

Terms of Reference

Activity: External consultancy for the Training Impact Evaluation Mission (TIEM) on the Training of Trainer (ToT) activities as part of the ENTRi Project - Europe's New Training Initiative for Civilian Crisis Management

1. Context

The ENTRi (Europe's New Training Initiative for Civilian Crisis Management) project aims at better enabling staff in EU, UN, AU and other crisis management and stabilisation-type missions („crisis management missions“) to work in an efficient, effective and sustainable manner in order to achieve their missions' mandates.” The emphasis of the previous two phases of ENTRi was on training course delivery; phase III is focussed on the development of content and ensuring learning and knowledge transfer. This will be achieved by focusing on development of customised course material, training of trainers (ToT) and integrating knowledge and lessons learned from activities within European training institutions and mission capacity enhancement units.

ENTRi III will implement 17 training activities over the course of three years including ToT courses, specialisation courses (also run in country with mixed police and civilian trainer teams) and get engaged in technology-enabled learning.

The ENTRi III phase (2016 - May 2019) envisages a training impact evaluation (TIEM) of the ToT activities, namely **4 ToT courses and a ToT package**.

2. Reasons

The value of capacity building of ENTRi training activities depends on what impact it has on missions' operations. The impact on mission's operations depends on the change in practice and behaviour of its members following training and mission's support to motivate the use of such capacity. In other words, resources invested in trainings are compared against developments in improved work capacity of the mission in stages that caused that impact. The objective of the TIEM is that of evaluating impacts of ENTRi's capacity building activities. The TIEM will in that way contribute to facilitating further harmonisation and standardisation of courses and approaches to training within ENTRi. This is because the ENTRi network has an ongoing commitment to continuously improve the effectiveness of its training and capacity building efforts.

Impact evaluation of ENTRi trainings has several key functions:

2.1. Utilization - TIEM provides input which can be used in planning and delivering future ENTRi trainings.

2.2. Accountability - TIEM justifies the financial and other investments in the trainings and ensures continuous involvement of the stakeholders.

2.3. Contribution - TIEM demonstrates there is a strong link between well designed and implemented training and effective personal performance in the civilian crisis management mission.

2.4. Relevance - TIEM increases understanding of the roles and contributions training makes to civilian crisis management.

Stakeholders and parties interested in TIEM Report:

- ENTRi partners,
- ENTRi Project Steering Committee,
- EU Stakeholders,
- Seconding Member States civilian crisis management (CCM) Focal Points,
- Institutions managing deployment rosters,
- Institutions conducting CCM trainings but not involved in ENTRi,
- Training units (or Training Focal Points) in CCM,
- Management of CCMM,
- Experts deployed to the CCMM (including participants of ENTRi trainings),
- ENTRi trainers and resource persons.

3. Scope of Work & Goals

3.1. Scope of work

The Consultant will provide the materials to execute the items and deliverables as described in this ToR. The scope of this work includes (a) performing pre-mission activities (incl. refining interview questions), (b) performing surveys/questionnaires/interviews with former ENTRi trainees, possibly their line managers and beneficiaries to gauge training impact, (c) data collection that relates directly to the evaluation questions, and (d) preparation of a final report describing evaluation findings. The work shall be carried out under the supervision and in close consultation and cooperation with the relevant ENTRi partners, members of the Working group on Evaluation, in charge of training impact evaluation functions.

3.2. Subject of TIEM

TIEM will analyse:

- the impact ENTRi ToT courses and package had on building trainees' capacities, i.e. knowledge, skills, attitude, networks (**capacity built**),
- the extent to which capacities built by ENTRi ToT activities have been used by the individual and the mission (**capacity used**),
- the impact of the individual using capacity built by ENTRi ToT activities to her/his performance and fulfilling mission mandate (**impact of capacity used**).

The potential to utilise capacity depends in part on the capacity that has been built by the ToT ENTRi training activities. This depends, in turn, on the relevance and quality of the training or other capacity-building activity provided, as well as the degree to which the mission uses the skills, knowledge, networks and other capacity developed by the activities. Once individuals acquired new knowledge and skills, they need opportunities and incentives to apply their capacity. The bottom-line impact is contribution to fulfilment the mission mandate.

Table: Pathways and levels of impact

IMPLEMENTATION		RESULTS			
→	→	→	→	→	→
Inputs	Training Activities		Outputs CAPACITY BUILT	Outcome CAPACITY USED	Impact IMPACT OF CAPACITY USED

The TIEM on ToT activities will take into consideration the four ToT courses conducted in Kosovo, Ukraine, Palestine and Pisa in the ENTRI phase III and the ToT package available on the ENTRI website. It will analyse the impact that ENTRI ToT activities have had on the mission members who took part in the trainings or utilised the ToT Package.

3.2. Main activities of TIEM:

The evaluation process will be carried out in three phases: a Desk Phase, an optional Field Phase and a Synthesis Phase, as described below. The TIEM findings, reproduced in a specific report on the activity will then be incorporated in the Final TIEM Report of the ENTRI programme.

3.2.1. Desk Phase

The first step of the Desk Phase will consist in the creation of a Working Group on TIEM tasked with the revision of relevant programming and training, as well as an analysis of information regarding ENTRI training and trainees. On the basis of the information collected the WG on TIEM should:

- Develop the TIEM framework including methodology.
- Develop evaluation questions, provisional indicators, their verification means, and analysis strategy.
- Develop a detailed TIEM work plan with an indicative list of people to be interviewed, dates of visit and itinerary.
- Coordinate TIEM concept and time schedule with relevant stakeholders.
- Determine layout and structure of the report on TIEM.

3.2.2. Field phase

The (optional) Field Phase starts upon completion of the Desk Phase and the TIEM external consultant in cooperation with the TIEM team should:

- Implement its detailed work plan.
- Hold a briefing meeting or Skype interviews with mission management/representatives.
- Ensure adequate contact, consultation and involvement of relevant stakeholders.
- Use the most reliable and appropriate sources of information and harmonise data from different sources to allow ready interpretation.
- Summarise its field works at the end of the field phase, discuss the reliability and coverage of data collection, and present its preliminary findings to ENTRI partners and relevant stakeholders.

3.2.3. Synthesis phase

This phase is mainly devoted to the preparation of the draft report on TIEM. The external consultant with the support of the TIEM team members will:

- Analyse the data collected and received through field phase.
- Draft report on TIEM.
- Circulate it for comments or questions to relevant stakeholders.
- Amend and revise the draft report.
- Finalise the TIEM report.
- Present report on TIEM to ENTRI partners to discuss findings, conclusions and recommendations.

3.3. The Evaluation Team

The TIEM team will be composed of ENTRI partners and ENTRI coordination office representatives to support the external consultant with the necessary documents for conducting TIEM. TIEM team members and the external consultant will have the following profiles and qualifications:

- Experience in civilian crisis management (minimum 5 years).

- Experience in evaluation of projects.
- Full working knowledge of English and excellent report writing skills.
- Fully conversant with the principles and working methods of project cycle management.
- Experience in conducting evaluation interviews, analytical and reasoning skills, ability for trainees' assessment.

4. Methodology

TIEM will use counterfactual analysis (what actually happened vs. what would have happened in the absence of ENTRi activities) to evaluate the impact of ENTRi activities.

- based on learning objectives of the ToT courses and ToT Package, possible impacts need to be identified in capacity built/used and contribution in fulfilment of mission's mandate,
- determine attribution of benefits to specific ENTRi ToT activities and identify circumstances relevant for the impact.

Tools for TIEM will be applied on:

- the above mentioned ToT course participants and users of the ToT Package, working in the civilian crisis management missions,
- their line managers,
- senior management.

Tools for conducting TIEM:

- **Questionnaire survey** (filled out before the Field Phase).
- **(Skype) Interviews** (useful to obtain more detailed information on aspects of the capacity-building activity that the results of a survey indicate are significant to outputs, outcomes and impacts).
- **Stories of significant change.**
- **Review of existing documents.**

Assumptions and some challenges for conducting TIEM:

- Participants of ENTRi trainings, their line managers and mission management will be available and willing to participate in TIE.
- Simplistic view on training: unskilled worker → training program → skilled worker and a myth that the reaction to training equals learning.
- Participants trained may not recognise value of the skills gained. This can arise where the new skills fill a gap and make possible the successful completion of the work, but the participant is unaware of the contribution this made to overall project impacts. This can also arise in self-assessment of change of attitude (person is unaware of change in attitude caused by training).

5. Work Steps & Schedule

Steps in this evaluation shall include the following: (a) analyse ENTRi project website to acquaint evaluator with program; (b) collect and analyse relevant documents (ToT course concept and programme, ToT Package documents) related to the activity whose impact is to be assessed; (c) develop new and refine existing evaluation questions that will guide the evaluation process, (d) participate in the 'Evaluation Mission' (field visit or distance interviews) in cooperation with one ENTRi partner staff member and one ENTRi coordination team member (e) collect answers and data from the evaluation mission interviews, (f) complete additional interviews/surveys/questionnaires if deemed

applicable by the mission team members, (g) analyse and compile data and (h) prepare final evaluation report.

6. TIEM Report

TIE Report Framework will include all relevant findings of the evaluation. TIEM team will agree on the detailed structure and volume of TIEM Report in the Desk Phase of the TIEM. Determining in advance how information is used, gathering data with no particular function for the reporting framework will be avoided. TIEM Report should be completed and circulated for comments by **10 December 2018**. The final report will be delivered by the Consultant electronically and open to a review process by the ENTRi mission members. Revision process of the TIEM report and final version should be submitted by 5 January 2019.

7. Project Management

Throughout this evaluation process, the Consultant will provide updates of the process to the other members of the Training Impact Evaluation Mission.

8. Performance Period

The work on this evaluation will begin once this contract is agreed upon and signed by the ENTRi partnering organisation and the Consultant. The field mission/distance interviews will be conducted in October/November 2018. Other items will be delivered on the date listed in this contract. The overall TIEM activities should be concluded by 5 January 2019.

9. Specific Mandatory Tasks and Associated Deliverables

The Consultant will provide the following deliverables described below:

Task 1: The Consultant will devise new and revise existing evaluation questions that will guide the process. Evaluation questions will be delivered to the ENTRi TIEM team through email communication. The Consultant will design evaluation guidelines for the mission in order to meet international good practices in training evaluation.

Deliverable 1: Evaluation Questions & Evaluation guidelines

Task 2: The Consultant will provide a draft report for the evaluation to be reviewed by the ENTRi TIEM team.

Deliverable 2: Draft Report

Task 3: The Consultant will provide an evaluation report that provides detailed commentary and data on the evaluation topic. Field visits or distance interviews will occur during the agreed upon time schedule with the final evaluation report provided before 10 December 2018.

Deliverable 3: Final Evaluation Report

The Consultant will submit the final report to the two ENTRi TIEM team by 5 January 2018 via email communication. The Consultant grants to ENTRi consortium exclusive exploitation and publication

rights and further grants an exclusive license for other uses of the work that are produced under this contract.

10. Schedule for Deliverables

The Consultant will provide all documentation/deliverables based on the below schedule. Any change in schedule will be communicated to the two ENTRi mission members via email communication.

Deliverable Dates:

- Evaluation Questions & Evaluation guidelines 1 October 2018
- Completion of Data Collection 15 November 2018
- Draft Report for Evaluation ENTRi team members to review: 10 December 2018
- Final Evaluation Report: 5 January 2018

11. Changes to Statement of Work

Because of the limited time frame for this TIEM, any change of dates should be communicated immediately with the TIEM team via email communication.

12. Reporting Requirements

Consultant will provide updates on the programme evaluation via email communication. During this communication, the TIEM team may provide additional requests or provide additional assistance in the resolution of problems that may arise during the evaluation.

13. Travel and Field Visit (if needed)

The observational field visit, if needed, will be limited to one visit, otherwise distance interviews (e.g. via Skype) are an appropriate alternative.

14. ENTRi Responsibilities

TIEM team, represented by ENTRi coordination office and ENTRi partners will provide access to former trainees for the Consultant to interview. The working group will also allow surveys to be emailed to the line managers and beneficiaries of the former trainees. The members of the working group shall provide background information for the Consultant to prepare adequately for the task. Existing evaluation material should be handed over to the Consultant for further adaption and editing.

15. Consultant Experience Requirements

The Consultant has an extensive proven record in evaluation of training projects. The Consultant works according to international evaluation standards and good practices, and their application is reflected in the Consultant's previous evaluations. The Consultant provides the ENTRi Working Group on Evaluation with a record of his/her experiences and work samples. The Consultant lists two references in her/his application.

The application should consist of an application letter, a Curriculum Vitae and at least one work sample (e.g. evaluation report) and should be sent to ivana.bostjancic-pulko@cep.si by 18 September.

16. Financial Reimbursement

The Consultant shall receive the financial reimbursement of 4,500 EURO in one budget tranche after delivering the final report and after the ENTRi TIEM team accepted the report as completed. The sole

responsibility to declare and pay taxes, social security or any other fees to the respective authorities due to this Agreement rests with the Consultant.

17. Confidentiality

The Consultant is required to keep confidentiality towards third parties before, during and after the evaluation process regarding any and all information acquired through fulfilling this Agreement, in particular all personal data of former course participants.

18. Waiver of Liability

ENTRi shall not be liable for any loss or damage or any personal injury suffered by the Consultant or any third party that is in direct or indirect or consequential in connection with or arising from this Agreement.

19. Mitigation Clause

In the event of any non-fulfilment of this agreement or any agreed services herein, ENTRi has no obligation to pay the financial reimbursement. In the event of any partial non-fulfilment or any unsatisfactory of this agreement or any agreed services herein, ENTRi may reduce the financial reimbursement accordingly.